

Role description for a County/Area Training Manager



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About this fact sheet

This fact sheet will help those currently in the role of County Training Manager. It will also provide information for those considering the role and assist those managing the appointment process. It contains the following:

1. An outline role description. This will help to provide an overview of the role and its priorities. It describes what the role should achieve without going into detail.
2. A person specification. You can use this to help identify the skills required for the role, the training that may be required to carry out the role successfully and to select someone for the role.
3. A detailed description of the role. This will help you and your line manager explore the role so that you can agree how it will be carried out, what the priorities and responsibilities are and agree a training and development plan.

The detailed role description is based on the six areas of leadership and management that The Scout Association believes are required to motivate other adults and provide excellent Scouting in your community. These are:

1. Providing direction
2. Working with people
3. Achieving results
4. Enabling change
5. Using resources
6. Managing your time and personal skills

Further information about leadership and management can be found at www.scouts.org.uk/managers

How to use this fact sheet

Every County is different and every County Training Manager is different. This factsheet is intended to be a starting point for agreeing what is needed for training in the County at this point in its development. It should also be used as the basis for mutually agreeing how the role will be carried out and how responsibilities will be allocated (for instance in a role share) or delegated to a Deputy County Training Manager. Specialist Advisers (Adult Training) are appointed nationally and will be available to support the County Commissioner and County Training Manager in considering the role description.

That's why it is not intended that this whole fact sheet to be given to a current role holder or potential candidate. County Commissioners should adapt this information so it best fits your current situation, taking into account whether you are reviewing a current role holder, looking for in a new County Training Manager or agreeing the role with a new person. For instance you may wish to give only the outline role description to someone considering the role, providing more information and detail as they require it.

But do make sure you agree a role description with a County Training Manager. That way, in the future, you can both review how the role is going.

Please use this fact sheet as the starting point for this agreement and be prepared to make mutually agreed changes if necessary. After reviewing the responsibilities here, you might think it's a good idea to delegate tasks to other members of the team – it may be appropriate to appoint a Deputy County Training Manager.

The Scout Information Centre

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Outline role description

Title: County Training Manager

Outline: Responsible for the management of all aspects of the training / learning process for adults within the County (including appropriate training, support structures and personnel to achieve this), together with the recommendation of the award of Wood Badges.

Responsible to: County Commissioner.

Responsible for: Those involved in the management, delivery and administration of training including Deputy County Training Managers, Local Training Managers, Training Administrators, Training Advisers and Trainers.

Main contacts: District Commissioners, the Adult Support office at Gilwell Park, Specialist Adviser (Adult Training), other County Training Managers in the Region, Deputy County Training Managers, Local Training Managers, County Training Administrators, Local Training Administrators, Training Advisers, Safeguarding Awareness Co-ordinator, Wales only: Assistant Chief Commissioner(Adult Training)

Appointment requirements:

Must successfully complete the appointment process (including acceptable personal enquiries and acceptance of The Scout Association's policies). During the five months of Provisional Appointment the relevant *Getting Started* modules must be completed. A Wood Badge including the role specific modules 33 and 34 must be completed within three years of Full Appointment, and ongoing safeguarding and safety training.

Main tasks:

- Work with the County Commissioner and District Commissioners, to determine, review, and maintain the appropriate vision and structure for management and support of learning opportunities within the County.
- Implement the county training strategy in line with the principles of The Scout Association's Adult Training Scheme.
- Plan and ensure the delivery of a high quality learning provision in the County so that all adults in Scouting completing a Personal Learning Plan have access to the suitable learning opportunities using a variety of methods.
- Ensure that all those involved in the management, delivery and administration of training have effective line management either directly by the County Training Manager or by others (including recruitment, induction, support and appointment reviews).
- Ensure that robust systems are in place to liaise with District / County Appointments sub-Committees to receive notification of new appointments and ensure that these individuals are assigned a Training Adviser.
- Ensure that people involved in the learning provision are suitably qualified and effective.
- Ensure that administration relevant to learning / training is completed efficiently and effectively.
- Ensure that the recommendation of Wood Badges is carried out in a timely and efficient manner.
- Work with other County Training Managers in the Region to share ideas and support the development of the training provision in the County.
- Any other specific tasks agreed with the County Commissioner.

Some of the tasks for which the County Training Manager is responsible may be delegated to others such as Deputy County Training Managers or Local Training Managers.

Person specification

Knowledge and experience	Essential/Desirable
Ability to manage adults effectively	Essential
Understanding of the learning process specifically as it applies in a voluntary context	Essential
Understanding of the challenges of working in the voluntary sector	Desirable
Experience of working with young people and/or community work with adult groups	Desirable
Experience of working in the Scout or Guide Movement as an adult	Desirable
Skills	Essential/Desirable
Excellent written and oral communication skills	Essential
Provide advice and guidance effectively to others	Essential
Provide inspirational leadership for the training team	Essential
Provide strategic direction for the training team	Essential
Motivate adults volunteering in the training team	Essential
Build, maintain and facilitate effective working relationships with a wide range of people	Essential
Enable others to identify issues, clarify objectives, develop attainable objectives and gain the necessary skills and confidence to work as an effective team	Essential
Ability to negotiate compromises	Essential
Plan, manage and monitor own tasks and time	Essential
Use basic computer software	Essential
Personal qualities	Essential/Desirable
An understanding of the needs of adult volunteers	Essential
Flexible approach	Essential
Self-motivated	Essential
Able to work as part of a team and promote good teamwork	Essential
Resourceful, energetic and enthusiastic about the job	Essential
Acceptance of the fundamentals of the Scout Movement	Essential
Commitment to the principles of The Scout Association's Adult Training Scheme	Essential

Detailed description of the role

The role of County Training Manager is based around six key areas of leadership and management.

1. **Providing direction** – as an effective County Training Manager you will be required to:
 - Promote a co-operative culture of working in the training team – leading by example.
 - Create a vision for the future development of the training provision.
 - Develop a plan for the training provision and work with others to implement and review it.
 - Provide leadership, inspiration and motivation for all members of the training team.
 - Ensure that everyone in the training team follows the policies and rules of The Scout Association.
 - Carry out regular one-to-one meetings and support adults who report directly to you.

2. **Working with people** – as an effective County Training Manager you will be required to:
 - Develop good working relationships based on trust and Scout values with the adults in the training provision and with others in Scouting including key line managers to ensure that training is completed within the prescribed timescales.
 - Manage succession planning and identify the roles that you need to make the training provision work effectively and recruit suitable people into those roles.
 - Allocate tasks to people in the training team and monitor the progress of those tasks.
 - Support adults in the training team to develop by completing formal training requirements, learning on the job, trying out new skills and addressing problems affecting performance.
 - Build a team spirit in the training team and support the development of the team as a whole.
 - Appropriately acknowledge good work by individuals.
 - Address conflict as it occurs within the training team and reduce the likelihood of it happening through good communication and other methods.
 - Run effective team meetings in the training team and participate fully in County meetings.
 - Ensure that adults in the training team perform to agreed standards and if serious problems occur, the correct procedures are followed in consultation with the County Commissioner
 - Carry out effective reviews and re-assign or retire people if necessary.
 - Build and maintain collaborative relationships with other relevant organisations in the County's local area.

3. **Achieving results** – as an effective County Training Manager you will be required to:
 - Satisfactorily complete projects in the training provision for which you are responsible.
 - Ensure that all the initiatives in the training provision are managed appropriately.
 - Ensure that there are suitable processes in place to ensure that training is effectively delivered to adult volunteers.
 - Ensure that the training provision is promoted in Scouting locally.
 - Build up an understanding of the adult volunteers in your local area and ensure that the training provision is focussed on their needs and expectations.
 - Monitor and review the progress that training team members are making against their targets
 - Have a robust training development plan in place and regularly review progress.
 - Satisfactorily resolve problems and issues raised by adult volunteers using the training provision.
 - Continually improve the performance of all elements of the training provision within the County.

4. Enabling change – as an effective County Training Manager you will be required to:

- Support and encourage members of the training team and others within the County to think of new and creative ways to improve the training provision.
- Be enthusiastic about new ideas, give constructive feedback on those ideas and encourage and support further work on them.
- Communicate your vision for the future of the training team and lead people through changes that this vision requires.
- Develop effective plans to implement change and then carry them out, working together with relevant members of the training team and others in the County.
- Recognise the contribution of others towards change and improvement.

5. Using resources – as an effective County Training Manager you will be required to:

- Ensure that appropriate financial systems are in place and followed by members of the training team.
- Ensure that the training provision has sufficient funding including the identification of other income sources such as grants.
- Ensure that all training events and activities comply with The Scout Association's safety policy.
- Ensure that the County has sufficient physical resources to support the training provision.
- Minimise the negative impact and maximise the positive impact that the training provision has on the environment.
- Make decisions about all matters within the training provision based on the best available information.
- Ensure that key knowledge within the training provision is properly managed and used to improve the operation of training.
- Provide resources, support and encouragement for the training team to work in many ways including virtual team working.

6. Managing your time and personal skills – as an effective County Training Manager you will be required to:

- Agree realistic goals and targets with your County Commissioner for the development of the training provision so that it work towards the County and The Scout Association's strategic objectives.
- Consider the future requirements of your role then identify, plan and address areas for personal development.
- Ask for and act on feedback about how you carry out your role.
- Develop and maintain personal contacts with people both inside and outside of Scouting who may be able to help you to achieve your plans for the County training provision.