

Script for PowerPoint presentation



An Organization for the 21st Century – becoming flexible, lean, innovative and participatory

Slide 1 - Strategic Priority 6: An organisation for the 21st century

The aim of this strategic priority is to help all levels of the World Organization of the Scout Movement to adopt a strategic approach to our structures, systems and management at all levels.

The needs of society are changing and it is important that Scouting can respond effectively to these needs.

Slide 2 – Our current structures...

However, if we look at our structures, which are mainly inherited from the early 20th century and often based on bureaucratic and military models, they favour formality and hierarchy. These models, which were seen to be efficient and effective in their time,

- set clear levels of authority,
- identify levels for taking and implementing decisions and
- determine layers and processes for communication.

Slide 3 – Today...

As the nature and structure of organisations have developed over the years, responding to changes in society and technology, formality and hierarchy are no longer valued in the modern organisation.

It is not the structure which is important but the ability to communicate effectively both internally and externally.

Slide 4 – In Scouting we need to consider...

We need to take a look at Scouting and consider our own associations.

- Do our structures and management processes help Scouting to thrive at local level?
- Is time spent discussing topics and making decisions which make no difference to the quality of Scouting for young people?
- Who is involved in making decisions in associations – do local leaders and young people have the opportunity to contribute their ideas and suggestions or do we leave decision making to a few individuals?

Decision-making is seen as being effective when it is participative and responds to the needs of the organisation.

Slide 5 – In Scouting we need to consider contd...

Sometimes there are just too many layers involved in the decision-making process and communication and decision-making just cannot be effective. Federations, for example, duplicate processes and communication and even within associations there can be duplication of effort, which uses unnecessary time and energy.

Slide 6 - Chart

Let us hear of the results of the questions that were asked on this topic in the Annual Report.

- From the data received in the 2001 census, the following is revealed in terms of major structural changes within the associations.
- Most changes taking place seem to be at national level.
- There are few changes undertaken across the regions at sub-national level.
- Globally, from the responses to date, there are more associations that have made some changes in their structures and systems within the last three years than those associations who have indicated no change.

Slide 7 – Questions to consider...

Here are some questions to consider.

If there have been changes in the structures and systems in your association in recent years, what has been achieved?

- Is there more flexibility?
- Are structures leaner?

Slide 8 – Questions to consider contd...

Is innovation encouraged – are people helped to think creatively about the challenges they face and find their own solutions?

- Are more people actively involved in the association at all levels?
- What tools and support are required to help associations to work in this area?

Slide 9 – UK logo

In the United Kingdom in the mid 1990s a review was undertaken to determine the issues facing Scouting

Slide 10- Photo of resources

The results showed that:-

- the association produces good resource material but leaders are not aware of it.
- People have questions which cannot be answered; either because locally it takes too long to get a reply or the expertise is not available.
- National support was only available during office hours, which meant that many people could not access the services provided when they returned home from work and at weekends.
- National support was located on three sites. Leaders were not clear who should be their first point of contact, which resulted in delays for both the people requesting information and the people providing a service.

Slide 11 – Photo of Information Centre

So, the association decided to set up an Information Centre, a one-stop shop. Its remit was to meet the needs of local leaders by:-

- Being the first point of contact for leaders for all enquiries.
- Being available for 12 hours Monday to Friday and for 3 hours on Saturday mornings.
- Providing a service for the cost of a local telephone call.

Slide 12 – Photo of group

A manager was appointed and a team was recruited.

An intensive training programme was undertaken to make sure that the staff, recruited from a variety of backgrounds, had the knowledge, skills and attitudes for the challenge which lay ahead.

Slide 13 – Photo of telephone operators

The team processes all the requests for information received by the association. The calls are taken by two shifts of telephone operators, they answer questions from their reserve of knowledge, supported by the back up information available on their computers. Written information can be sent directly to the leader by email or it is printed and dispatched within 24 hours.

Slide 14 – Photo of post-room

All customer enquiries are dealt with within 24 hours and 80% are resolved within 48 hours. The front line staff have the back up of other colleagues working in specialised areas. The service does not operate independently from other departments in the association but it is dependent on regular briefings and updates from colleagues.

Slide 15 – Diagram of National Training Award

The commitment to training is a key factor in the success of the service and the staff training programme recently received a National Training Award.

Slide 16 – Photo of person at computer

So what has been achieved?

- Over 600 people access the facility every day, 63% by telephone, 20% by email, 15% by letter and 2% people calling into the Centre.
- Local Scouters receive accurate information quickly, by telephone or by email.

Slide 17 – Photo of Leader and Scout

The Centre plays a key role in supporting change and new procedures in the association e.g. supporting the introduction of the new programme for all members aged 6-25. New procedures have also been introduced because a Government Criminal Record's Bill requires all new volunteers working with youth organisations to be checked against a national criminal records list.

Slide 18 – Photo of CDs

- New products have been developed to meet the needs of local leaders, for example CD-ROMS containing over 500 fact-sheets, forms, recruitment material and training material.
- New markets have been reached. Scout Associations in New Zealand, Australia, South Africa and Mexico have utilised the services available.
- The sale of support material has risen significantly and the range of items for sale has risen significantly.

Slide 19 – Photo of the Information Centre

The service is recognised as being effective and efficient because it is staffed by a team of professionals and meets the real needs of the association. The quality of the service provided is valued by local leaders, national volunteers and professional colleagues.

Slide 20 – Photo of group

This is an example of how an association:-

- Had a vision of what it wanted to achieve.
- Identified priorities.
- Changed the structure for providing support to local leaders.
- Developed the service and trained staff to provide the service.
- Constantly reviews progress and adapts and amends the service to meet the needs identified.

Slide 21 – Photo of customer

The association has succeeded in changing its image in terms of the delivery of support to local leaders.

The association is now seen as customer focussed and leaders feel valued and supported. It is what is known as a Win:Win outcome – everyone benefits.

Slide 22 – Title and button



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout



World Scout **Bureau** Mondial du Scoutisme