World Café Data Readback

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Team Pivotal

Pivotal Learning, Pivotal Youth

World Café

Large Group Facilitation Process

4 Key Areas

1. Safety & Quality Standards of Practices
This refers to all the measures and requirements that determine how OAE activities are designed, planned, conducted and risk-managed by practitioners and providers to achieve the expected level of safety and quality.

2. Professional Development
This refers to the basic, intermediate and continuing training and education of OAE practitioners/employees in order to appropriately meet the different programme demands (participant profile and needs, activity types, locations and risk levels), and includes competency development and career progression for sustainable employment.

3. Safety & Compliance
This refers to the company/organisation-level structures, systems and policies that are put in place to identify, assess, monitor and manage risks, and includes measures for ensuring compliance to standard operating procedures, OAE standards and regulatory requirements.

4. Sector Governance
This refers to the sector-level structures, systems and policies to educate the sector, track and investigate incidents, promote standards adoption, certify providers, and assess and monitor compliance by all OAE providers so as to achieve a robust safety culture in the whole OAE sector.

World Café

Large Group Facilitation Process

4 Key Areas

1. Safety & Quality Standards of Practices
2. Professional Development
3. Safety & Compliance
4. Sector Governance

Process

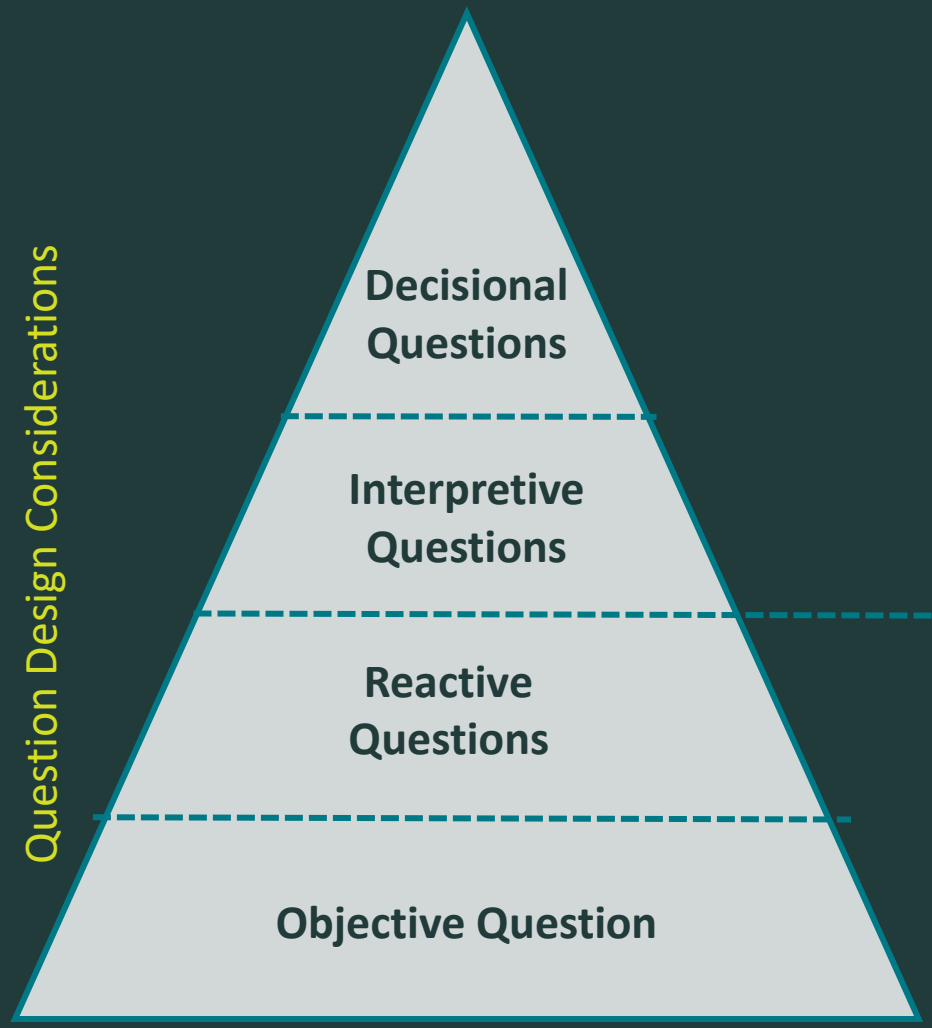
1. 1. Participants self-selected key areas of interest.
2. 2. Four Rounds Of Guided Conversations.
3. 3. Participants stayed in their selected key area and changed the table after every round.
4. 4. Insights were harvested at the end of every round by posting key points and clustering.
5. 5. All participants saw all insights through a Gallery Walk Process.

Challenges during Session

- Session started late as the last session ended late; many were catching up with others since NOAE Conference was the first time many practitioners met face-to-face post-Covid.
- Participants took a much longer tea break than was allocated.
- This resulted in session timing being compressed by 1/3.
- Professional Development group was significantly bigger than the other three key areas, thus needing more time to cluster data.
- As a result of the above points, a significant amount of data were not clustered by participants.
- After the tea break, about 45% to 55% of participants left the session though this was anticipated during the design.

World Café

Question Design Considerations



ROUND 4

In your respective key area, what are the top 3 strategies that will get us there?

ROUND 3 (Vision for Future)

In your respective key area, what is your vision of a thriving OAE and what can we do together to achieve this?

ROUND 2 (Identify sector's mood space)

What are you presently Glad, Mad, Excited, Sad & Puzzled about the OAE sector? Why?

ROUND 1 (Address Immediate Concerns & Action Needed)

a. What are pressing concerns facing the OAE sector in the next 5-10 years?

b. What would encourage/promote/nurture a thriving OAE sector for the next 5-10 years?

2

- Participants responded to these two questions according to their selected Key Areas.
- This **provided insights into the future and strategic directions for each key area.**

1

- All participants responded to the same set of questions.
- These questions offered opportunities for venting.
- These questions gave a **coherent view of the current state of the sector.**
- These questions spotlighted pressing issues, what needs to be addressed urgently and mood space.

World Café

Analysis of World Café Data

Link to World Café data

Data Readback and Possible Data Analysis

We tried several iterations to make sense of the data; however, we are concerned about personal bias when analysing the data.
We offered *possible analysis* as part of this data readback.

We recommend forming a team from multiple stakeholders to analyse the data.

Data Clustering Process

1. Insights that were clustered by participants were honoured and kept together.
2. Insights that were not clustered or labelled, we fit into the cluster where possible. We placed any insights that could not be clustered in a category named un-clustered.
3. As data are more generic than targeted, thus they are clustered and analysed. (see constraints)

Data Constraints

1. Though participants were provided with a definition of each key area, based on the data collected, the differentiation between standards, compliance and governance was unclear to them.
2. Due to time being compressed, a sizable amount of data was not clustered after each round.
3. World Café data collected will provide broad rather than specific data.
4. Participants left between Rounds 3 and 4 limited the amount of data collected.

Key Data Points

Attendance By Key Areas

Key Area	Total 172 pax
Professional Development	52.3%
Safety & Quality	25.6%
Safety & Compliance	12.8%
Sector Governance	**9.3%**

Key Data Points

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Possible Analysis

1. Professional Development and Safety & Quality are more Intra-personal level work that participants can more closely relate to. 78% of participants chose to explore two key areas may suggest:
   - These are immediate needs for the sector.
   - Professional Development is more practitioner level development – it has more direct impact to practitioner.
   - Safety & Quality are also more practitioner level work – paying attention to these have more direct impact to their work.
   - Due to the accident, much energy was channel into lack of training and not paying attention to safety and quality of staff.

2. Safety & Compliance and Sector Governance are more organization and system level work that many were not familiar with. These may suggest that:
   - There may be lack of expertise, exposure in these key areas.
   - Not able to see issue at Organisation and System level may result in short term action rather than long term strategies.

Key Data Points

Q1a - Pressing Concerns for next 5 to 10 years

Pressing Concers	Total 82 cards
Limited & under-qualified work force	34%
Repercussion from accident	17%
Un-regulated / restrictive SOP	12%
Limited space for programming	11%
Misguided mindset of parents & school leaders	7%
Absent of Standards	6%
Changing profile of our youths	5%
Mis-alignment of Education Outcomes	2%
Suppressed Business Needs	2%
Neglected participant profiles (Special Needs)	2%

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Possible Analysis

* These pressing concerns are closely related to the repercussion of the accident. These formed 71% of the data – **OAE Council is set up to address these issues.**

These pressing concerns refer to the shifting culture that forms the undertone of the sector. These comprised 14% of the data. – **OAE Council may want to explore aligning these among stakeholders.**

@ This pressing concern is caused by the increase in OE activity due to the OE Master Plan. Though it is 11%, it is the 4th in the list - OAE Council may want to work with relevant agencies in the near term.

Key Data Points

Q1b. Actions / Strategies to promote thriving OAE Sector

Actions / Strategies	Total 40 cards
Educate parents & School Leaders to increase support	20%
Create recognition and build sustainable career	18%
Upskill instructors to increase quality	16%
Engage stakeholders & Create Community	15%
Generate and agreed framework for safety	12%
Provide funding	8%
Provide meaningful experiences	4%
Integrate technology in OAE	4%
Reduce red tape for booking of blue & green way	2%

Key Data Points

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Possible Analysis

* **OAE Council is set up to address these actions / strategies.**

- 54% of the cards

 # OAE Council may want to explore aligning these among stakeholders.

- 39% of the cards
- These actions / strategies focus on 14% of the pressing concerns highlighted in slide 9.
- This may suggest council may want to invest time in these actions / strategies.

@ OAE Council may want to work with relevant agencies in near term.

Key Data Points

Q2 – Emotions & Causes of these emotions

GLAD – 26%

- Formation of council
- Sector coming together
- Impact on easing of SMM

- Moving towards sustainability
- People are still around
- Potential for growth
- More sector coming alive (Sailing / SUP)
- Academic recognition

PUZZLED – 18%

- Relationship between OAE & Sport & Recreational Stakeholder
- Lack of enforcement
- Public sentiment

- Revenue, cost, training
- OE > MOE/OBS
- Suspension of certain activities
- Lack of manpower
- Check not done
- Assignment of instructors

EXCITED – 13%

- Future possibilities
- Coming together
- Formation of council
- Standardisation

UN-CLUSTERED – 16%

- Skill and quality of manpower
- Values of OAE

- No clear direction
- More sponsorship & volunteers
- Slow pace of change
- Current generation lack of life-skills
- Safety overshadowed learning
- Possibilities in 5-10 years

MAD – 13%

- Insufficient information about the accident
- Public sentiment
- Safety related

- Resource support
- WFA not recognized
- Lack of manpower
- Insufficient downtime between programme

SAD – 10%

- Accident

- Get stakeholders involve.
- Public knowledge / threshold
- Lack of manpower
- Lack of activity space
- Quality of programme

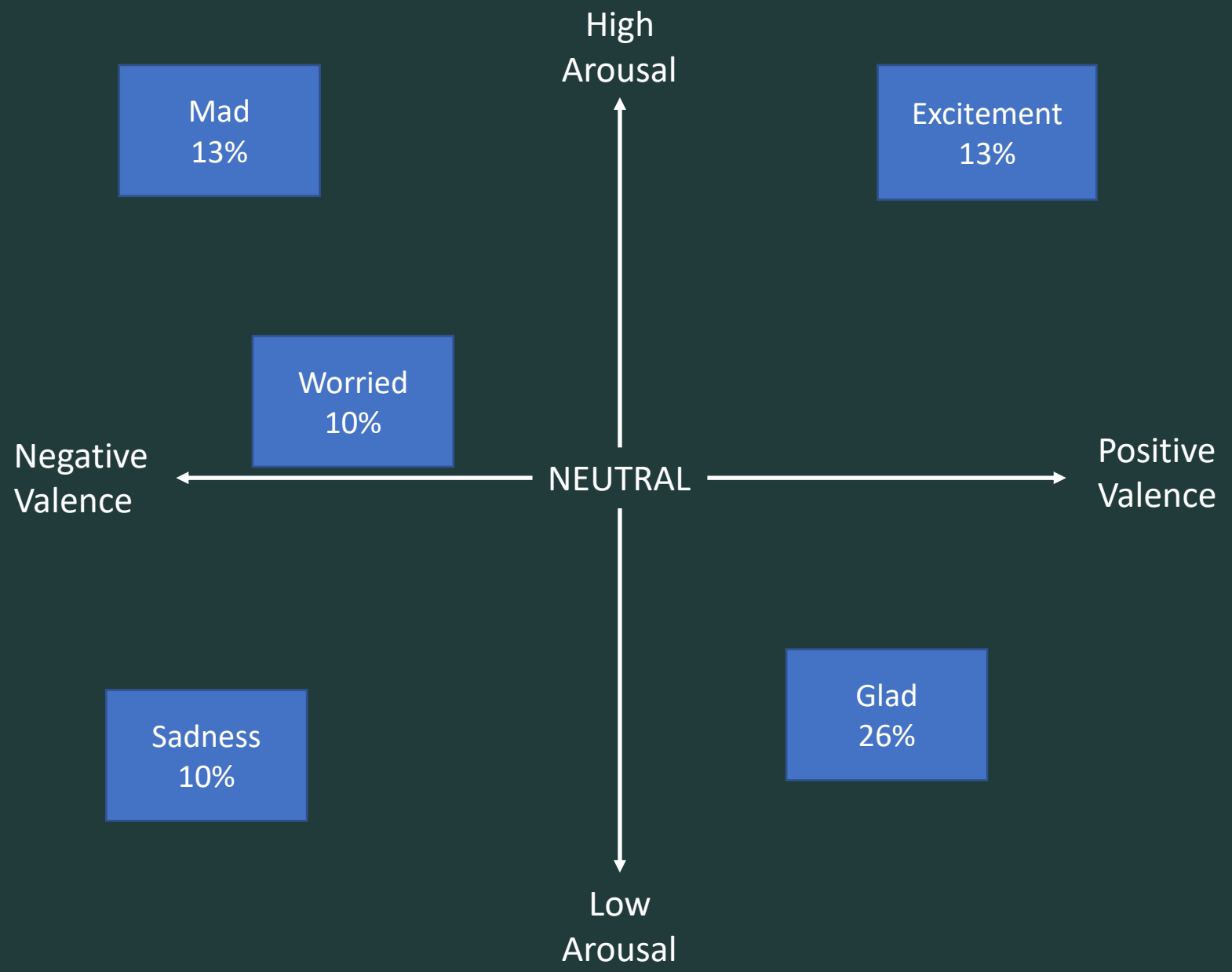
WORRIED – 3%

- Job opportunities availability
- Not enough resources
- Eco-literacy

- Clustered theme
- Unclustered theme

Key Data Points

Q2 – Emotions & Causes of these emotions

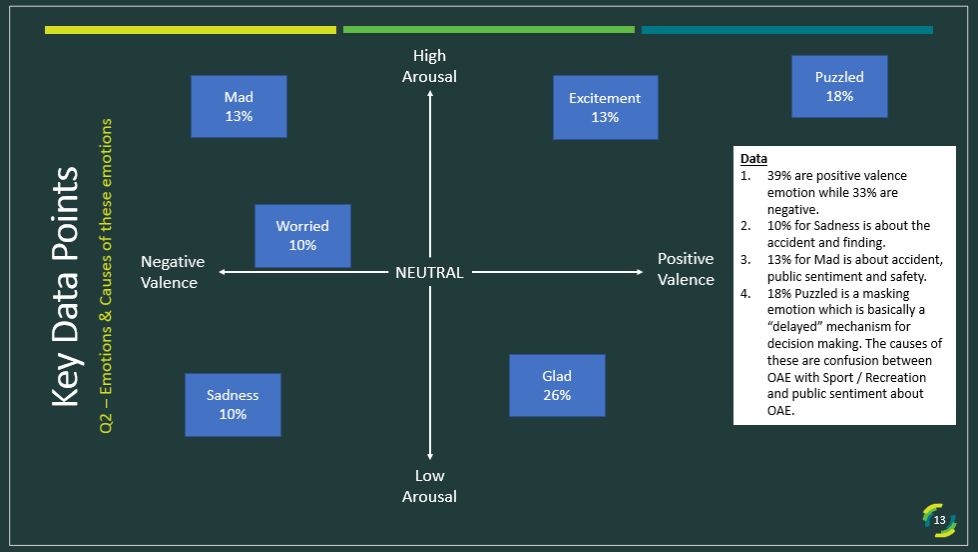


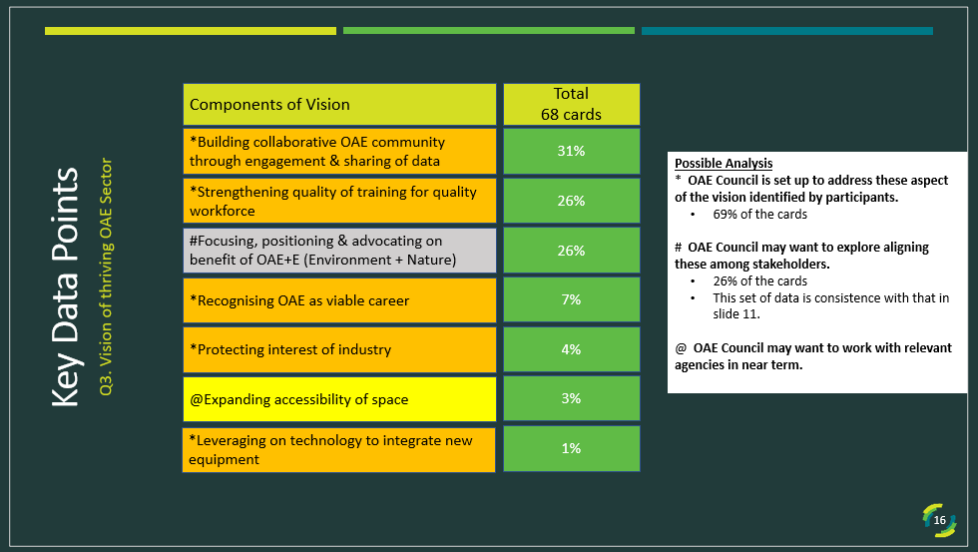
Data

1. 39% are positive valence emotion while 33% are negative.
2. 10% for Sadness is about the accident and finding.
3. 13% for Mad is about accident, public sentiment and safety.
4. 18% Puzzled is a masking emotion which is basically a “delayed” mechanism for decision making. The causes of these are confusion between OAE with Sport / Recreation and public sentiment about OAE.

Key Data Points

Q2 – Emotions & Causes of these emotions





Possible Analysis

- The accident finding and safety are aspects that the Council will be working on.
- OAE Council must push for the accident finding to be assessable to the sector and public. This may include conducting engagement/education sessions and positioning OAE publicity.
- By doing so, the energy trapped in sadness and mad will be released.
- Collectively, it will build sufficient energy to move the sector forward through collaboration among the stakeholders and positioning of benefit of OAE.

Key Data Points

Q3. Vision of thriving OAE Sector

Components of Vision	Total 68 cards
Building collaborative OAE community through engagement & sharing of data	31%
Strengthening quality of training for quality workforce	26%
Focusing, rebranding & advocating on benefit of OAE+E (Environment + Nature)	26%
Recognising OAE as viable career	7%
Protecting interest of industry	4%
Expanding accessibility of space	3%
Leveraging on technology to integrate new equipment	1%

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Possible Analysis

*** OAE Council is set up to address these aspect of the vision identified by participants.**

- 69% of the cards

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- This set of data is consistence with that in slide 11.

@ OAE Council may want to work with relevant agencies in near term.

Key Data Points

Q4 – Strategies to achieve OAE's vision

Safety & Quality Standards

- Have a governance body to regulate SOP for OAE
- Need a council to govern the standards
- Clear, formalised, transparent quality assurance to allow anyone to check
- Set up centralised training centre to provide basic knowledge & competency across OAE sectors
- Adoption
- Feasibility
- Detailed analysis of the current situation & possibilities
- Common sharing platform for incidents / findings
- Proper resources to improve OAE
- Increase funding
- To have students experience the outdoor at least once thru OBS
- Exchange programme between OAE providers
- Positive culture in sharing of experiences
- Educating Stakeholders

Professional Development

- To mainstream OE (youtube, netflix, drama) or reality tv with orang laut
- More strategic funding to keep the industry solvent
- Unified standard certification – nationwide - soft skills? hard skills?
- Create awareness through workshops/ road shows
- Involvement: educators, SMEs, certifying body
- Recognise the qualities of individuals - $
- Have a clear career progression & provide support to freelancer
- Confidence - increase trainer competency certification
- Satisfying everyone's needs in the OAE sector
- Clear and diverse - career pathways/prospects
- Common competency framework for OAE sector
- Encourage foundation to fund action research in OE sector
- Cert in OE, Play, Forest school, wildlife
- Globalise - out of sg experience
- Sharing resources, expertise and grant

Key Data Points

Q4 – Strategies to achieve OAE's vision

Safety & Compliance

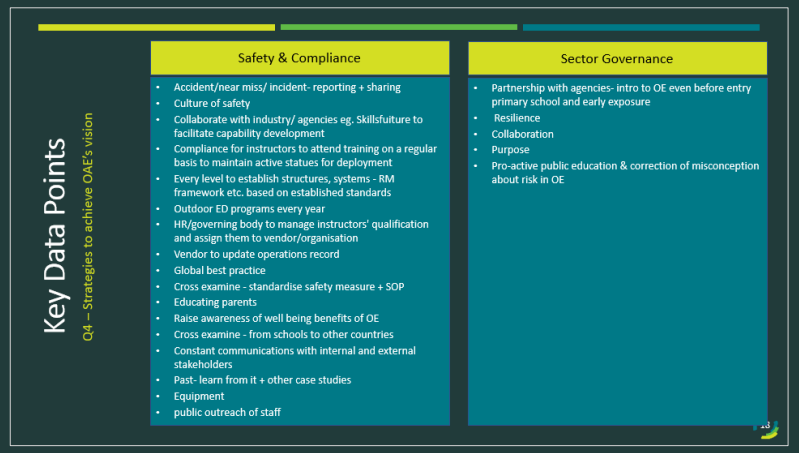
- Accident/near miss/ incident- reporting + sharing
- Culture of safety
- Collaborate with industry/ agencies eg. Skillsfuiture to facilitate capability development
- Compliance for instructors to attend training on a regular basis to maintain active statues for deployment
- Every level to establish structures, systems - RM framework etc. based on established standards
- Outdoor ED programs every year
- HR/governing body to manage instructors' qualification and assign them to vendor/organisation
- Vendor to update operations record
- Global best practice
- Cross examine - standardise safety measure + SOP
- Educating parents
- Raise awareness of well being benefits of OE
- Cross examine - from schools to other countries
- Constant communications with internal and external stakeholders
- Past- learn from it + other case studies
- Equipment
- public outreach of staff

Sector Governance

- Partnership with agencies- intro to OE even before entry primary school and early exposure
- Resilience
- Collaboration
- Purpose
- Pro-active public education & correction of misconception about risk in OE

Key Data Points

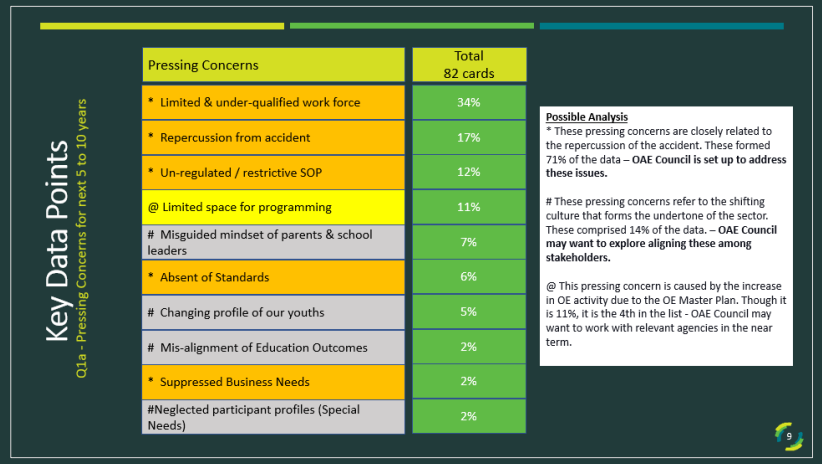
Q4 – Strategies to achieve OAE's vision



Reflection

- The two slides show significant effort and investment to upskill the workforce, level the organisation's capability and capacity, and position OAE as a sector of choice for the potential and current workforce. All these are needed to meet the standards, higher level of safety and quality requirements.
- The sector is not heading for just a change; it is heading for a transformational change.
- With the current lowest bid and keeping programme affordable approach, the industry needs to find funding to support this transformation.
- Based on the data and current sector settings, the strategies seem feasible if they're on a centralised model governed by a (government/institutionalized body). Unless there is significant support from the government, the Public and Private approach may not be sustainable.

Conclusions



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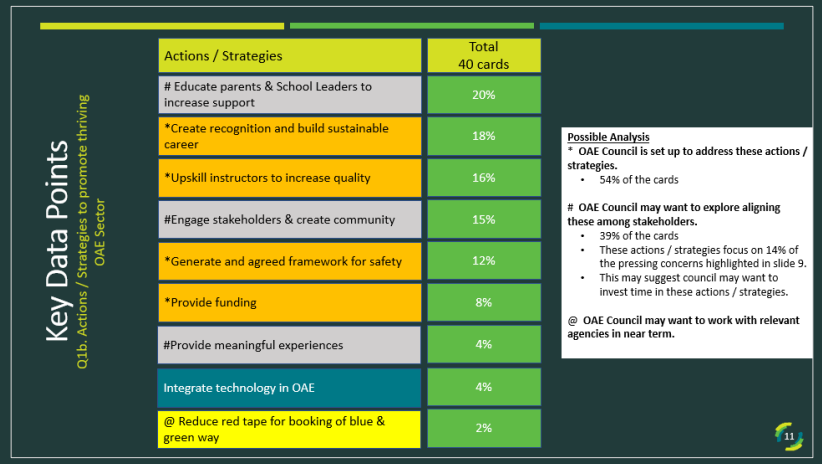

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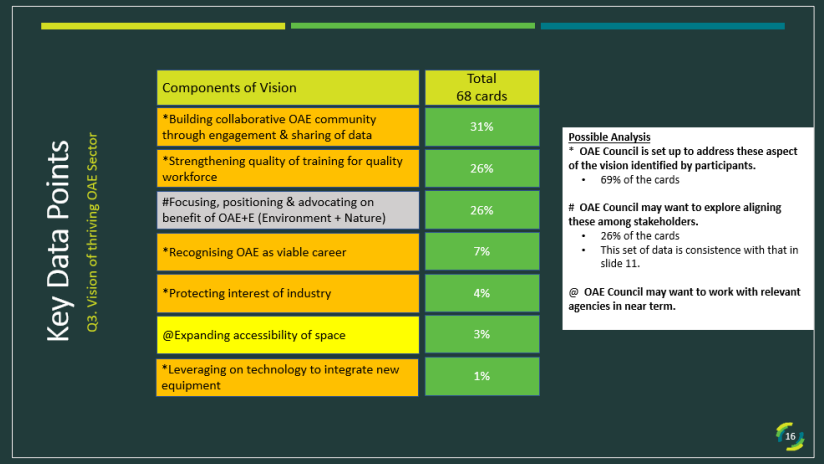

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1. Based on the three slides on Pressing Concerns, Actions / Strategies and Vision:
   - OAE Council's Terms of Reference fulfil both Immediate concerns and long-term vision for OAE Sector.
   - OAE Council may want to explore working on positioning, refocusing and advocating the benefit of OAE to align the mindset of parents, school leaders and the public.
   - In the near term, OAE Council is strongly encouraged to work with various agencies for OAE activities space as part of the sector requirements.
2. In addition to upskilling the OAE's workforce, OAE must also focus on developing strategic skills for the workshop to work at the organization and sector level. The effort would increase the sustainability and renewal of key personnel in the OAE sector.
3. With the sector heading for a transformational change, OAE Council must consider funding sources to keep the Private – Public approach sustainable.
4. Based on the emotion data, there is sufficient energy to move the sector forward.