

Scouts Canada's Strategic Plan

Robert Craig (rcraig@LIBRARY.CARLETON.CA)

Sat, 19 Mar 1994 15:23:43 -0500

I am sending out to the list a copy of Scouts Canada's Strategic Plan. This document is the result of input from members of Scouting (both youth and adult) from across the country who had concerns on the operation of the Canadian Scout Movement. These motions represent this input. They will be voted upon/discussed at the May National Meeting of Scouts Canada in Montreal. However, in the mean time, I encourage you (on behalf of the Task Group) to make comments and forward them to me.

Yours in Scouting,

Bob Craig

Scout Management Task Group

Scouts Canada -- National

The document is divided into 9 messages (not including this one).

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Robert Craig	Be Prepared.....For Life!
Carleton University Library	Preparing them for life is what
Ottawa, Canada	Scouting is all about.
rcraig@library.carleton.ca	
(613) 567-6771 (home)	"Teach them, train them, let them
(613) 788-2600 ext. 2728 (work)	lead..." -B.P.

Strategic Plan 1/9

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Sat, 19 Mar 1994 15:24:37 -0500

This is document 1 of 9 of Scouts Canada's Strategic Plan

SCOUTS CANADA STRATEGIC PLAN

February 25, 1994

PURPOSES OF STRATEGIC PLANNING

Scouters and youth members across Canada have expressed concern about our Movement's inability to attract and interest young Canadians. Our recent efforts to increase membership, participation rate, and retention have been failing. Membership decline continues. Our traditional ways of management are leading the Movement to decline. We need a fundamental rethinking of how we deliver the Scout program in Canada. This Strategic Plan serves two important purposes for Scouts Canada. The first is to chart a path to the future. Although the future is always uncertain, strategic planning provides a framework against which to test and prioritize the Movement's policies and decisions, particularly those relating to the development of its human, financial, and material resources. Secondly, the plan leads to a strategic approach to management. It creates a climate within the Movement that is conducive to continuous improvement and participatory planning. A planning ethic infuses the Movement as people throughout Scouts Canada begin to anticipate and welcome change rather than react to and resist it.

We believe that this planning process has reached out to our key stakeholders and that this draft plan begins to address the strategic issues and required changes they identified.

STRATEGIC DIRECTIONS

There are five underlying directions that this Strategic Plan attempts to support. These directions evolved from the input received from across the country and have been accepted by a major component of concerned Scouters:

~ Program delivery at the youth/leader interface is where the Movement achieves its mission. We need to strengthen our capacity to excel in program delivery.

~ The involvement and participation of young people in the decisions which affect the Movement is an important part of the Scouting experience. Their input will be sought and considered at all levels of the organization.

~ Scouts Canada must focus its organization, efforts, and resources for the effective attainment of its Mission.

~ Programs relevant to youth and community needs are essential to achieving Scouting's Mission. A continuing and effective program research and development function needs to be implemented.

~ Scouting must inform more youth, parents and guardians and other potential adult volunteers about the Movement. In addition, non-program and yet critical factors such as uniform, culture, family structure, financial factors, appropriateness of program for various ethnic and racial groups must be identified, measured, analyzed and acted upon. We need to broaden our communications, marketing and appeal.

The action plans that follow have been developed to address these strategic directions. The result will be a clear focus on the delivery of quality programs to youth within an efficient, dedicated, volunteer driven Movement. Growth, relevance and respect in our communities will revitalize Canadian Scouting.

Strategic Plan 2/9

Robert Craig (rcraig@LIBRARY.CARLETON.CA)

Sat, 19 Mar 1994 15:25:16 -0500

This is document 2 of 9 of Scouts Canada's Strategic Plan.

SCOUTING'S MISSION STATEMENT

PREAMBLE

Scouts Canada as a member of the World Scouting Movement adopts as its Mission, Principles, Practices and Methods the Fundamental Principles of the World body, as summarized below:

MISSION

To contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potential as individuals, as responsible citizens and as members of their local, national and international communities through the application of our Principles and Practices.

PRINCIPLES

Scouting is based on three broad principles which represent its fundamental beliefs.

Duty to God: This is defined as: "adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom."

Duty to Others: This is defined as: "Loyalty to one's country in harmony with the promotion of local, national and international peace, understanding and cooperation", and "Participation in the development of society, with recognition and respect for the dignity of one's fellow-being and for the integrity of the natural world."

Duty to Self: This is defined as: "Responsibility for the development of oneself." This is in harmony with the educational purpose of the Scout Movement whose aim is to assist young people in the full development of their potentials.

PRACTICES OR METHODS

Scouting Practices are defined as a system of progressive self-education including:

- A promise and law,
- Learning by doing,
- Membership in small groups,
- Progressive and stimulating programs,
- Commitment to the values of doing one's best, contributing to the community, respecting and caring for others, contributing as a family member,
- Use of outdoor activities as a key learning resource.

SUMMARY OF STRATEGIC GOALS AND OBJECTIVES

These first two objectives have overall impact:

1. To ensure that all members of Scouts Canada clearly understand and implement our Mission, Principles and Practices.
2. To provide a sound financial future for the Scouting Movement.

The following five objectives are more strategic:

3. To focus the Movement on strengthening and enhancing the youth/leader relationship.
4. To ensure that all Scouting groups and Councils commit their shared responsibilities for the delivery of quality programs to youth.
5. To ensure appropriate youth involvement in decisions, and the decision making processes, related to program and program delivery.
6. To ensure that Councils at all levels, and groups, accept responsibility for improving recruitment and retention while making membership more representative of the ethnic, racial, female and youth components of the community. Increasing market share will be one of the indications of success.
7. To develop a more effective structure, management procedure and communication system, which simplifies the organization and its administration while strengthening the program support at all levels of Scouting.

Strategic Plan 3/9

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Sat, 19 Mar 1994 15:26:07 -0500

This is document 3 of 9 of Scouts Canada's Strategic Plan

STRATEGIC OBJECTIVE #1

To ensure that all members of Scouts Canada clearly understand and implement our mission, principles and practices.

MOTION #1:

Be it resolved, that Scouts Canada adopt the preceding Mission Statement, effective May 1994 and implement the following five actions.

ACTIONS:

- ~ The Communications Committee create documents suitable for public display and publication, which emphasize the Mission Statement and its importance to all aspects of Scouting, commencing May 1994.
- ~ The Communications, Volunteer Services and Program Development Committees (formerly Program Committee) stress the philosophy of the Mission Statement in our training, servicing and public relations material, commencing May 1994.
- ~ The Volunteer Services Committee develop a volunteer contract that contains a code of ethics and commitment to the Movement, by May 1995.
- ~ The Personnel Committee develop a support staff contract that contains a code of ethics and commitment to the Movement, by May 1995.
- ~ All present and future members of National Council and its Committees participate in an orientation program that would ensure their understanding and acceptance of the Mission, Principles and Practices of Scouting, commencing May 1994.

Strategic Plan 4/9

Robert Craig (rcraig@LIBRARY.CARLETON.CA)

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This is document 4 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #2

To provide a sound financial future for the Scouting Movement.

MOTION #2:

Be it resolved that the Finance Committee establish a "Funding Advisory Board" by September 1994. The function of this Board is to develop and manage existing and new funding sources and ways of sharing funding across the country.

MOTION #3:

Be it resolved that the Communication Committees, in consultation with the Finance Committee, develop new communication materials describing to the public how Scouting delivers value, commencing May 1994. Our youth and their parents deserve better clarity on how resources are used at all levels of the Movement.

MOTION #4:

Be it resolved that the Finance Committee convene a Forum to discuss revenue generation throughout Canadian Scouting, by mid 1995, including the role of Supply Services in revenue generation needs clarification.

Strategic Plan 5/9

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This is document 5 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #3

To focus the Movement on strengthening and enhancing the youth/leader relationship.

MOTION #5:

Be it resolved that the Movement be restructured in a manner which establishes the position of the Group Commissioner. The Group Commissioner will focus on "service delivery" by being accountable for the performance of the group. The Group Commissioner is assisted by the Group Support Team (formerly Group Committee).

MOTION #6: *

Be it resolved that the District Commissioners, in consultation with the Group Support Team, partners and sections leaders, appoint a "Group Commissioner" for each group who will be responsible for:

- quality program delivery on behalf of Scouts Canada.
- coordinating support of the partner/sponsor and group support team for the sections and section leaders
- development of the group to its optimal membership
- coaching and inspiration of Section Scouters.
- monitoring quality program delivery.

* (Assembled to clarify the role of "Group Commissioner" from various working paper references and discussions.) Note: A Group Commissioner would be appointed for each group in the District.

MOTION #7:

Be it resolved that:

The Volunteer Services Committee should:

1. develop a self directing package for the recruitment and development of Section Leaders, by August 1995.
2. shift focus from courses to the development of more accessible approaches such as training modules, self help and improved mentoring/coaching systems.
3. develop a clearly articulated process for continuing improvement and quality assurance of training through ongoing evaluation of objective criteria, by November 1995. This should be done after consideration of the existing methods in use across the country.
4. develop appropriate volunteer recruitment and development (VRAD) process for Group Commissioners and Group Support Team Chairs, by November 1994, recognizing:
 1. the "service culture"
 2. the critical role of the Group Commissioners in supporting Section Scouters.
 3. the accountability of the Group Commissioners for servicing, which accountability is to be articulated in B.P. & P.
 4. the responsibility of the Group Support Team Chair in generating and managing resources to support program delivery.

MOTION #8:

Be it resolved that the Program Development Committee (formerly Program Committee) will:

1. consider, in the development of new and existing programs, the appropriate techniques to ensure easy delivery by Sections Scouters.
2. review all Scouting program material to strengthen and enhance the youth/leader relationship.

MOTION #9:

Be it resolved that the Honours and Awards, Volunteer Services, and Communication Committees will work in consultation to develop a system that concentrates recognition at the group and section level, by May 1995, that includes, :

1. effective methods that will enable Councils to provide recognition to Group Commissioners and Section Leaders.
2. methods that will enable Councils to obtain meaningful recognition information on an ongoing basis from Group Commissioners and Section Leaders.
3. training methods for Councils for implementation of these methods.

MOTION #10:

Be it resolved that all Councils, as a high priority item, will fully implement VRAD (the Volunteer Recruitment and Development Process) for volunteers at all levels.

Strategic Plan 6/9

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This is document 6 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #4

To ensure that all Scouting groups and councils commit to to the delivery of quality programs to youth.

Whereas the delivery of quality programs to youth is the major responsibility of the Movement:

MOTION #11:

Be it resolved that accountability for effective program delivery should be focused. Control and execution of program delivery is most effective in a decentralized mode, with the primary accountability in the hands of the Group Commissioner. The role of the Servicing Council is in reviewing quality and effectiveness of Program Delivery by the Groups and in providing appropriate and timely support to the Groups.

MOTION #12:

Be it resolved that Scouting groups and councils are responsible for the delivery of a quality program using whichever supporting partner, sponsor or alternative

arrangement addresses their local situation and complies with B.P. & P. Furthermore the Volunteer Services Committee is directed to develop guidelines that provide flexibility to address local needs, commencing May 1994.

MOTION #13:

Be it resolved that the National Commissioner is accountable for all aspects of the National program, and therefore is the reporting link between program-related committee chairmen and National Council.

MOTION #14:

Be it resolved that the Program Development Committee (formerly Program Committee) is directed to the following, commencing May 1994:

1. to apply research and development techniques in developing a rational program review and development process including external professional advice where appropriate and will consider the following topics:

- . reviewing surveys initiated by various Councils
- . an external survey be conducted to help understand how Scouting might better serve the spectrum of Canada's youth.
- . considering how the parts and sections of Scouting fit together
- . allowing latitude for local program initiatives within guidelines
- . emphasizing ease of delivery and the limited time available for leader training.
- . some sections, particularly Beavers, Venturers and Rovers, lack identification with the Scouting Movement. Linking these sections into the public perception of the Scouting Movement has to become a priority for external communications at all groups and councils.
- . the existing uniform functions well for formal and ceremonial occasions.

Unfortunately, it has limited value for wear in many Scouting activities. The Program Development Committee should recommend the use of suitable activity garb which is section specific and competitive in cost to what the youth now wear for Scouting activities.

2. to consider all special events with a view to determining whether they represent the most effective use of personnel and financial resources to reinforce the Scouting experience at the youth/leader interface.

MOTION #15:

Be it resolved that the Key 3 consider:

1. the future focus for youth and adult programs
2. alternative contemporary and future programs based on community needs

Strategic Plan 7/9

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This is document 7 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #5

To ensure appropriate youth involvement in decisions, and the decision making processes, related to program and program delivery.

Whereas youth input, ideas, options and reactions should be sought in all decisions related to program matters:

MOTION #16:

Be it resolved that the National Key Three, by May of 1995 should ensure that:

1. young people become voting members of National Council, through processes developed at Youth Forums.
2. all National Committees, Task Groups and Special Event Committees be encouraged to include young people.
3. the membership of the National Committees dealing with Program must include young people. This should serve as a model for other program committees within other levels of Scouts Canada.

MOTION #17:

Be it resolved the Volunteer Services Committee and the Program Development Committee (formerly Program Committee) should, by January 1995:

1. work consultatively, and focus on servicing/training to highlight the importance of meaningful youth involvement through bodies such as Sixers Councils, Courts of Honour, Venturer Company Executives and Crew Executives to ensure that Leaders are aware of the value of youth participation in the delivery of the program.
2. develop a system for quality assurance through youth involvement at the Group level possibly through a "Users Committee". A "Users Committees" would have appropriate representation from section members within the group with a mandate to advise the Group Commissioners on the effectiveness of the program and program delivery.
3. review the Volunteer Recruitment and Development (VRAD) process to ensure that a leader's qualifications include the necessary attitude, skills and knowledge to involve young people in decision making.
4. establish a recruitment and selection process for the involvement/participation of young people in the decision making mechanisms.

MOTION #18:

Whereas the input of young people into the decision making processes in Scouting is an evolving concept and the participation of young people in meeting and forums should be formalized:

1. Be it resolved that the National Commissioner shall involve young people through forums at least annually. The Youth Forum shall propose a standard definition for youth and young people as a matter of priority.
2. The following concepts for youth involvement are provided for consideration:

Beaver age - focus groups

- experiments

Cub age - focus groups

- test groups/experiments

- surveys

Scout age - focus groups

- surveys

- direct participation through idea input or mechanism

Venturer age - opportunity to vote within the structure

- direct participation on committees or through forums

Rover age and - opportunity to vote within the structure

young adults - membership on committees or any adult positions based on attitude, skills & knowledge.

Strategic Plan 8/9

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Sat, 19 Mar 1994 15:31:35 -0500

This is document 8 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #6

To ensure that councils at all levels, and groups, accept responsibility for improving recruitment and retention while making membership more representative of their communities' ethnic and racial diversity. Increasing market share will be one of the indications of success.

ISSUE #1:

The National Key Three complete an assessment of the advertising and promotion initiatives and, after making any required amendments, make appropriate recommendations.

ISSUE #2:

The National Key Three initiate steps to determine the internal and external "non-program", (e.g. ethnic, image, religious, financial and family structure), barriers to membership and recommend action to eliminate those barriers.

ISSUE #3:

The National Key Three will develop effective tools and methods to facilitate effective decisions on membership management and to support membership marketing.

Note: The Task Group feels that further discussion is needed to this objective prior to developing motions.

Strategic Plan 9/9

Robert Craig (rcraig@LIBRARY.CARLETON.CA)

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This is document 9 of 9 of Scouts Canada's Strategic Plan.

STRATEGIC OBJECTIVE #7

To develop a more effective structure, management procedure and communication system which simplifies the organization and its administration while strengthening the program support at all levels of Scouting.

MOTION #19:

Be it resolved that the National Strategic Planning Committee should recommend how Scouting can better manage itself and focus the program delivery function, by May 1995.

This should include an assessment of the climate for change, what changes should be made and managed in an evolutionary manner. The Key 3 Concept and the Presidential role should be retained but job descriptions should better reflect program support functions.

MOTION #20:

Be it resolved that the National Strategic Planning Committee should develop a proposal for realignment of the National Council and Administrative Board to achieve the following, by November 1994:

1. the role of the National Council is to provide leadership to and manage the Strategic Plan of the Movement and to ratify actions of the Administrative Board. Membership is restricted to Officers of Council and Provincial Key 3's and Youth representatives. The National Commissioner reports to Council on the actions of program related committees/task groups. The National President reports to Council on the actions of administrative committees/task groups.

2. the role of the "Administrative Board" is to manage the administrative affairs of the Movement to effectively support the strategic plan, subject to ratification by the National Council. Functions related to Supply, Property, Insurance, Personnel, Information Management, Communications and Finance report to the Administrative Board.

3. where interface is required between committees and Key Three, this is to be provided.

MOTION #21:

Be it resolved that the National Strategic Planning Committee should plan the May meeting to focus on planning and the evolution of the Strategic Plan to continuously improve our performance relative to Scouting's Mission, starting May 1994. Annual budget approval is also accomplished at this meeting.

MOTION #22:

Be it resolved that the National Key Three, and their Provincial counterparts should actively encourage parts of the Movement to informally model or test out approved alternative processes or structures that support the Strategic Plan.

MOTION #23:

Be it resolved that the National Key Three strengthen communication linkages between volunteers throughout the Movement. Electronic mail and bulletin boards should get increasing use.

MOTION #24:

Be it resolved that the National Key Three ensure the involvement of young people in modifying, reorganizing or restructuring the National organization.

MOTION #25:

Be it resolved that the Communication Committee should develop a system to encourage and provide information to assist individuals within Scouting in improving their "communications" as directed toward improved program delivery. "Communications" should be distinguished from the indiscriminate passing on of information. Communications should be strengthened and diversified through this system with a view to eliminating the inappropriate filtering of information and encouraging meaningful and timely feedback. Innovative methods such as electronic mail and bulletin boards should be used increasingly.

MOTION #26:

Be it resolved that an Information Management Committee should be established, in May 1994, to lead and oversee the increasing use of modern technologies for information management and data transfer. The aim should be to simplify the administration load on staff and volunteers. ScoutWorks needs to be widely embraced as the basic registration-membership management system. The concept should be expanded to include more functions of relevance and assistance to groups and councils.

MOTION #27:

Be it resolved that, commencing May 1994, the C.E.O. shall develop National standards for Executive and Support Staff to provide continuity, perspective and expertise to support the Movement. The C.E.O. will develop mechanisms to evaluate performance based on the above standards.

MOTION #28:

Be it resolved that, commencing May 1994, the C.E.O. is directed to amend the job specifications for field staff to include the program delivery support roles. This should be supported by Councils and communicated widely to volunteers.

MOTION #29:

Be it resolved that Nominating Committees ensure the inclusion of ethnic and racial minorities, aboriginals, females and youth as fully integrated members of Council, as reflected in their communities.