

Recruitment

of adult volunteers

This resource is about finding the adults that you need now, and planning to recruit the adults you'll need in the future. It will also help you get the right adults in the right roles so that they stay in Scouting longer.

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Editor's note

Although in some parts of the British Isles Scout Counties are known as Areas or Islands and in one case Bailiwick, for ease of reading this material simply refers to County or Counties.

All resources referred to in this publication are available from the Information Centre on 0845 300 1818 or www.scouts.org.uk/scoutbase



Steps 5 and 6 – Asking someone to help, offering support and welcoming them into Scouting (FS 311026)

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The Appointment Process (FS 311030)

A guide to the appointment process for new adults.

Introduction to active recruitment

Many of us in Scouting could do with extra adult help, whether it is at Section, Group, District or County level. This resource is about finding the adults that you need now, and planning to recruit the adults you'll need in the future – known as succession planning. This means, for example, that when your Cub Scout Leader decides they want to take on a different role in Scouting, there isn't a crisis as to who should replace them.

Recruitment of adult volunteers

This book also helps you to target the right people for the right job, which will mean they are more likely to stay in the job longer.

The wider picture

There is currently a lot happening at a national level in the drive for recruiting both young people and adults. For example, the Mobile Display Unit – a 15 metre trailer with a fold out stand, used at public events to promote Scouting - is a high profile venture for recruiting those not already involved in The Scout Association. One of the roles of the corporate website (www.scouts.org.uk), is to tell people who are not involved in Scouting what we're all about and how to join us.

Know what you want!

Research by the Institute For Volunteering shows that 77% of non-volunteers questioned would be more likely to get involved if they were directly asked to undertake a specific role. Deciding what needs doing and asking someone to help with these tasks is likely to be far more effective than placing a general advert for help in the local newspaper.

Recruitment involves many tasks and you are more likely to succeed if you work at it with other people. You could also organise search groups for appointments such as a DC or a GSL; nominations from all those involved in Scouting in the local area could be invited for these roles.

An integrated approach

Remember that recruitment does not take place in isolation. Newly recruited adults will become a part of existing teams, so it is a good idea to take account of the skills that the team already has and more importantly those it lacks.



Some 77% of non-volunteers would be more likely to be involved if directly asked to undertake a specific role.

Ideally, the adult you are looking for will have skills that complement the others in the team. It also pays to think about how you can help the others get used to having a new team member to work with.

Having the help that is needed can save time, so if you invest time in recruitment now, you can save time later. Take the time to think about what it is you want doing and the type of person you want, this is the first step toward getting the help that you have been waiting for.

The Six Step Approach to Recruitment – an overview

The Scout Association has a model for recruitment called the Six Step Approach. It is important to remember that this is not the only way - you may have seen other models used that have proved a great success.

However, the 'Six Steps' model is one that is simple to use. Research and experience have shown us that it works well when each step is followed through properly. Take a look at the case study – *Six Steps to Success* – for an example of how this has worked in practice.

The model is based on well-known recruitment methods and variations of the principles are used in recruitment all over the world. It is based on the organisational technique of breaking down a big task into smaller steps.

The model follows a sequence. It is vital to use all the steps and not move on to the next step until the previous one has been fully completed.

The steps are as follows:

Step 1 – Define the job that needs to be done

This means working out exactly what it is you need to be done and what tasks need carrying out rather than what role you want to fill.

Step 2 – Identify the skills and qualities needed

What skills and qualities would the ideal person for the job have; what sort of person are you looking for to carry out the tasks you've identified?

Step 3 – Generate a list of who can do the job

Identify individuals who might be able to do the tasks you've identified and have the skills and qualities for which you are looking.

Step 4 – Target the best choice

Select from the list who best fits the description of your ideal person.

Step 5 – Ask someone to help you

Decide who will ask them, how, and then do it!

Step 6 - offer support and welcome them into Scouting

Use the induction process to welcome them and make them feel part of Scouting by outlining the training and support available to them.

Step 1

Define the job that needs to be done

People are more likely to get involved and stay in Scouting, if they know exactly what it is that you want them to do. If you ask somebody to be a Cub Scout Leader, what does that mean? What tasks will they have to carry out?

It is important to think widely about what it is you need doing. Try to think in terms of the tasks that they will carry out rather than the name of the role. By thinking differently it is possible to come up with more possibilities; could more than one person carry out these tasks?

The following questions will help you think this through. It is important to answer honestly rather than assume that what needs doing is what has always been done. On page 4 of this information sheet is a blank role description – make a note of your answers on it as you work through the questions below.

What do you want done?

This process will help you to think more widely than the job title and more about its purpose. It will help to identify the realistic and achievable key tasks that the individual will do as part of their role.

For example, the Assistant Group Scout Leader's key tasks of the 4th Anytown Scout Group might include the following:

- Assist the Group Scout Leader in implementing the Group's development plan.
- Encourage inter-sectional Group activities.
- Ensure that Risk Assessments are carried out on Group activities.
- Work with all Sections of the Group to allow them to offer mixed Scouting.

Where and when do you want the role done?

Where will the person work from, how much time will it take to get there, and on which days of the week will they need to be available? What level of commitment would you ideally like from the person who takes on this role?

Having the answers to these questions will allow you to look for people who have the necessary skills, time and transport.

It is important here to remember that you are outlining the ideal situation. You will need to be flexible, so as not to turn away good people who may have less time to spare than you'd like.



It is important to think widely about the tasks that you need doing.

For example, the Assistant Group Scout Leader of the 4th Anytown Scout Group might need to do the following:

- Attend all Group Council, Group Executive Committee and Group Scouters' meetings.
- Complete the Adult Training Scheme after three years.
- Complete at least five hours of ongoing learning each year.
- Visit Section meetings on a monthly basis to meet with the Section Leaders – Tuesday, Wednesday and Friday nights.

With whom will the person be working?

This describes the team that is connected with the role and the wider group of people with which they will have contact.

For example, the Assistant Group Scout Leader of the 4th Anytown Scout Group will be working with:

- The Group Scout Leader
- All Section Leaders and Assistant Section Leaders
- All Section Assistants
- Members of the Group Executive Committee
- Young Leaders
- Young people
- Parents.

For whom will the person be responsible?

Will the position require the person to 'manage' other people? For example, Group Scout Leaders are responsible for all Scouters in the Group. Section Leaders are also responsible for all their Section Assistants.

To whom will the person be responsible?

This describes who will agree their role description, and to whom they can go for help and support.

For example, the Assistant Group Scout Leader of the 4th Anytown Scout Group is responsible to the Group Scout Leader.

What help will the person get?

An adult will be more likely to accept your invitation to volunteer if they know they are not going to be on their own. More importantly you will need to ensure that the support they require is available.

Remember that the structure of Assistant District Commissioners and Assistant County Commissioners and the Scout Fellowship is there to provide support and advice to Leaders in Sections.

For example, the Assistant Group Scout Leader of the 4th Anytown Scout Group could have a more experienced GSL/AGSL in the District as a buddy, who can offer informal support, help and advice. More formally, the Group Scout Leader and Group Chairman will be able to advise on Group matters. A Training Adviser will be assigned to them to help them identify and meet their training needs.

What equipment and facilities are available?

The adult might want to know what resources they have available to do the role. This will include resources that are already available and can be passed on to them. You will also need to think of resources that are needed but missing – for example, publications that haven't been passed on.

How much does it cost in terms of time and money?

It is important to think of costs for adults new to Scouting or to a role (e.g. of training, uniform and publications) and to plan for the Group/District to pay for them where possible. Specifying the amount of time per week that an adult may be involved will help to reassure them. It will allow them to honestly assess whether they have the time to commit to it, or whether another role would be more appropriate.

For example, at the 4th Anytown Group there are spare copies of the Section programme material. There is budget within the Group funds to pay for travel, training and administration costs throughout the year.

Remember in the long term you may need to be flexible - especially over the amount of time that can be offered.

For how long do you want the person to do the job?

People are more likely to volunteer if they can agree to do a specific role for a specific amount of time, rather than making an open ended commitment. At the end of this time period, a person can continue in the same role, agree a new job or retire depending on their circumstances.

Some roles are only needed for a short period and others will change over time. Think about the time and costs involved in induction and training. Asking someone to have a go for a year and see how it goes is far less daunting than a compulsory five year Warrant!

For example, the Assistant Group Scout Leader of the 4th Anytown Scout Group might agree to do the role until certain goals on the Group's development plan have been reached – the development plan should have dates attached, so that it isn't indefinite!



People are more likely to volunteer if they can agree to do a specific role for a specific period of time.

The answers to the questions above will give you the information you need to create a role description. If you have noted the information down as you've gone along, then you will already have most of the role description written.

Remember that the role description is just a draft. It should be open for discussion and change after you have agreed it with the person who agrees to take on the role.

Now that you have a role description, and know what you want done, you can start looking (in step two) at the skills and qualities the ideal person for the role might have.

Role description



Title:

Outline: *(A summary of the role and main tasks)*

Responsible for: *(‘Who will the person be responsible for?’)*

Responsible to: *(‘Who will the person be responsible to?’)*

Main contacts: *(‘With whom will the person be working?’)*

Appointment requirements: *(Any requirements of the role i.e. training required, or previous skills and knowledge necessary).*

Main tasks: *(‘What do you want done?’)*

Other: *Where and when do you want the role done?
What help will the person get?
What equipment and facilities are available?
How much will it cost in time and money?
How long do you want the person to do the role for?*

Step 2

Identify the skills and qualities needed

There are times when Leaders are in such short supply that you might think that help from anybody would do! However a person might be ideal for one role and completely unsuited to another. The aim should be to find the right person for the job that you have identified. They will be more likely to enjoy their role, and achieve what it is you want them to do. You need to consider what the “ideal” person for this role would be like.

Use the blank table on page 3 to fill in the skills and qualities your ideal person for this role would have. There are some general qualities of individuals that you can consider. These can be grouped under the following headings:

- Personal qualities
- Functional qualities
- Personal values and faith

Personal qualities

Everyone has individual characteristics and personalities, which reflect their upbringing and life experiences. All or some of the following personal qualities may be desirable depending on the role in question:

- Positive attitude
- Forward looking
- Keen
- Enthusiastic
- A sense of humour
- Initiative
- Reliability
- Tolerance
- Honesty
- A realistic approach
- Works well with adults and young people

A Group Treasurer would not necessarily have to be good at working with young people; as young people will not be one of their ‘main contacts’. However, you might place a great deal of importance on them being reliable and honest; it would be no good having a Treasurer who produced the Annual Accounts three months late!

Functional qualities

This area looks at an adult's ability to do the tasks required. The following skills will be necessary for any role in Scouting:

- Practical skills
- Organisational skills
- Team player
- Leadership qualities
- Empathy with appropriate age range
- Maturity
- Communication skills
- Ability to learn new skills

An adult's skills can be widened and enhanced through a variety of learning opportunities – including both the training scheme and “on-the-job” training.

Personal values and faith

The following qualities will be important for people holding roles that require adults to become Members of The Scout Association, wear the uniform and make the Promise. People holding roles that require adults to become Associate Members are still required to accept the values of Scouting:

- Duty to Self – trustworthy, self-confident, self-controlled and respecting
- Duty to Others – respect for others, working together to serve other people, improve society and show respect toward the natural world
- Duty to God – carrying into daily principles of a religious faith or belief; belonging to a religious body; accepting that there is a higher being.

Even though the general qualities required are listed above, you should go through the tasks identified in Step 1. Think about any specific skills and qualities that the person will require to carry out the role well.

Once you have identified the skills required, use the headings: Essential, Important and Useful to categorise them.

For example, see the table below about the skills and qualities that have been identified for the AGSL of the 4th Anytown Scout Group.

Skills & Qualities	Name
Essential	
Works well with adults and young people	
Realistic approach	
Honest	
Tolerant	
Reliable	
Has initiative	
Good planner	
Willing to make the Promise	
Can set a personal example for others?	
Important	
Enthusiastic	
Keen	
Forward looking	
Knowledge of Risk Assessment	
Flexible	
Knowledge of Scouting	
Useful	
Positive attitude	
Good understanding of POR	
Rating	

Skills & Qualities	Name	Name	Name	Name	Name
Essential					
Important					
Useful					
Rating					

Step 3

Generate a list of who can do the job

In Step 1 you identified what needs to be done and Step 2 helped you identify the skills required to do the job. You now need to find someone who has the skills to do that job well.

Trying to think of names of people who could do the job, on your own, can be a daunting task, mainly because you only know a limited amount of people! A good solution is to involve other people in helping you to put the list of names together. Ask people who are not Scouters to help you put together your list of names – that way you will be able to cast your net much wider.

At this stage, you should put every name on the list - don't make assumptions about their time, circumstances or whether they will be interested. Your aim is to find the person who would be perfect for the job.

The following are all ways of coming up with the list:

- Mind mapping
- Name generation evenings
- Nominations
- Using lists of people who have shown an interest at events/meetings
- Parents and friends of the Group
- Use names from previous recruitment exercises.

Two of these will be looked at in detail: mind mapping, and name generation evenings.

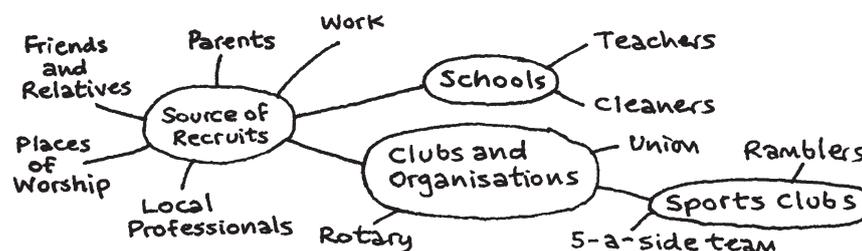
Mind mapping

Mind mapping is one way to find the group of people who could then help you to come up with your list of names.

When you construct a mind map, begin in the centre with a phrase that describes your main theme. In this case, it is 'sources of recruits'.

- Branch out from there with sub-themes, for example 'clubs and organisations.'
- Continue to branch out with themes, for example a 'sports club.'
- And again, branch out from there, for example the local 'five-a-side football team', or 'swimming club'.

An example of how to mind map for recruitment:



Once you have your mind map of possible sources of recruits in the local area, contact someone from each of the organisations. Ask them to help you to create your list of possible recruits.

You could continue to use this method with this group of people, to come up with the list of names.

Name generation evenings

These are events for a small group of people to meet and come up with a list of names of people who may be able to carry out the role you have identified.

It is important the group of people you ask is large enough to come up with a lot of names, but not so large that the group cannot function effectively.

Aim for between six and twelve people, and a mixture of those involved in Scouting and members of the local community, who are not involved in Scouting. You might want to reassure them that you are not going to ask them to take on the role themselves but that you just want to pick their brains!

Before the meeting

Use the mind mapping method to come up with a list of people to invite to a name generation evening.

Examples could include: local business people, councillors, parents, police officers/ community safety officers, District Nurse, health visitors, religious leaders, head teachers, ex-Leaders and leaders of community groups.

They should be people involved in the local community who could think of lots of names for the list.

Agree a date, time and suitable venue (remember to book if necessary). The venue should reinforce the informal nature of the evening, and be warm and comfortable. Consider providing refreshments on arrival and for any breaks. Some name generation evenings have been successfully run as cheese and wine parties.

Decide who is best placed to make the initial 'invitation to attend' – you may not be the best person to send out invitations to attend the name generation evening. For example, a member of the congregation may well be the best person to ask a local vicar to attend.

Make sure that the invitation is clear and concise. Explain that you want their time to generate a list of 'names'. Make it very clear that you do not intend to twist their arms to become involved themselves.

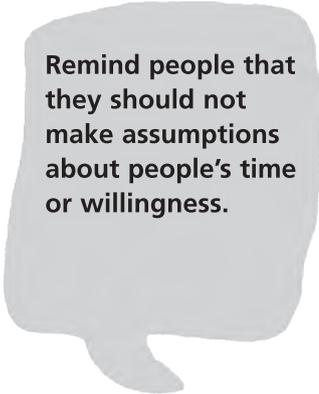
If they do accept your invitation to attend you should send a letter confirming the venue, time and date. You may also want to make a courtesy call a week before the event, to check they have the letter and that they are happy with the details.

Decide who would be the best person to run the actual evening. It will need someone who is good at working with a group of people.

During the meeting

Create a warm, welcoming environment by:

- arranging chairs in a circle
- offering refreshments on arrival
- using a flipchart to list names, or giving everyone name badges
- having someone to welcome and chat to visitors.



Remind people that they should not make assumptions about people's time or willingness.

You should do your best to start on time and thank those for attending and giving up their time to support the development and growth of Scouting.

In your opening explanation:

- confirm the expected finish time, and stick to it
- explain that the purpose of the evening is to produce a list of people who could be approached for a particular role in Scouting
- hand out copies of the job description and list of skills and qualities you've written, and talk through them – remembering that your guests may not know anything about Scouting.

Compiling the list

Ask the group for names of anyone that would fit the role and list these names on the flipchart. You should remind people that they should not make assumptions about people's time or willingness to commit to the role. The 'names' will have the opportunity to make their own choice.

You should encourage the group to think as widely as possible and start the ball rolling by suggesting categories of people such as:

- parents of existing Members
- former Members of Scouting/Guiding
- friends
- relatives
- members of clubs or society to which they belong

- neighbours
- people they work with
- people they socialise with
- parents of their children's friends
- people inclined to help the community.

It is your job to keep the group focused and prevent them being side-tracked. You may also need to reassure people that they are not 'committing somebody else'. Emphasise that anyone who is asked to help will be approached in a sensitive and appropriate manner.

You should not allow very long silences to appear in the conversation, as this will give the wrong impression. However, short pauses or silences might give people time to reflect and will therefore be beneficial.

You should allocate enough time at the end of the session (within the time limit you initially set) to gain information on the names provided – particularly how their skills and qualities match up with those listed.

After the meeting

Once you have an idea about the people on the list, you are ready to move onto Step 4: identifying the best choice.

Step 4

Identifying the best choice

You should have now built up a job description (Step 1), a list of skills and qualities (Step 2) and a list of people that might have the skills and qualities needed (Step 3).

Enter each name across the top of the chart you created in Step 2.

Skills & Qualities	Name	Name	Name	Name	Name
	John Smith	Melissa Peters	Daljit Ahmed	Brigitte Stewart	Michael Carr
Essential					
Works well with adults and young people					
Realistic approach					
Honest					
Tolerant					
Reliable					
Has initiative					
Good planner					
Willing to make the Promise					
Can set a personal example for others?					
Important					
Enthusiastic					
Keen					
Forward looking					
Knowledge of Risk Assessment					
Flexible					
Knowledge of Scouting					
Useful					
Positive attitude					
Good understanding of PDR					
Rating					

For each name, go through the list ticking off the skills and qualities that you think each person has. It is unlikely there will be anybody on the list that will have everything you are looking for, but you should end up with a shortlist of people who have a good number of them. Having identified the shortlist, it is important to remain objective and not make assumptions about the people on it.

Do not discard those names that have not made it on to the shortlist. Keep them for future recruitment exercises. They may well match the skills and qualities for another role.

The short list could be considered with a smaller group of people, perhaps including members of the team in which they will be working. Put the people on the short list in order of preference, based on the skills and qualities identified. The person at the top of your list is your 'best choice.'

There is always the chance that no one will meet the requirements. This should not be treated as a disaster! You might need to have another look at the role that you are asking one person to do. Would two people be able to do the job between them? Perhaps existing members of the team could take on some of the tasks, to make the role you are trying to fill less demanding.

For example, at the 4th Anytown Scout Group, the GSL, the Cub Scout Leader and the Group Chairman went through the shortlist of names from the name generation evening and identified the skills they thought the people had. They then rated each individual and came up with their “best choice.”

Names of people generated with the skills and qualities to be the AGSL of the 4th Anytown Scout Group and how they rank:

Skills & Qualities	Name John Smith	Name Melissa Peters	Name Daljit Ahmed	Name Brigitte Stewart	Name Michael Carr
Essential					
Works well with adults and young people	✓	✓	✓		✓
Realistic approach	✓				✓
Honest	✓	✓	✓	✓	✓
Tolerant	✓	✓	✓		✓
Reliable	✓	✓	✓	✓	
Has initiative		✓	✓	✓	
Good planner	✓	✓	✓		✓
Willing to make the Promise	?	✓	✓		✓
Can set a personal example for others?	?	?	?	?	✓
Important					
Enthusiastic	✓	✓	✓	?	
Keen		✓	✓	✓	✓
Forward looking		✓		✓	✓
Knowledge of Risk Assessment	?			✓	
Flexible	✓	✓	✓	✓	
Knowledge of Scouting					
Useful					
Positive attitude	✓	✓	✓	✓	✓
Good understanding of FOR		?			
Rating					
	5th	1st	3rd	4th	2nd

Melissa Peters is therefore the ‘best choice’ for the role of AGSL at the 4th Anytown Scout Group.

Once you are clear on who the best choice is for this role, you will need to go on to step 5 – asking them to volunteer. Keep hold of your short list for another time.

Step 5 & 6

Asking someone to help you

Offering support and welcoming them into Scouting

Step 5 - Asking someone to help you

By now you will have decided on the role that needs filling, identified the skills and qualities the person will require, produced list of names of people who could do the job and identified your 'best choice'. In other words, you have completed steps 1-4 of the Six Step Approach.

Having gone through all the hard work to find somebody who will be right for the role, you need to make sure there is the best possibility of them saying yes! The only way to make this more likely is to meet them, explain what it is you want them to do. Answer any questions they might have, and make sure they are clear why you've asked them.

An important part of the asking process is who you choose to go and speak to the "best choice." Even though you may have organised all the recruitment process up to this stage you might not be the best person.

Ideally, the person who does the asking should be their friend or know the person well. They are more likely to say 'yes' to a friend rather than stranger, and will feel more comfortable discussing the options. If you have someone in the District or County who has experience in sales or public relations, it might be helpful to get them involved. They may be the best person to approach individuals you would like to ask to take on the role, or could give you some handy advice. They will be able to help you 'sell' Scouting, the role, and the opportunities it offers in a really positive light.

Whatever happens, the person who is going to do the asking should be:

- outgoing
- friendly
- able to make people feel at ease
- prepared to answer in depth questions about Scouting in your area
- able to 'sell' the opportunity.

They will also need to know about the role that they are asking the person to take on and the support and training they will get if they agree.

It is also important not to get disheartened if the first person you ask says "no". If you can take an objective view, it will make the process easier – remember that if they don't want to be involved then they probably are not the best person for the role anyway, and there are other people on the list you can ask.



An important part of the asking process is who you choose to go and speak to the best choice.

Tips for the person who is doing the 'asking':

Contact the best choice and arrange a meeting. Then follow these steps:

- Explain your role in Scouting and that you would like to talk to them about how they could support Scouting.
- You will need to make a good case so that they will agree to a meeting!
- Don't discuss the role you want them to do at this stage.
- Agree a time, date and venue with them when neither of you will be disturbed.
- Let them know how long you think the talk will last.

Preparing for the meeting

- The venue needs to be an informal and comfortable setting.
- Plan what you are going to say
- Take all the relevant information with you, such as the role description and the list of skills and qualities.
- You will also need to know who will contact them if they say 'yes'.



Be flexible and willing to discuss and alter the role description to fit them.

You might find it useful to break the meeting down into the following stages:

- What the role is
- Why you want them to do it
- The benefits – what's in it for them!
- The support they will receive
- Asking them to do it!

Be flexible and willing to discuss and alter the role description to fit them, their time and what **they** want to do.

You need to strike a balance between selling a really positive image of Scouting, and 'over-selling', or sounding desperate!

If they can only fill part of the role, then look back at your list that you came up with in Step 4 and look for someone to do the other part (maybe your second best choice).

If they say 'yes,' make sure they know who is going to contact them next and when this will be. Make sure the follow up is swift so as not to lose their initial enthusiasm.

Leave them with some basic information about Scouting and the role that they are going to carry out. Such information would obviously depend on the role that they have agreed to take on. A good start is using some of the information from *The Induction Toolkit*.

But what happens if they say no?

Don't be disheartened, go back to your shortlist and ask the next person on the list.

A practical example

At the 4th Anytown Scout Group, the Beaver Leader is asked to approach Melissa Peters, as she is the 'best choice' for the job of AGSL. Melissa is a friend of the Beaver Scout Leader and it was her who came up with Melissa's name. They arrange to meet for an hour at Melissa's home. Having discussed the role Melissa does not feel able to take it on at the moment due to pressures at work.

Undeterred by this set back, the 4th Anytown GSL approaches Michael Carr to do the job and he says yes! They agree to meet up the following week to discuss the Role Description, fill in the appropriate AA and CRB forms and start the appointment process!

Step 6 – Offer support and welcome them into Scouting

You have now found somebody with the appropriate skills and qualities agree to take on a role that you have identified.

Their line manager (e.g. GSL or DC) needs to get in touch with them, so they can agree the job description and begin the appointment process.

This step of welcoming them into Scouting, or 'induction', will be important in getting them to stay involved. For more help on induction plans and welcome packs, refer to the publication: *Induction – Starting Adults in a New Role* and *The Induction Toolkit*.

Six steps to success

This is an example of how the six step approach can be used successfully. It should give you an overview of how the six steps work, and provides one way that you could organise your recruitment locally. Although it is based on a real life example, all references to actual place names have been removed.

Background

A District Commissioner (DC) approached a Field Development Officer (FDO), and asked for their help with the recruitment of an Assistant Scout Leader in a particular Group. As the DC had asked one of the District Team to be responsible for recruitment in the District, this was the person who worked with the FDO to put the six step approach into action.

The GSL, the Scout Leader and the two Troop Assistants got together for an hour to write a simple role description and person specification. They made up a list of bullet points including the tasks that would need to be done, and the skills and qualities they were looking for. They also discussed a number of different methods that they could use for recruitment, decided to use the six steps to recruitment and hold a name generation evening as part of it.

How the team set about recruitment

The Scout Leader with her Assistants knew that they were very good at organising and running activities, but they all admitted they found record keeping and accounts difficult. It was clear that they needed to recruit somebody to their team who could do these tasks, and wrote a person specification that included: 'being organised', and able to keep accounts and records up to date' as essential items.

The next stage was to agree who should be invited to the name generation evening, and who would organise the evening. The group went away to think of people, and e-mailed each other with a long list of names. The Group Scout Leader then organised the evening to be run a month later.

The name generation evening was a great success. Out of the twenty invitations the GSL had sent out, ten agreed to come and all arrived at the Scout Headquarters. The meeting lasted an hour, the Scout Leader acted as a facilitator, and the group came up with a list of at least 24 names. They chose the top four people who had the majority of the skills and qualities needed for the role. The GSL agreed to go and ask the nominated people. His background in PR made him the ideal person to sell Scouting and the Group to those they wanted to get involved.

What happened?

The result was that the first three people all said yes, and agreed to take on different parts of the role description that had been written. The GSL helped them through their first couple of meetings, introducing them to all Section Leaders at a social evening he had organised to help them settle in. He used the skills and experience of Leaders from other Sections and the Group Treasurer to show help them through the different tasks of their role. He organised to meet with them informally on a regular basis, to see how things were going and help them through any difficulties.

Three years later, two out of three are still going strong.

Search groups

An alternative method of recruiting adults is to set up a search group. This section covers the Six Step Approach to recruitment, but approaches the model in a slightly different way.

Using a search group can be the ideal way to find adults to fill line management roles such as District Commissioner or Group Scout Leader. The method probably is not appropriate for recruiting Leaders and Assistants to work in the Sections, as it would use up so much time given the numbers involved.

Search Groups do take some time to set-up and operate. It is a good idea therefore to establish them before a role becomes vacant, for example when the person currently in the role indicates that they intend to leave.

Who sets up the search group?

The line manager and relevant Chair of the role that it is to be filled should set up the search group.

For example: The Group Scout Leader of the 25th Anytown Scout Group has announced his decision to retire from Scouting in six months as he is set to move abroad.

Four months before the retirement date the District Commissioner and the Group Chairman meet to discuss who will be on the search group.

Who should be on the search group?

Search groups should be made up of three or four experienced people, agreed by both the line manager and Chair. In many cases, the Chair also takes on the role of Chairing the search group. Other people who could be on the search group are:

- Assistant District Commissioners/Assistant County Commissioners
- Members of Group, District or County Executives
- Group, District or County Scouters

It is important that the people that you choose have an interest in the process, a clear understanding of the role and what is required, and can make objective decisions about people's skills and qualities. How to define the role you would like to fill and identify the skills required is covered in the information sheets on steps one and two of the Six Step Approach.

For example: The District Commissioner and Group Chairman agree that the search group for the GSL of the 25th Anytown should be made up of:

- the ADC (General Duties)
- the Deputy District Commissioner
- ACSL of the 25th Anytown
- And chaired by the Group Chairman.

How does the search group come up with names?

There are a number of ways this can be done:

- Nomination
- Advertisement

Nominations

The chairman of the search group should send out a letter to as wider distribution as possible within the District. The aim is to obtain a wide consensus on what qualities are required for the position and inviting nominations for the position. This method should allow self-nomination.

Using the Anytown example, the letter and forms (over page) are a sample of what could be sent out to invite nominations.

Role Description for a Group Scout Leader



Title: Group Scout Leader

Outline: To ensure the effective operation of the Scout Group and the development of Scouting within the Group in accordance with the Purpose, Principles and Policies of The Scout Association

Responsible for: All Section Leaders in the Scout Group. The GSL also has an overview of the other roles within the Scout Group. The Group Executive Committee

Responsible to: District Commissioner

Main contacts: Parents/carers of the young people within the Scout Group, Section Leader and their leadership teams within the Group, District and County / Area Commissioners, Group Executive Committee members, Sponsors of the Group, Field Development Officers

Appointment requirements: Completion of a Wood Badge, which includes the achievement of the Manager specific modules as detailed in the Adult's Personal File and The Scout Association's Adult Training Scheme. Eligible for Charity Trustee Status

Main tasks	Tasks agreed with the District Commissioner
To ensure that a Balanced Programme is carried out throughout the Scout Group and that all Leaders are supported in carrying out their tasks	
To ensure that all Leaders and Assistants in the Group carry out their specific learning and are keeping adequate records of the development of their Personal Learning Plan	
To ensure that Risk Assessments are carried out and to ensure that the relevant First Aid provision, fire regulations and authorisations have been obtained	
Ensure that effective administration is carried out within the Scout Group	
Maintain a team of adults working effectively together and with others	
Responsible for the effective management, development and recruitment/retention of members to the Scout Group	

To ensure that the adults working within the Scout Group are 'fit and proper' persons	
To encourage inter-Sectional group activities	
To promote the Scout Group within the local community including establishing links with other youth organisations and schools	
To take Scouting to the public including the publicity of scout events and informing people of activities taking place within the Scout Group	
Agree the terms of any Group Scout Fellowship	
Annually nominate members of the Group Council to serve on the Group Executive Committee, including the Group Chairman	
Maintain effective communication with the DC, DESC, local Scout Fellowships and any other members of the community whose support could assist the Group	
Any other matters as agreed with the District Commissioner	

To:- District President
District Vice Presidents
All Assistant District Commissioners
All District Commissioners in the County
District Chairmen
Members of the District Executive Committee
Members of the Group Executive
Members of the Group Council

From:- Chairman of the Search Group

Subject New Group Scout Leader Nominations

Bob Jacobs of the 25th Anytown Scout Group, has indicated that he proposes to retire with effect from 31st September 2004 and the process of finding a successor needs to begin. I now invite you personally to contribute to the search by submitting a nomination (or nominations) of persons whom you feel should be considered for this important appointment. Nominations should be submitted, either using the enclosed form or by letter, in an envelope marked 'Personal and Confidential-GSL Nomination' to:-

Kathy Johnson
34, The Place
Anytown
Z32 8FE

Nominations should be received on or before 31 July 2004.

In order to ensure the widest possible consultation, you are asked in addition to submitting your own nomination, to circulate this request for nominations to all members who may have an interest within your area of responsibility. This may be verbally, by mail or via newsletters. Please note that in order to ensure confidentiality, and prevent building up false hopes, nominations should be submitted without approaching the individual concerned.

If you wish to nominate yourself, which is perfectly acceptable, please do so and complete the attached form. As this is a confidential process, you should not indicate to others that you have nominated yourself.

I would therefore ask you to give serious and urgent consideration to people with whom you work in Scouting, at work, or in the wider community, and to identify anyone who you believe has the qualities to be a Group Scout Leader of this successful Group. When considering a possible candidate please do not compare them against the current or any previous GSLs. At this stage it is important to draw up a list with as wide a cross section of people as possible so that the search group can begin the process of preparing a short list.

Finally may I remind you that as a recipient of this letter you are likely to be in the best position to know the needs of Scouting in this area and potential candidates. Please play your part in ensuring that due consideration is given to all possible candidates by submitting your nomination.

Thank you in anticipation of your support.

Yours sincerely,

Kathy Johnson
Chairman of the Search Group

Nomination for the Appointment as Group Scout Leader



I wish to nominate:

Mr/Ms/Ms/etc.	Address
First Name	
Surname	
Telephone	
Current Appointment (if any)	
Postcode	

Please indicate why, in your opinion, this nominee is suitable for appointment to this office. (You overleaf if necessary)

Telephone no.

son, 34, The Place, Anytown Z32 8FE by 31 July 2004

(Do not make any approach to the person you wish to

Advertisements

Adverts could also be placed in the local press or Centre for Voluntary Services offices or other appropriate places. This may depend on the position the search group is attempting to fill. Advertisements need to be positive and sell the benefits of being involved as a Member of The Association.

Using the Anytown example, the following is sample advert that could be edited and used in local press.

25th Anytown Group Scout Council

INVITES SUITABLY EXPERIENCED APPLICANTS
FOR THE VOLUNTARY POST OF

Group Scout Leader



A challenging and rewarding appointment, the Group Scout Leader is responsible for the provision of Scouting in the 25th Anytown Scout Group for 120 young people, aged 6 - 14 and the management of 25 adults directly *involved in the development of these young people*. Previous Scouting experience is not essential. Good organisational, communication and management skills are essential. This voluntary post, with paid expenses, will be for a period of 2-5 years subject to agreement.

Be prepared...to make a difference!

For further information, please contact:
The Group Chairperson, 34, The Place, Anytown Z32 8FE

Telephone: 012345 67 89
Email: group.exec@25thAnytown.org.uk

What next?

After the Search Group has received nominations and the deadline has passed, they should rate the nominations and applicants for the post on the skills, qualities and knowledge using step three and four of the Six Step Approach. Each candidate should be rated against each of the identified categories. This will identify a short list of names (ideally between three and five) who are ideal for the role. The Search Group should not approach any candidate but recommend the candidates to the relevant line manager in order of preference.

A 'real life' example

The Search Group for the GSL of the 25th Anytown Scout Group used the matrix to rate the nominations and applicants they had received for the role:

Names	Helen Cross	Pete Singh	Jack Steady	Jim Jones	Leah Hicks
Scouting Knowledge (E)	10	9	2	7	8
Systematic Planning (E)	6	7	10	7	9
Effective Management of volunteers (E)	9	8	7	5	2
Relationships with young people (E)	10	6	8	8	9
Relate to young people (I)	8	4	6	5	8
Listen to others (E)	7	5	9	7	4
Effective Communication (E)	9	5	8	7	6
Management of Meetings (I)	7	7	7	6	3
Delegation (E)	4	8	9	5	6
Motivator (I)	9	9	7	5	6
Total Score	79	68	73	62	61

Maximum Score 100

In this case, the search group would recommend Helen Cross, Pete Singh and Jack Steady to be interviewed by the District Commissioner.

Interviews

Once a recommendation has been made, the line manager would usually 'interview' the candidates to discuss the role. Once the line manager and the individual have agreed the details of the role to be taken on, the search group should be informed of the decision. The formal appointment process and induction of the adult into their new role can then begin, following steps five and six of the Six Step Approach.

In our example, the DC of the Anytown Scout district interviewed and discussed the role with the candidates identified by the Search Group, and she decided to recommend Jack Stedman for the position of GSL at the 25th Anytown Scout Group.

Conclusion

This guide to operating a Search Group offers an alternative method of using the Six Steps to Recruitment, when filling the roles of District Commissioner and Group Scout Leader. Although it takes time and preparation for it to be a success, the advantage is that it allows the net for potential candidates to be cast much wider, and allows a number of different people's views on candidates to be taken into account. This can make the decision a little easier, and means that you are more likely to get the right person in these key roles.

Generic role descriptions

A role description should be agreed with an individual, and should be based around what you need doing within your Group or District. Information on how to go about writing a role description from scratch is available in *Step 1 – Define the Role that Needs to be Done*.

To get you thinking about the roles generic role descriptions are available as Word documents from the Scout Information Centre and online (www.scouts.org.uk/scoutbase) so that you can alter them to suit your needs.

The tasks outlined in these generic role descriptions need covering by someone, but not necessarily all by the same person. You may wish to split the tasks into two or more roles. There may also be some tasks that you will need to add to cover local needs and some might not be needed in your situation.

The role descriptions currently available are as follows:

Group

Group Scout Leader
Group Chairman
Group Secretary
Group Treasurer
Beaver Scout Leader
Assistant Beaver Scout Leader
Colony Assistant
Cub Scout Leader
Assistant Cub Scout Leader
Pack Assistant
Scout Leader
Assistant Scout Leader
Troop Assistant

District

District Chairman
District Secretary
District Treasurer
ADC (Section)
ADC (Beavers)
ADC (Cubs)
ADC (Scouts)
ADC (Scout Fellowship)
District Explorer Scout Commissioner (DESC)
District Explorer Scout Administrator
Explorer Scout Leader
Assistant Explorer Scout Leader
Unit Assistant

Explorer Scout Leader (Young Leader)
District Media Development Manager

County/Area

County Chairman
County Secretary
County Treasurer
County Media Development Manager
Scout Network Administrator
Scout Network Leader
Scout Network Commissioner
Scout Network Co-ordinator
Training Adviser
County Training Manger
County Training Administrator
Local Training Manager
Local Training Administrator
ACC/AAC (Section)
ACC/AAC (Beavers)
ACC/AAC (Cubs)
ACC/AAC (Scouts)
ACC/AAC (Explorers)
ACC/AAC (Special Needs)
ACC/AAC (International)
ACC/AAC (Activities)
ACC/AAC (Scout Fellowship)

Other

Regional Training Manager
Nights Away Adviser

If you have any comments on these, or would like a role description that is not listed, please contact the Adult Support Office at Gilwell Park.

The Appointment Process

Once you have decided what role you need to fill and found an adult to fill it, there are a number of stages in the process of appointing them.

This section outlines the process of appointing an adult new to Scouting, and is based on *Policy, Organisation and Rules*.

The vetting process

During the initial meeting with the adult, you will discuss the detail of the role that they have agreed to take on, and they should fill in an Adult Application Form and a Criminal Records Bureau Form (or in Scotland the Central Registered Body in Scotland, CRBS Disclosure application form). For more information on how to fill in a CRB or form see *Applying for Disclosure (England and Wales)* or *Applying for Disclosure (Scotland)*. It might be an idea to ask the individual concerned to bring along their passport or other identification, so that you can complete the filling in of the forms during the meeting.

These forms allow the relevant checks to be made, to ensure that the adult is suitable for the role. These forms should be returned to the District Appointments Secretary, who will make a record of the application and send them to Gilwell Park (The Scout Association's Headquarters) to be processed by the Records Team.

The Records Team uses both forms to carry out the Association's own personal enquiry, and then send the CRB form to the Criminal Records Bureau. After HQ has informed the Appointments Secretary that the personal enquiry has come back as clear (if it does not then please see the publication *The Appointment Process – Guidelines for Appointments sub-Committees*) the District will issue a Provisional Appointment and a Training Adviser will be assigned.

Once the Provisional Appointment has been issued the adult can start their role in Scouting under supervision. The restrictions of the Provisional Appointment are explained on the back of the certificate.

Within five months of the Provisional Appointment being issued, three things should happen:

- Complete *Getting Started* training – this is induction training that will help the adult in the first few months of their role, before they start their Wood Badge.
- Meet with the Appointments sub-Committee and the District Commissioner (separately) to discuss the role to be undertaken and consider their suitability for the role.
- The CRB disclosure to come back as clear. (If it does not please refer to *The Appointment Process (Guidelines) for Appointments sub-Committees*).

If *Getting Started* training is not completed within the time period, the line manager (GSL or DC) should discuss the reasons with the adult. In exceptional circumstances the Provisional Appointment may be re-issued, but only once.

The Appointments sub-Committee should schedule meetings often enough to ensure all applicants are met within the time frame.

If the CRB disclosure does not come back as clear, the District Commissioner will be contacted by HQ with guidance on how to act.

Once all these areas are complete, the District Secretary should notify HQ, and the Appointment or Warrant can be presented.

This process should be followed for all Warranted positions in Scouting, appointments to other roles (Skills Instructor, Section Assistant, Executive Member) vary.