

# World Adult Resources Handbook

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The World Adult Resources Handbook is to help National Scout Organizations design and operate a system for the management, training and development of adult leaders in all functions and at all levels of the Movement. It has been produced by the World Adult Resources Committee. The handbook includes the relevant sections from the earlier International Training Handbook, as well as more recent World Scout Bureau publications on "Adults in Scouting" and "Adult Resource Management". The 2005 edition replaces the 2002 edition. All chapters have been revised and a new section with training modules has been added.

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This handbook is intended to be used directly by the people in an Association who have responsibility for the management of adult resources i.e. the members of the National Adult Resources Committee. It contains information on the World Adult Resources Policy, background information and the relationship between the policy and the previous training policies.

It also contains information on each of the stages of the ?Life Cycle of an Adult in the Movement? with thoughts and questions to be considered when these are implemented in an association. The final sections have some information on specific topics which may be useful to people who have responsibility for the management of adult resources or trainers. This section does not provide support on all the skills required for these functions.

This handbook is not intended to be used directly on training courses. All the items should be considered as reference material from which the members of the National Adult Resources Committee can develop their own material to suit their needs.

Each Section of the handbook is a complete entity and some of the information therefore may appear in more than one place. This is designed to give cohesion to each section and it avoids excessive cross-referencing.

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## 100 Introduction, Contents and Historical Background

The 100 series provides a general introduction, a detailed list of the contents of each section, the historical background, information on the Mission Statement for Scouting and some thoughts on how this can be explained more fully to leaders. It also includes the conceptual framework for Adults in Scouting and the Management of Adult Resources, the policy on ?Equal Opportunities? and concludes with the Life Cycle of an Adult in the Movement which relates the framework to each individual adult.

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## 200 General Framework and Policies

The 200 series details each of the Conference resolutions on the World Adult Resources Policy, defines the scope of Adults in Scouting and relates it to the policy. It ends with a comparative study of the World Adult Resources Policy and the World Training Policy which was agreed in Helsinki in 1996, as well as reflecting on structural change at world level.

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## 300 Adult Resources, Management and Structures

The 300 series sets out the remit for the Workstream on Volunteers in Scouting, the structures required at national, regional and world level to support the Policy and an overview of all the functions of adults in Scouting.

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## 400 The Acquisition of Adult Resources

The 400 series introduces the first stage of the Adults in Scouting model. It looks at the assessment of needs, recruitment, mutual agreement and the appointment of adults in an association . A sample of the Job Description document is also included as a reference.

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## 500 The Provision of Training and Support

The 500 series provides information on all that is required in providing appropriate and timely training and support to all adults in Scouting whatever their appointment or length of service. It includes, identifying the task and training needs, providing training and on-going support, approaching training systematically and it identifies number of ways that training can be provided. It includes information on modular training, competence-based approach, the qualification of adults, measuring the impact of training and support and evaluation model and process. It ends with information on the self-directed learning process.

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## 600 Evaluation and Follow-up

The 600 series sets out the principles of assessment in business and voluntary organisations, identifies how this can apply to Scouting and provides a model which can be used to implement performance appraisal (PA) in an Association. Guidelines on how to conduct PA and how to overcome associated problems with PA interviews are also added. A brief description on the 360 degree PA system appears at the end of this section.

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## 700 Working with Adults

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The 700 series provides information which may be useful to adults in Scouting who are working with other adults. It looks at leadership skills, with practical examples applied to training, and several major leadership theories. It also contains information on how adults learn with emphasis on the experiential learning process, adult learning principles and theories. Exercises are also included to enhance understanding of adult learning. In addition, major motivation theories such as the job characteristics model, and the two-factor theories are briefly explained. Finally, the concept of team development and team effectiveness are included at the end to highlight the growing importance of working in teams.

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## 800 Useful Techniques, Methods and Strategies

The 800 series provides information on a number of different techniques, methods and strategies which can be used when managing adult resources and in the training of adults. The topics include communication, training ? including objectives, evaluation, measuring the success of training, using tutors, and the use of personal projects in training. It also includes group work and information on specific training methods e.g. lectures, talks and demonstrations, discussion methods and simulation exercises. Organisational and management topics like systems thinking, systems tool, learning organisation and dealing with resistance to change are also included. To complete this series, soft-skills related to topics like conflict management, counselling, coaching and emotional intelligence are fully described with particular emphasis on their application to Scouting.

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## 900 Training Modules

The 900 series contains specific modules and the core topics on the following:

901: Training module for an Adults in Scouting Seminar/Workshop

902: Training module for Unit Leader Training at 'Initial', 'Basic' an 'Advanced' levels.

903: Training modules for training of trainers, 'Assistant Leader Trainer' and 'Leader Trainer' levels.

904: Training module on leaders of adults

Session guides on each topic are also included to assist trainers with their presentations.

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## 1000 Glossary

The 1000 series includes a glossary of the terms used and in Scouting and in the wider world of management and training. The glossary is designed to facilitate communication between people involved in Scouting in the functions of management of human resources and training. It is not an attempt to standardise terminology.

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Global

Yes  
2005.12.25  
No  
No