

# SCOUTS CANADA

## STANDARD OPERATING PROCEDURES

### SECTION 6000 – ADULT VOLUNTEER TRAINING AND DEVELOPMENT

#### 6001 – ADULT VOLUNTEER TRAINING AND DEVELOPMENT PROGRAM

The adult volunteer training and development program is designed to support Scouters to:

- develop competence, confidence and effectiveness to carry out the mission of Scouts Canada;
- achieve program objectives;
- develop, maintain and strengthen teamwork and unity of purpose throughout the organization;
- attract and retain adults who are capable of making worthwhile contributions to Scouting;
- develop deeper commitment to helping children and youth to develop, and fully use their potential in our society.

Adults are required to complete training and development in order to ensure competence in their role.

The content and format of the adult volunteer training and development program is approved by Scouts Canada. Delivery of volunteer training and development program is the responsibility of Scouts Canada or Councils as set out in this procedure.

The adult development program will be delivered by Scouts Canada and councils in accordance with the following principles:

- participants in any training program shall be treated as responsible individuals who feel welcomed, respected and accepted for themselves;
- each individual has unique learning needs that must be met and training methods should build on the learners' abilities and past experience;
- people learn best when they see a clear and direct link between the performance that is required of them in their role, their personal learning needs and what they are offered in a learning opportunity;
- individuals are to be encouraged to take responsibility for their own continuous learning and development as competent, committed, connected and highly effective members of Scouts Canada.

Councils must ensure that learning opportunities:

- are approved and reflect the above ideas;
- are available and accessible as soon as an adult volunteer assumes any new position in Scouting;
- take into account the high priority jobs adults perform in Scouting and, therefore, the learners' needs and organizational priorities;
- meet the learning needs required for adult volunteers to be effective in their work;
- make use of effective and flexible delivery to ensure that learning opportunities are broadly accessible to those who require them;

- are planned, organized, conducted and evaluated by competent persons to ensure that every learning activity is effective, appropriate, timely and wise in the use of resources.

**6001.1 – National Development Events:**

Scouts Canada will deliver or provide development opportunities nationally or on a decentralized basis in cooperation with Councils to:

- develop understanding of the principles of adult learning;
- develop knowledge and skill in identifying needs, designing, organizing, conducting and evaluating a variety of development opportunities and events;
- maintain and continuously improve adult volunteer training and development programs;
- ensure that adult volunteer training and development programs keep pace with new developments in the mission, principles, organization and programs of Scouting.

**6001.2 – Wood Badge Development Recognition: Revised: October 2010**

All volunteers are eligible to take Wood Badge Part I training. This includes Activity Leaders and Scouters in Training attending training for the section in which they are working.

All volunteers are eligible to take Wood Badge Part II training. This includes Scouters in Training attending training for the section in which they are working.

Recognition with Wood Badge symbols is available for successful completion of approved training courses as follows:

- Wood Badge I: Wood Badge woggle, tie tack.
- Wood Badge Part II: Gilwell Neckerchief, Wood Badge Beads and parchment, tie tack.

Recognition for successful completion of Scouts Canada training will be issued at the end of the course. As a general rule, Scouts Canada training should not need to be renewed.

**6001.3 – Adult Development Recognition:**

There are three classifications of Trainer Accreditation and Recognition available to members of Scouts Canada as set out in 6001.4 below:

<u>Classification</u>	<u>Accreditation</u>	<u>Recognition</u>
Trainer I	Accreditation card	
Trainer II	Accreditation card	Third Wood Badge bead
Trainer III	Accreditation card	Fourth Wood Badge bead

The procedures for applying for an issuance of accreditation and recognition are set out in Section 6001.5 below.

## 6001.4 – Training Accreditation Classifications:

	TRAINER I	TRAINER II	TRAINER III
RECOMMENDED BY:	GROUP/AREA/COUNCIL	COUNCIL	COUNCIL
APPROVED BY:	COUNCIL	COUNCIL	SCOUTS CANADA PROGRAM SERVICES
ACCREDITATION ISSUED BY:	COUNCIL	SCOUTS CANADA PROGRAM SERVICES	SCOUTS CANADA PROGRAM SERVICES
ACCREDITED FOR THE PERIOD OF:	So long as registered adult volunteer member of Scouts Canada	So long as registered adult volunteer member of Scouts Canada	So long as registered adult volunteer member of Scouts Canada
MINIMUM REQUIREMENTS FOR ACCREDITATION:	<p>a) Hold a Section or Group Commissioner Wood Badge Part I</p> <p>b) Have knowledge and application of Scouts Canada VRAD processes and demonstrated the ability to recruit, screen, orient, coach and ensure formal recognition of Group or Section adult volunteers as a Section, Group, Area or Council Scouter</p> <p>c) Have completed the Training Course or its equivalent</p> <p>d) Have established a personal learning and development plan.</p>	<p>a) Hold a Trainer I and Wood Badge Part 2</p> <p>b) Have demonstrated mastery of the ability to communicate knowledge and skill to Group or Section adult volunteers during approved Wood Badge Part I training courses</p> <p>OR</p> <p>Have demonstrated mastery of the ability to communicate knowledge and skill to Group or Section adult volunteers as a Group Commissioner or area/council Service Scouter.</p> <p>c) Have completed the Training Design Evaluation Course or Council/Area Commissioner Course or equivalent</p> <p>d) Maintained a personal learning and development plan.</p>	<p>a) Hold a Trainer 2</p> <p>b) Have demonstrated mastery of the ability to facilitate adult learning and development by planning, leading, and evaluating Group or Section Wood Badge Part I training courses</p> <p>OR</p> <p>Have demonstrated mastery of the ability to facilitate adult learning and development by planning, leading and evaluating Group and Section servicing initiatives as an area/council Service Scouter</p> <p>c) Have completed the approved training program in facilitating adult learning</p> <p>d) Assisted in the development of and ongoing support of personal learning and development plans for section, group, area or council Scouters</p>
RECOGNITION	Accreditation card	Accreditation card and third Wood Badge bead.	Accreditation card and fourth Wood Badge bead.

### Notes:

1. The issue of Trainer II and III Accreditation nationally is in keeping with these two categories being equivalent to International Recognition of Assistant Leader and Leader Training.
2. At the discretion of Scouts Canada, training taken through other agencies may be acceptable as the equivalent for training requirements.

### 6001.5 – Issuance of Trainer Accreditation and Recognition:

	Trainer I	Trainer II	Trainer III
Application Initiated By	Area/Council	Council	Council
Sent To For Approval	Council	Council	Council
Sent to For Issue	Council	Scouts Canada Program Services	Scouts Canada Program Services
Application Form Used	Available on line	Available on line	Available on line
Procedure For Issuance	Council to complete Accreditation Card.  Completed Accreditation Card returned to originating Area for presentation.	On receipt of application, including <u>fully completed</u> forms (either in hard copy format, by fax, or by e-mail), Scouts Canada will complete and return Accreditation Card(s) and bead(s) to the Council  Council to arrange for presentation.	

Forms and other materials to support Trainer Development Recognition include:

<b>Application Forms:</b>	Trainer I Trainer II Trainer III	Available from Councils Available from Councils Available from Councils
<b>Accreditation Cards: (Wallet Sized)</b>	Trainer I Trainer II* Trainer III*	Available from Councils Issued by Scouts Canada Program Services Issued by Scouts Canada Program Services
<b>Wood Badge Beads:</b>	*	Available from Councils & Scouts Canada Program Services

### 6001.6 – Records Administration:

Responsibility for recording successful completion of mandatory training and development in the format prescribed by Scouts Canada is the responsibility of Councils.

## 6002 – TRAINING AND COACHING

### 6002.1 – Definitions:

**Competence:** is having the knowledge, skills and attitudes (KSA's) necessary for performance. - Being able to do the job.

**Commitment:** is having the confidence, motivation and willingness necessary for performance. – Willing to do the job.

**Performance:** is meeting objectives and standards through the application of competence and commitment. - Doing the job.

**Training:** is a method of increasing competence through structured learning activities. Appropriate and effective training should also increase commitment.

**Coaching:** is a method of increasing competence through individual or small group hands-on structured learning activities, before, during or after performance. Appropriate and effective coaching should also increase commitment.

**Mentoring:** is a one-to-one relationship based on encouragement, constructive comments, openness, mutual trust, respect, and a willingness to learn and share.

**Learning:** is a change in behaviour resulting from an experience.

**Recognition:** is public acknowledgment of competence, commitment, performance, or completion of training. It is primarily intended to increase commitment. Training recognition recognizes successful completion of training.

### 6002.2 – Goal/Objective:

Performance is the bottom line and what Scouts Canada promises youth and parents to ensure better Scouting for more youth. Performance demands competence and commitment. Adult learners generally come to Scouting with transferable KSA's, learned through parenting, work and other life experience. The difference between required competence and transferable competence is called a “learning gap”.

Learning gaps can be reduced or eliminated through training, coaching, or other less structured learning methods. Where the typical learning gaps of novices are similar, training tends to be an effective learning method. Where learning gaps vary widely from one novice to another coaching or some other individual learning method may be more effective.

All learning methods including training and coaching must be competency based and support effective performance. If not, they are merely conversation or interaction. In addition to competence, performance also requires commitment. Commitment depends on connection with the mission and the job, confidence in one's abilities, and the feeling that the work is worthwhile.

Councils have a responsibility to ensure that all new leaders achieve the 7 “C”s

- Competent,
- Confident,
- Connected and
- Committed through
- Courses and
- Coaching...by
- Christmas

High-quality and effective Group and Section Part 1 Wood Badge programs should be available and accessible to new leaders to help them acquire the appropriate knowledge and skills to deliver an effective program as quickly as possible. This is critical, as providing good training has a significant impact on the quality of the program and our ability to attract and retain skilled and dedicated adult volunteers. Effective learning methods which increase performance of front-line service delivery people (section leaders) by developing their competence and commitment must be the primary focus. Effective learning methods which increase performance of those who support front-line service delivery people (commissioners, service-scouters and trainers) by developing their competence and/or commitment are an important secondary focus.

#### **6002.3 – Training Rationale and Process:**

Councils will ensure that training courses are delivered according to approved Scouts Canada Course Training Standards. Courses will be planned, delivered and evaluated by competent and committed trainers.

It is risky to assume that novice leaders have small and very individual learning gaps. It is risky to assume that Scouts Canada has numerous competent and committed coaches.

It is risky to assume that novices know what they do not know.

It is more likely that while all of our novice leaders bring rich and varied life experiences, few of them have delivered structured programming to children and youth – not their own. The competence and commitment gaps of a random group of novice section leaders are fairly similar. Few know what they do not know. The most effective way to help them perform is through relevant and effective training.

It is strongly recommended that Group and Section Wood Badge Part 1 courses be delivered by the best trainers available because the learning gaps for novice Scouters tend to be large and it is critical to build confidence in their ability to work with youth and other adults to deliver high-quality safe programs. It is also critical to build appreciation of, and connection with scouting and other Scouters. This connection, more than anything else, will enhance retention and encourage continuous learning.

#### **6002.4 – Training Records:**

It is the responsibility of course leaders to ensure that all participants complete all aspects of a learning program. Every course leader will promptly submit a written report listing all successful and unsuccessful course attendees. Where exemptions as

described in Section 6002.6 are granted by a Course Leader these will be listed on the report. Where an exemption as described in Section 6002.6 has been granted by a Council Commissioner, this will be recorded in writing as described in Section 6002.6 Council Commissioners are responsible for ensuring that all training records are accurate and complete.

#### **6002.5 – Qualifications for Course Leaders and Trainers**

The ultimate responsibility for selecting qualified Course Leaders, Trainers and Coaches rests with the Council Commissioner but this can be delegated to Council Scouters or Area Commissioners. Just because a Scouter has become an effective performer with a high degree of competence and commitment, does not mean that s/he will be effective as a trainer or coach. The competence and commitment gaps of a random group of novice trainers/coaches are fairly similar and that the most effective way to help them perform is through relevant and effective trainer training. Trainers and Coaches should generally meet the requirements for Trainer 1 and have successfully completed any course they are training on. Course Leaders should generally meet the requirements for Trainer 2 and have successfully trained on any course they are leading.

#### **6002.6 – Timelines:**

**It is important to note that every new leader is required to successfully complete the Group or Section Wood Badge Part 1 course appropriate to their role within the first year and preferably within four months.**

#### **6002.6 – Exemptions from Required Training:**

Where a Scouter already holds a Group or Section Part 1 Wood Badge, a Course leader may exempt the Scouter from Module 1 Sessions on any subsequent Wood Badge Course.

On application in writing from an Area Commissioner, a Council Commissioner or his/her designate may exempt a Scouter from all or part of any Group or Section Wood Badge 1 or Wood Badge 2 Course (or other Council Course) based on credible evidence that the Scouter already possesses all of, or the specific exempted parts of the knowledge, skills and attitudes described in the course training standard and award the Wood Badge 1 or 2 once any parts of the course which were not the subject of the exemption have been successfully completed and recorded in writing by a Course Leader or Coach. Records pertaining to Wood Badge granted by a Council Commissioner will be filed by the Council in the same manner as Course Leader end of course reports.

**6002.7 – Content, Delivery and Administration of Required Training:**

Responsibility for the content, delivery and administration of Scouts Canada Training courses will be as set out in the table below:

<b>Course</b>	<b>Curriculum design, review and approval</b>	<b>Approval of Delivery Approval of Team Course Evaluation Course Reporting</b>	<b>Exemptions (Certification of members on the basis of equivalent KSA's)</b>
Section Wood Badge 1	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner
Group Commissioner Wood Badge 1	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner
Section Wood Badge 2	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner
Outdoor Skills Modules	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner
Introductory Trainer	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner
SCOUTSabout Leader Training	National	Council Commissioner	Council Commissioner based on written application from Area Commissioner

Council and Area Commissioner Training	National	National – Adult Volunteer Development	National – Adult Volunteer Development
Training design and evaluation	National	National – Adult Volunteer Development	National – Adult Volunteer Development
Training Management	National	National – Adult Volunteer Development	National – Adult Volunteer Development