



Scouts Canada

GROUP MANAGEMENT PLAYBOOK

Scouts.ca



It starts with Scouts.

TABLE OF CONTENTS

3

Introduction

- 3 Scouts Canada
- 4 The Scout Group
- 4 The Five Priorities for Success
- 5 Group Health

6

Mission Impact

- 7 Mission Impact Drivers
- 8 The Group Commissioner's Role in Membership Growth
- 8 Group Commissioner Guide to Planning

9

Safety Leadership

- 9 The Group Commissioner's Role in Safety Leadership
- 10 The Group Commissioner's Role in Risk Management (Health & Safety)
- 10 Volunteer Screening
- 13 Incident Reporting
- 14 Anti-Bullying and Harassment
- 15 Group Emergency Response Plan

16

Program Quality

- 16 Scouts Canada's Program: The Canadian Path
- 18 The Canadian Path Navigator
- 19 Program Quality Assessment

20

Volunteer Support

- 20 Volunteer Onboarding
- 21 Volunteer Support Cycle
- 22 Scouter Development
- 24 Performance Management

25

Group Capacity

- 26 Volunteer Recruitment Guide
- 29 Sample Group Organization Structures
- 30 Group Finances
- 31 Fundraising
- 32 Scout Popcorn

33

Continuous Improvement

- 34 Group Health Navigator
- 35 Group Management Calendar

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This is an informal copy of the Group Management Playbook. When printed, Version 2.0 cannot be guaranteed to have the current information and should be used with caution. This document is marked "uncontrolled" and the user is responsible for determining if the document is active prior to use. To find the most updated version, please refer to the [Group Support Centre](#).

INTRODUCTION

At Scouts Canada, our Mission is clear: **to help develop well-rounded youth, better prepared for success in the world.** We do this by enabling thousands of young Canadians to engage in safe, youth-led, adventurous programs in hundreds of communities across this great country.

Scouting is the world's leading youth movement with a membership of more than 40 million in over 200 countries and territories. For more than 100 years, Scouts Canada has brought a world of adventure, outdoor experience, friendship and fun to 17 million Canadian youth.

HERE ARE SOME QUICK FACTS ABOUT SCOUTS CANADA



We are one of Canada's largest youth organizations, with **over 20,000 Volunteers** serving **over 60,000 youth** in communities across the country.



We accept all genders.
Scouts Canada started accepting girls in some of its programs in 1972 and became a fully co-ed in 1998.



We are inclusive.
Scouts Canada does not discriminate for reasons of gender, culture, religious belief or sexual orientation. Anyone willing to make the Scout Promise is welcome to participate in the Scouting program.



We are safe.
Scouts Canada places great importance on creating a fun and safe environment for our members, especially children and youth, based on a culture of safety that extends throughout the organization.

SCOUTS CANADA'S BRAND

Kids in Scouts have fun adventures discovering new things and experiences they wouldn't have elsewhere. Along the way, kids develop into capable, confident and well-rounded individuals, better prepared for success in the world. Scouts is the start of something great.

Our brand isn't simply a tagline or a logo, but rather a promise that we make to Canadian parents everywhere. Kids can expect incredible, first-time experiences that will help them build self-confidence and forge life-long friendships. Parents can expect to see their children develop skills such as leadership, teamwork and social awareness that will help them succeed in all aspects of life.

THE SCOUT GROUP

A Scout Group, often simply referred to as a "Group", is the implementation of our Mission at the community level. The vast majority of Scouting programs, Volunteer activities and community engagements happen through local Groups. The experiences that parents and youth have with their local Group, positive or negative, will often determine their overall opinion of Scouts Canada. Scout Groups exist as a team of Volunteers who work together to deliver on our brand promise by offering high-quality Scouting programs in the community that they serve.

THE FIVE PRIORITIES FOR SUCCESS

With the ability to achieve our Mission depending so heavily on the success of local Scout Groups, how can Group Commissioners and their teams ensure that they are being effective? In order for Scouting in Canada to be as impactful as possible, we have identified Five Key Priorities for Success to ensure that Groups are focusing their efforts on the right activities.

The Five Priorities for Success are:

- Mission Impact (Membership Growth)
- Safety Leadership
- Program Quality
- Volunteer Support
- Group Capacity

THE BUCK STOPS HERE!

The Group Commissioner is ultimately accountable for the success of the Five Priorities within his or her Group. As our front-line Volunteer managers, Group Commissioners have a critical role in building a healthy and vibrant Scouting movement in Canada.

While much of the Group Management Playbook will come from the perspective of a Group Commissioner, it is every Scouter's responsibility to support the Five Priorities for Success.

GROUP HEALTH

Long-term, sustainable membership growth depends on having healthy Groups. A Group Commissioner should assess the health of his or her Group as it relates to Scouts Canada's expectations. This type of key information can help Group Commissioners and their teams predict whether their Groups or Sections are headed in the right direction.

Groups will progress through different stages of maturity. The state of the Group relates to its degree of planning and stakeholder engagement.

1. Passive Management: The Group offers fun and safe activities for youth; however, management is largely reactive.

2. Thoughtful Management: The Group engages in basic planning with some thought given to key stakeholders.

3. Proactive Management: The Group engages in rigorous planning and consults stakeholders to anticipate future needs.

4. Management Excellence: The Group operates with a high degree of professionalism; plans are fully integrated and ensure long-term success in the community.

Key behaviours associated with the Five Priorities are used to measure Group Health

Group Health Measure	Measurement of Behaviour
Membership Growth	Degree of Community Engagement and Representation
	Utilization of Business Planning
Safety Leadership	Degree of Safety Role Modelling
Program Quality	Utilization of The Canadian Path
Volunteer Support	Utilization of the Volunteer Support Cycle
Group Capacity	Utilization of Active Volunteer Recruitment and Succession Planning
	Degree of Group Committee Specialization and Effectiveness
Continuous Improvement	Utilization of Group Health Reviews

MISSION IMPACT

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Mission Impact	Community engagement and representation are not considered as part of Group operations.	The Group participates in community events and recognizes underrepresented populations.	The Group regularly engages with the community and takes proactive steps to recruit from underrepresented populations.	The Group is viewed as an important local institution; membership strongly represents community diversity.
	Program and financial business planning is limited; membership growth is not considered.	The Group has an annual business plan which includes program objectives, a budget with fundraising goals and membership targets.	The Group has a three-year business plan where program and Volunteer-support objectives drive fundraising goals; net membership growth is regularly achieved.	The Group has five-year business plan in which program and Volunteer-support excellence drives the budget and fundraising goals; 10% membership growth is regularly achieved.

Making an impact on our Mission starts with engaged youth, Volunteers and parents who understand the value of the Scouting program. This coupled with well-rounded youth development on The Canadian Path through the Four Elements—Adventure, Plan-Do-Review, Youth-Led and SPICES—will result in youth who are prepared for future success and who make meaningful contributions to society into adulthood.





Groups can directly influence Mission Impact by focusing their efforts on a combination of **three drivers: program quality, membership and revenue**. We can support healthy Groups, enabling even more youth to benefit from Scouting, and ultimately bring to life our Vision of youth making a meaningful contribution to creating a better world.

Program Quality

Through our program, we provide youth with the opportunity to lead their own path to great outdoor adventure and fun. The Four Elements provide members with well-rounded experiences that help them become confident and capable individuals.

Membership

We fundamentally believe that every young Canadian deserves to have access to great Scouting experiences that will ultimately help them achieve success in the world. This means reaching as many youth, parents and Volunteers as possible.

Revenue

As we focus on making an impact on our Mission, it is important that we generate the revenue required to fund great adventures and ensure that Scouting is accessible to anyone who wishes to benefit from the program.

Safety

In addition to the three Mission Impact drivers, Scouting needs to be a place where no one gets hurt. Safety is a fundamental requirement for operations and a requirement for the continued trust of Canadian society.

THE GROUP COMMISSIONER'S ROLE IN MEMBERSHIP GROWTH

Groups should be committed to ensuring that every child has an opportunity to participate in Scouting, and we will work together to meet or exceed an annual 10% growth in full-time youth membership. To achieve this goal, Sections and Groups must engage regularly in recruitment activities and keep a close eye on youth attendance and year-over-year retention. In practical terms, we can exceed our growth goal by adding one youth to each of our Sections across the country every year.

Executing on the other four priorities is a great way to ensure that your Group is well set up for Membership Growth. That being said, with effective planning, proactive Scouters can ensure that as many youth in their community as possible can have great Scouting experiences. Try discussing the following questions at your next Group Committee meeting to help build a recruitment plan for your Group:

- What would each Section need to do to accommodate an additional small team of six to eight youth?
- How can you add more Section Scouters to welcome more youth?
- How can youth in your Group be provided with more opportunities to bring their friends to appropriate Scouting activities?
- How can your Group better reflect the demographics of your community?
- How can your Section meetings be as convenient as possible for families in your community? In what ways do your Sections' meetings conflict with other popular youth activities?

GROUP COMMISSIONER GUIDE TO PLANNING

The Scouts Canada Planning Standard provides the framework and mandatory requirements to ensure a clear cascade of information from National to the Council teams to enable effective delivery on the Five Priorities.

Groups play an important role in the execution of this strategy as effective 'franchisees' of the Scouts Canada brand and model. It is the role of the Group Commissioner (GC) to ensure the 'business of Scouting' at the Group level is conducted in full alignment with the Scouts Canada brand—including:

- Adherence to the minimum requirements as laid out in the [Policies, Standards and Procedures of Scouts Canada](#);
- That program is offered and delivered according to the requirements of [The Canadian Path](#);
- That Scouting values, member code of conduct and behaviours are consistent with Scouts Canada's requirements and expectations.

THE ROLE OF THE GROUP COMMITTEE

The role of the Group Committee in business planning is to ensure that long-term (3–5 years), annual and short-term (monthly–quarterly) plans are in place at the Section and Group level.

What should be included in a Group Plan?

1. Risk management and risk assessment (Group and Section)
2. Membership (youth and Volunteer)—consideration for community diversity and currently underrepresented populations
3. Annual Section Program Plans
4. Budget—Group and Section-specific financial requirements
5. Fundraising/Revenue Plan
6. Human Resourcing Plan
7. Canadian Path Implementation—linked to [Canadian Path Navigator](#)
8. Community Engagement—sponsors, partners, community service
9. Scouter performance review, feedback and recognition

SAFETY LEADERSHIP

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Safety Leadership	The Group meets all Scouts Canada Policies & Procedures .	The Group Commissioner role models safety leadership, especially in challenging situations.	All Scouters role model safety leadership, especially in challenging situations.	Safety leadership is internalized by all members and is considered for every decision in and out of Scouting.

Scouts Canada places great importance on creating a fun and safe environment for our members, especially children and youth. It is your role as a safety leader to role-model this behaviour and influence others to create and reinforce a culture of safety.

Keeping youth safe from physical and emotional harm is crucial for their healthy, long-term development. Our Mission is to help develop well-rounded youth, better prepared for success in the world. Therefore, it stands to reason that ensuring that Scouts Canada is a place where no one gets hurt is critical to achieving our Mission.

THE GROUP COMMISSIONER'S ROLE IN SAFETY LEADERSHIP

Safety leadership is more than ensuring compliance. It is about setting the tone of what is both acceptable and desirable to ensure we maintain a safe environment and behaviours that role-model for our youth a leading safety culture. While safety leadership may sound complicated, it is often simply choosing to do what is right as opposed to what is expedient.

Fundamentally, we make a commitment to our parents, youth and members that when people are in our care they return in the same condition or better than when they arrived. At Scouts Canada, **we believe that all accidents are preventable** and our actions at all times will reflect that. We do our best to ensure no injury occurs on our watch, however small.

Ultimately, Group Committees have several key responsibilities when it comes to safety:

- Ensure Scouts Canada's Policies are adhered to;
- Ensure the safety of regular meeting places;
- Ensure the safety of all outdoor activities;
- Ensure the safe maintenance of group equipment;
- Ensure only safe adults are appointed as Scouters;

And ensure Scouters always err on the side of caution.

THE GROUP COMMISSIONER'S ROLE IN PERSONAL SAFETY

The safety of our youth, Volunteers and employees cannot be compromised. Health and safety must be integrated into everything we do. Every member of Scouts Canada will be diligent in identifying and managing risk so everyone can safely participate in Scouting adventures.

We will be role models for the future leaders that we represent. We will keep up our commitment to parents and youth that everyone can trust Scouting to be a safe place to have fun adventures.

Note: Child & Youth Safety is a special topic that is treated independently from Health & Safety.

Our Safe Scouting Policy

1. Adventure always carries with it some element of risk; our responsibility is to ensure members (both youth and adults) focus on identifying and reducing risk as an essential part of their activities.
2. The identification and management of risk is an indispensable component of the plan-do-review process for adventures and activities undertaken by Scouts Canada, including its Sections, Groups and Councils.
3. Scouts Canada will provide resources and training to all of its Volunteers to help plan safe, fun adventures.

THE GROUP COMMISSIONER'S ROLE IN RISK MANAGEMENT

The Group Commissioner is accountable to ensure all Group and Section activities identify and evaluate risks, implementing mitigation strategies where possible. This is to ensure the safety of members, the delivery of planned outcomes, the preservation of asset value and property, the protection of the environment—and to verify that all activities and projects are conducted within the law and regulatory requirements.

The list below is a sample of 'standard' risk areas—the standard also provides a sample Group Risk Register and completed Risk Assessment Matrix to support Groups getting started.

- Youth safety—readiness, screening, interviews
- Building / meeting place safety
- Building / meeting place availability, contract management
- Transportation of youth
- Event management
- Weather-related emergency response and preparedness
- Scouter competencies and skills—appropriate for program plans
- Facilitation of The Canadian Path
- Membership growth and retention

- Talent management—Scouter 'funnel' for Volunteer roles
- Financial management—fundraising, fiscal management, budget plans
- Diversity/inclusion to desired plan—for community growth
- Community/sponsor engagement—stakeholder management and engagement

VOLUNTEER SCREENING

Volunteer screening is one of the core ways that everyone at Scouts Canada creates a fun, safe environment for children, youth and adults. Volunteer screening helps us to ensure that anyone interacting with youth knows their responsibilities, supports Scouts Canada's Mission and Principles, and has the training needed to succeed in their roles.

Our Policy

1. Volunteers and Rover Scouts may not participate in Scouts Canada activities or wear a Scouts Canada uniform until they:
 - a. Complete all Volunteer screening and mandatory training requirements, and
 - b. Are registered members of Scouts Canada
2. Parents and other adults who assist Scouters, may not participate in Scouts Canada activities until they have completed the non-member volunteer screening and mandatory training requirements.
3. After assisting with five activities, parents and other adults must become registered Scouters to continue participation.
4. The participation limit is cumulative and does not reset each Scouting Year.
5. Companies that provide hired resource persons (e.g. canoe guides) must confirm that employees provide clean police record checks and that references are checked.
6. Independent, hired resource people shall be screened according to non-member volunteer screening requirements.
7. When transferring between Groups, Volunteers must be interviewed to determine their continued suitability as a Volunteer.
8. When transferring between Sections or roles in the same Group, it is recommended that there is a meeting to explain a Scouter's new role and responsibilities.

Volunteer Screening Requirements

	New Scouts Canada members			Parents and other adults who are not registered members of Scouts Canada		
	Scouters under 18 years of age (including CYCs)	Rover Scout Participant	Scouters 18 years and older	Parents or other adults attending regular meetings and day outings	Parents staying overnight at activities—not helping Scouters	Parents or other adults supporting Scouters at overnight activities
Complete application	Yes	Yes	Yes	No	No	No
Interview	Yes	Yes	Yes	No	No	No
Provide five references	Yes	Yes	Yes	No	No	No
Sign Code of Conduct annually	Yes	Yes	Yes	Yes	Yes	Yes
Submit clean Police Record Check (PRC)	No	Yes	Yes	No	No	Yes
Submit Vulnerable Sector Screening (VSS)	No	No	Yes	No	No	Yes
Complete Scouting Fundamentals	Yes	Yes	Yes	No	No	No
Complete Safe Scouting for Parents	No	No	No	No	Yes	Yes
Role explained to youth	No	No	No	Yes	Yes	Yes
Must be supervised with youth	No	No	No	Yes	Yes	Yes
Counts for Scouter:youth ratio	Yes	No	Yes	No	No	No
Must complete Wood Badge I	No	No	No	No	No	No

Screening Requirements for Scouts Canada Members Transferring to a New Group or Council

	Scouters under 18 years of age (including CYCs)	Rover Scouts	Scouters 18 years and older
Apply to join new Group	Yes	Yes	Yes
Sign Code of Conduct	Yes	Yes	Yes
Check reference with last Commissioner	Yes	Yes	Yes
Must complete Wood Badge I	Yes	No	Yes
Police Record Check has been renewed in last three years	No	Yes	Yes
Renew Vulnerable Sector Screening	No	No	No

Screening Requirements for Scouters and Rover Scouts Renewing in the Same Group

	Scouters under 18 years of age (including CYCs)	Rover Scouts	Scouters 18 years and older
Application	No	No	No
Sign Code of Conduct	Yes	Yes	Yes
Must complete Wood Badge I	Yes	No	Yes
Police Record Check has been renewed in last three years	No	Yes	Yes
Renew Vulnerable Sector Screening	No	No	No

Screening Requirements for Youth Offers of Service at Major Events

	Youth Offer of Service (OOS)
MyScouts Profile	Yes
Role and expectations explained	Yes
Sign Youth Code of Conduct	Yes
Letter of Reference from Company Scouter	Yes
Complete Scouting Fundamentals training	Yes
Complete Respect in Sport for Activity Leaders training	Yes
Role explained to youth	Yes
Must be supervised when working with youth participants	Yes
Counted for the Two-Scouter Rule and Scouter:Youth Ratio	No

INCIDENT REPORTING

Scouters must document all incidents, **whether minor or serious**, that occur during a Scouts Canada-sanctioned activity. An incident is an out-of-the-ordinary occurrence, such as an illness, injury, discipline problem, conflict, frightening situation or any unusual or unexpected occurrence during a Scouts Canada activity or event. As a general rule, if it's something that you or a Scouter would inform a parent about, an Incident Report Form must be submitted.

A **minor incident** is defined as one that is unlikely to have future repercussions.

A **serious incident** is one that involves any of the following:

- Assistance from authorities (fire, police, ambulance, etc.)
- Participants who are emotionally and/or psychologically distressed
- Widespread illness of many participants (e.g. at a large event or camp)
- A stay in a hospital
- Life-threatening illness
- An injury that had the **potential** to cause permanent disability or life-changing consequences—including future health-care repercussions
- Has future negligence and/or criminal repercussions
- Poses a serious or significant negative impact on Scouts Canada or has future insurance implications
- Interest from provincial or national media

The Scouter in Charge or the Scouter closest to the incident must complete an Incident Report Form. The responsible Scouter must ensure that the form is sent by fax or email immediately to the Safe Scouting team at the National Service Centre:

Email: safety@scouts.ca

Phone (emergencies only): 1-800-339-6643

Resources/Guidelines/Tools

[Incident Report Form](#)

ANTI-BULLYING AND HARASSMENT (CODE OF CONDUCT)

Resources/Guidelines/Tools

- Anti-Bullying and Harassment Policy
- Scouts Canada Code of Conduct

Bullying and harassment are forms of abuse. Bullying and harassment break down the positive and protective environment we seek to develop, and can be physically, emotionally or sexually harmful. It is contrary to our objective of individual growth and development. Bullying and harassment in any form are unacceptable.

Statement of Contextual Parameters

The bullying and harassment policy pertains and applies to ALL members of the Scouting community, and ALL the different forms of relationships within our community, including relationships between adult professionals, Volunteers and parents, as well as between children and youth of all ages. It is recognized that adults and older youth are role models, and that children and youth learn powerful lessons through observation of the behaviours of adults. Children and youth learn what is and what is not acceptable in relationships through observing the ways Scouters relate to each other, how Scouters relate to other children and youth in their Section, and how Scouters relate to them.

Because cyberbullying affects relationships and the social climate within the Scouting community, cyberbullying is covered by the same policy as other forms of bullying and harassment.

Role of the Group Commissioner

As the Group Commissioner is responsible for the overall health and safety of his or her Group, he or she is responsible to ensure that:

- Bullying and harassment preventative steps are implemented in each Section;
- Scouters in the Group know how to identify bullying or harassment, and are familiar with Scouts Canada's Anti-Bullying and Harassment Policy;

- When bullying or harassment is identified within the Group, the procedure and process described in Scouts Canada's Anti-Bullying and Harassment Policy is followed.

COMPLAINTS PROCEDURE

Scouts Canada recognizes its responsibility to deal fairly, constructively and consistently with expressions of concern or dissatisfaction from members, parents and non-members on behalf of themselves or their children. This procedure is not to be used:

1. For complaints involving youth protection matters
2. Where individuals disagree with a Scouts Canada policy or procedure
3. For serious complaints about allegations of organizational financial or resource mismanagement

Our Procedure

1. The procedure for resolving complaints seeks to:
 - a. Resolve complaints as early as possible
 - b. Support members
 - c. Identify and act on opportunities for change and improvement.
2. Scouts Canada expects that concerns and complaints raised by members, parents and non-members will be dealt with openly and equitably.
3. Complaints will be handled by the most local Commissioner.
4. Complaints regarding employees will be dealt with by their immediate supervisors.
5. Local, informal resolution is always encouraged. Many complainants do not want to enter a formal complaints procedure. They simply want to have their questions answered, their concerns dealt with or their opinions heard. Listening, admitting mistakes and learning how to do things better can often diffuse a difficult situation.
6. The Commissioner receiving a formal complaint may appoint someone else to consider the complaint.
7. Before taking any action, Commissioners shall discuss anonymous complaints and complaints from a previous Scouting Year with the Council Relationship Manager (Section, Group issues).

8. All parties need to be engaged in examining the complaint including the complainant and Scouters involved.
9. The Commissioner decides what action to take, based on the findings of the review, and explains the decision to the complainant and all Scouters involved in the situation.
10. The Commissioner is responsible for implementing the decision.

Resources/Guidelines/Tools

- [Complaint Procedure](#)
- [Behaviour Guide](#)

GROUP EMERGENCY RESPONSE (INCLUDING ESCALATION)

The purpose of this guideline is to highlight the expectations and key actions required of Group Commissioners for group-specific Emergency Preparedness and Response.

This document refers to the minimum requirements laid out in the Emergency Preparedness and Response Standard that ensures Scouts Canada members have an efficient and effective management of emergency situations with the potential to impact Scouts Canada, its stakeholders, the environment, assets, financial condition or reputation.

Role of the Group Commissioner in Emergency Response

The primary role of the Group Commissioner is to ensure that all Scouters, especially Section Contact Scouters and “Scouters in Charge”, are both knowledgeable and competent to execute their requirements and the minimum expectations for Emergency Response—as specified in the Scouts Canada Emergency Preparedness & Response Standard and detailed in this guideline.

At all activities, Scouters must have the Emergency Response Plan, a list of participants, and the schedule of activities or itinerary available to all Scouters.

The following two sections provide specifics on Emergency Response and Emergency Communications that GCs need to ensure are adhered to at all times.

Emergency Response

For every Scouting meeting, activity, camp or event, Scouters must prepare an Emergency Response Plan that addresses expected and unexpected situations. The Emergency Response Plan (ERP) will include the Emergency Response Guidelines that outline a number of specific situations and a corresponding course of actions for responding to emergencies. Additional measures must be developed for potential situations not addressed in the guidelines and noted on the ERP.

Emergency Communication

The Responsible Scouter must plan for group communication to be reliable and supported by back-up plans. Scouters must plan for a communication method between group members. This may include, but is not limited to, use of the buddy system, radios, mobile phones and whistles.

Best Practice—Emergency Response Guidelines

- Missing Person
- Evacuation
- Persons with Disabilities
- Intruder
- Traumatic/Medical Emergency
- Parent/guardian does not arrive to pick up child

Resources/Guidelines/Tools

- [Emergency Plan](#)

PROGRAM QUALITY

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Program Quality	Programs offer fun and safe activities for youth with limited use of the Four Elements.	Programs align with the Four Elements. Youth involvement is limited.	Scouter-facilitated programs actively involve youth and align with the Four Elements.	Youth take active leadership roles in all aspects of the program with Scouters providing situationally appropriate support.

We are committed to a program that meets the needs and aspirations of today's youth. The Canadian Path is our path to success: ensuring that all Four Elements (Youth-led, Plan-Do-Review, Adventure and SPICES) come to life is our fundamental focus.

SCOUTS CANADA'S PROGRAM: THE CANADIAN PATH

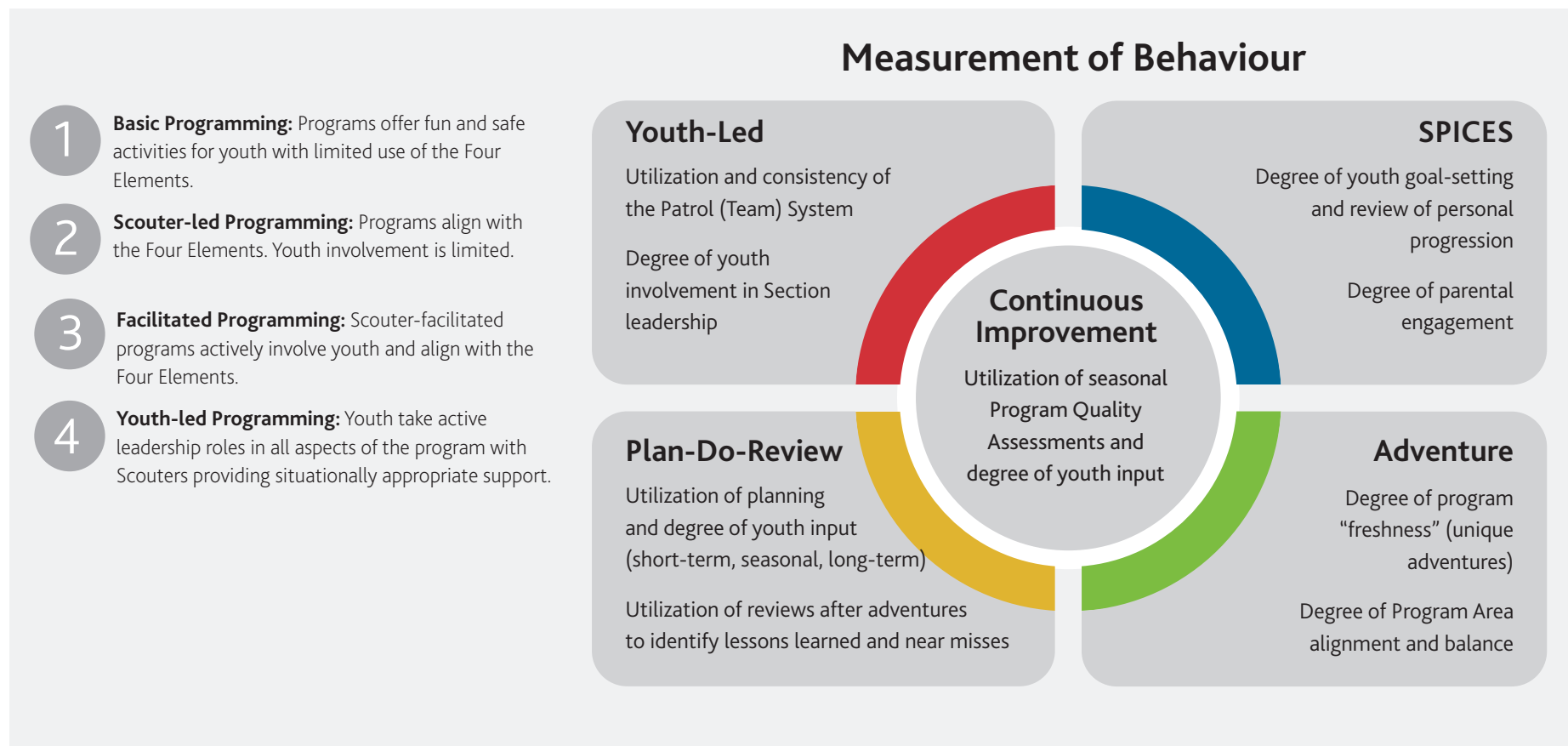
Scouting exists to actively engage and support young people in their personal development, empowering them to make a positive contribution to society. Developed by Scouts Canada, this well-rounded program offers youth aged 5 to 26 an opportunity to experience new things, to have more adventures, and to develop into confident and capable individuals better prepared for success in the world. Scouts Canada's program is titled 'The Canadian Path'.

Commissioners and Section Scouters shall ensure the following minimum requirements of the (Canadian Path) program are included in annual Section plans and implemented in regular Section meetings:

1. **The Four Elements** (Youth-Led, Plan-Do-Review, Adventure & SPICES)
2. The Scout Method
3. A balanced program that explores all six **Program Areas**

PROGRAM IMPLEMENTATION AND MANAGEMENT

As Sections implement **The Canadian Path**, they will progress through different stages of maturity identified by the degree of youth involvement and alignment with the **Four Elements**.



A Section that has successfully implemented The Canadian Path will be demonstrating and sustaining the observable behaviours of stage 3 in all Four Elements and will be demonstrating continuous improvement through seasonal Program Quality Assessments.

CANADIAN PATH NAVIGATOR

	1: Basic Programming	2: Scouter-led Programming	3: Facilitated Programming	4: Youth-led Programming
Youth-Led	Youth teams not utilised on a regular basis.	Small teams (Patrols) are regularly used in meetings, but not program design.	Most meetings and day events primarily happen in small teams (Patrols).	All adventures and planning happen in youth-led small teams (Patrols).
	Youth have little input in programming.	Leadership roles for youth are in place, but largely symbolic.	Section Leadership Teams are in place and regularly utilized.	Sections are actively led by Section Leadership Teams.
Plan-Do-Review	Scouters develop short-term plans.	Scouters develop short-term, seasonal and long-term plans with some youth input.	Scouters facilitate program quality reviews each program cycle with youth input.	Youth develop short-term, seasonal and long-term plans with Scouter support.
	Activities are rarely reviewed for youth feedback and improvement.	Scouter teams regularly review activities with some youth input.	Scouters facilitate reviews with youth after each adventure.	Youth-led reviews happen after every adventure with Scouter support.
SPICES	Goal-setting and review of personal progression for youth is limited.	Scouters reflect on youth goal-setting and personal progression.	Goal-setting and personal progression reviews occur at the team level facilitated by Scouters.	Youth-led goal-setting and personal progression reviews occur at the individual level.
	Parental engagement and feedback is limited.	Scouters showcase personal progression and skill development to parents.	Scouters and youth showcase personal progression and skill development to parents.	Youth showcase personal progression and skill development to parents.
Adventure	Activities are often repeated month after month, year after year; plans (e.g. camps) are set without youth involvement.	Youth are offered a selection of adventures with a high degree of repetition year over year.	Scouters facilitate planning of new adventures with some repetition year over year.	Youth-led adventures are consistently fresh, new experiences—supported by Scouters.
	Activities are used to fill time and have limited context; Program Areas are not utilized.	Adventures are planned considering the six Program Areas.	Adventures for each year are balanced across all six Program Areas.	Adventures for each program cycle are balanced across all six Program Areas.
Continuous Improvement	Program quality is rarely reviewed—typically without Group Commissioner involvement.	Scouters assess program quality each cycle with limited youth input and some Group Commissioner involvement.	Scouters facilitate program quality reviews each program cycle with youth input and Group Commissioner involvement.	Youth-led program quality reviews happen each program cycle with Group Commissioner involvement.

PROGRAM QUALITY ASSESSMENTS

Program Quality Assessments are based on how youth experience and feel about their adventures with respect to the **Four Elements**: Adventure, Youth-led, Plan-Do-Review and SPICES. The process for facilitating a Program Quality Assessment is covered in depth in the Program Quality guide, but here is a quick summary:

- Our Scouting program can be divided into four cycles, which align with the four seasons.
- Sections conduct seasonal reviews using the Program Quality guide.
- Sections communicate the results of their Program Quality Assessments to the Group Committee.

Success is measured by ensuring that all Sections review the success of their program with youth at least three times annually. Through this simple Plan-Do-Review process, program quality will continuously improve season over season. Sections who complete at least three seasonal assessments will receive the 'Quality Section' designation.

The Group's Role in Program Quality

There are many things that Group Committees can do to support Sections, but in general they should try to remove any barriers that Sections face in facilitating a great program. Section Scouters should focus on program and each youth's personal progression, while the Group Committee should try to support Sections by ensuring that administrative and Volunteer-support tasks are completed in a timely manner: finances, fundraising, meeting location bookings, Volunteer recruitment and screening, Group events, etc. Group Committees should not, however, lose sight of why these activities are undertaken: to provide the youth of their community with a great, safe Scouting experience.

VOLUNTEER SUPPORT

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Volunteer Support	Volunteers receive limited support.	Performance management and feedback are used as intervention tools; some key Volunteers have Scouter Development plans.	Volunteer performance is reviewed annually; Volunteers receive constructive feedback seasonally and have Scouter Development plans.	All aspects of the Volunteer Support Cycle are critical components of Group culture.

Scouting is made possible by the thousands of engaged Volunteers that contribute their time to creating a better world. We know that Volunteer engagement is largely driven by the support provided by the Volunteer's supervising Commissioner through the Volunteer Support Strategy. The three main drivers of Volunteer engagement are onboarding, local support and constructive feedback.

Onboarding of New Scouters

Providing new Scouters with a meaningful orientation to their Group, and Scouting in general, is incredibly important to their development. New Scouters join because they want to contribute to Scouting and it's the Group Committee's role to ensure they're set up to succeed. When onboarding new Scouters, Group Committee members should use the New Scouter Welcome Kit as a key resource.

Scouter onboarding happens in five stages and involves various members of the Group. It is the Group Commissioner's role to ensure a quality orientation happens, and that Sections properly onboard new Scouters.

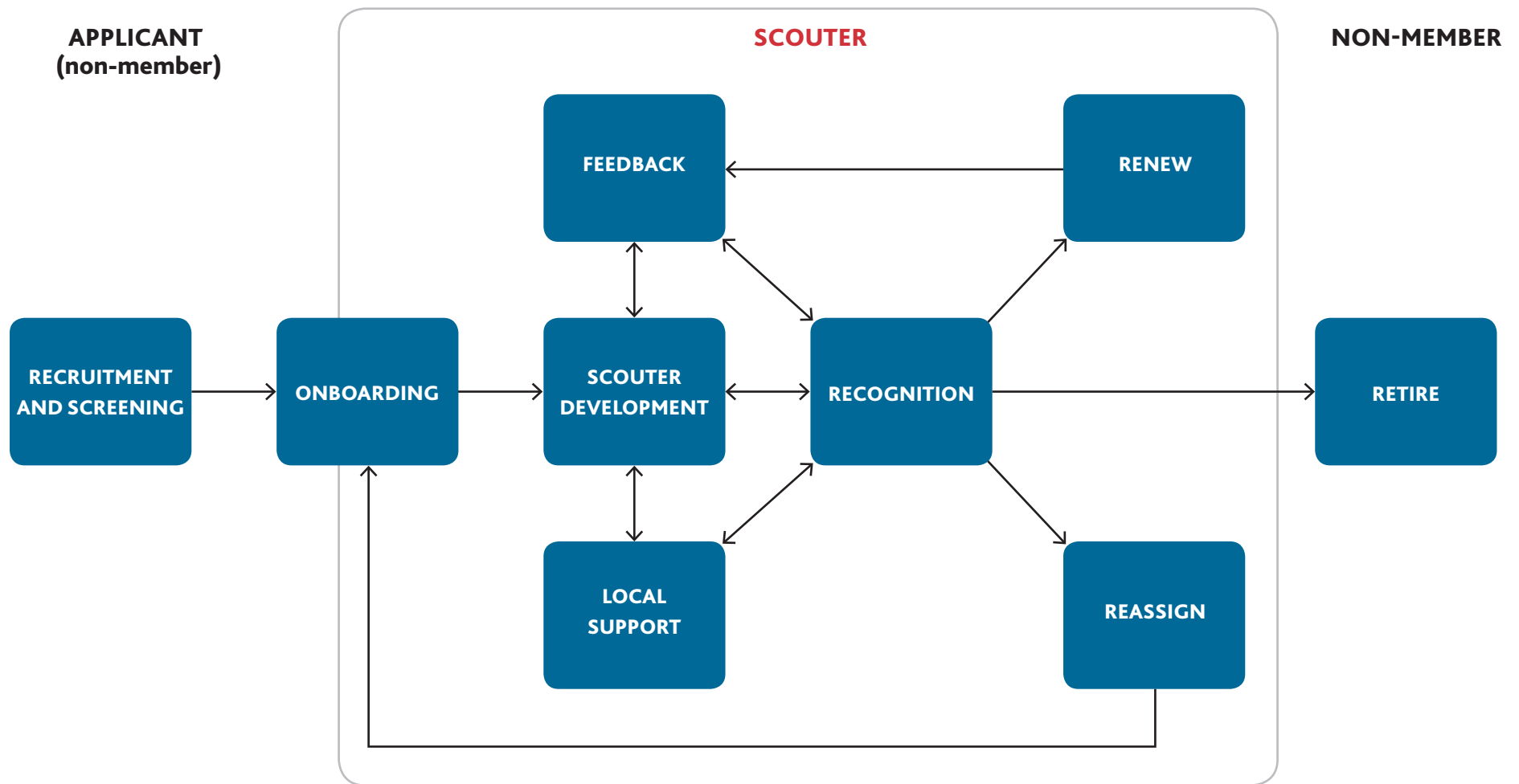
Orientation stages

1. Introduction—screening interview
2. Orientation to Scouting—after screening is completed
3. Section Orientation
4. Investiture
5. Ongoing Support—throughout the first year

Resources/Guidelines/Tools

- [New Scouter Welcome Kit](#)
- [The Scouter Manual](#)
- [Screening and Interview Guide](#)

THE VOLUNTEER SUPPORT CYCLE



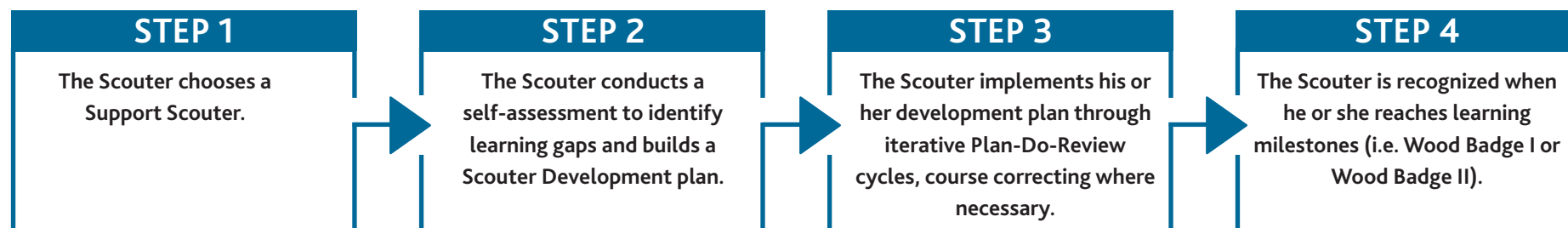
THE SCOUTER DEVELOPMENT MODEL

Introduction

We achieve our Mission by empowering communities to provide young people with quality Scouting programs facilitated by Volunteers. Therefore, ensuring that our Volunteers are equipped with the knowledge and skills to be successful is critical if we want to make Scouting accessible to as many youth

as possible. **The Scouter Development model** for learning equips Volunteers with the knowledge and skills to be successful using elements of the Scout Method.

The Process



Support Scouters

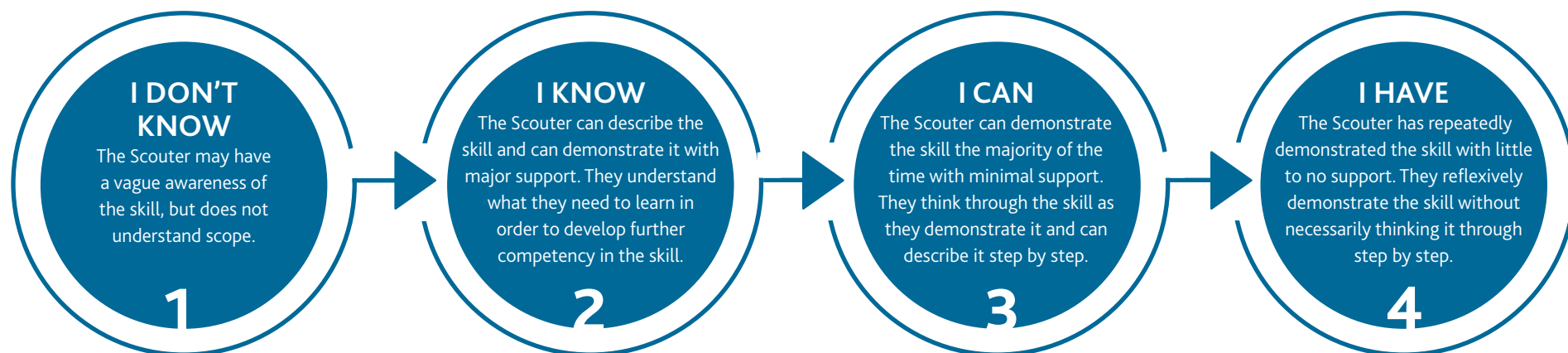
Support Scouters help Scouters develop and implement Scouter Development plans. An ideal Support Scouter will have experience in the learner's Scouting role, will be familiar with available supporting resources and will be locally available to provide in-person support.

Three Ways to Learn

Supported learning can be broken down into three broad methods chosen by the Scouter based on his or her personal learning preference:

1. Self-Directed Learning
2. Coaching & Mentoring
3. Courses & Workshops

FOUR STAGES OF SCOUTER DEVELOPMENT



SUCCESS OUTCOMES

Scouters are engaged as the drivers of their own development.

Learning happens through meaningful hands-on experiences.

Scouters learn and develop through iterative Plan-Do-Review cycles.

Scouters have access to the learning method that best meets their needs.

Learning happens with the support of local Scouters and other subject matter experts.

The Scouter Development Map

Each Scouting role will have an associated Scouter Development Map. This resource outlines skills and learning milestones associated with a specific Scouting role.

PERFORMANCE MANAGEMENT

Scouts Canada is a great place to volunteer because Scouters are generally happy to help and support each other. Performance management is helping people to be accountable for work that they have committed to. Group Commissioners have a special relationship with performance management because they are accountable for the performance of the Scouters in their Group. They are also responsible for appointing new Volunteers and reappointing, reassigning, or retiring Volunteers at the end of the Scouting Year.

In Scouting, performance management happens through the Volunteer Support Cycle and can be described in terms of Plan-Do-Review. This is very similar to professional performance management systems, which typically use the terminology Plan-Monitor-Evaluate. Regardless of the terminology, the logic is the same: help the Volunteer set goals for the year, support them and monitor their progress towards the goal, and finally review and evaluate how they did.

Resources/Guidelines/Tools

- [Scouter Support Playbook](#)
- [New Scouter Welcome Kit](#)
- [eLearning via DHLC](#)
- [Wood Badge II Guide](#)
- [Recognition Guide](#)
- [Scouter Manual](#)
- [Program Quality guide](#)
- **Section Planning Templates:**
 - [The Colony Planning Guide](#)
 - [The Pack Planning Guide](#)
 - [The Troop Planning Guide](#)
 - [The Company Planning Guide](#)

Performance Management: Plan-Do-Review

Scouts Canada's Volunteer Support Strategy—and its cyclical support components—are the backbone of the Volunteer performance management process. Just like many other processes within Scouts Canada, performance management can be described as Plan-Do-Review.

- **Plan**—Set and clarify expectations through goal-setting and orientations at the start of the Scouting Year.
- **Do**—Group Commissioners can provide ongoing support through Scouter Development, coaching, feedback and recognition.
- **Review**—Conduct a year-end review and decide whether to renew, reassign or retire.

Renew

Invite the Volunteer to return for another great year in the same Scouting role.

Retire

Thank the Volunteer for his or her contributions to Scouting as he or she leaves the movement.

Reassign

Work with the Volunteer to find a new Scouting role better aligned with his or her interests and talents.

GROUP CAPACITY

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Group Capacity	Volunteers are recruited passively. Succession planning is limited.	Active recruitment is attempted when convenient. There is a succession plan for the Group Commissioner role.	Active recruitment is used to fill most roles. There are succession plans for key roles which include multiple candidates.	Active recruitment and succession planning occur constantly with careful thought given to long-term needs.
	Administrative responsibilities are exclusively completed by Section Scouters; no dedicated Group Committee Scouters	The Group has a dedicated Commissioner and Administrator; Section Scouters continue to have some administrative responsibilities.	The Group has a dedicated Committee including a Commissioner, Administrator, Treasurer, Fundraising Coordinator, etc.	The Group Committee achieves operational excellence and includes many Scouters with dedicated and specialized roles.

We are committed to strong and healthy Groups that enable our Section Scouters to maintain focus on what matters most: our youth. To support healthy Groups, our aim is to ensure Group Committees have the capacity to fully support a quality program. There are many things that Group Committees can do to support Sections, but in general they should try to remove any barriers that Sections face in facilitating a great program.

- Healthy Groups have the capacity to seek out and obtain the resources necessary to support a quality program (e.g. facilities, Volunteers, finances).
- Healthy Groups recruit Volunteers regularly and maintain a strong focus on program quality.

Section Scouters should focus on program and each youth's personal progression, while the Group Committee should try to support Sections by ensuring that administrative and Volunteer-support activities are completed in a timely manner. Group Committees should not, however, lose sight of why these activities are undertaken: to provide the youth of their community with a great, safe Scouting experiences.

VOLUNTEER RECRUITMENT GUIDE

Introduction

Every Group needs to ensure that it has enough dedicated Volunteers to provide Scouting programs to the youth in its community. Most Groups don't have prospective Volunteers knocking on their doors wanting to join, so having strategies for the recruitment of Volunteers is very important. Recruiting the right Volunteers is a critically important part of the process as well.

Scouts Canada—Volunteer Recruitment Strategies

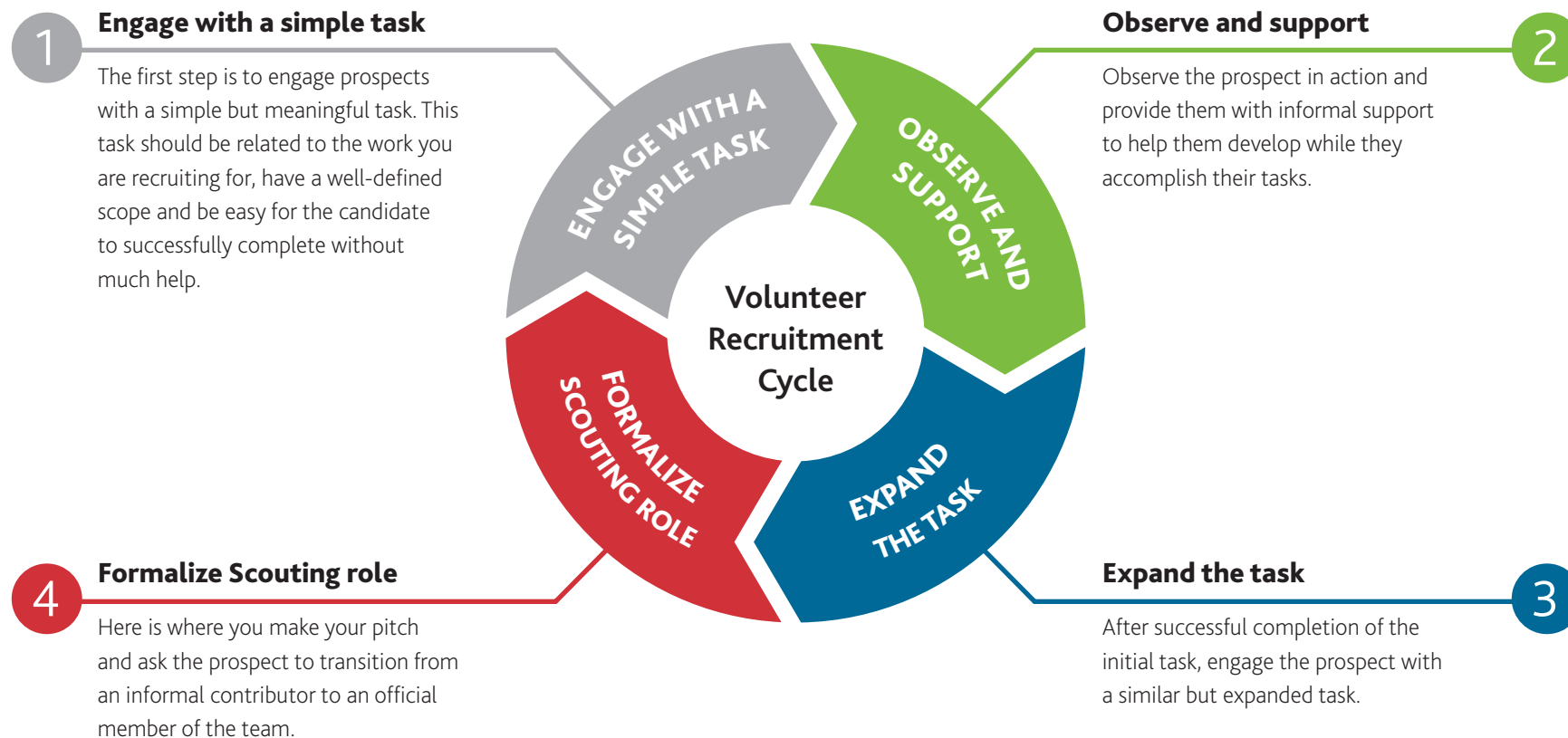
The following Volunteer recruitment strategies can be used by Group Committees individually or in combination to recruit new Volunteers:

1. Selective Recruitment Process

- Prospective Volunteers need to be introduced to Scouting in a very deliberate way so that they will enjoy Scouting and be successful as a Scouts Canada Volunteer. This process is called Selective Recruitment and it ensures that prospective Volunteers are a good fit with Scouts Canada's mission and values.
- Selective recruitment is about finding the **Right People**, with the **Right Skills** for the **Right Responsibilities**:
 - **Right Responsibilities**—Responsibility implies that an individual has the autonomy to decide what actions are needed to accomplish an end goal and to ensure that those actions are carried out. Tasks are just actions people take to accomplish a goal.
 - **Right Skills**—Skills or competencies necessary for each Scouting role should directly correspond with the responsibilities belonging to that role. Narrow the list down to four or five essential skills. Consider which skills you need the individual to have right away and which skills he or she could learn on the job.
- **Right People**—One of the biggest mistakes that recruiters make is posting a job ad somewhere and then passively waiting for people to respond. Active recruitment means searching out qualified prospects and engaging them so that they want to apply.
- Selective Recruitment can happen two different ways:
 - In **passive recruitment**, prospects approach your organization and you give them responsibilities that suit their skills. Your approach flows like this:
People → Skills → Responsibilities
 - In **active recruitment**, you determine what responsibilities that you want to recruit for and approach prospects that have appropriate skills. Your approach flows like this: **Responsibilities → Skills → People**

2. Engage prospective Volunteers

The Prospect Engagement Cycle—The prospect engagement cycle is a useful model for thinking about how to recruit new Volunteers. The Prospect Engagement Cycle has four steps:



3. Use recruitment pools to find prospects

- **Recruitment Pools**—Searching out qualified individuals who would make good Scouters can be difficult if you aren't looking in the right places. Making use of recruitment pools will increase your chances of finding prospects who would make a good fit. Recruitment pools are communities of prospects who have similar backgrounds or motivations. In Scouting, we typically recruit Volunteers from three pools: youth, parents and non-Scouting individuals.
- **Youth**—Anyone 14 years of age or older may apply to be a Scouter. Senior youth participants can make excellent Scouters. They're often motivated by their own personal progression within Scouting and a sense of wanting to give back to the organization. Suitability needs to be a strong consideration when recruiting youth.
- **Parents**—It is no surprise that parents and guardians can make great Scouters. In fact, this is where Scouts Canada draws the majority of its Volunteers from. They're often motivated by wanting their child to have a great Scouting experience, and are strongly connected to issues facing young people today and want to make a difference. Avoid "Volun-telling". Parents that are guilted or coerced into volunteering typically don't make effective Scouters.
- **Non-Scouting**—This category refers to individuals who are aligned with Scouts Canada's mission and values but who have no current connection to Scouting. Small recruitment pools within this category could be everything from "members of a church congregation" to "Scouter Joe's outdoor enthusiast friends". This pool may be motivated by things like past experiences with Scouting as a youth or Scouter, a passion for the outdoors, or a connection to issues facing young people today and a desire to make a difference.

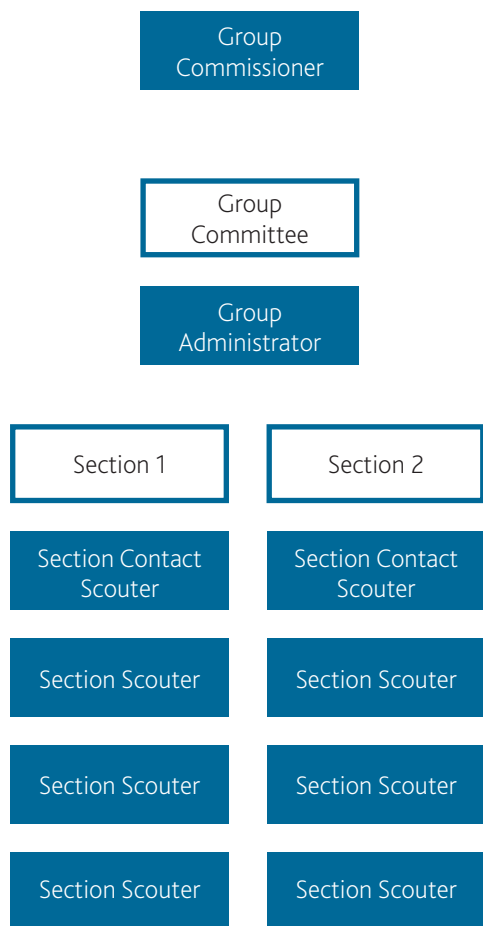
Group Committee's Role

The Group Committee can play an important part in the Volunteer recruitment process. Section Scouters often struggle to have meaningful conversations with parents about volunteering because they're so busy with youth and their meeting. Having a Group Committee member present to engage with parents during drop-off and pick-up, allows the Group to develop its parent prospect pool.

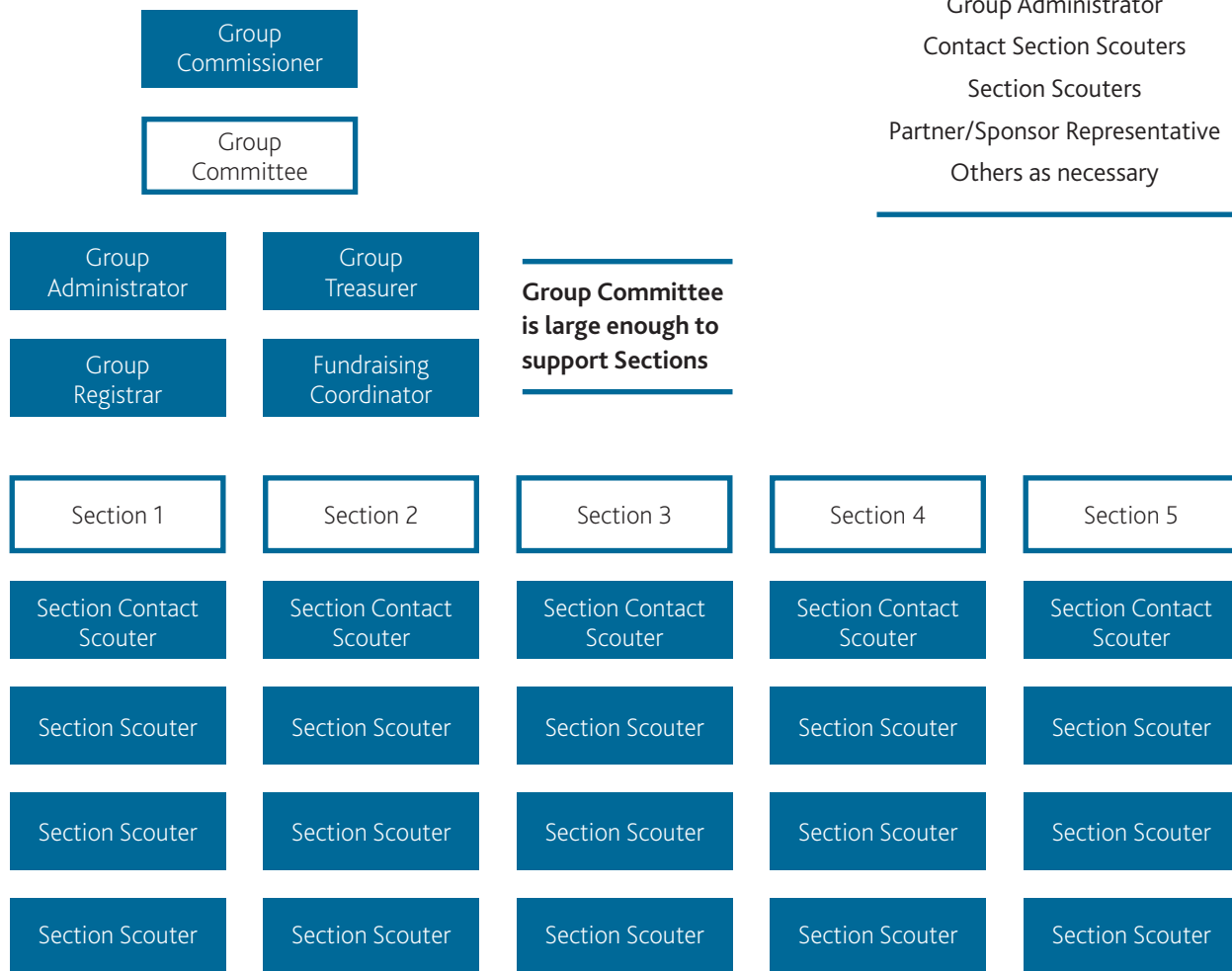
Having the Group Committee involved in the recruitment process also helps ensure the integration of the Volunteer screening and onboarding processes, ensuring a great experience for new applicants.

SAMPLE GROUP ORGANIZATION STRUCTURES

SMALL GROUPS 8 SCOUTERS, 30 YOUTH



LARGE GROUPS 25 SCOUTERS, 120 YOUTH



Group Leadership Team:

Group Commissioner
Group Administrator
Contact Section Scouters
Section Scouters
Partner/Sponsor Representative
Others as necessary

**Group Committee
is large enough to
support Sections**

Ideal Section size — 24 youth

GROUP FINANCES

As members of Scouts Canada, we all need to be good financial stewards. We have a duty to ensure funds are used according to the wishes of our donors and supporters, in support of our Mission.

Finance Policy

1. All funds of Sections and Groups are:
 - a. Used for Scouting purposes only
 - b. Under the control of at least two members
 - c. Used to operate the Scouts Canada Group and its Sections
2. Sections and Groups must:
 - a. Prepare an accrual-based budget for each fiscal year
 - b. Limit expenditures to those items set out in the approved budget or otherwise properly approved by the Group Committee
 - c. Limit expenditures so they do not exceed current revenue and/or designated reserve refunds in any fiscal year
3. Funds raised or donated for a particular purpose shall only be spent on that stated purpose.
4. Reserves for future equipment replacement, special events, operating contingency, or other appropriate projects must be approved by the Group Committee.
5. Groups are expected to invest in savings accounts or in short-term Guaranteed Investment Certificates (GICs) purchased from a chartered bank or similar financial institution.
 - a. Investment in any other savings option must be specifically approved by the CEO/Executive Commissioner, or their designate.
6. Groups and Sections may not borrow funds.
7. All reporting, whether by Sections or Groups, shall:
 - a. Provide a timely, accurate, relevant and transparent picture of Section/Group financial position and performance
 - b. Comply with Scouts Canada requirements as outlined above
8. The financial records of Scout Groups are subject to review by Scouts Canada.

FUNDRAISING

Scouts Canada provides a valuable service to the community through its youth development programs. When we fundraise, our activities are aligned with our values. We ensure that our fundraising activities are carried out ethically, effectively and efficiently. We are accountable to our donors and the community.

Fundraising Policy

1. Fundraising is conducted in a manner that:
 - a. Protects the integrity of the Scouts Canada brand and image
 - b. Is consistent with our Mission
 - c. Is compatible with the goals and ideals of a Group's Community Partner (sponsor) or fundraising recipient
 - d. Fosters cooperation among Groups and Councils
2. Fundraising contracts and agreements, including gaming applications, must follow the Scouts Canada Contracts and Agreements Procedure.
3. Members may assist other organizations with fundraising with the approval of their Council or the National Key Three.
4. Members in uniform may not participate in fundraising for political candidates or political purposes.

Related Procedures

- New Group Bank Account Procedure
- Changing Group Bank Account Signing Officer Procedure
- Closing Group Bank Account Procedure
- Group Financial Control Procedures
- Property and Equipment Insurance Procedure
- Official Donation Receipts for Scout Groups Procedure
- Gifts-in-Kind Procedure
- Storage and Retention of Records Procedure

Resources

- [Section and Group Finance Policy](#)
- [Section and Group Fundraising Policy](#)

SCOUT POPCORN—SCOUTS CANADA'S NATIONAL FUNDRAISER

Since 1989, Canadian Scouts from all across the country have sold over \$100 million of Scout Popcorn. Scout Popcorn helps Groups nationally to plan even stronger programs full of adventure. Over half of funds raised have gone directly back to Scouting activities such as summer camps, jamborees and canoe trips. Funds raised also help subsidize registration fees and No One Left Behind.

Fundraising with Scout Popcorn is youth-led and helps youth be better prepared for success in the world. In addition to raising money, youth develop valuable business skills and learn about financial responsibility, marketing strategy development and time management while increasing their self-confidence in the process.

Post-Secondary Scholarship Program

There's more to selling Scouts Popcorn than just cool prizes. Youth who sell \$2,500 in popcorn will receive 6% of their total sales invested into their own post-secondary scholarship account. Youth only need to hit the \$2,500 mark once and 6% of their sales each year following will be added to their account.

Scout Popcorn Best Practices

- Establish an annual plan and budget with input from your Scouts and parents.
- Put together an exciting incentive program for your Group:
 - All youth who reach their sale goals get to throw pies in the Scouters' faces.
 - Have a small prize for all youth who fill up an order form.
 - Have a pizza party for Section or Group that reaches its goal.
- Conduct a Group Popcorn Kickoff to communicate the program and per youth Scout Popcorn sales goal to the Scouts and parents.
- Utilize various sales methods to make sure your Group hits its sale goals:
 - Take Order—Youth take orders either door-to-door or among friends in October which they delivery in November.
 - Show & Sell—Youth fundraise with the product in hand. Customers pay you and you give them the product they want.

Resources

- ScoutPopcorn.ca
- [Scout Popcorn Campaign Kit](#)
- [Our Impact](#)
- [Scout Popcorn Safety Tip](#)

CONTINUOUS IMPROVEMENT

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Continuous Improvement	Group Health is rarely reviewed.	Group Health is reviewed annually with consideration for key stakeholders.	Group Health is reviewed each program cycle, engaging key stakeholders when necessary.	Group Health is reviewed each program cycle, always engaging key stakeholders.

THE GROUP HEALTH NAVIGATOR

Long-term, sustainable membership growth depends on having healthy Groups. The Group Health Navigator helps Group Commissioners develop an action plan that will contribute to long-term sustainable growth by measuring behaviour against the Five Priorities for Success.

Groups will progress through different stages of maturity. The state of the Group relates to its degree of planning and stakeholder engagement. The goal for Groups should be to reach **at least stage 3 of maturity** in each measure of Group Health.

- 1. Passive Management:** The Group offers fun and safe activities for youth; however, management is limited and largely reactive.
- 2. Thoughtful Management:** The Group engages in basic planning with some thought given to key stakeholders.
- 3. Proactive Management:** The Group engages in rigorous planning and consults stakeholders to anticipate future needs.
- 4. Management Excellence:** The Group operates with a high degree of professionalism; plans are fully integrated and ensure long-term success in the community.

GROUP HEALTH NAVIGATOR

	1: Passive Management	2: Thoughtful Management	3: Proactive Management	4: Management Excellence
Mission Impact	Community engagement and representation are not considered as part of Group operations.	The Group participates in community events and recognizes underrepresented populations.	The Group regularly engages with the community and takes proactive steps to recruit from underrepresented populations.	The Group is viewed as an important local institution. Membership strongly represents community diversity.
	Program and financial business planning is limited. Membership growth is not considered.	The Group has an annual business plan which includes program objectives, a budget with fundraising goals and membership targets.	The Group has a three-year business plan where program and Volunteer support objectives drive fundraising goals. Net membership growth is regularly achieved.	The Group has five-year business plan with program and Volunteer support excellence drives budget and fundraising goals. 10% membership growth is regularly achieved.
Safety Leadership	The Group meets all Scouts Canada Policies & Procedures.	The Group meets all Scouts Canada Policies & Procedures. The Group Commissioner role models safety leadership.	The Group Commissioner role models safety leadership, especially in challenging situations.	Safety leadership is internalized by all members and is considered for every decision in and out of Scouting.
Program Quality	Programs offer fun and safe activities for youth with limited use of the Four Elements.	Programs align with the Four Elements. Youth involvement is limited.	Scouter-facilitated programs actively involve youth and align with the Four Elements.	Youth take active leadership roles in all aspects of the program with Scouters providing situationally appropriate support.
Volunteer Support	Volunteers receive limited support.	Performance management and feedback are used as intervention tools. Some key Volunteers have Scouter Development plans.	Volunteer performance is reviewed annually. Volunteers receive constructive feedback seasonally and have Scouter Development plans.	All aspects of the Volunteer Support Cycle are critical components of Group culture.
Group Capacity	Volunteers are recruited passively. Succession planning is limited.	Active recruitment is attempted when convenient. There is a succession plan for the Group Commissioner role.	Active recruitment is used to fill most roles. There are succession plans for key roles which include multiple candidates.	Active recruitment and succession planning occur constantly with careful thought given to long-term needs.
	Administrative responsibilities are exclusively completed by Section Scouters. The Group has no dedicated Group Committee Scouters.	The Group has a dedicated Commissioner and Administrator; Section Scouters continue to have some administrative responsibilities.	The Group has a dedicated Committee including a Commissioner, Administrator, Treasurer, Fundraising Coordinator, etc.	The Group Committee achieves operational excellence and includes many Scouters with dedicated and specialized roles.
Continuous Improvement	Group Health is rarely reviewed.	Group Health is reviewed annually with consideration for key stakeholders.	Group Health is reviewed each program cycle, engaging key stakeholders when necessary.	Group Health is reviewed each program cycle, always engaging key stakeholders.

THE GROUP MANAGEMENT CALENDAR

Our Scouting program can be divided into four program cycles, which align with the four seasons. The Group Management Calendar outlines what Groups focus on each program cycle to provide quality Scouting programs and experiences that are consistent with our brand.

Plan

Do

Review

ACTIVITY	S	O	N	D	J	F	M	A	M	J	J	A
Group Planning												
Youth Registration												
Scout Popcorn												
Annual Program Planning												
Fall Program Cycle												
Winter Program Cycle												
Spring Program Cycle												
Summer Program Cycle												
Program Quality Review												
Volunteer Recruitment												
Volunteer Screening												
Volunteer Onboarding												
Scouter Development												
Recognition												
Performance Management												
Group Health Review												
ACTIVITY 1:												
ACTIVITY 2:												
ACTIVITY 3:												



It starts with Scouts.

Scouts.ca