

# 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 behavior against the Five Priorities for Success.

Groups will progress through different stages of maturity related to the degree of planning and stakeholder engagement relating to Group management. The goal for Groups should be to reach **at least stage 3 of maturity** in each measures 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
<b>Mission Impact</b>	Community engagement and representation are not considered as part 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's 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 drives 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
<b>Safety Leadership</b>	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
<b>Program Quality</b>	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
<b>Volunteer Support</b>	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
<b>Group Capacity</b>	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, etc.	The Group Committee achieves operational excellence and includes many Scouters with dedicated and specialized roles
<b>Continuous Improvement</b>	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