

Training Systems Toolkit

Executive Summary



World Scout Bureau Mondial du Scoutisme
European Regional Office – Bureau Régional Européen

People who have contributed to the production of the material

Damian O'Connor, Ireland
Ib Jammer, Germany

We thank David McKee, Regional Director, World Scout Bureau - European Regional Office, who read the document and sent very useful comments

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World Scout Bureau - European Regional Office

P.O. Box 327, CH - 1211 Geneva 4

Tel: (+41 22) 705 11 00 • Fax: (+41 22) 705 11 09

europe@scout.org • www.scout.org/europe

Graphic design, drawings and layout

Daniela Polzin, Germany

General editors

Jussi Lares, Finland

Milutin Milošević, World Scout Bureau - European Regional Office

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Executive Summary

How roadworthy is your 'Training in Scouting'?

*"I cannot say whether things will get better if we change;
what I can say is they must change if they are to get better."*

Georg Christoph Lichtenberg, German Scientist

How roadworthy is your 'Training in Scouting'?

Many of us drive cars and know very well that we must ensure that the car is roadworthy to keep us and other road users safe. When we accept passengers into our vehicle for a journey, we expect that the vehicle will deliver us from A to B without harm or injury and that we may indeed enjoy the journey. It is the responsibility of the driver to ensure that the tyres are in a good condition, brakes are in working order, there is oil in the engine, fuel in tank, water in the washer bottle etc. In many countries there is also a legal obligation to have the car checked to ensure the vehicle is roadworthy. Remember, that the owner is then required to have the car tested every year.

So what does that introduction have to do with 'training in Scouting'? Simple, consider the car as your Training System and ask yourself when was the last time you considered if your Training System was 'roadworthy'. How many miles or kilometres have you travelled since your last test? It is vital that we regularly check the condition of the training offered and ensure that it still meets the requirements expected. How do we ensure that we provide a safe and enjoyable journey for our "passengers" - volunteer leaders who joined the Movement?

It is encouraging to see that many associations are currently renewing their Training Systems and looking to maximise the success of both the management and delivery of training offered. Of course we must remember that the purpose of training is to help equip leaders with the skills, knowledge and attitudes to deliver quality Scout programmes for the young people or to support that delivery.

The WOSM – European Region identified the need to support associations in the Region by providing a framework or process on how to design or renew their Training Systems. A toolkit is now available to support this work offering many tools, methods and ideas. This document will help to describe what the toolkit consists of and how you will be able to use it to structure a training design review or renewal.

Therefore, if you are not already involved in reviewing and renewing your Training System, then perhaps now is a good time to start.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader"

John Quincy Adams – 6th US President

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Training Systems

A Training System contains a set of entities such as the adult assignments, competencies needed for the assignments, training schemes, training courses, training modules, administration, communication, etc. Training is an important element of the successful work of an association, comprising interrelated frameworks, programmes and structures working together to provide consistent, high-quality, internally and externally recognised learning for all adult leaders in an association.



How can the toolkit help?

The toolkit offers a comprehensive process comprising of four phases:

- Starting the process
- Setting the framework
- (Re)Designing the Training System
- Operating the Training System

We will look at each stage to outline the methods suggested in the Training System Toolkit, and we will provide an idea of how useful the kit can be to you.

The WOSM - European Region will strive to support associations who start a Training System renewal using this tool, and collect your experiences and use examples of the outcomes to benefit all associations.

1. Starting the process

Within this phase of the process we explore both recognising and validating the need to review the Training System. These steps are important before a decision to renew or design the Training System is taken, as the review will consume a lot of resources and energy.



Unless you are close to what happens in training you may feel at a slight disadvantage regarding knowing if the training is good or not so good. You may not know if you deliver using a traditional Training System or use a modular approach. However, you will know if your training delivers well, if leaders enjoy the courses, trainers are up to date with changes in your Youth Programme and award schemes, the number of cancelled courses, if you have sufficient participants, or if you have good choice of training available etc. This in fact is the basis of your initial analysis of the situation.

Internal changes such as to the Youth Programme, age ranges, structures or strategy will require a review of the Training System. Society around us is also changing and that influences both Scouting and our leaders. We need to observe trends to be able to adapt to the changes. This leads to changing the skills which adults in Scouting need. In addition, other changes in legislation in the country may require changes in your Training System.

So at a certain point, an association can realise that the Training System is not producing the expected results, has become out-dated, is not meeting the needs of your members or indeed that you do not have a Training System at all. It is important that the training review has a clear owner, e.g. national training committee and that time to validate the actual Training System is agreed.

The Training System Toolkit provides much more detail and ideas on how to manage this first phase.

"If the facts don't fit the theory, change the facts."

Albert Einstein

2. Setting the Framework

Now that the association has approved the recommendation to review the Training System, it is very important that this phase is well planned and executed. It will be no surprise to hear that the Training System Toolkit provides guidelines and ideas on how to approach this phase.



The first thing to do is appoint a project team to lead this work. The training committee will know appropriate people to perform the required roles. However, it is worth mentioning that not all the project team need to be trainers. It is encouraged that you make use of the Adults in Scouting (AiS) methodology to create and manage the project team. Details on AiS is available in the Training System Toolkit. The project team will need to understand their responsibilities, resources, timescales, expectations and authority.

The framework stage is really a deep dive into all aspects of training in the association. The need to undertake an open, honest, objective and professional review on the state of training is extremely important to the whole project.

At this stage, to use the roadworthiness analogy, you carry out a detailed 'check up' of the condition of the car, how it runs, the bodywork and all mechanical parts. Then after you complete the 'check up' you will know what is required to make the car an even better mode of transport. It may be useful or necessary to get help from someone like a car mechanic, so feel free to contact the WOSM – European Region if you need support at any stage of the Training System review.

This review will embrace all aspects of training including such things as the original aims and objectives of the existing Training System. Expect to identify the barriers, both internal and external, as well as the challenges to implementing an effective Training System.

This is a large piece of work and the project team will require much support. Effective and regular communications with all the stakeholders (interested parties) will be required to maintain focus and share findings. Working with people face to face is a great way to facilitate knowledge sharing and engagement; why not run a strategic meeting or large forum?

Much like the result of your car 'check up', be prepared for different outcomes such as:

- Do nothing - as it is running fine and it would pass the roadworthiness test
- Fix some things – perform only necessary changes without changing the car
- Renew – it is time to change the car as so many things need replaced or repaired

If your association agrees that a Training System renewal is required, the framework needs to be developed.

Based on the output from the strategic meeting you should be able to produce a framework for the new Training System. This framework will define boundaries in which the system is to be developed and maintained. It should include a vision of what the new system will look like and also explain the high level building blocks required to enable success. The framework will serve as reference material not only in the development but also in the delivery phase and for connections with other areas of work in the association.

It should be possible to test your vision against the WOSM principles, the findings of your earlier work and in relation with the world around us. You can also check the boundaries already set by the WOSM [World Adult Resources Policy](#) (and WAGGGS Guidelines if your association is SAGNO or SAGA). This will ensure that your Training System follows the strategies of World Scouting and respects the values of Scouting.

Moving to the design stage, you need to define and clarify the resources, timescales, responsibilities, expectations and reporting requirements. The design team should be recruited, agreements made, roles and responsibilities accepted.

Any decision to proceed to the next stage will require the approval of the appropriate body. It is therefore important that any report or presentation is comprehensive outlining your key findings and rational. Depending on the involvement of members of the appropriate body, you may encounter opposition to change and may need to be prepared for this possibility. Having good

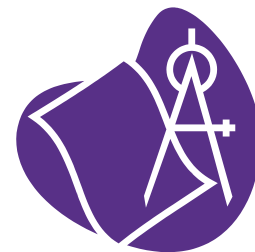
information to hand is important and considering what questions you may be asked will be useful. Consider for yourself if the proposal you are offering is 'a good enough basis for the new Training System'.

Remember to celebrate your decision, especially to renew the Training System of an association. It means that you are progressive and not complacent. We all like to show our friends and family a new car, especially if it is more economical and environmentally friendly. Inform members of the decision and keep them informed of progress on an ongoing basis.

Good luck with this stage.

3. (Re)Design of a Training System

After you made the strategic decisions about your future Training System, it is now time to roll up the shirtsleeves and get stuck into the real work. Only when you have completed this phase will you be ready to seek another formal decision - Adoption of the new Training System.



The design of a Training System is a very exciting challenge, requiring a determined team and a very strong project manager to keep everyone on track. This project can be a very rewarding experience. How many people can say 'they played a part in developing their association's new Training System'. It is vital that all aspects of the work are recorded in a project plan and that the project team is fully aware of deliverables and timescales.

Designing a Training System provides the opportunity to look at the totality of training within an association. If you approach it by breaking it into parts then it will be much more manageable. It is likely that the timescales for this work will be longer than you think, so keeping momentum during the project lifespan will be important.

To be able to design a Training System that will provide comprehensive support to leaders in the association, we need to identify their training needs and the needs of the association. Satisfying those needs is the reason for developing the system.

Your current trainers are a great source of experience and they, along with others (especially the new trainers you shall recruit), should be encouraged to participate in the development of the new Training System. The old saying 'those that cannot remember the past are condemned to repeat it' is very appropriate. The trainers will have learned many lessons and these should be considered. Do also investigate what others are doing in training and learn from other organisations or Scout associations; contact the WOSM – European Region for information, contacts, advice or guidance.

The aim of the Training System is to provide learning to Adult Leaders, to support them in performing their role in Scouting. The Training System must offer something to everyone, so involve all levels of the association and create a real sense of positive change. Good communications are a key requirement in any change programme, so get out there and communicate. You may be very pleased and surprised with the reaction. Don't forget to take time to create a communications plan – that will be of help.

When you start to look at the full scope of the review, you will identify many aspects that need to be embraced. The suggestion is to approach the work systematically and with an effective plan that will enable the development of a suitable Training System. This following list is not exhaustive and many topics are well covered in the Training Systems Toolkit.

- | | |
|---|--|
| • Evaluation of training | • Regulatory e.g. child protection |
| • Identifying training needs | • Preparing trainers notes |
| • Building the team | • Advertising/marketing |
| • Actual delivery of a training session | • Consider linear or modular models |
| • Quality training – what is it | • Skills based training |
| • Training recognition | • Training of trainers |
| • Transferability of training | • Working with other associations |
| • eLearning – trends, new approaches | • Management of training |
| • Theory to delivery | • Partnerships – internal and external |

During the project, it is important to have planned checkpoints to ensure you are making progress, nothing has stalled and you driving in the right direction. Take every opportunity to engage people and especially decision makers in the association.

Many associations will be renewing their Training Systems over the coming months and years. Some are likely to be based around the 'Woodbadge Training' so learn from others who have travelled the same road and share your experiences as well; WOSM – European Region can advise who is renewing their training.

When you get to the position that you feel that you have developed a workable Training System then it will be time to consider how you test it. If you changed the brakes on your car you would need to check the brakes in a safe environment. Testing your new system is just the same. You will need to consider what needs tested and how much testing needs to take place. A couple of test pilot courses may be useful. Adoption of the new system will follow shortly, so you need to be sure that the new Training Systems works well.

Another decision point is to have the new Training Systems formally accepted by the governing body as before – so fingers crossed.

"It is only the wisest and the stupidest that cannot change."

Confucius

4. Operating the renewed Training System

After the Training System is designed, it must be put to use. The Rollout phase happens once in the Training System renewal process. Ideas on how to manage this phase are well explained in the Toolkit. The rollout should be approached as an exciting event for the association and every opportunity should be taken to make clear the benefits and expected outcomes of the new Training System.

A simple plan, steps to ensure an effective rollout, is proposed in the Toolkit:

- Plan the rollout
- Define the overlapping period for old and new systems
- Train the trainers to deliver the new training modules
- Promote the new Training System
- Promotional training sessions on large scale events of the association
- First training sessions of the new Training System (phased rollout or big bang)

These steps will contribute to your rollout plan, which should be effectively managed and well communicated within the association. Obviously, the timescales for the rollout will depend on the size of your association and the organisational abilities and levels of resourcing available.

Remember that the trainers will need time to assimilate the new system and get to terms with new methods. Receiving and monitoring feedback is very important, as it will enable you to either plan a faster rollout or resolve any issues that arise with the new Training System.

Consider making those scouters who attend the first courses even more special by having a certificate to commemorate their attendance at one of the inaugural courses. Perhaps a senior guest such as the Chief Scout could be invited to present such certificates. The message is, enjoy the fact that you have developed a new Training System and mark the event as something special.

Continuous improvement is the name the game from here on. It is important that all ideas to improve or adjust the Training System are considered. Consider having a special project team for bigger maintenance steps, which permits the training committee to concentrate on their main duty, running the Training System.

By this stage you will have succeed in delivering real change to your association and everyone involved should be very pleased with the work. It will not have been an easy journey and the road at times may have been bumpy and long. The journey was necessary and sometimes it takes quite a long time before the benefits of the change are recognised and the efforts appreciated.

5. Closing remarks

Going back to the car analogy: perhaps that knocking noise from the front passenger side or that vibration in the steering wheel when you turn left, is telling you something. Perhaps it is time to have the car checked and honestly consider if it is roadworthy enough. If your car has not been tested for long time, do you feel at ease if your children are in it on a journey?



The training car is still on the road and many thousands of young people are placing their dreams and trust in us to deliver quality Scouting. If we are not providing excellent training experiences for their leaders then it time to get the car serviced – now!

The Training Systems Toolkit will serve as a very useful guide and resource as you travel through the training renewal project. It explains, in detail, the steps and how to use many of the ideas mentioned here. Fellow scouters from all over Europe developed the toolkit so the examples are real. The toolkit offers ideas to the approach; it does not offer ready-made solutions.

The Region will make every effort to collect many tools and make them available, in their original form and translated for easier use. Capturing a good range of tools, experiences and views can help those working on improving existing or designing new training systems get enough ideas and examples that fit their particular situation.

The Training System Toolkit, and other useful material related to Training Systems are on our website on the address http://www.scout.org/en/around_the_world/europe/information_events/resources/regional_publications/training_systems_toolkit

For any particular inquiry, please send messages to milutin@scout.org or europe@scout.org.

"It's not so important who starts the game but who finishes it."

John Wooden



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World Scout Bureau Mondial du Scoutisme
European Regional Office – Bureau Régional Européen

Rue Henri-Christiné 5
P.O. Box 327
1211 Geneva 04
Switzerland

Tel: +41 22 705 11 00
Fax: +41 22 705 11 09
E-Mail: europe@scout.org
<http://www.scout.org/europe>