

Training System Renewal

ADULTS IN SCOUTING



Initiate



Recognise the need

Based on the current development in and outside of the NSO, discuss how training as part of the Adult in Scouting Policy (Ais) can support the major changes. Get feedback from leaders at all levels on how to improve the quality, effectiveness and efficiency of the Training System. Set up indicators to monitor further needed change.



Validate the need

Structure your findings in a clear, realistic, fact-based and focused manner and deliver cost/benefit scenarios.



Set up a recommendation

Make a business case for change including the initial analysis, the alignment with the Ais Policy of the NSO and the possible gain. Make it clear, attractive and easy to understand.



Set the framework



Do research

Examine the aims and objectives of the Training System based on a data collection taking into account the original and current context (adult learning concepts, external and internal trends). With the perspective of different stakeholders, analyse the impact of training, and both the organisational and personal expectations. Use promising practices.



Analyse the information

Prepare supporting information and propose the conclusions on a strategic meeting with a broad representation to make decisions for the future. Include a possible project approach.



Plan steps

Think about a change management plan and explore the force field giving resistance to the renewal.



Create the framework and decide

Define a vision and the basic outline of new system, taking into account the different concepts related to volunteering (learning, legislation, recognition, youth work, ...).

Set measurable objectives for the Training System. Prepare yourself for getting a yes on the formal decision-making bodies in the association.

3 (Re)design the system

Plan the project

Set up a competent project team and project plan. Follow the usual project steps: aim and objectives, stakeholder analysis, communication and risk analysis, reporting.

Design the training

Collect training needs from all job descriptions and the overall structure of the association (including the needed trainers or facilitators). Recognise the variety of roles adults have in Scouting and set up a competence matrix linked to the different roles. Design and build a variety of trainings (modules and sessions) to guide adults in mandatory and other levels of training, in line with the personal needs and competences. Set up a monitoring system to evaluate and recognize (internal and external) the acquired competences.

Give special consideration to accessibility to training, especially for marginalized categories of adults. Investigate external opportunities and partnerships for training trainers. Check the relevance (task and personal development) of the training system regularly and inspire adults with a symbolic framework. Build a resource pool. Gather people together and produce and collect useful materials. Define management and administration and produce additional tools, materials, and documents.

Explore recognition opportunities

Support the personal development plan of your leaders through coaching and mentoring. Establish standards for different training opportunities which you provide and tools for recognition of learning based on them. Plan to provide regular reflections about what was learnt through practical, post-training experience.

Test the new system

Through the design phase, do some testing of several options and make adjustments based on the feedback of participants, trainers and external experts. Keep the current strengths.

Let the new system be adopted

Prepare the formal decision to adopt the new Training System. Document the taken steps and experiences. Celebrate your success!

4 Operate the system

Do the roll-out

Decide on the approach to replacing the old Training System (define the overlapping period, promote the new modules, train the trainers and listen to/act on their feedback).

List the possible change risks and recognize the individual motivational needs to change. Identify what to unfreeze, change and refreeze. Document and communicate frequently asked questions and answers.

Monitor the implementation

Select a set of indicators and set up a measurement plan to track the quality, effectiveness and efficiency of the new Training System. Collect findings and use them to update the Training System when needed.

Adjust with a maintenance program

Define the role and necessary resources for the National Adults in Scouting Commissioner, Adults in Scouting Committee and existing training team. Keep on promoting the training opportunities by providing the motivation to participate. Maintain good communication channels with Youth Programmes, other National teams and Regional Structures. Build on your successes and recognise room for improvement. Establish lean and simple mechanisms for administration of you Training System

More in the publication Training System Renewal
www.Scout.org/node/450401