

RIGHT PEOPLE RIGHT ROLES.

The Appointment Process:
Guide for Appointments
Advisory Committee Members.



scouts.org.uk/appointment

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 publication simply refers to County/Counties. In Scotland there is no direct equivalent to County or Area. In Scotland, Scouting is organised into Districts and Regions, each with distinct responsibilities. Some 'County' functions are the responsibility of Scottish Regions, whilst others lie with Scottish Districts. The focus of responsibility is outlined in Scottish variations from *Policy, Organisation and Rules (POR)*.

Criminal Records check

All adults in Scouting must go through a series of safeguarding checks to ensure they are safe to work with children and young people. The safeguarding checks are known in different countries by different names, as follows:

England and Wales: Criminal Records Bureau (CRB)

Scotland: Disclosure Scotland (DS)

Northern Ireland: Access Northern Ireland (Access NI)

For ease of reading, this resource refers only to 'Criminal Records check', to cover all of the above. More information on issues relating to safeguarding and Criminal Records checks can be found at www.scouts.org.uk/safeguarding

Further Information

For further information on any of the contents in this booklet, please contact the Scout Information Centre on 0845 300 1818 or visit www.scouts.org.uk. Always refer to *POR: The Appointment Process* for definitive information on the detail of the appointment process.

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1. INTRODUCTION

The Scout Movement is a global organisation with a membership of over 28 million young people in 216 countries and territories.

The Scout Association in the United Kingdom is established by Royal Charter and is a member of the World Organization of the Scout Movement (WOSM). It is the only Scout Organisation in the UK recognised by the World Scout Conference and registered with the World Scout Bureau in Geneva. When an individual becomes a Member of the Movement, they also become a Member of the World Organisation of the Scout Movement.

Scouting is open to Members of all faiths and offers equal opportunities to all young people in the community, regardless of their social, religious or ethnic background or gender.

In the United Kingdom, there are currently 400,000 young people in the Scout Movement. These are supported by 100,000 adults volunteering as leaders, administrators and supporters. All are helping young people to fulfil their potential through the delivery of the balanced programme.

When Scouting is successful, it is often because of the quality of the adults involved. It follows then that the appointment of adults is one of the most important responsibilities in Scouting, requiring much care, tact and administrative efficiency. Because The Scout Association attaches such importance to the quality of its leadership, the appointment procedure is necessarily rigorous.

The structure of The Scout Association

The structure of The Scout Association is designed to facilitate the effective delivery of Scouting to young people. It is organised at four levels: Group, District, County and national. A Scout Group normally has a number and a name for management and support purposes (for example, 1st Anytown). A number of Scout Groups make up a Scout District and a number of Scout Districts make up a Scout County. The responsibility structure of The Scout Association is simple. Group Scout Leaders are responsible for those people in their Group; District Commissioners are responsible for all those in their District; and likewise, County Commissioners are responsible for all those in their County.

The Appointment Process: Guide for Appointments Advisory Committee Members

This booklet is designed to explain and support the role of the Appointments Advisory Committee both in the appointment process and other areas of the Adults in Scouting model. It should be read alongside the publication *Guide to Appointing Adults*, which contains more detail about the appointments process itself. The role of others in the appointment process is explained in other booklets. See the appendix for further details.

2. THE APPOINTMENTS ADVISORY COMMITTEE

The Appointments Advisory Committee is a mandatory sub-committee of the District or County Executive Committee.

As defined in *Policy, Organisation and Rules (POR)*, the Appointments Advisory Committee is:

'The committee appointed by the relevant Executive Committee to assist with the process of appointing adults in Scouting.'

The Committee has an important role in the appointments process, and also other areas of the Adults in Scouting model. The main function of the Committee is to advise on the suitability of adults for particular appointments.

A. THE ROLE OF THE APPOINTMENTS ADVISORY COMMITTEE

The major responsibility of the Appointments Advisory Committee is to make an independent assessment of any adult wishing to take up an appointment in Scouting. Adults wishing to take up appointments will be either:

- completely new to Scouting
- existing Members who are changing roles
- former Members who are getting involved after a break in service for whatever reason.

It is important to remember that the Appointments Advisory Committee is not a 'rubber-stamping' body. It must carry out its functions with integrity and with the welfare of the Movement and its Members in mind. On the one hand it has an important role in ensuring those who are unsuitable to work with young people or look after funds do not have access to either. On the other, it should not be a barrier to those who are genuinely interested in and suitable for taking on a role. This work supports the Commissioners who have ultimate responsibility for Scouting in their locality.

B. THE ROLE DESCRIPTION OF THE APPOINTMENTS ADVISORY COMMITTEE

DETERMINES SUITABILITY: It exists to determine the suitability of an individual for an appointment.

APPROVAL MEETINGS: Three members of the committee meet with the adult to assess (a) that the adult is aware of and willing to uphold the values and policies of The Scout Association and (b) that they understand the requirements of the role and are able to carry it out. This means ensuring the adult knows the commitment of the role and has the abilities needed for it.

Attendance at approval meetings is co-ordinated by the Appointments Secretary, who will use the committee members as a resource pool. The Secretary will ensure that three members are able to attend the approval meeting. The committee should be made up of a diverse group of people reflecting the local community, and it is important that this diversity is reflected in the make-up of approval meetings.

REVIEWS: The Appointments Secretary administers the review process and ensures that Group Scout Leaders, commissioners or managers review appointments.

- **CHANGE OF APPOINTMENT:** It considers applications for change of appointment and assesses if the applicant is able and prepared to carry out the role.
- **CANCELLATIONS:** It cancels appointments and records the reason for the cancellation, considering these reasons alongside the commissioner.

- **SUSPENSIONS:** It considers the continuation of suspension of an adult and advises the commissioner (Note that the original decision to suspend an adult does not involve the Appointments Advisory Committee).
- **DISAGREEMENTS:** It supports the commissioner in the resolution of disagreements between adults.

C.THE RESPONSIBILITIES OF THE APPOINTMENTS ADVISORY COMMITTEE:

- to determine the suitability of an individual for an appointment
- to meet candidates to assess that the applicant (a) accepts the values and policies of the Association and (b) is suitable to carry out the role
- to consider applications for change of appointment
- to support the review process and ensure that Group Scout Leaders, commissioners and managers review appointments
- following the suspension of an adult, to recommend continuation of suspension, re-instatement, or modification or cancellation of appointment
- to cancel appointments when agreed with the District or County Commissioner and record the reason for cancellation and to support the commissioner in the resolution of disagreements between adults.

These responsibilities are expanded on later in this booklet.

D.WHO IS THE COMMITTEE MADE UP OF?

Each Appointments Advisory Committee must have:

- an Appointments Chairman
- an Appointments Secretary
- a pool of members to carry out meetings with new applicants.

The relevant Commissioner is an ex-officio member of the committee. However they will not normally attend approval meetings with new applicants because they need to be independently satisfied that the applicant is suitable for a particular appointment.

There must be a sufficient number of people on the Committee to enable three people to be found to undertake the meeting for each applicant. To ensure that an adult's application is dealt with as quickly and efficiently as possible, the Appointments Advisory Committee should be used as a pool of resources. The meeting should be undertaken by three members who are available, but not necessarily by the same three people every time. The Chairman or Secretary do not have to be present at each meeting.

It is recommended that the Appointments Advisory Committee should reflect the local community and be balanced by age, gender, culture, faith and ability. It is the decision of the Chairman as to how often the whole Committee might meet (if at all). However meetings every three months or so allow everyone the chance to review progress and keep each other informed.

E.IS THERE ANY TRAINING INVOLVED?

Members of Appointments Advisory Committees must show that they are competent to carry out this important role of checking potential new adult volunteers in The Scout Association.

It is therefore mandatory that all members meet the validation criteria as set out in Module 37, *Advising on Adult Appointments* of the Adult Training Scheme (the criteria includes Modules 1 and 37). For many who have been involved with previous appointment processes, this will not be a significant task. This also applies to District and County Commissioners who wish to be involved in the approval meeting (note: they cannot do this where they are the line manager for the applicant).

The training package supporting this covers:

- the organisation and role of the Appointments Advisory Committee
- the appointment process
- running Appointments Advisory Committee meetings and
- other responsibilities of the committee.

F.WHO APPOINTS THE COMMITTEE MEMBERS?

The Appointments Advisory Committee is appointed by, and is responsible to, the relevant Executive Committee. In appointing the members of the Appointments Advisory Committee, the Executive should bear in mind the range of skills and attributes that will be required in committee members. The committee members must understand the values of Scouting, be able to assess situations objectively, provide reasoned advice and have successfully completed the mandatory training (as described above).

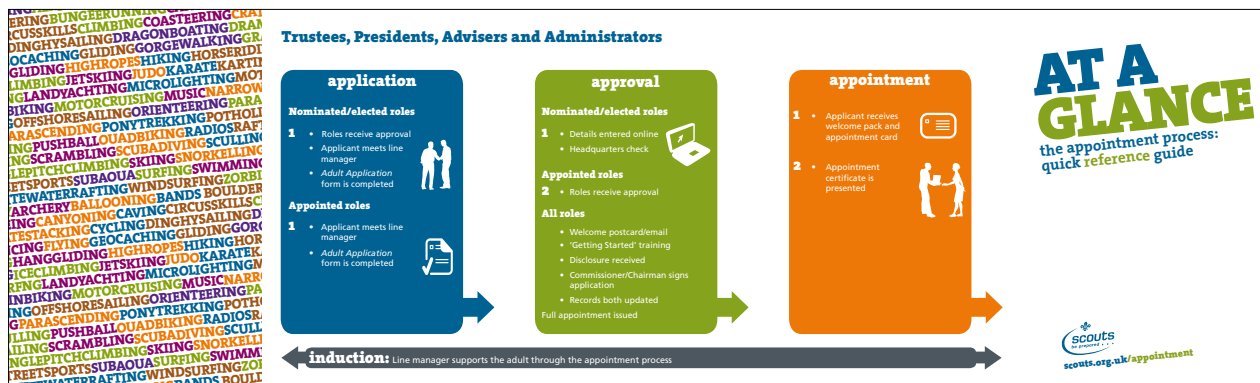
¹ The Chairman of the Appointments Advisory Committee must not be the Chairman of the relevant Executive Committee because of their roles in the complaints procedure. Please see factsheet FS140100 *Resolving Complaints – The Scout Association's Complaints Procedure* for more information.

G.CAN APPOINTMENTS ADVISORY COMMITTEES BE SHARED?

Two or more Executive Committees may share the same Appointments Advisory Committee. Additionally, an individual may act as Appointments Secretary for more than one Executive Committee, provided those committees and the individual agree it. It needs to be clear who holds the role of Appointments Secretary to execute the appointment process on behalf of each Executive Committee.

3. THE ROLE OF THE APPOINTMENTS ADVISORY COMMITTEE IN THE APPOINTMENT PROCESS

A. QUICK GUIDE START TO THE PROCESS



Available from The Scout Information Centre on 0845 300 1818.

The principles of the appointment process

The Scout Association's adult appointment process is intended to be:

- simple for the appointee to navigate and understand (the person applying as a volunteer should be easily able to understand the various stages of the process and should know where he/she is in the system so that there are no surprises)
- simple for the appointing District/County to operate (the appointment process must be easily understood by the people running it – it should be simple and make sense)
- efficient in relation to the number of people required to run it, the cost of the process and ensuring the information is processed only once (efficiency is important as we do not have an endless number of people available to run the appointment process; supporting paperwork should make life easier for those operating the system)
- welcoming and non-threatening (the potential volunteer must feel that the Association wants to welcome them in - there is nothing worse than trying to join an organisation that seems not to want you)

- sufficiently robust assurance that only appropriate people are appointed (it remains paramount that we refuse admission to adults who present a risk to the young people in our care, we must be able to honestly defend our process as being appropriate in this regard) and effective in ensuring that adults are placed in roles appropriate to their skills, knowledge and attitudes (volunteers must be in roles that utilise their skills and benefit Scouting).

The adult appointment process can be started in a number of ways. An adult may know someone who is already involved; they may have a local Scout Group around the corner from their house, or they have registered their interest through the **'Want to Join'** pages on The Scout Association's website (www.scouts.org.uk/join). Whichever method they have used to make that initial step into volunteering, the adult will follow the four stages of the appointment process, as outlined below. As Appointments Advisory Committee members, you need to be aware of the reasoning behind the appointment process and your role within it. Full details of the appointment process in its entirety are contained in the publication *Guide to Appointing Adults*.

Stages of the appointment process

There are four stages to the adult appointment process:

APPLICATION: where a line manager agrees to support an adult applying for an appointment

APPROVAL: where independent checking concludes that this person is suitable for an appointment and includes agreement from the relevant body, Criminal Records check clearance, Scout Association internal clearance and (where appropriate) two references

APPOINTMENT: where the relevant commissioner or body makes the appointment

INDUCTION: where the line manager ensures that the adult receives a high quality induction throughout the appointment process.

The sequence of the stages is as in the following diagram:



B.THE APPROVAL MEETING

The meeting between the applicant and the Appointments Advisory Committee is an important part of the approval phase of the appointment process. Members of the Appointments Advisory Committee will be required to satisfy themselves that the adult is suitable for the appointment by considering:

- whether the applicant is aware of (and by personal example prepared to uphold and promote) the values and policies of The Scout Association – including making the Scout Promise, if appropriate
- that the applicant understands the requirements of the role and is suitable and able to carry it out.

For the applicant the meeting can also be a valuable chance to meet others involved in Scouting in their local area. Whilst acknowledging and supporting this, it is important to keep in mind the reason behind the meeting – to determine whether the person is fit and proper to take on the role.

I.ABOUT THE MEETING

The Appointments Secretary will arrange a meeting between the new adult and three members of the Appointments Advisory Committee. This is the exact number required, no more and no less. In exceptional circumstances it may be useful for others to attend (for example, as part of the validation for Module 37, *Advising on Adult Appointments*, the Appointments Advisory Committee training). The applicant's line manager is not allowed to be a member of the panel, but may decide to accompany the adult to the meeting and introduce them to members of the panel. Only in special circumstances (eg where the adult has some special need) will the line manager be able to sit with the adult in the meeting itself.

The meeting should last around 30 minutes, and a suggested agenda is outlined below.

Items to consider before an approval meeting

CHECKING THE RIGHT THINGS ARE IN PLACE

- The Appointments Secretary checks that the *Adult Application (AA Form)* has been properly completed
- The Appointments Secretary checks that the line manager has met the individual and supports the application

MAKING IT EFFECTIVE/WELCOMING

- The Appointments Secretary arranges the approval meeting with the adult and three members of the Appointments Advisory Committee.
- It is good practice to phone the adult and ask them what dates are most convenient for them, what transport is available to them and if there are any special needs to consider.
- Once a date, time and place has been agreed and the three members have confirmed their availability, the Appointments Secretary can send a letter with all of the details the adult needs to know. These should include a map and directions to the venue and the names of the people they will be meeting.
- Emails can also be effective but be aware that not everyone checks them regularly. Others have high security that may block them from receiving it.
- A follow up phone call can check that the adult has received the information and is happy with the details for the day.
- The approach has to be flexible taking into account the needs of the individual.

THINGS TO INCLUDE

- Venue – address, map, directions, parking info (accessibility, disabled parking)
- Time
- Date
- Names of all involved
- Provide a contact number to call before the meeting and on the day of the meeting if it is different
- Explain what they are to expect – what will be covered and how long the meeting is likely to last.

COMMUNICATION WITH THE COMMITTEE MEMBERS

- The Appointments Secretary ensures three members are available representing a diverse mix from the members eg across age, sex, background and culture
- The Appointments Secretary makes sure the members have a copy of the *Adult Application (AA Form)* detailing what role the adult wishes to take on, previous experience in Scouting etc and the role description.
- The three committee members communicate to decide what time they will meet before the approval meeting.

BOOKING THE VENUE

Make sure that the venue is suitable and welcoming. In particular, consider:

- Is the heating effective in the winter or too hot in the summer?
- Are there chairs that are comfortable?

- Are there tea/coffee making facilities?
- Is there a place to park the car?
- Is it accessible if the adult has a special need?
- Are there good public transport links?
- Will there be any distractions?
- Is there good signage around the building?
- Is the room an appropriate size – (not too big nor too small?)

The Appointments Secretary should contact the applicant by telephone and agree a time and date. Simply sending out a formal letter stating the time, place and venue is not appropriate, as this is likely to cause unnecessary concern and apprehension.

Having agreed the arrangements over the telephone, the Secretary should then write and confirm the details of the meeting. They should provide an outline of the process, including how long the meeting will take, and enclose a map showing the location of the venue. It is a good idea to inform the line manager too.

Approval meetings should be held as and when they are required. Care should be taken to ensure that applicants are not waiting for an unreasonable length of time for a meeting to be arranged. This will encourage the adult and show that the Association is efficient and proactive with regard to their appointment.

The type of venue needs to reflect the number of people involved. However, whatever the venue, it should be comfortable and unthreatening. The room used for the meeting should be set out informally so that the applicant does not receive the impression that he or she is appearing before some kind of tribunal.

It is important that the applicant is made to feel at ease throughout the whole process. This could mean organising a separate room where refreshments are available and where people may talk informally before and after the meeting, possibly with a member of the District Team.

II. OUTLINE AGENDA

Below is an example of a possible agenda for the meeting:

Welcome	Make sure the adult has been welcomed and introduce the members of the committee
Introduction	Introduce the three committee members (names, roles etc)
Purpose	Explain the purpose of the meeting
Time	Explain the expected length of meeting (normally around 30 minutes should be sufficient)
Questions	Discussion with the adult (questions to ensure that the adult is suitable to hold the appointment, see part iii)
What's next?	Explain how will the process continue (the committee members will have to consider the appointment)
Any questions?	Ask the person wanting to take on the role if they have any questions, then thank them for attending and offering time to Scouting
Post meeting time	Once the adult has left, the three Committee members discuss the appointment. They then inform the Appointments Secretary of the decision who ensures that arrangements are made to inform the applicant.

III. ASKING QUESTIONS IN APPROVAL MEETINGS

For an Appointments Advisory Committee to be effective, the meeting must cover the main areas the committee needs to consider when making a decision about an individual.

- **Personal qualities:** A person's individual characteristics and personality such as a sense of humour.
- **Functional qualities:** A person's ability to do a particular job through the skills and qualities they have, such as leadership qualities.
- **Personal faith and values:** A person's commitment to the underlying values of The Scout Association:
Duty to self: Being trustworthy, self-confident, self-controlled and having self-respect.
Duty to others: Respecting others, working to serve other people, working to improve society, respecting the natural world.
Duty to God: Carrying into daily practice the principles of religious faith or belief, accepting that there is a higher being.

Appropriate questioning

In order to consider the points above the committee will need to draw out in conversation a general viewpoint of the attitudes of the adult in each area.

Open questions are useful as they allow more information to be gained from the adult. Open questions use words such as why, how, who, what and if. They are questions to which a simple 'yes' or 'no' reply is not appropriate. They tend to help find out someone's views, opinions and motivation in offering to help.

Closed questions can sometimes be useful to clarify someone's view. Closed questions require only a 'yes' or 'no' answer. For example: 'Do you agree that we should provide adventure in our programme for young people?'

It is important to avoid questions that put the questioner's view forward: for example: 'I think that Scouts should never be allowed to camp without a leader, do you agree?' The idea is to find out the adult's views without pushing them one way or another.

It is important to plan who will cover each area so that the meeting flows well. Ensure that people do not cover the same ground and so that it is a natural conversation rather than an interrogation.

It is recommended that a copy of the fundamental values of The Scout Association, the key policies and the adult's role description are available at these meetings. Copies can act as a prompt for the adult and can help concentrate the discussion.

More advice and support on questioning is provided in the training materials for Module 37. Example questions are given in appendix 1.

IV. BACKGROUND INFORMATION TO BE CONSIDERED BY THE APPOINTMENTS ADVISORY COMMITTEE

When deciding on the suitability of an applicant to hold a role in Scouting the key policies of the Association should be kept in mind. These should assist committee members when making a decision about the applicant's personal and functional qualities and their personal faith and values, and whether these are in line with the Association.

It will be important for members of the Appointments Advisory Committee to establish whether an individual understands and is committed to the principles below. There will need to be a discussion to ascertain whether the individual concerned is aware of and fully accepts their responsibilities in these areas.

The policies below should be considered within the context of the overriding consideration of the safety and security of young people. They should take into account their continued development in accordance with the Purpose of the Association, whilst also ensuring equal opportunities for all.

More details on all of these policies can be found in chapters one and two of *Policy, Organisation and Rules (POR)*.

The purpose and principles of The Scout Association

The purpose of The Scout Association is to contribute to young people achieving their full physical, intellectual, social and spiritual potential, as individuals, as responsible citizens and as members of their local, national and international communities.

Scouting uses a Method, which is young people, in partnership with adults:

- enjoying what they are doing
- learning by doing
- participating in varied and progressive activities
- making choices for themselves
- taking responsibility for their own actions
- working in groups
- taking increasing responsibility for others
- taking part in outdoor activities
- sharing in prayer and worship
- making and living their Promise.

Members of Appointments Advisory Committees will need to satisfy themselves of the adult's understanding of allowing young people to manage themselves.

The Scout Promise

This is the Promise all adult Members of the Scout Movement make:

On my honour, I promise that I will do my best
To do my duty to God and to The Queen,
To help other people,
And to keep the Scout Law.

Variations of the Promise are available for different faiths (please see *POR*, chapter one for further information).

The Scout Law

1. A Scout is to be trusted.
2. A Scout is loyal.
3. A Scout is friendly and considerate.
4. A Scout belongs to the worldwide family of Scouts.
5. A Scout has courage in all difficulties.
6. A Scout makes good use to time and is careful of possessions and property.
7. A Scout has self-respect and respect for others.

The Religious Policy

The Scout Movement includes Members of many different religions and takes into account the different religious observances of its Members when making the Promise. All Members are encouraged to:

- make every effort to progress in their understanding and observance of the Promise to do their best to do their duty to God
- belong to some religious body
- carry into daily practice what they profess.

If a Group is composed of members of several denominations or religions, the young people should be encouraged to attend services of their own religion.

While it is not acceptable to deny a volunteer entry to the Movement if the individual is a member of a particular faith community, a person would not be suitable to hold some appointments in Scouting if they:

- had an avowed absence of religious belief
- believed that religious belief and spiritual development did not matter, although were willing to make the Promise

- were a humanist and did not believe in a spiritual aspect to human beings
- had religious beliefs which conflicted with other fundamental principals of Scouting, such as being part of the worldwide family of Scouting.

These requirements are less strict for Associate Members and others who are not required to make the Promise. However, Associate Members are still required to accept the values of Scouting as listed in the Aim, Principles and Method of the Association.

For further details on this, please contact the Scout Information Centre on 0845 300 1818.

The Equal Opportunities Policy

Within the constraints outlined at the beginning of this section, in making an appointment to a particular leadership or support position it may be appropriate to consider the gender and/or ethnicity of the potential appointee. In particular, this is to ensure appropriate composition of leadership or supporting teams.

The physical and mental ability of a potential appointee to fulfil a particular role will always be a relevant factor to consider because the safety and security of young people must be ensured. Adults applying for a role should disclose whether they have a special need/disability on their application form.

The Appointments Advisory Committee will need to find out whether the adult's special need/disability will affect the role they have applied for. It therefore may be appropriate to have a discussion with the adult in the approval meeting about their special need/disability. This needs to be done sensitively with the best outcome for the adult and the young people as the main consideration.

No person volunteering their services should receive less favourable treatment on the basis of, nor suffer disadvantage by reason of:

- age
- class
- ethnic origin, nationality (or statelessness) or race
- gender
- marital or sexual status
- mental or physical ability
- political or religious belief.

The Child Protection Policy

It is the policy of The Scout Association to safeguard the welfare of all Members by protecting them from physical, sexual and emotional harm.

The Scout Association is committed to:

- taking into account in all its considerations and activities the interests and well-being of young people
- respecting the rights, wishes and feelings of the young people with whom it is working
- taking all reasonable practicable steps to protect them from physical, sexual and emotional harm
- promoting the welfare of young people and their protection within a relationship of trust.

It will be important to establish that an individual understands and is committed to the principles and procedures supporting the Association's Child Protection Policy, and the *Young People First* code of good practice (the 'yellow card'). There will need to be a discussion to ascertain that the individual concerned is aware of and fully accepts their responsibilities in this area.

The Safety Policy

It is the policy of The Scout Association to provide Scouting in a safe manner without risk to health, so far as is reasonably practicable.

The Association believes that this responsibility ranks equally with the other responsibilities incumbent upon those providing Scouting activities and functions.

Specifically, it is the responsibility of all those involved in Scouting to seek, so far as is reasonably practicable, to ensure that:

- they do not endanger the health and safety of themselves or others
- they observe the rules established for the safety of those involved in Scouting activities.

The Anti-Bullying Policy

'Children have the right to protection from all forms of violence (physical or mental). They must be kept safe from harm and they must be given proper care by those looking after them.'

[The United Nations Convention on the Rights of the Child, Article 19]

The Scout Association is committed to this ethos and seeks to ensure, as far as is reasonably practicable, the prevention of all forms of bullying among Members. To this end, all Scouting activities should have in place rigorous anti-bullying strategies. It is the responsibility of all adults in Scouting to help develop a caring and supportive atmosphere, where bullying in any form is unacceptable.

Adult training

To ensure that Scouting is of good quality for young people, The Scout Association requires each adult in Scouting to demonstrate a range of knowledge, skills and attitudes that are relevant to their individual Scouting role. The range of skills The Scout Association expects of different roles are described in a number of modules, which together make up the Adult Training Scheme. The modules that a person needs to complete will be defined by an adult's role description which they will agree with their line manager.

It is important to note that Appointments Advisory Committees have a responsibility to ensure that adults are aware of their learning obligations.

More information on the Adult Training Scheme can be found in the publication *The Scout Association's Adult Training Scheme*.

V.MAKING JUDGEMENTS

At the heart of the Appointments Advisory Committee's work is making a judgement as to the suitability of an individual to take up a particular appointment in Scouting. The themes in sections iii and iv above should be considered when making this judgement.

It is important to recognise that in many cases, the Appointments Advisory Committee should look for potential rather than experience because the individual may not have worked directly with young people or adults in this way before. At all times two questions must be on the minds of members of the Appointments Advisory Committee:

- Will the person be able to assist the Movement to provide better Scouting for more young people?
- Is this the right role for this person?

The Appointments Advisory Committee needs to consider the more general qualities of the individual 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. Many of these qualities will not be identified by direct questioning, but will become apparent during general discussion on other areas. Examples of these qualities include a positive forward looking attitude, keenness and enthusiasm, a sense of humour, reliability, tolerance, honesty and a realistic approach.

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Functional qualities

This is likely to be more straightforward as it is looking at the adult's ability to do the job. Some individuals may have come up through Scouting and so will have many of the practical skills required depending on the role, but little or no experience as a leader. On the other hand, an individual may have no knowledge of Scouting, but have worked with young people elsewhere. Qualities such as practical and organisational skills, teamwork, communication, maturity, empathy with the appropriate age range and ability to learn new skills should be considered for any role in Scouting.

Remember that an adult's skills can be widened and enhanced through the provision of learning opportunities. The opportunities available are detailed in the publication *The Scout Association's Adult Training Scheme*.

Personal values and faith

Some of the questions should help the Appointments Advisory Committee address the issues under this heading. (Duty to self, Duty to others and Duty to God, as described in section 3b.iv.). It is important to treat this topic in a similar way to all the others and to give the applicant the opportunity to express their true feelings rather than to simply give a superficial or yes/no answer.

When asking questions on the Religious Policy it is worth noting that some people may be able to explain their faith and beliefs easier than others. It is possible that the adult may not have considered some of these questions before and finding the words to describe their beliefs may be difficult.

It is important that people feel at ease when discussing their faith and beliefs and the Appointments Advisory Committee should help create such an atmosphere. Many people have some kind of belief in a God or higher being, but do not link this to a particular organised faith. They may describe it as being individual or they may not be sure (agnostic or seeker). Although the policy for a Member is that they are encouraged to belong to a religious body, it is not however a must. Equally, this is not a denial or avowed absence of a religious belief.

When approaching the discussion on personal values and, in particular, 'Duty to God' with those wishing to become Associate Members the Appointments Advisory Committee will need to bear in mind that Associate Members are not required to make the Promise. They are however still required to accept the values of Scouting as listed in the Aim, Principles and Method of the Association.

See section 3b.iv for more information on the Religious Policy.

Flexibility

Individuals are able to give different levels of commitment and time to Scouting. It should be remembered that while some adults do not have such a large amount of time to give, their contribution is just as important and should be equally valued.

Most people take up an appointment after a period of reflection and encouragement. During this time, it is important to be as welcoming, helpful and honest as possible. The adult should be encouraged to take the initiative and to ask questions when clarification is required.

C.CHANGES OF APPOINTMENT

Adults who are already involved in Scouting will continue to be subject to the same appointment process as adults new to Scouting except that:

- a) the approval meeting is at the discretion of the Appointments Advisory Committee
- b) the meeting with members of the Appointments Advisory Committee need only cover the understanding of the new role
- c) another personal enquiry check and references are not required.

Should there be any break in service, or if the previous role was in a different District, the process must be started as if the appointee was new to Scouting.

4. IF THINGS GO WRONG

A. PERSONAL ENQUIRY

In the event of the initial enquiry or the Criminal Records check coming back as not clear, the information will be returned to the relevant commissioner. In Scotland, the information will be returned to Scottish Headquarters. In Northern Ireland, the information will be returned to the Northern Ireland Scout Headquarters.

Problems with a Criminal Records check must be handled very carefully and according to legal constraints. In these cases, Headquarters will issue the relevant commissioner with detailed information on how to handle the situation.

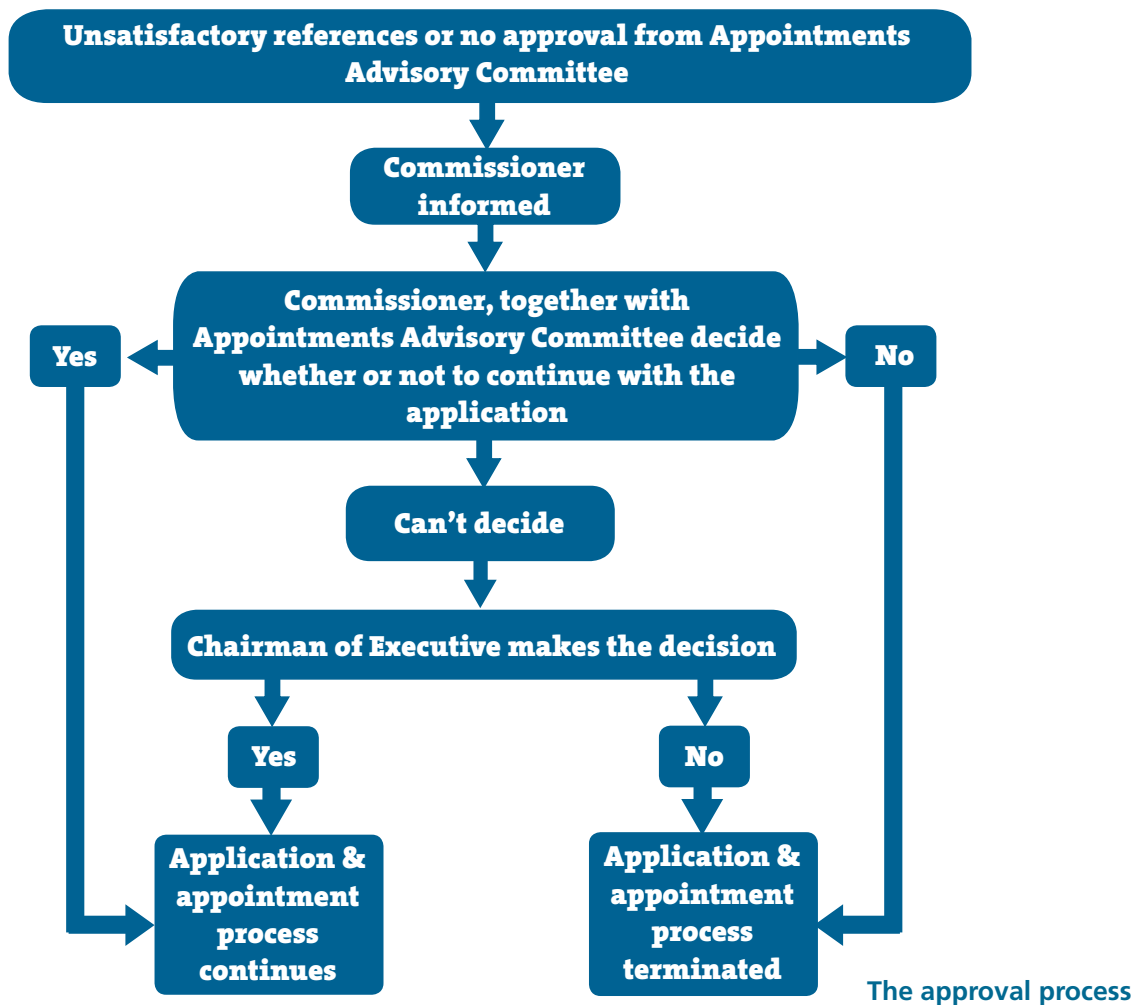
The relevant commissioner, together with the Appointments Advisory Committee, should decide whether to continue with the application, and should inform the Appointments Secretary of their decision.

B. REFERENCES

In the event of references establishing or giving doubt that the person is not suitable, the relevant Commissioner will be informed. Together with the Appointments Advisory Committee, the Commissioner should decide whether to continue with the application. If a decision cannot be reached, the Chairman of the relevant Executive Committee should make the decision and inform the Appointments Secretary.

C. AGREEMENT FROM THE APPOINTMENTS ADVISORY COMMITTEE

In the event of the three members of the Appointments Advisory Committee being undecided, or deciding that the adult is not suitable for the role, the relevant Commissioner will be informed. The relevant commissioner, together with the Appointments Advisory Committee, will decide whether to continue with the application. If a decision cannot be reached, the Chairman of the relevant Executive Committee should make the decision and inform the Appointments Secretary.



D.RESOLVING DISAGREEMENTS

Sometimes, those involved in the appointment process will disagree on whether or not to appoint an adult. In these circumstances, the following paragraphs explain how disagreements are resolved.

Appointments for which the relevant commissioner is the appointing manager

For an appointment to be made, the Appointments Advisory Committee and the relevant Commissioner must agree.

If agreement cannot be reached between the Appointments Advisory Committee and the relevant Commissioner, the matter is referred to the relevant Executive Chairman whose decision is final.

For appointments where the relevant Scout Council or Executive committee make the appointment

No appeal is permitted and the Appointments Advisory Committee has no role in resolving the disagreement.

The actions of the conciliator would be a local decision, but they should work with the committee to ensure that suitable communication with the individuals concerned is established. This might mean a meeting, either with all parties present, or separately.

If the post holder disagrees with the cancellation of an appointment as the outcome of an appointment review, the disagreement will follow the principles of the complaint procedure, details of which can be found in factsheet FS140100: *Resolving Complaints - The Scout Association's Complaints Procedure* (FS140100).

E.RESOLUTION OF COMPLAINTS REGARDING THE APPOINTMENT PROCESS:

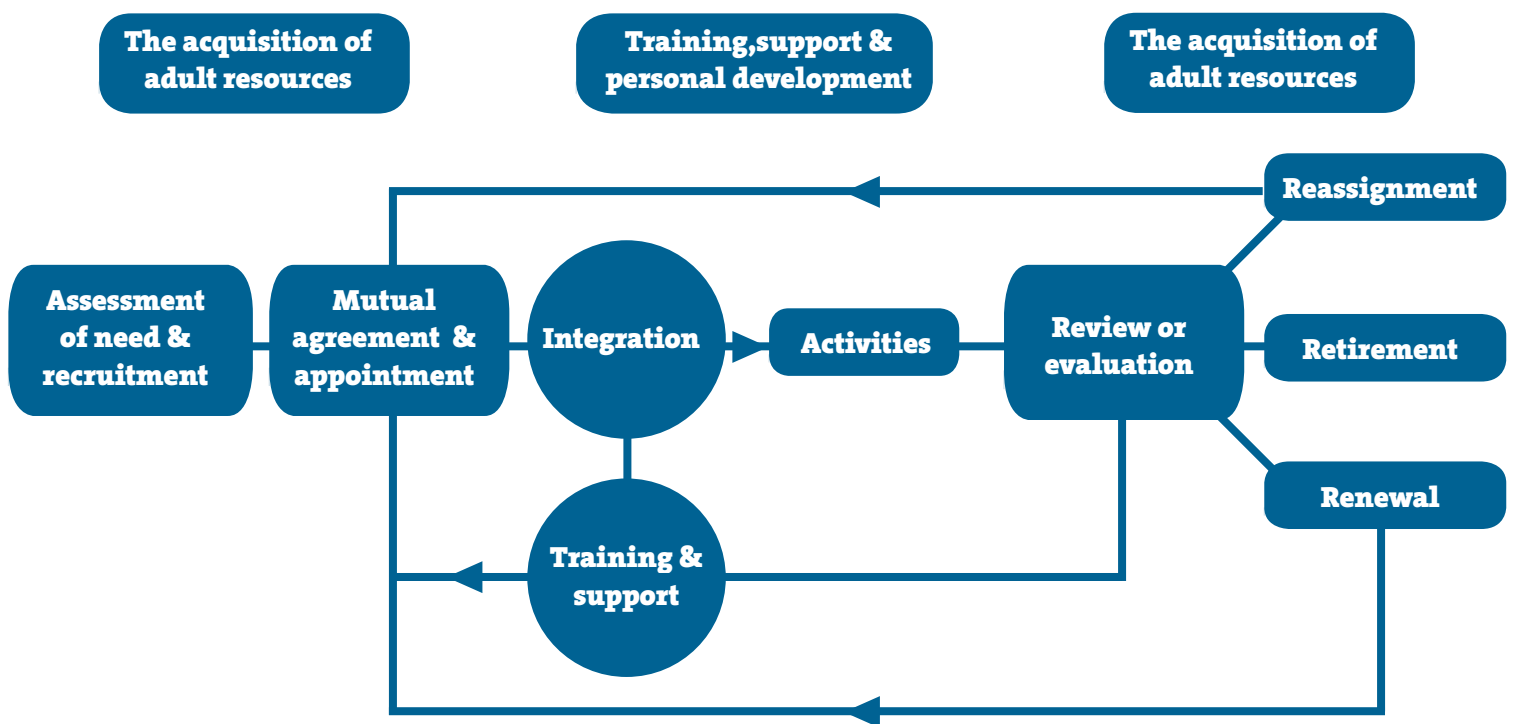
If there is a complaint from an applicant because the appointment has not been approved, the applicant may:

1. In the first instance, meet the Appointments Chairman and another member of the Appointments Advisory Committee (preferably a member who has not been part of the interview for the complainant). This meeting shall allow the complainant to explain the problem and to see if an agreeable resolution can be found.
2. If the complainant is still not satisfied after step one (above), the complainant may make an appeal to the Chairman of the Executive Committee that is the parent body of the Appointments Advisory Committee. The Chairman may choose to ask a small number of members of the Executive Committee (not involved in the appointment process) to investigate the issue and provide a confidential report to the Chairman, whose decision is final.

Once step two has been completed, the complainant may not take the complaint any further.

5. THE ROLE OF THE APPOINTMENTS ADVISORY COMMITTEE IN THE ADULTS IN SCOUTING MODEL

Although the main role of the Appointments Advisory Committee is its part in the appointments process, they also have an important role to play in other stages of the Adults in Scouting model (shown below).



The Adults in Scouting model

A.APPOINTMENT REVIEWS

Reviews are an important part of ensuring that an adult is happy in their role. The appointee's line manager is required to carry out a formal review at the end of the appointment. The review date is automatically set to five years after the appointment date on the online Member Admin area. However, the Appointments Secretary can overwrite this date if the review date is required earlier. One other person then countersigns these reviews.

- The Appointments Secretary will prompt the commissioner or line manager into carrying out reviews, by using the *Appointments Review (AA Form)*
- The committee should inform the adult of the upcoming requirement for a review
- The committee does not carry out the review itself, but considers the review recommendations.

B.SUSPENSION

The committee does not have the right to suspend someone - this is the responsibility of the appropriate commissioner (with authority granted by the next appropriate commissioner).

The committee's role is to support the commissioner in this process, especially as part of the decision making process when deciding whether to reinstate the person.

It will consider the situation objectively with the aim of being fair while recommending what is best for Scouting. The Appointments Advisory Committee should meet with the individual concerned to assess the situation before providing advice, and will then advise on whether the adult should be re-instated, have the suspension continued, have the appointment modified or have the appointment cancelled.

C.CANCELLATION

If a cancellation is necessary, the committee supports the commissioner. It is the line manager's responsibility to ensure that a *Cancellation/Suspension (CS Form)* is completed; for more information, please see the *Guide for Line Managers*.

Any recommendation to cancel an adult's appointment must be outlined in a report and submitted to the Records Manager at Headquarters.

D.RESOLUTION OF DISAGREEMENTS BETWEEN ADULTS

The committee does not investigate but it supports the conciliator if one is appointed.

E.RENEWAL OF APPOINTMENTS

When requested by the commissioner, the Appointments Advisory Committee will consider and provide advice on the renewal of appointments in the District/County.

APPENDIX

SAMPLE QUESTIONS FOR APPROVAL MEETINGS

The purpose of the approval meeting is to determine that:

- The applicant is aware of (and by personal example prepared to uphold and promote) the values and policies of The Scout Association – including making the Scout Promise if appropriate.
- The applicant understands the requirements of the role and is suitable and able to carry it out.

These example questions offer a range of questions that you may choose to use in the approval meeting. It is recommended that you give thought to the questions, adapting them to the individual. To help keep the meeting relaxed, friendly and informal you will be responding to the answers given with follow up questions helping to extract the information you need.

THE FUNDAMENTALS OF SCOUTING

Example questions

The purpose of Scouting is to contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potentials, as individuals, as responsible citizens and as members of their local, national and international communities.

How will your role help fulfil this?

The adult should be able to link their role in Scouting to the Purpose of The Scout Association.

As a Member you will be making the Scout Promise. What does the Promise mean to you?

The Promise should have a personal meaning to the adult. They should show an understanding of it and a willingness to make it if they are becoming a Member of the Movement. Making the Promise is a requirement of a Member but not an Associate Member.

The Scout Law describes what a Scout should be. For example, a Scout is to be trusted, is loyal, friendly and considerate. How do you plan to set an example in these areas to the adults and young people you will be working with?

The adult should be seeking to keep the Scout Law and to demonstrate it through their role, setting an example to both the young people and adults.

THE RELIGIOUS POLICY

The questions used in the approval meeting should relate to the faith/religion box on the adult's application form. It is important that the Appointments Advisory Committee has read this form before the approval meeting and has sought further guidance if needed. There are factsheets on different faiths available from www.scout.org.uk

Where the beliefs expressed by an adult are of a complicated nature it may be useful for the Appointments Advisory Committee to seek guidance. It could ask the adult applying for a role to discuss their beliefs with a Religious Adviser appointed in the County or other specialist with a thorough understanding of both faith and Scouting's requirements. Guidance is also available from staff at Gilwell Park.

Example questions

As a Member of The Scout Association you will be making the Promise ‘to do your best, to do your duty to God.’ What is your understanding of this?

This question should help you gain an understanding of their beliefs and their acceptance to the policies and values of The Scout Association. They should know and describe what they mean by God.

Part of the purpose of Scouting is to contribute to the development of young people in achieving their full spiritual potential. How will your beliefs help you achieve this?

This question puts the Religious Policy into the context of the purpose of Scouting. This should help you gain information on how they see their beliefs affecting their role in Scouting and how they will help young people develop in their faith.

On the application form you have put ‘-----’ as your religion/faith. What role does your religion/faith play in your life?

This question should help provide you with more of a definition of their faith and beliefs. Note that some people may be able to explain it easier than others, this is fine, the main thing is that they show that they have a belief and can relate it to their life.

On the application form you have put ‘agnostic’/‘left it blank’/‘none’. Can you explain what your thoughts are with regards to the existence of ‘a God or higher being?’

For many people, they may have some kind of belief in a God or higher being, but not link this to a particular organised faith. They may describe it as being individual. They may have considered the question and not be sure (agnostic or seeker). The policy for a Member is to encourage individuals to belong to a religious body. It is not however a must. Equally, this is not a denial or avowed absence of religious belief.

On the application form you have put ‘atheist’. Can you describe what you mean by ‘atheist’?

Given that the avowed absence of religious belief is a bar to becoming a Member of The Scout Association, if the adult is certain that there is no ‘higher being’ they will not be able to become a Member of The Scout Association.

As an associate member of The Scout Association you will be expected to support the Religious Policy. How do you feel about this?

The associate member should show a willingness to support the Religious Policy.

THE EQUAL OPPORTUNITIES POLICY

It is important to recognise that the same special need/disability could affect people differently. For example, two people may have the same condition but it may be more severe for one than the other. Therefore, taking an individual approach to each adult and avoiding making assumptions is key.

The questions used in the approval meeting should relate to the special needs/disabilities box on the adult’s application form. It is important that the Appointment Advisory Committee has read this form before the approval meeting and has sought further guidance if needed. There are factsheets on special needs available from www.scouts.org.uk

Local special needs appointees (ADC/ACC (Special Needs)) are likely to be able to provide useful advice and guidance. Guidance is also available from staff at Gilwell Park.

Example questions

On your application form you have put ‘-----’ in the special needs/disability box. How, if at all, do you feel your special need/disability will affect the role you are wishing to take on?

This question should reveal if the special need/disability will have an affect on the role they are applying for. To gain more information it may be appropriate to list some of the responsibilities of the role or give scenarios. Some influencing factors may be: the age of the young people they will be volunteering with, the composition of the leadership team and the requirements and responsibilities of the role.

As stated earlier it is necessary for reasonable adjustments to be made to enable people with disabilities to

volunteer. An example of this may be putting white tape on the edges of the steps to help a partially sighted person to get in and out of the buildings or fixing ramps to give access for people using wheelchairs. When having the discussion with the adult applying for a role it may become evident that adjustments need to be made to enable them to volunteer. In this situation it may be appropriate to gain more information from their line manager to assess whether the adjustments can be reasonably achieved.

Scouting seeks to welcome all young people into Scouting, whatever their race, gender, religion, mental or physical ability and in the other areas outlined in our Equal Opportunities Policy. How would you promote this policy in your role?

This question looks to explore their feelings towards and their understanding of the Equal Opportunities Policy and for them to consider their role in promoting it. The Scout Association expects the adult volunteer to show that they are open to welcoming all young people into the Movement.

The Equal Opportunities Policy of the Movement means you will be working with and/or supporting adults from many different backgrounds – religions, race, class, age and the other areas outlined in the policy. How would you support and promote this policy in your role?

This question looks to explore their feelings towards and their understanding of the Equal Opportunities Policy and for them to consider their role in promoting and supporting this policy particularly in relation to them working and supporting other adult volunteers. Their comments should show an understanding and acceptance of the policy.

THE CHILD PROTECTION POLICY

Example questions

Each adult in Scouting is required to follow the Code of Behaviour in the *Young People First Code of Good Practice* (the 'yellow card'). How will you ensure that you follow this code of practice?

The adult should have already received the 'yellow card' and be able to outline the good practice it contains. The adult should show an understanding and acceptance of the need to follow this practice.

It is the policy of The Scout Association to safeguard the welfare of all Members by protecting them from physical, sexual and emotional harm. What does this mean to you and how will you look to achieve this in your role?

The adult should have an understanding of the issues surrounding child protection and have an idea of what practices should be adopted. They should demonstrate that they consider the interests and wellbeing of young people as paramount. Those who have completed Module 1 should be able to identify their role in implementing The Scout Association's Child Protection Policy.

THE SAFETY POLICY

Example questions

How would you describe your responsibility in providing safe Scouting?

The adult should demonstrate that they consider providing safe Scouting as part of their responsibility.

The safety of you and those in your care is essential. With this in mind how will you ensure safe Scouting?

The adult should show an understanding of their responsibility within the Safety Policy. They should be aware of *Policy, Organisation and Rules (POR)* and understand the need and requirement to follow it.

THE ANTI-BULLYING POLICY

Example questions

The Scout Association seeks to ensure prevention of all forms of bullying among Members. How would you ensure bullying does not take place under your area of responsibility?

The adult should show an understanding of how bullying can be prevented and give examples of some of the practices that can be put in place.

UNDERSTANDING THE ROLE

It is important that questions used in the meeting focus on the responsibilities and commitment of the role. Discussion should draw out the individual's expectations to ensure the adult has a clear understanding of the role.

Example questions

Where training is required: to help you get the most from your role you will be provided with training. Are you aware of the training commitment required by the role?

The adult should be aware of their training requirements and have a positive approach towards it.

The role you are taking on is likely to be a [weekly or other] commitment of [x hours]. How will you manage your time to ensure you can meet this commitment?

The adult should have already considered how they will manage their role along with the other commitments in their life. The committee are looking to be assured that the adult is aware of the commitment and can manage it effectively.

In your role you will be responsible for _____. How do you plan to undertake this responsibility?

This question gives the adult the opportunity to show an understanding of what the role involves and to detail how they hope to fulfil the responsibilities.

PERSONAL QUALITIES

Example questions

What are you looking forward to most in your role?

The adult should show an enthusiasm towards the role and be able to identify what it is they are looking forward to and this should be realistic to the role.

What attracts you to this role?

This question should reveal the adult's motivation for applying for the role and draw out their feelings towards it.

FUNCTIONAL QUALITIES

Example questions

What experiences have you had in working with or supporting other people?

The adult should demonstrate the ability to be able to work with others. They should be able to identify what makes a team work well and enjoy working with others.

What do you consider to be the important factors that make a team work well?

The adult should be able to draw from their own experience – answers may include good communication, good leadership, effective support and shared responsibility.

Are there skills that you have used in your job/volunteering that can be transferred into the role you are offering to take on in Scouting?

This question seeks to identify the existing skills the adult has that can be applied to their role in Scouting

Have you ever been a leader before, of young people or adults? What qualities do you feel a leader needs?

The adult taking on a leader role should be able to identify what makes a good leader and give reference to their own experience.

What experience have you had in working or volunteering with young people?

This gives the adult the opportunity to give examples of similar roles they have had in the past and how they may work with young people.

Drawing from your own experience what do you feel are the key things to consider when organising an event/meeting?

The adult should discuss the important aspects of organisation, the answer may include – identifying the resources needed, putting together the timescales, finding the skills required, ensuring effective communication, and considering health and safety issues. They should be able to give examples of how they have used organisational skills in the past.

OTHER RESOURCES TO HELP YOU WITH THE APPOINTMENT PROCESS

For those involved in the process



The Appointment Process: Guide for Line Managers

A pack with information for the person carrying out the initial discussion with the volunteer to help support them through the appointment process.



The Appointment Process: Guide for Appointment Secretaries

Support for the Appointment Secretary, outlining their role within the process.



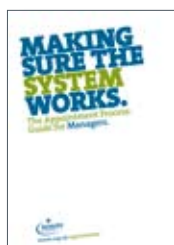
The Appointment Process: Guide for Appointment Advisory Committee Members

Support material for the Appointment Advisory Committee members.



The Appointment Process: Guide to Appointing Adults

Support material for appointing adults to different roles.



The Appointment Process: Guide for Managers

Support material for Managers within the appointment process.



A training module for the Appointments Advisory Committee members. The training module (Module 37, *Advising on Adult Appointments*) includes an accompanying DVD and trainer's notes, which can be found at www.scouts.org.uk/trainersresources.

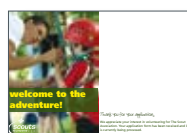
These resources are available to download from www.scouts.org.uk/appointment or from the Scout Information Centre.

For the new adult



AA Form

In a new, simpler format. The application form for any adult beginning a new role in Scouting.



Welcome postcard/e-card

An application acknowledgement with simple information on the next steps in the process.



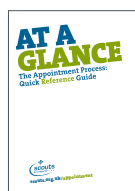
Welcome Pack

A *Welcome Pack* with some Scouting basics and role specific information which is sent to the volunteer when they gain a provisional appointment.



Appointment Card

Outlining an individual's appointments and review dates. This is sent at confirmation of 'full' appointment.



The **Quick Reference Guide** explains simply the steps of the process.

GLOSSARY OF TERMS USED

- **Appointments Advisory Committee:** The committee appointed by the relevant Executive Committee to assist with the process of appointing adults in Scouting.
- **Appointments Chairman:** The person appointed by the relevant Executive Committee to chair the Appointments Advisory Committee.
- **Appointments Secretary:** The person appointed by the relevant Executive Committee to act as the secretary of the appointment process.
- **Appointing manager:** The appointing manager is the relevant commissioner, the relevant executive committee or the relevant electoral body.
- **Appointments members:** Sufficient members must be appointed to ensure that three members can be found to undertake the approval meeting for each applicant.
- **Line manager:** The line manager is responsible for recommending the applicant for the appointment and guiding them through the appointment process. This will normally be the direct line manager of the adult, eg the Group Scout Leader for a Cub Scout Leader, but there may be some situations where there may be a more appropriate person.
- **Member Admin area at www.scouts.org.uk:** The membership database of records for all adult Members of The Scout Association.
- **Module 37, *Advising on Adult Appointments*:** The mandatory training module for all Appointments Advisory Committee members, Chairman and Secretaries.
- **Safeguarding:** All adults in Scouting must go through a series of safeguarding (Criminal Record) checks to ensure they are safe to work with children and young people.
- **Headquarters:** the Headquarters of The Scout Association, at Gilwell Park, Chingford, London, E4 7QW.
- **Adult Application (AA Form):** The form used by an adult to apply for a role in Scouting.
- **Reference (RF Form):** The form used to obtain references for an adult applicant.
- **Appointment Review (AR Form):** The form used to record the details of a review of an appointment.
- **Cancellation/Suspension (CS Form):** The form used to inform Headquarters that an appointment has been cancelled or suspended.
- **Criminal Records Check form:** The form used to check a person has no Criminal Record that may render them unsuitable for a role in Scouting (for example, the CRB form in England and Wales).

NOTES

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