



## **Adults in Scouting Policy**

Scout Association of Hong Kong has formulated its Adults in Scouting Policy (“the Policy”) which aims to enhance the qualities of Adult Members by providing them with effective support and management, assist them in performing their roles and functions more effectively so as to provide Youth Members with better programmes and training and for fulfilling the Mission of Scouting.

The Policy was adopted by the Executive Committee on 12 November 2020, and will come into effect on 1 January 2021. Please refer to the appendix for details.

Joseph LAU

Chief Commissioner

## **Scout Association of Hong Kong Adults in Scouting Policy**

### **1. Aim**

Scout Association of Hong Kong (“the Association”) formulates the Adults in Scouting Policy (“the Policy”) for implementation of the fundamental principles of the World Organization of the Scout Movement and to accommodate its development needs. The Policy aims to enhance the qualities of Adult Members at all levels by providing them with effective support and management, which are essential for providing Youth Members with better programmes and training and for fulfilling the Mission of Scouting.

### **2. Effective Date**

This policy came into effect on 1 January 2021.

### **3. Principles**

- “Scout Association of Hong Kong Ordinance” (Hong Kong Ordinance Chapter 1005)
- “Constitution” & “Policy, Organisation and Rules” of the Association
- Scout Law and Promise of the Association
- Aims and Methods of Scout Movement of the Association
- Vision, Mission and Values of the Association

### **4. Basis of the Policy**

“World Adults in Scouting Policy”

### **5. Adult Members**

The Association recruits members under the requirements as set out in the “Policy, Organisation and Rules” of the Association. Membership of the Association is voluntary and is open to all persons who are prepared to observe and follow the Association's principles and to acknowledge the Scout Promise and the Scout Law. There shall be no discrimination as to admission for any reason of race, creed, class or sex so long such person is a Hong Kong Resident ordinarily residing, studying or working in Hong Kong unless otherwise permitted by the Chief Commissioner.

There are mainly 3 categories of Adult Members in the Association.

Voluntary Leaders are mainly responsible for, and implementation of, all matters relating to the Scout Movement. They can be further categorized into Commissioners, Leaders and Instructors, who are respectively responsible for the work such as policy making, planning and coordination, resource management, operations, Scout activities and training, Scout Group meetings and serving the community.

Lay Members provide support, such as professional advices, financial resources and networking on a voluntary basis.

Professional Scouters and Salaried Staff assist in the execution and administration of daily routines of the Association on a remunerated basis.

*Note: For avoidance of doubt, Venture Scouts and Rover Scouts who have reached the age of 18 are Youth Members, but not Adult Members of the Association.*

### **6. The Policy**

The Policy targets at all Adult Members, facilitating them to perform their respective roles and functions for fulfilling the Mission of Scouting.

## 6.1 The Adult Member Life Cycle in the Scout Movement

Adult Members of all roles and functions in the Scout Movement would encounter various stages of life cycle. This includes attracting the adults that are in need for the Movement, supporting Adult Members for their roles and functions, assisting in their development and in their choices for their future. An Adult Member may encounter one or multiple life cycles throughout the lifespan in the Scout Movement.

## 6.2 Recruitment

The recruitment policy of the Association adopts the principles of gender equality and diversity, and establishes clear procedures to ensure all units of the Association can continue to obtain the participation of adults with the skills required to support different roles in the Movement, so as to fulfill the Mission of Scouting.

### 6.2.1 Assessment of Needs

The Association would, in alignment with its strategic plan and future development, and based on a “team approach”, review its operations and structure regularly by performing an assessment of needs, to identify the needs for adult involvement (including the roles and functions and the required competencies) in the short, medium and long term.

### 6.2.2 Attraction and Selection

The Association, based on the roles and functions that are in need, adopts a proactive attitude and diversified approach to implement systemic and comprehensive adult recruitment activities.

The Association considers the safeguarding of the privacy of personal data as highly importance, and has formulated the “Scout Association of Hong Kong – Personal Data Privacy Policy Statement”, so that the recruitment and selection procedures are complied with the principles and provisions of the Personal Data (Privacy) Ordinance.

During the recruitment process, the Association makes clear to the adults its "Vision", "Mission", "Values", and what the Association’s expectations are, and the adults are given the opportunity to express their personal beliefs, values and own expectations of the Association. These procedures ensure only those who acknowledge the Mission of Scouting are recruited and selected.

### 6.2.3 Agreement

Based on the principle of negotiation, the Association and the Adult Members set out a clear agreement concerning the role, key working relationships, responsibilities (including the expected contributions to fulfill the Mission of Scouting, upholding and enforcing the Association’s policies and pursuing self-advancement, etc), reciprocal obligations and rights of the Association and of the adults. The agreement enables the adults to take note of the work environment and their role, as well as identify opportunities for personal growth and development.

The agreement forms the basis for performance review in the future.

### 6.2.4 Appointment

The appointment of Adult Members is processed in accordance with the “Policy, Organisation and Rules” and other relevant policies and procedures of the Association.

The appointment of Voluntary Leaders and Lay Members includes but not limited to the following:

- nomination and appointment of all positions related to Voluntary Leaders and Lay Members;
- setting of specific term of office for each appointment;
- reviewing the appointment, and terminating the appointment as needed;
- setting out the consideration factors in handling future appointment of the appointee, including but not limited to renewal, re-assignment or retirement decisions; and
- setting out the procedures for handling complaints and appeals.

The appointment arrangements for Professional Scouters and Salaried Staff are based on the requirements as set out in the “Policy, Organisation and Rules”, relevant mechanisms and procedures of the Association.

### 6.3 Support and Performance Management during the Appointment Period

The Association provides support to Adult Members in the course of their appointment, including induction, training and in-service support. The Association also puts in place a performance review system to assist Adult Members in performing their roles and functions more effectively, thus fulfilling the Mission of the Association.

#### 6.3.1 Induction

Under normal circumstances, the Association would provide induction to the newly-appointed Adult Members which enables the Adult Members to understand the responsibilities of their roles and functions and the need for training, and to obtain guidance and support so that they can integrate into the team as soon as possible, as well as to achieve the requirements of their roles and functions effectively.

#### 6.3.2 Training

The Association provides Adult Members with “Wood Badge Training Scheme”, “Leader Skill Courses” and other continuous development training to develop their competencies to make contribution for the fulfilling of the Mission of Scouting.

The Association expects Adult Members, after completing the Wood Badge training, to continue their education and training to advance their knowledge and skills with the times, thus enhance the quality of their attitude, knowledge and skills in management and leadership. In addition to their personal growth, Adult Members would foster our youths to let them experience the best Scouting life.

The continuous training offered by the Association include, but not restricted to personal development element of Adult Members. The Association would review its training system regularly.

#### 6.3.3 In-service Support

The Association would provide support to the Adult Members when it is needed, to enable Adult Members to perform their roles and functions in Scouting, and to successfully accomplish their tasks, resulting in the improvement of the overall performance of the Association.

Through regular meetings arranged by the Association, Adult Members identify their training needs and development opportunities, which strengthen their motivation, adjust their behaviour, change their orientation towards problems and overcome difficulties.

#### 6.3.4 Performance Review

The Association establishes mechanisms for conducting performance reviews of Voluntary Leaders at Commissioner level and performance appraisals of Professional Scouters and Salaried Staff. Such mechanisms enable the Adult Members to understand how well they have achieved the requirements of their roles and functions, and to be accountable for their development and performance.

The Association performs annual performance review for the Voluntary Leaders at Commissioner level in the form of collaboration assessment. Based on the job descriptions and duties as agreed before the appointment, the review aims at enhancing their performance through reviewing the set targets with their supervisors.

The Association performs annual performance appraisal for Professional Scouters and Salaried Staff. The supervisor would base on the job outline and overall performance of the Professional Scouter and Salaried Staff to make concrete comments on his/her performance, including areas of improvement.

The Association will gradually extend the performance review mechanism to other Voluntary Leaders and Lay Members, with consideration of the circumstances of the Association at such time as appropriate.

#### 6.3.5 Recognition

The Association sets out an award system and the Awards Committee under the requirements as set out in the "Policy, Organisation and Rules" of the Association. The award system is reviewed in due course to ensure appropriateness.

### 6.4 Involvement in the Future

To ensure mobility across roles and functions, the Association considers the future involvement of an Adult Member in the Scout Movement according to his/her performance.

#### 6.4.1 Renewal of Appointment

The appointment of an Adult Member could be renewed if the performance concerning his/her role and function is considered satisfactory, in consultation with his/her supervisor.

#### 6.4.2 Re-assignment

Upon completion of the performance review, the Adult Member may be re-assigned to another role or function due to personal or other reasons.

#### 6.4.3 Retirement

According to the "Policy, Organisation and Rules" of the Association, an Adult Member may retire from his/her role and function due to the following reasons:

- the Adult Member retires voluntarily due to personal reasons;
- the Adult Member does not fulfill the qualification requirements, such as age or other basic requirements;
- the Adult Member ceased to, failed to or could not perform his/her duties during the course of appointment;
- the performance or behaviour of the Adult Member demonstrated that he/she no longer accepts the fundamental principles of the Scout Movement as embodied in the Aim, Mission, Method, the Scout Promise and the Scout Law;
- the position ceased to exist.

### 6.5 Record of Adult Members

The Association established Scout Membership Information System to maintain and regularly update Adult Members' record, including personal qualifications, training, appointments, re-assignments, retirement and awards.

### 6.6 Retention

The Association values and cherishes the contributions of Adult Members at any stage of their life cycles to the Scout Movement. The Association implements strategies in various aspects to retain Adult Members, including but not limited to:

- recognizing the contributions of all Adult Members in a regular and meaningful manner;
- offering Adult Members opportunities for changing roles and functions, so that the Adult Members may continue developing their skills and knowledge, achieving personal development and further contributing to the Scout Movement; and
- maintaining contact with the adults who have participated in the Scout Movement, through the existing Scout units or Subsidiaries of the Association such as The Baden-Powell Scout Club of Hong Kong.

## 7. Execution and Implementation

The Association manages Adult Members in a decentralized manner. The key responsibilities in implementing the Policy are coordinated by Development & Adult Resources Branch, with the assistance of:

- the Executive Committee of the Association;
- the Chief Commissioner's Council;
- the Staff Panel of the Association;
- the Headquarters Branches;
- the Scout Regions;
- the Subsidiaries of the Association;
- the Scout Districts;
- the Scout Groups; and
- the relevant committees.

Professional Scouters and Salaried Staff implement this Policy under the supervision of the Chief Scout Executive.

## 8. Evaluation and Revision

To cater the changes in the society and the needs of Adult Members, this Policy will generally be reviewed every 5 years.

## 9. Enquiry

For enquiries, please contact the Scout Executive (Development & Adult Resources).