



Workshop on Quality in Scouting (Scouting Excellence)

A general evaluation, by
The Planning Team

Date
26 – 28 November 2004

Venue
Scout Centre Courierre, Belgium

Budget
Text

Introduction

The Question of Quality in Scouting (Scouting Excellence) is one of key issues for many national Scout associations in Europe. It was clearly indicated on the European Symposium, held in March 2003 in Riva del Garda, Italy.

Following this, the European Scout Region is trying to provide a better support to the associations to improve their performance. The first attempt was made during the Management Seminar, held in March 2004 in Kandersteg International Scout Centre, Switzerland. This Workshop was built on that work, and some other experiences from inside the Movement.

People attended

Country	Male	Female	Total
Belgium	1	1	2
Ireland	1		1
Slovenia	2	2	4
UK	1	1	2
Poland		2	2
Iceland	1		1
Cyprus	1		1
Austria	1		1
Portugal	1		1
Serbia & Montenegro	1		1
Total	10	6	16

Countries 10
Participants 16
Planning team 4
Hosting team
Total 20

Profile of the participants

Participants from different backgrounds were welcome: Youth Programme, Adults in Scouting, Management. There was no age limit for this event. The group was nature, with almost all participants who had a lot of experience.

Members of the Planning Team

Damian O'Connor, Ireland
Robert Halkyard, United Kingdom
Gregory Sanchez, Belgium
Milutin Milosevic, European Scout Office

Aims

To provide participants the opportunity to explore, experience and clarify their ideas on quality in Scouting

Scope covered during the Workshop

- The meaning of quality
- Explore EFQM Model and consider to which extent (if at all) it may be used in Scouting
- Defining the specific responsibility individuals and teams can have in delivering quality (within participants' organisation)
- Analyse the part that different aspects of the organisations' activities or services contribute to quality
- Understanding the impact and 'costs' of poor/good quality
- Understand and consider that quality indicators can be used in Scouting at various levels

Programme

Friday

Afternoon

- Arrivals

Evening

- Introduction to the Workshop
- Domestic and integration
- Presentation of the analysis on growth and development

Saturday

Morning

- Definitions and concept of Quality (meaning of quality)
- Presentation and understanding of the EFQM Model

Afternoon

- Who is responsible for quality insurance?
- Team work

Evening

- International evening

Sunday

Morning

- Team work continued
- Plans for the future
- Possible partnerships
- Evaluation and closing

Mains questions, tasks during this event

Meaning of Quality

In the session on meaning of quality, we explored that quality

- Is the issue for everyone in an association, including members
- Should become practice – business as usual
- Covers all aspects
- Is not new, but needs to be reemphasized and a renewed focus applied
- Should be practiced, not preached
- Is about customer satisfaction – exceeding expectations
- Is measurable
- Includes a chain reaction. If you change one thing, it will influence others
- Is an investment; it saves money

EFQM Excellence Model

In the session on EFQM Excellence Model the participants

- Identified the benefits of the model within a Scouting context
- Worked on developing a number of outputs, e.g. people, society, customer and key results areas
- Defined measurements of quality at Group/Unit, District, Province/Region and National levels of Scout Organisations

Culture of Quality

Discussing about the influence of culture on quality, the participants come to following ideas:

- Culture should be taken into account when introducing self-assessment
- Existing structures are in place
- The Region may need to focus on three or four specifics to bring unison to the Region
- There needs to be a commonality of purpose
- Associations may not want to be part of it
- In some associations groups do their own thing
- Various emphasis in different countries i.e. Indoors, outdoors, educational experience
- We need to encourage and motivate associations to be part of the European Region
- When undergoing an assessment, one "opens", and is becoming vulnerable, that may lead back to closing in some cultures
- In some cultures, evaluation is seen as criticism

Quality Assurance

In this session we looked at what quality assurance means to the role of a Group Leader:

- Quality meetings (ensuring agendas, on time etc.)
- Organise self assessment process
- Facilitate a scout voice (youth participation)
- Build a quality charter
- Build a group spirit
- Set boundaries
- Build a specific culture
- Invite a "quality mentor"
- Promote our quality
- Use what already exists (e.g. AIS, Argos, RAP etc.)

Projects

In small teams the participants worked on the following projects:

- Our customers
- Develop a workshop on quality
- Design a self assessment tool
- Promotion of a quality approach
- Reward and recognition
- Standards for a local Group

The outcomes of this work are attached.

'The pursuit of quality is a journey, not a destination'

The injection of a quality approach into everything we do will without doubt greatly help us in the achievement of our goals. Careful consideration is required to the planning of this journey, as is the kind of 'vehicle(s)' we wish to use. It is all too easy to rush out and shout "we must improve our quality", but the effort can be lost if people are not listening or prepared as to what they need to do.

We must be careful and encourage people to consider reusing or improving what already exists, in such things as helping to improve our programmes, development, training, management, etc. We have developed many excellent tools/methods such as Adults in Scouting, Renewed Approach to Programmes, ARGOS, etc; so why would we wish to reinvent the wheel?

We must very clearly understand and then implement a strategy to improve 'quality' in all areas such as Customer Management, Service Management and Product Management. The real challenge is to know where to start and how to measure success. Of course the question of whether to focus on a few or many areas will bear different fruits. We could focus on one area and improve it 100% or we could look to improve 100 things by 1%.

By the way **REM SCOUTS** are **CUSTOMERS!!**

Follow up action

The participants plan to do the following projects in their associations:

Poland

- We work out a new "Strategy for Development". We established team and now we want to have this workshop to implement quality in this process. Strategy is the most important document, so "quality" should be there

Ireland

- Use "Quality Scouting Workshop" to promote quality in Scouting
- Monitor and link with the Adult Leader Training "Moderation Process"

UK

- Impact of cultural differences ->democracy?
- Fundamental similarity
- Information dissemination ->reducing hierarchy
- How do we teach others about the quality ideas we have learnt?

Slovenia

- Find out the gaps in our Association (through a survey) – survey
- CREATE a STRATEGY and identify GOALS which we much achieve for better work

Belgium

- To stress on the constant improvement of the quality of relationship between
 - local and national
 - Young people and adults
 - Youth programme

Iceland

- Prepare a quality system for the Association

Cyprus

- Explore the possibility of using the EFQM model for the evaluation of the leader training
- Manuals under preparation now

Portugal

- Create a workshop on quality
- Integrate "quality" in general courses of second level
- Transmit information on our site

Serbia

- Standards for a local unit

Recommendations to ESR

The group also has the following recommendations to the European Scout Region:

- There are a lot of cultural differences in Europe ->facilitate exchange
- Organize Sub Regional events on this issue
- Tailor – made support to NSAs
- Share examples of good practice; put them on the website (make them available)
- Organize another event of this kind ->follow the development
- Prepare a Euro.Scout.Doc on quality (basic concepts)

Evaluation

Evaluation from the participants

Content

- Quite good. We could have some more information on EFQM publications and documents
- This workshop did more than meet my expectations
- Useful, especially knowledge of other associations
- More time for working in groups
- Plenty of information. Varied. Informative
- Very useful for large and new associations
- Very good climate. Work very efficient
- Well organized, well prepared Planning Team
- I liked very much. Very well explained
- We were able to find out a little about other associations
- I would add a presentation of good practices that are already going on in some countries
- Very useful is to talk about quality ... to be aware that there is so many things to do in your association

Method

- Good mix of input and groupwork. Allowed for work with other cultures
- Fun. Great to work with others from European Scout Region
- I like this idea: scouts = customers. EFQM – I'm not sure it is good in scout associations
- Very dynamic. Good and useful inputs from facilitators
- Great icebreakers
- A lot of things in groups
- Good. Mixing groups all the time
- Relaxed, open, friendly
- Excellent. We had the opportunity to participate all the time
- Quite simple but effective. Really
- Nice, dynamic, not boring
- Great co-operation between participants
- Maybe an hour to 3 of individual talks between two countries, for example
- I liked the methods – but I miss some more lectures about this theme (to hear about it)

Venue

- Wonderful location – very different! Would appreciate more info
- Very nice
- We did not feel the cold
- Excellent
- Good facilities
- Very, very good. I want to return to Courrierre
- Beautiful place. Amazing castle
- Magnific place. A new and good. Nice people
- It's OK
- The Centre is good for event like this, even if would like smaller bedroom
- Excellent, only take care for the sheets or write about it beforehand
- No comment: really great

Other comments

- Many thanks – really enjoyed the weekend

Comments from the Team

- Very wide issue. No time for all. Need to be developed further
- A lot of sharing
- Mature and experienced group, people very interested
- Great team, high quality presentations
- Nice venue. Food good. Not enough blankets. Wine for lunch was good

Some suggestions

The feeling was that this was a most useful workshop in helping to clarify and focus attention on the need to improve the services and products we offer our customers. Much more work is required but at least we have made a good start.

- Review what already exists to ensure promotion of the Quality Aspects e.g. RAP, AIS, etc
- A small team should be formed to develop workshop for NSA to use in promoting QiS and other useful tools – with very tight timeframe and disband team
- In the perfect world it would be very useful to continue the work but more importantly get the participants to provide feedback on success or issues in working on 'quality in the NSA'
- Do not allow QiS to become an elephant or burden around necks – we do not need Quality Leaders or teams or commissioners – we already have them in place but we need EVERYONE to think QIS in all they do

Others

- The Team used experiences from the work on the Management Seminar, held in March 2004
- The Team prepared a personal log-book for every participant

In the appendix you can find:

- EFQM model
- Outcome from the group work