



**SCOUTS**<sup>®</sup>  
Creating a Better World

## ADULTS IN SCOUTING SELF-ASSESSMENT TOOL

A self-assessment tool to strengthen the capacity of your National Scout Organization





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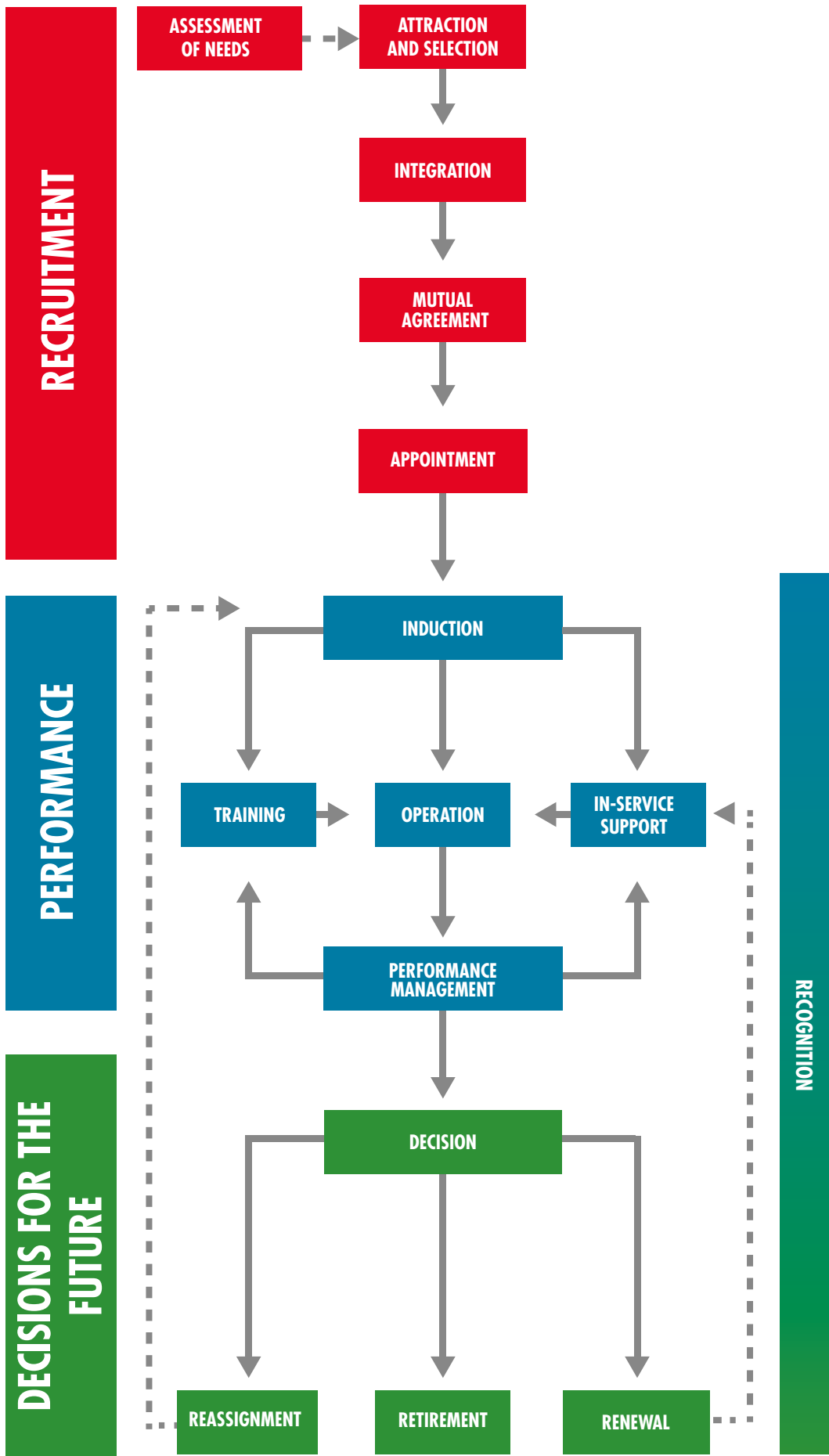
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# **ADULTS IN SCOUTING SELF-ASSESSMENT TOOL**

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# Where does your National Scout Organization stand on managing Adults in Scouting?

**Scouting could not exist without the millions of adults, nearly all of them volunteers, who support the Movement by performing a wide range of roles and functions – from camps for Cub Scouts to leading National Scout Organizations. Their dedication and commitment has enabled millions of young people worldwide to experience Scouting and play a constructive role in their communities. They are the backbone of our Movement.**

The aim of the [World Adults in Scouting Policy](#) is to support the Mission of Scouting. This is achieved by developing the ways and means by which the quality of leadership at all levels can be improved through providing better support and management for all adults, resulting in the provision of better services for young people.

Adults in Scouting is one of the three strategic areas that constitute an effectively functioning NSO, these being Youth Programme, Adults in Scouting and Organisational Development. The implementation of Adults in Scouting requires each NSOs' vision and leadership, and needs to be integrated into the strategic planning of the organisation.

## **Adults in Scouting life cycle**

*The approach set out in the World Adults in Scouting Policy recognises the concept of a life cycle in every role or function undertaken by an Adult in Scouting. It is a holistic and systematic approach that gives careful consideration to all aspects of the management of adults in the Movement and includes attracting the adults we need, supporting them in their role or function and assisting them in their development and in their choices for their future. One or multiple iterations of the life cycle covers all stages and components in the lifespan of an adult in the Movement.*

# Strengthening the Capacity of NSOs Through Self-assessments

The capacity strengthening of NSOs is an integral aspect of achieving Vision 2023. The Capacity Strengthening Cycle is built on the principles of continuous improvement, where NSOs can assess their capacity, prioritise their actions, receive support, and monitor their progress.

The Adults in Scouting self-assessment tool helps your NSO to assess their level of development and consistency with the World Adult in Scouting policy and improve their internal processes for recruiting, training and retaining adult leaders.

By assessing the following criteria, you will be able to identify your NSO's level of performance in areas of Adult in Scouting lifecycle as suggested in the World Adult in Scouting Policy and reflected in WOSM's Quality Standard – the Global Support Assessment Tool (GSAT ).

The results are for your own benefit and will help you to identify areas for improvement in the area of Adults in Scouting, so that further development or requests for support can be made.

## **What is GSAT?**

*GSAT is a Quality Standard owned by WOSM that assesses the compliance of an NSO towards international best practices in Good Governance and Quality Scouting.*

## **Related GSAT Criteria for Adult in Scouting**

In the Global Support Assessment Tool (GSAT), under dimension 6 – Adults in Scouting, NSOs are required to have processes and procedures in place for all adults to ensure the implementation of the Adults in Scouting Policy. These include:

- The NSO has an Adults in Scouting policy. It describes the procedures for all phases and steps in the adult life cycle, including recruitment, appointment, induction, monitoring, evaluation and retirement (for all key positions at all levels of the organisation). This policy is based on the “World Adults in Scouting Policy” and is regularly reviewed.
- The NSO has an effective national Adults in Scouting Committee, consisting of members with relevant experience. The Committee is gender-balanced, includes young people under 30 and operates in collaboration with the National Youth Programme Committee.
- The NSO has role descriptions and uses mutual agreements when appointing to all adult positions. These are regularly reviewed and communicated to all concerned parties.
- The NSO has defined and implemented an appraisal system to annually evaluate all adult positions (both professional staff and volunteers). Results of this process are recorded and acted upon.
- The NSO has defined and implemented a clear and competitive remuneration/compensation package policy for professional staff.
- The NSO has a defined and implemented a system for recognising the contribution of adults. This system is disseminated, and recognitions are recorded.
- The NSO has mechanisms in place for efficient succession to adult positions (professional staff and volunteers). Volunteers have fixed terms of appointment.
- The NSO has a clear training and personal development framework for adults (both professional staff and volunteers). Each training curriculum has clear objectives, the minimum competencies required and is regularly reviewed.
- The NSO offers each appointed adult (both professional staff and volunteers) the opportunity to receive initial and ongoing training according to his/her actual needs, competencies and experience. All training undertaken is recorded.
- The NSO includes the following in its training curriculum: Fundamental aspects of Scouting, leadership, management and relationships.
- The NSO includes “youth involvement in decision making” in its training curriculum.
- The NSO provides regular training for trainers, which includes the following general competencies: Fundamentals of Scouting, adult learning, training and facilitating, training management, relationships.
- The NSO has processes and procedures in place for all adults to ensure the implementation of Safe from Harm. These include: (1) Appointments of adults are made ensuring all appropriate checks are in place in compliance with local legislation, (2) Safe from Harm as part of the training process and content.

## HOW TO USE THIS TOOL

To achieve a greater awareness and understanding, you should involve all relevant stakeholders such as National board and executive team representatives, Adults in Scouting commissioner, committee members, training and other AiS teams, Youth programme structures and other relevant committees or departments in this self-assessment process.

Responses to the criteria should be, to the best of your ability, based on evidence which can be provided towards each criterion and be completed by drawing on your team's knowledge.

The following self-assessment criteria encompass international best practices and provide an in-depth look at the recommended standards of WOSM. However, note that not all criteria may be applicable to an NSO considering the cultural, legal, and local contexts.

To use this tool, please go through each of the self-assessment criteria and identify your NSO's capacity by giving a response of either RED, YELLOW, LIGHT GREEN, or DARK GREEN based on the explanations below.



STATUS	EXPLANATION	IN OTHER WORDS...
<b>NON COMPLIANT</b>	No evidence at all exists that the NSO has done anything around this criterion.	My NSO hasn't done anything around this criterion. It may be time to start!
<b>IN ACCORDANCE WITH FEW ITEMS</b>	Evidence exists that the NSO has done some things (but not all) around this criterion.	My NSO has done a bit of work on this criterion, but there are so many other things we can still explore.
<b>IN ACCORDANCE WITH MOST ITEMS</b>	Evidence exists that the NSO has most things around this criterion. It is up-to-date and implemented.	My NSO is working on many of the items here, but there are some missing parts that we can look into to make them even better.
<b>FULL COMPLIANCE</b>	Evidence exists that the NSO has everything around this criterion. It is up-to-date, implemented, regularly evaluated and refreshed.	My NSO has fulfilled this criterion. We will keep up the good work and review it along the way. We could even share it as a best practice.
<b>NOT APPLICABLE</b>	Not applicable due to the local circumstances or in relation to another non compliant criterion	

Important note: this tool is not intended to be a scoring exercise, but to be used as a capacity strengthening resource by your NSO to identify strategies for improvement.

# CRITERIA OF TOOL

		#	Criteria	Status
<b>1. RECRUITMENT</b>	<b>Assessment of needs</b>	1	The NSO has clearly defined role descriptions for all key adult positions. These are regularly reviewed and communicated to all concerned parties.	
	<b>Assessment of needs</b>	2	The NSO has a process in place to assess the NSO's recruitment needs, list of positions and the related competencies every three years.	
	<b>Assessment of needs</b>	3	The NSO has identified permanent functions, as well as short-term and job-sharing positions (team approach), all with fixed terms of appointment to ensure mobility across all adult positions.	
	<b>Attraction and selection</b>	4	The composition of the NSOs working groups reflects the diversity of its existing and potential members such as age, gender, ethnicity, socio-economic background, disability, religion or beliefs, experience and competencies.	
	<b>Attraction and selection</b>	5	The NSO implements its attraction and selection procedures through actively advertising its adult positions and volunteer opportunities available. This could be done once a year e.g. through open call or an on-going or more regular basis or on-demand.	

<b>1. RECRUITMENT</b>	<b>Attraction and selection</b>	6	The NSO has a clear procedure for the selection of adults. This procedure ensures the implementation of Safe from Harm practices as part of recruitment e.g. appropriate checks are in place and in compliance with local legislation.	
	<b>Integration</b>	7	The NSO provides the opportunity for on-the-job learning as well as all information related to the content and context of the Scout movement during the integration process.	
	<b>Mutual agreement</b>	8	The NSO uses a mutual agreement process that enables both parties to exchange and agree on expectations for its adult positions.	
	<b>Appointment</b>	9	The NSO has established an appointment process which outlines those who carry the responsibility to make appointments, duration of said appointments, and the process for renewal, reassignment or retirement of Adults in Scouting.	

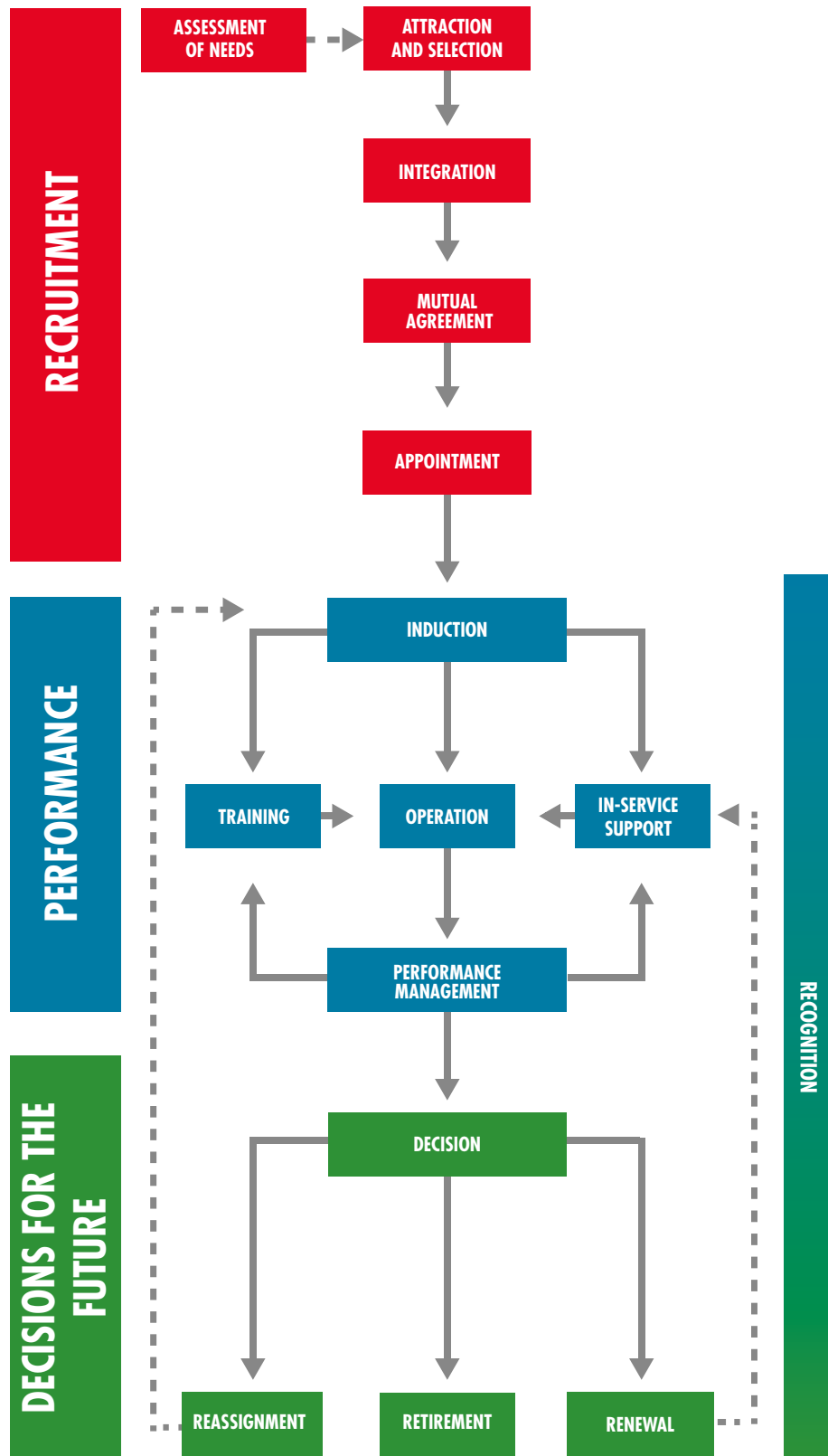
		#	Criteria	Status
<b>2. PERFORMANCE</b>	<b>Induction</b>	10	The NSO has an established induction process to ensure all relevant information related to specific Adult positions is provided. This induction could include items such as briefing about the task, introduction to the team, initial training, personal guidance and support.	
	<b>Training</b>	11	The NSO has a training system in place which enables the personal development of adults and the acquisition of additional skills and knowledge to facilitate the transfer from one role and function to another (reassignment).	
	<b>Training</b>	12	The NSO has in place a training system which ensures easy access to training opportunities in terms of their frequency, proximity, previous experiences and conditions for registration of all adults (i.e. taking into account equal accessibility for the diversity and inclusion of its members).	
	<b>Training</b>	13	The NSO involves a diverse training team, including adults from all the structures of the organisation, in the training processes to improve the collective competencies.	
	<b>Training</b>	14	The NSO evaluates its training framework at least every two years, based on a review of needs, roles and competencies required, and taking into account societal trends in education and adult development.	

<b>2. PERFORMANCE</b>	<b>Recognition</b>	15	The NSO has implemented a system to record all the training experiences for each adult, and to record the development of the competencies obtained from them.	
	<b>Recognition</b>	16	The NSO has a system to recognize adults for the completion of required training and the competencies gained (e.g. Wood Badge). These certificates of qualification have a set validity period as required.	
	<b>In-service support</b>	17	The NSO provides direct and adequate in-service support for their Adults (professional staff and volunteers) e.g. regular meetings with support person(s), coaching or visiting training and events. The support enables adults to feel comfortable with their roles and successfully implement the activities for which they are responsible.	
	<b>Performance management</b>	18	The NSO has defined a performance management policy and process to ensure the annual evaluation of all adult positions (professional staff and volunteers) based on their mutual agreement and performance satisfaction.	
	<b>Performance management</b>	19	In implementing the NSOs performance management policy, the annual evaluation focuses on planning for the future and supporting the adults within the agreed framework of goals setting and expectations. Results of such evaluations are recorded and acted upon.	
	<b>Performance management</b>	20	The NSOs performance management process is conducted by experienced adults who are trained about the purpose, process and the outcome.	

<b>3. DECISIONS &amp; RECOGNITION</b>		<b>#</b>	<b>Criteria</b>	<b>Status</b>
	<b>Decisions for the future</b>	21	The NSO has in place fixed terms of appointment for all volunteer adult positions to ensure mobility and flexibility across all positions.	
	<b>Decisions for the future</b>	22	The NSOs performance management process ensures mechanisms are in place so that factual outcomes of the annual evaluations lead to an agreement about the decision for the future.	
	<b>Recognition</b>	23	The NSO has a defined and implemented system for recognising the contribution of adults (professional staff and volunteers).	
	<b>Recognition</b>	24	The NSO's Adult recognition process is timely, both for informal and formal recognition, and permanent for every adult in the NSO (moments of thanks at events, templates, recognition written in documents, immediate feedback). The recognition process is transparent to all its members and reviewed every two years.	

4. AIS RELATED CRITERIA		#	Criteria	Status
	Growth	25	The NSO has a strategy to increase the number of adults in the NSO (AiS growth strategy). This may include advertising the adult positions, quality training, better renewal and reassignment processes, succession planning and sustainable leadership, efficient internal and external recognition etc	
	Retention	26	The NSO has a system for volunteer management which includes strategies for retention such as strong integration and induction, making training relevant and accessible, having a support system in place for the volunteers including recognition of their achievements, giving them a feeling of belonging and knowledge of the usefulness of what they are doing etc	
	Youth Programme and Adults in Scouting	27	The NSO has established links between the Adults in Scouting committee and the Youth Programme committee to support cross-team functions.	
	Complaint and appeals	28	The NSO has mechanism to receive, manage and resolve complaints and appeals from adults. The process is transparent and documented.	
	Data management	29	The NSO has a membership registration system that allows for the registration of adults. Data collected as part of this system meets local legislation requirements.	
	ICT support	30	The NSO has incorporated online solutions to support adults in all stages of the AiS life cycle.	

**IDENTIFY IN THE ADULTS IN SCOUTING LIFE CYCLE THE WEAK POINTS THAT NEED YOUR IMMEDIATE ATTENTION :**





## ANALYSE THE RESULTS

The answers which were identified with: After the assessment, share your results with



After the assessment, share your results with the involved stakeholders and decision-makers in your NSO. Subsequently, present and discuss with the National Board after a reflection period. The results should help with discussions to clarify your NSO's situation, raise awareness of human resource requirements and other needs, and find a way forward in building the capacity of your NSO.

Make sure you have a system of continuous follow-up and updates to assess the current and potential needs of the NSO with regard to the World Adults in Scouting Policy.

# NEXT STEPS TO CAPACITY STRENGTHENING

After completing a self-assessment and analysing the results, schedule a meeting for action planning. Don't forget to involve relevant stakeholders such as: National Board and executive team representatives, the Adults in Scouting commissioner, committee members, training and other AiS teams, Youth Programme structures and other relevant committees or departments.

Various possibilities for follow-up include:

## **Prioritise**

After reviewing your results, prioritise key actions to take. Link this with your strategic planning to prioritise your actions. If you don't have a strategic plan, examine criteria that would potentially prevent the growth of your organisation.

## **Coordinate**

Establish NSO structures (e.g. AiS development team) to work on the issues related to the AiS life cycle and to prepare an implementation plan. Appoint a leader who will be in charge of the follow-up of the overall process.

## **Join/Create a Network**

Participate in the Regional Adult in Scouting network, make a network of NSOs with similar challenges. Prepare a common project and apply for external funds. Alternatively network with NSOs who have resolved challenges similar to yours to gain ideas of best practice.

## Find resources

At the Adults in Scouting Service Area [services.scout.org/service/3](https://services.scout.org/service/3), you can access a wide range of resources ranging from policy and position papers, toolkits and guidelines to e-learning courses, in-person support (both online and in-person), workshops, and training courses. These include not only resources produced and provided by Scouting at World and Regional levels, but also NSO best practices and relevant external resources.

## Ask for support

Consider reaching out to the WSB Regional Support Centre for support and advice. Having completed this self-assessment should help you to provide a clear request for service. You can submit a Service Request through the WOSM Service Platform at [services.scout.org](https://services.scout.org) and WOSM Support Centres will provide service support.

## Work on continuous assessment

Continuous improvement is important for all organisations. This is achieved through evaluating and monitoring your progress, as well as reassessing your capacity. Decide if you would like to complete other self-assessment tools or go through the overall GSAT assessment process. You can learn more about GSAT at [services.scout.org/service/9](https://services.scout.org/service/9).

***For Scouting, the voluntary power we have is not just the human force we need to achieve the mission. Yes, we depend fully on a large body of leaders. But, besides, volunteering is something that we integrate into our educational approach and try to convey to our young members. Since the first simple task of the "good deed every day" through to designing and implementing community projects, we educate our members to serve others, to give to be able to receive.***

***Scouts create a friendship in Volunteering***



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