



World Organization
of the Scout Movement
Organisation Mondiale
du Mouvement Scout

**World Scout
Bureau
Bureau Mondial
du Scoutisme**

Box 241, CH-1211 Geneva 4
Switzerland
Rue du Pré-Jérôme 5
CH-1205 Genève, Suisse

Tel: (+41 22) 705 10 10
Fax: (+41 22) 705 10 20
www.scout.org
worldbureau@world.scout.org

CIRCULAR

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To: International Commissioners

Dear Colleagues,

WORLD SCOUT BUREAU MANAGEMENT TEAM

As part of the internal review process undertaken at the World Scout Bureau in the past year (including the McKinsey study – see Circular No. 12/2002), I have established since last September a Management Team within the World Scout Bureau comprising those executives who report directly to me: Malek Gabr, Deputy Secretary General, (Educational Methods), Luc Panissod, Deputy Secretary General (General Affairs) and Jean Cassaigneau, Director of World Events.

In agreement with the World Scout Committee, I have delegated to the Management Team much of the day-to-day responsibility for the management of the World Scout Bureau, and tasked them especially with the follow-up and implementation of the recommendations made by McKinsey which the World Scout Committee accepted during its meeting in March 2002.

What follows is a summary of the main actions taken by the Management Team since it was established.

Management Team concept statement. This statement (a copy of which is attached) was drafted, approved by me, and shared with the World Scout Committee at its meeting of 30 September – 1 October 2001. The Management Team has continued to operate on the same basis since.

Operations Meetings with Regional Directors. A first Operations Meeting involving the Management Team and Regional Directors was held in October 2001 to discuss the work on the Strategy for Scouting being prepared for the World Scout Conference in Thessaloniki, and to agree on closer operational co-operation and coherence between the World and Regional levels in implementing the Strategy. A number of new initiatives were agreed. A second Operations Meeting with Regional Directors was held in January 2001.

The Management Team supervised the annual World Staff Management Conference in March, which involved the Regional Directors and Geneva Office executives; this also focused on the Strategy while ensuring closer operational cohesion with the Regions.

McKinsey study. The Management Team co-operated closely with the various members of the McKinsey Team on all aspects of their study, both at the World Scout Bureau and in the field. Since the acceptance by the World Scout Committee, in March 2002, of 26 of the 30 recommendations contained in the McKinsey report, the Management Team has devoted substantial time and effort to examining ways in which these recommendations can most effectively and efficiently be implemented. Regular progress reports will be made to the World Scout Committee.

Internal review. As a complement to the McKinsey study, an internal review was also initiated within the World Scout Bureau. The Management Team has taken appropriate action and decisions on all areas of work undertaken by working groups established during a staff retreat in June 2001 and subsequent meetings. These include:

- The members of the Management Team convened meetings of their respective groups to keep them informed on developments within the Management Team and to continue the process of reviewing tasks/priorities.
- Monthly “all staff” meetings have been introduced to complement the usual weekly “executive staff” meetings.
- Changes to Staff Regulations have been introduced. These include updating of job descriptions, development of a new annual objectives and performance appraisal system, revisions to vacation entitlement based on age/length of service, and a flexi-time system for all staff.

Projects. The Management Team has launched and/or overseen several projects, including:

- co-ordination of strategy and plans of action between Geneva and Regional Offices,
- harmonisation of staff policies and rules between Geneva and Regional Offices,
- updating of our corporate identity,
- publication of new leaders’ handbooks,
- documenting the rebirth of Scouting in Russia,
- production of a peace education kit,
- development of a World Scout portal,
- and others on subjects such as unprotected children, Scouts of the World, Scouting and School, etc.

Youth and Volunteer involvement. Several of these projects involve short-term internships, drawing on Regional Offices’ staff and young volunteers from NSOs (six from NSOs in 4 Regions since September 2001). Young leaders have been appointed as WOSM representatives to the United Nations and have been associated, in co-operation with their NSOs, in the preparation of major world events. A profile of all volunteers working at world and regional levels has been published.

Communications and flow of information. The Management Team has devoted substantial time to strengthening the work of the Communications group within the World Scout Bureau. This has included the identification of all the communications needs/projects of the services within the World Scout Bureau, the preparation and review of detailed future work plans for each member of the group, and the consolidation of these into a Communications Action Plan. Implementation and achievements will be monitored by the Management Team on an ongoing basis.

In particular, the Management Team launched a new regular e-mail newsletter for leaders of National Scout Organizations, *WORLDinfo*, focusing primarily on the implementation of the Strategy for Scouting and co-ordination between Regional and World plans. The Management Team acts as editorial board for the new publication, which has been well received.

The Management Team also led a process of identifying problems and expectations (whether related to design, development, management, etc.) concerning the WOSM website.

Planning for the future. This includes direct monitoring of preparations for the World Scout Conference and the Centenary of Scouting in 2007.

Funding. Together with the new Director of the World Scout Foundation, John Geoghegan, the Management Team has also been involved in the search for new sources of funds for projects such as development of Scouting in Eurasia, the 10 Year Plan for Africa, and 2007.

Budget and Accounts. The provisions to be made in the accounts for the fiscal year ended 30 September 2001 were reviewed; the budget for 2001-2002 was prepared and income and expenditure monitored; and preliminary preparations for the budget for 2002-2003 have begun.

Looking ahead. I hope that the above information will be helpful to you and to your National Scout Organization. After the forthcoming World Scout Conference, the Management Team will take further action to continue the implementation of the McKinsey recommendations.

Yours sincerely,

Jacques Moreillon
Secretary General