



# WORLD ADULT RESOURCES POLICY





World Organization  
of the Scout Movement  
Organisation Mondiale  
du Mouvement Scout

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# STRATEGY

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## RESOLUTION 4/93

### The Conference

- having recognized the need for an overall policy for adults at all levels and in all functions in Scouting,
- having adopted the principles of “Adults in Scouting” as applying to all adult resources in the Scout Movement,
- welcomes the work done by the World Scout Committee on the development of a policy in implementation of Resolution 5/90
- adopts the *World Adult Resources Policy* statement as representing WOSM’s policy on the acquisition, training and personal development, and management of adult resources within the Scout Movement
- resolves that the policies and procedures on Adult Leader Training as established by previous resolutions are now modified by the adoption of the provisions of the *World Adult Resources Policy*
- requests the World Committee to take the necessary steps to ensure the full implementation of the provisions of the *World Adult Resources Policy*
- invites National Scout Organizations to implement the provisions of the *World Adult Resources Policy*.

## **1. INTRODUCTION**

“Adults in Scouting” provides the requirements and guidelines approved by the World Scout Conference for the acquisition, training and personal development, and management of the adult resources necessary for accomplishing the Mission of the Movement.

These guidelines and requirements constitute the World Adult Resources Policy which sets out the respective responsibilities of National Scout Associations and the various regional and world bodies of WOSM.

## **2. ACQUISITION OF ADULT RESOURCES**

In order to fulfil its Mission, each National Scout Association should have the adult leadership it needs to develop and function effectively. To build these resources and maintain them at an optimum level in terms of quality and quantity, the association must have a clear view of its needs and undertake deliberate recruitment activities.

Recognizing the Mission of the Movement as dedicated to the development of young people, the adult leadership should include young adults in positions of responsibility.

### **2.1 ASSESSMENT OF NEEDS**

Each association should establish its own complete list of functions to be filled. This list will then be compared to the actual leadership situation (vacancies, transfers, departures) and probable medium-term evolution (growth of the association) to assess the short and medium term adult requirements.

### **2.2 RECRUITMENT**

National Associations are strongly encouraged to adopt a proactive attitude and undertake systematic adult recruitment. This recruitment will take place in accordance with specific functions, based on job descriptions that clearly define the tasks to be done.

### **2.3 MUTUAL AGREEMENT**

The World Adult Resources Policy establishes the principle of negotiation and conclusion of a clear agreement concerning the time limits and reciprocal obligations of the association and the person concerned.

### **2.4 APPOINTMENT**

Each National Association is entirely responsible for appointing and nominating its adult leaders to all positions in accordance with the following general principles:

- Only responsible officials within an association are authorized to appoint an adult for any function within the association.
- Every appointment is made on the basis of a reciprocal commitment between the association and the person recruited.
- Every appointment is made for a specified duration.

### **3. TRAINING AND PERSONAL DEVELOPMENT**

- Any conditions for and restrictions on the renewal of a given function should be stipulated.

Each National Association is responsible for designing and operating a system for the training and development of adult leaders in all functions and at all levels.

This system:

- includes the integration of the new leader, basic training, further and on going training and support for the entire duration of the term of office,
- includes not only the acquisition and development of the knowledge and skills necessary for accomplishing each function, but also the personal development of adult leaders,
- is flexible and allows for previous experience and skills to be taken into consideration,
- allows for the acquisition of additional skills and knowledge to facilitate the transfer from one function to another.

#### **3.1 INTREGRATION OF A NEW ADULT**

The World Adult Resources Policy requires a systematic integration period, during which adults will understand the responsibilities of their function and the need for training in it. This implies that they are also trained in the techniques essential for its implementation.

#### **3.2 TRAINING**

The purpose of the training offered to adults is to provide them with the means to make a significant contribution to the accomplishment of the Mission of the Movement. It should be adapted to each function and to each individual on the basis of a detailed analysis of that individual's training needs and previous experience. It should be considered as a continuous process.

#### **3.3 TRAINING SYSTEM**

Each National Scout Association will develop a training system for all adult functions. This will include all the competencies required for these functions together with the personal development of these adults.

The system will be flexible and ensure easy access to training opportunities in terms of their frequency, proximity and conditions for registration. This may require the decentralization of training and will need the participation of many more people, including young adults, in sharing their competencies with others.

Those responsible for coordinating training at all levels in the association will identify training teams, organize the provision of training, and develop and manage the training resources required.

At national level an individual or team will be appointed to coordinate the overall operation of the training system. At other levels individuals or teams will also be appointed.

In specialized areas, training may be provided through outside agencies with an accreditation from the National Scout Association.

### **3.4 SUPPORT**

Each adult must receive direct support, technical, educational, material, moral or personal, whenever required.

### **3.5 RECOGNITION OF QUALIFICATION**

The recognition of the qualifications of an individual is exclusively the responsibility of the National Scout Association. Certificates of qualification for a job or function will be issued on the basis of demonstrated and currently used competence and have a set validity period with a date of expiry. This could also be recorded in a personal log-book.

Where associations wish to use them, woodbadge insignia will be issued for the same duration as the certificate of qualification.

Certificates may be renewed on the basis of demonstrated and updated competence and for the same limited period of time.

Certificates of attendance on courses or other training activities may be issued or attendance may be recorded in the log-book.

## **4. THE MANAGEMENT OF ADULT RESOURCES**

In order to permit mobility of people across functions, the World Adult Resources Policy advocates the establishment of networks designed to augment and, if appropriate, replace the hierarchical and linear systems which operate in most associations.

### **4.1 TASK APPRAISAL**

Task appraisal is a regular element in the management of the association's activities. It provides an opportunity to assess the extent to which objectives are being met and whether adjustments are required.

### **4.2 REAPPOINTMENT APPRAISAL**

Reappointment appraisal is a regular element in an adult's life cycle. This is achievement-based and looks towards the future to find an option which best corresponds with the wishes and interests of the adult leader and the association as a whole. It results in a choice between three options: renewal of the mutual agreement, reassignment to another task for a new term of office, or retirement of the leader concerned.

## **5. STRUCTURES**

At all levels of the World Organization of the Scout Movement - national, regional and world - the management of adult resources requires the establishment of specific structures covering three dimensions - acquisition of resources, training and personal development and management - allowing a global and coordinated approach.

In accordance with the Mission of the Movement, it is important that these structures should include young adults.

### **5.1 NATIONAL LEVEL**

It is up to each National Scout Association to define the most appropriate structure for adult resources management, taking into account its particular situation, needs and available resources. This structure should coordinate the acquisition, training, personal development and management of adult resources and report to the association's overall management. It should have a formal link to those responsible for the development and delivery of Youth Programme.

This could be achieved through the creation of a National Adult Resources Committee reporting to the National Executive Committee, or its equivalent.

The National Adult Resources Committee should also be linked to a network covering the whole of the association's territory and composed of those involved in the adult resources management process. Those coordinating training activities should belong to the network, together with those having recruitment and resource management functions.

### **5.2 REGIONAL LEVEL**

It is up to each Region of WOSM to define the most appropriate structure, taking into account its situation, resources and needs.

However, the World Adult Resources Policy recommends the establishment of a network as the basic element of the Regional structure. In order to ensure that this network is stimulated, questioned and informed, a number of solutions could be envisaged:

- a) a Regional Adult Resources Network Coordinator is appointed by the Regional Scout Committee,
- b) a Regional Adult Resources Committee is established along the same lines as the national committees,
- c) the Regional Conference entrusts the World Scout Bureau's Regional Office with the coordination of the task.

### **5.3 WORLD LEVEL**

The World Adult Resources Committee is a Sub-committee of the World Committee.

It is composed of a chairman, four members at large, members co-opted for specific tasks and three ex-officio members (chairman of the Educational Methods Group, chairman of the World Programme Committee, Secretary General of WOSM).

The World Adult Resources Committee, through the Educational Methods Group, proposes guidelines on all matters related to adult resources. It is linked to a World Adult Resources Network.

The network is a structure for the exchange and circulation of information, mutual assistance on adult resource management, the experimentation of ideas and new initiatives, and the expression of cultural and regional sensitivities.

## **6. CONCLUSION**

In order to remain faithful to the principles on which it is based, this policy will be reviewed regularly and, if need be, modified. The World Scout Conference will be kept informed of progress in the implementation of the policy.