

the appointment process (training material)

for members of appointments sub-committees

adult *training*



The Provisional Appointment is the first stage in accepting a qualified adult in Scouting. It provides the first phase of training and support that you need to perform your chosen role. It acts as an introduction to the job, as well as laying the foundation for the role undertaken.

The Provisional Appointment lasts for a maximum of five months. During this time, an individual completes College-Based and runs with the Appointments sub-committee. Although an adult is able to begin their new role at Scouting from the moment they receive their Provisional Appointment, there are some restrictions placed upon them. These are defined as the terms of membership.

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Who is *The Appointment Process (Training Material)* for?

This material is for all Chairpersons, Secretaries and members of the Appointments sub-Committee at District and County level. It is available if people want to use it – it is not compulsory for anyone.

What does this material contain?

The method given shows the timings for a two-hour experience, together with suggestions for ways in which it could be extended. The session timings total 1 hour and 50 minutes, allowing 10 minutes for introductions and refreshments if required.

What information is provided?

This training material covers the main aspects of the role of the Appointments sub-Committee and can be delivered in a variety of ways. Information is given on the role and responsibilities of the Appointments sub-Committee. Guidelines on the planning and running of successful Appointments sub-Committee meetings are also provided.

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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.

Session details

The following sessions are included in this training material:

Session	Page	Timing (hrs)
1 What's it all about?	4	0:20
2 The appointment meeting	8	1:00
3 Other responsibilities	12	0:30

Depending on the number and nature of the participants, these sessions may need to be preceded by introduction and/or integration sessions.

Planning considerations

The Appointment Process (Training Material) is not compulsory for anyone. The decision whether or not to undertake the training lies with the Executive Committee of the relevant Appointments sub-Committee. The learners will have had various roles and Appointments in Scouting and may have been members of the Appointments sub-Committee for a number of years.

Some work needs to be carried out prior to the training session as the Trainer needs to be familiar with the information given in *The Appointment Process (Guidelines)*.

The number of learners will determine your ways of working. Smaller numbers allow for one to one or individual working and sharing ideas. It is recommended that larger groups (of eight or more participants) should be split up into tutor groups, each supported by a facilitator. These sessions could be delivered in a variety of ways, for example:

- over a couple of hours informally with the members of the Appointments sub-Committee
- over a couple of hours with members of the Appointments sub-Committee at a training centre
- over a longer time (perhaps for a morning) to allow more time to consider some of the issues and share experiences.



Trainer



Learner



Group



Report back



Visual aids



Trainer's notes



Handout notes



Timing

The appointment process (training material)

Aim

To explain the roles and duties of the Appointments sub-Committee.

Objectives

There are four overall objectives for this training material:

- 1 Describe the role of the Appointments sub-Committee.
- 2 Describe the appointment process.
- 3 Plan and carry out effective appointment meetings.
- 4 Describe the responsibilities of the Appointments sub-Committee for:
 - change of Appointment
 - Appointment reviews
 - suspension of membership
 - cancellation of membership
 - the resolution of disagreements between adults.

Methods

The lead presenter should possess a good knowledge of the appointment process and of *The Appointment Process (Guidelines)*. They should have completed Modules 28, *Facilitating* and 29, *Presenting* and have some experience of an Appointments sub-Committee.

A series of sessions

This training material may be delivered as a series of training sessions in a variety of time settings ranging from a whole morning session on a weekend course to an informal evening meeting over the dining table.

One to one training

This training material could be delivered on a one to one basis by a Trainer, or someone who has sufficient experience to coach a candidate through the different subject areas.

Resources

To deliver this training material, you will need the following resources:

- Copies of *The Appointment Process (Guidelines)*
- Overhead projector (OHP) and overhead transparencies (OHTs)
- Flipchart
- Paper (both flipchart and A4 pads)
- Pens (both normal and flipchart)
- Copies of the relevant handouts.



Factsheet



Worksheet

Appointments sub-committee (training material): session 1



What's it all about?

For this session, you will need the following resources:

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- Copies of the relevant handouts.



Trainer's notes

Explain that this session provides a quick overview of the responsibilities of the Appointments sub-Committee. Each area will be considered in more detail later.



Trainer input

Discuss with explanation where necessary the organisation and role of the Appointments sub-Committee. Ensure the following areas are covered and take questions and comments throughout:



Organisation

(Use Handout A and OHT **1**)

The Appointments sub-Committee:

- **is a mandatory sub-committee of the District and County Executive Committees**

The *Policy, Organisation and Rules* of The Scout Association requires an Appointments sub-Committee. In a District there tends to be a lot of work given the number of Appointments that need to be considered. A County Appointments sub-Committee is likely to be less busy.

- **reports to the District or County Executive Committee**

Whilst the Appointments sub-Committee is clearly a great support to the Commissioner, it formally reports to the relevant Executive Committee.



This is important as it provides a path through which disagreements between the Appointments sub-Committee and the Commissioner are resolved.

- **requires a Chairperson, Secretary and a 'pool' of members**

Membership of the Appointments sub-Committee is a matter for the Executive to consider. This includes the appointment of the chairperson and all members of the committee. Given the volume of work that the Appointments sub-Committee undertakes, it is usually advantageous to have a separate Appointments sub-Committee Secretary from the Executive Secretary (but not mandatory). Appointing a 'pool' of members will make it easier to find enough people to meet prospective Appointment holders.

- **meets to cover various administrative activities and to meet prospective Appointment holders**

Most time tends to be taken up meeting prospective Appointment holders. However the committee also carries out other work which is detailed next.

Role

(Use Handout B/OHT **2**)

The Appointments sub-Committee:

- **exists to take an independent view from that of the Commissioner of the suitability of an individual for an Appointment**

The committee must take an independent view of the person applying for an Appointment. The Appointments process is The Scout Association's method of ensuring that we use people who are most likely to be appropriate and trustworthy. It is important that the individual is aware of the role and its demands, and is considered suitable for the task.

- **meets candidates as required**

This tends to take most time and will need careful planning so that the experience is useful and friendly for both the committee and the individual.

- **considers applications to change Appointment**

Changes of Appointment must be considered by the Appointments sub-Committee (more details later).

- **ensures that the Group Scout Leader or relevant Commissioner reviews Appointments**

All Appointments must be formally reviewed as the period of Appointment ends. A review allows the individual and the line manager together to determine what should happen next (it might be to renew



the Appointment, to change Appointment, or to resign from Scouting).

- **considers the continuation of the suspension of an adult**

If an adult has been suspended from The Scout Association, the Appointments sub-Committee acting together with the Commissioner determine if a further period of suspension is appropriate.

- **cancels Appointments**

All Appointments when cancelled require Form CS to be filled in and sent to Headquarters together with the reason for cancellation. The Appointments sub-Committee acting together with the Commissioner determines the reason that will be recorded.

- **supports the Commissioner in the resolution of disagreements between adults**

Unfortunately adults sometimes disagree. The Group Scout Leader or the Commissioner usually deals with disagreements. However if the disagreement results in the recommendation to cancel an Appointment, then the Appointments sub-Committee must consider this together with the Commissioner.



The CRB and Headquarters enquiry process

(Use Handout C/OHT **3**)

Cover the process and note the following stages in particular:

- The Criminal Records Bureau (CRB) form is sent to Headquarters.
- Headquarters checks its internal records and returns an initial enquiry response quickly (this is the equivalent of the old CE check).
- Headquarters sends the form to the Criminal Records Bureau and the CRB sends its response via Headquarters to the District or County.

The enquiry process produces two responses to the District: the initial response from the Scout records and the final response from the CRB.



Appointment process

(Use Handout D/OHT **4**):

The process starts when an individual wishes to join the Movement. This example follows an adult who is new to Scouting and wishes to become a Leader in a Group.

The individual will meet with the Group Scout Leader and the District Commissioner (or nominee) and the application form will be signed by all three. As this is an adult new to Scouting, the CRB form must also be completed and sent to Headquarters.

Once Headquarters has returned a positive initial enquiry, the adult is issued with a Provisional Appointment and the Appointments sub-Committee Secretary ensures that the County Training Manager (or Local Training Manager) is informed so that a Training Adviser can be assigned.

Whilst holding the Provisional Appointment, the adult undertakes the *Getting Started* modules from the Adult Training Scheme, and meets with the Appointments sub-Committee, which decides whether they feel the adult is suitable for Appointment. This phase of the process must be completed within five months. If this does not happen, the adult's line manager may authorise a further, single renewal of the Provisional Appointment for an additional five months.

The adult will only have the Appointment confirmed once it has been approved by the Appointments sub-Committee, the *Getting Started* modules have been completed and the CRB has returned a clear disclosure. Once all these stages are complete, the Appointments sub-Committee Secretary either issues a local Certificate of Appointment or notifies Headquarters to request a Warrant.

The appointment process (training material): session 2



The appointment meeting

For this session, you will need the following resources:

- Copies of *The Appointment Process (Guidelines)*
- Overhead projector (OHP) and overhead transparencies (OHTs)
- Flipchart
- Paper (both flipchart and A4 pads)
- Pens (both normal and flipchart)
- Copies of the relevant handouts.



Prior to the meeting

Trainer's notes

Brainstorm the activities that the Appointments sub-Committee needs to carry out before meeting a prospective Appointment holder.



Trainer input

Expect to cover at least the following:

- **Check the application form is complete and correct**
- **Obtain references**

It is essential to have the references before the committee can take a balanced view of the Appointment. Obtaining the references before the meeting gives the committee a chance to consider if particular areas should be explored at the meeting. It can be time consuming and difficult to obtain the necessary references – so allow plenty of time.

- **Invite the prospective Appointment holder**

This is best carried out by telephone rather than simply in a formal letter (which may make the applicant feel apprehensive) or by e-mail (which might not get there or be read in time).

- **Ensure that sufficient committee members can attend**

There is no need for every Appointments sub-Committee member to attend every meeting – indeed it is best to have more people than necessary so that there is more chance of getting enough people together on a given date. Remember that this is an independent view

from the Group Scout Leader and Commissioner and so neither should attend the meeting, although they might be around to welcome the person and settle them down.

- **Arrange a venue**

The setting should feel informal and friendly as the idea is to find out about the person – not to hold an interrogation! Someone's sitting room with tea, coffee and biscuits available is ideal.

At the meeting



Task

In buzz groups, draw up an outline agenda for the meeting with a prospective Appointment holder.



Report back

Consider the agendas and offer the following outline suggestion:

- a) Make introductions.
- b) Explain the purpose of the meeting.
- c) Hold a discussion covering the areas the committee wishes to consider.
- d) Cover any questions that the candidate wishes to ask.
- e) Explain when the candidate will be informed of the outcome and thank the candidate for attending.



After the candidate has left, the committee will consider the recommendations, which will be given to the Commissioner at the earliest opportunity (and certainly within a couple of days).

The meeting with the prospective Appointment holder should last between 20 and 40 minutes.

Trainer input

Cover the three main areas that the committee will need to consider when judging the suitability of 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 using the skills and qualities they have such as leadership skills.
- **Personal values and faith:** 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 and
 - **Duty to God:** carrying into daily practice the principles of religious faith or belief, accepting that there is a higher being.



Task

Using two flipcharts (one headed 'Personal qualities' and the other headed 'Functional qualities') ask people to write up items that the Appointments sub-Committee might look for under each heading. Discuss the results. Expect the lists to include:

Personal qualities

- positive attitude
- forward looking
- keenness
- enthusiasm
- sense of humour
- initiative
- reliability
- tolerance
- honesty
- realistic approach
- successful relationships with adults and young people.

Functional qualities

- practical skills
- organisational skills
- team player
- leadership qualities
- empathy with the age range
- maturity
- communication skills
- ability to learn new skills.

Report back

Discuss how the questions should be handled when meeting a prospective Appointment holder.

Trainer's notes

If this training is being run over half a day rather than an evening, it might be useful to run a role-play of a meeting with a prospective Appointment holder. The participants could play the role of the Appointments sub-Committee and a member of the training staff could play the role of the prospective Appointment holder. After the role-play, ask for feedback from each participant in the role play and then from those observing. Draw out lessons for good meetings, using Handout E.



Administration

Trainer input

Using samples of the Adult Application Form (AA), the Reference Form (RF) and the Criminal Records Bureau Form (CRB). Explain what each contains and the issues to be considered when filling them in.



Task

Come up with a list of records that the Appointments sub-Committee should keep. Expect to include at least the:

- names and contact details of people met
- dates of meetings, who was seen and the recommendation made from that meeting
- Appointments recommended including the starting date of the Appointment and the length of the Appointment (the next review date)
- issue of Provisional Appointments
- issue of full Appointments and Warrants
- conclusion of the *Getting Started* modules.

The Scout Association publishes an Adult Record Card that may be kept by the Appointments sub-Committee.



The appointment process (training material): session 3



Other responsibilities

Trainer's notes

Describe the responsibilities of an Appointments sub-Committee. Pause for questions and comments as and when necessary.

Trainer input

Explain the responsibilities of an Appointments sub-Committee with respect to the following:

Appointment reviews

It is important to understand that the Appointment sub-Committee does not actually undertake the review but prompts the relevant line manager (Commissioner) into ensuring that they happen. There are a number of reviews that could take place, for example:

- a one to one with two Scouters
- a Group Scout Leader with a Section Leader
- a District Commissioner with a Group Scout Leader/Assistant District Commissioner/District Explorer Scout Commissioner
- a County Commissioner with a District Commissioner/Assistant County Commissioner/County Scout Network Commissioner and so on.

The Appointments sub-Committee supports the Commissioner in their decision as to whether a person is suitable for the role and advises them as appropriate.

The process for formal review involves the Appointments sub-Committee as follows:

- a) The Appointments sub-Committee secretary sends Form AR to the line manager who will carry out the review. The form should be sent three months before the review is due.
- b) The Appointments sub-Committee secretary notifies the appointment holder that the review is due.
- c) The line manager carries out the review and records the details on Form

- AR and returns it to the Appointments sub-Committee secretary.
- d) The District Commissioner and Appointments sub-Committee consider the completed Form AR and reach a decision on the review of the Appointment.

Change of Appointment

Many people undertake a number of different roles in Scouting. At some stage, certain people may have to hold more than one Appointment to cover the gap left when a colleague leaves. An example of this is when a County Commissioner becomes a stand-in District Commissioner until a replacement is found. There are two main ways to change an Appointment. First, for those who are changing within a Section (e.g. a Scout Leader to an Assistant Scout Leader) the Appointments sub-Committee has the choice whether to see you or not. An adult would not need to go through the whole Appointment process although records must be kept. Secondly, there are the changes outside Sectional constraints. This would involve a complete change in Appointment (e.g. a Scout Leader becoming the Group Scout Leader). In these instances, the Appointments sub-Committee has the right to see the adult but would not necessarily do so in every case. It should be noted also that where appropriate the Records Manager at Headquarters might need to be notified of certain changes in Appointment.



Suspension

It is important to state that the responsibility for suspensions in Scouting does not lie in the hands of the Appointments sub-Committee. It is the responsibility of the relevant Commissioner (with the approval of the County or Chief Commissioner as required) to suspend someone from activity within the Movement. Suspension may only occur after an alleged criminal offence, a disagreement between two parties or when the actions of the individual could seriously harm the reputation of Scouting. The work of the Appointments sub-Committee is to support the Commissioner in dealing with the consequences of suspending an adult from Scouting. It does not have a formal role to play in the suspension. However, the Appointments sub-Committee does have a role to play in the conclusion of the suspension. This is where the Committee's experience in dealing with confidential records and matters of personal prejudice come into play.



Cancellation

The Appointments sub-Committee has a major role to play in the cancellation of Warrants and membership of the Movement. The Appointments sub-Committee, working alongside the Commissioner may cancel or not renew any local Appointment or recommend to Headquarters that a Warrant be cancelled or not renewed on one or more of the following grounds, that:

- the appointee acquiesces when notified that a recommendation is to be made for the cancellation or non-renewal of the Appointment
- the appointee is not within the age limits prescribed for the Appointment
- the appointee has failed within the time limits to satisfactorily complete Adult Training appropriate to the Appointment
- the Appointment is not to be renewed following review
- the appointee has ceased or failed to perform the duties of the Appointment satisfactorily
- it becomes evident that the appointee no longer accepts the fundamental principles of the Movement
- it becomes evident that the appointee is not a 'fit and proper' person in respect of The Scout Association's policies and rules
- the appointee is likely to bring The Scout Association's name into disrepute
- the Appointment should be terminated following the closure of a Group or a Section within a Group.

In exceptional circumstances, Headquarters may, in consultation with the responsible District or County Commissioner, cancel or refuse to renew a Warrant.

Further to this, the cancellation of Administrators and Adviser Appointments is carried out by the Group Scout Leader/District Commissioner/County Commissioner and the Executive Committee, acting together on one or more of the following grounds:



- the Appointment when notified that a recommendation is to be made for the cancellation of the Appointment
- the Appointment is not to be renewed when reviewed
- it becomes evident that the appointee no longer accepts the fundamental principles of the Movement
- it becomes evident that the person is not 'fit and proper' to carry out their duties on behalf of the council (Group/District/County).

In exceptional circumstances Headquarters may, in consultation with the responsible District or County Commissioner, cancel or refuse to renew a Warrant.

Resolution of disagreements between adults

As in any walk of life, disagreements sometimes occur between adults in Scouting. The most important role for the Appointments sub-Committee is not to investigate the disputes but to act as a support mechanism for the Commissioner. The Appointments sub-Committee would need to consider the findings of a conciliator to decide whether the Warrant or Appointment of the person under investigation should be terminated.

Summary

End the session by thanking the participants for their work and thoughts. It is also a good idea at this point to mention the Yearly Diary Planner. (See handout G for an example). The participants are invited to use this diagram as a template for their workload over the year as an Appointments sub-Committee. It shows the things that you should prepare for and the sort of questions that could be asked.



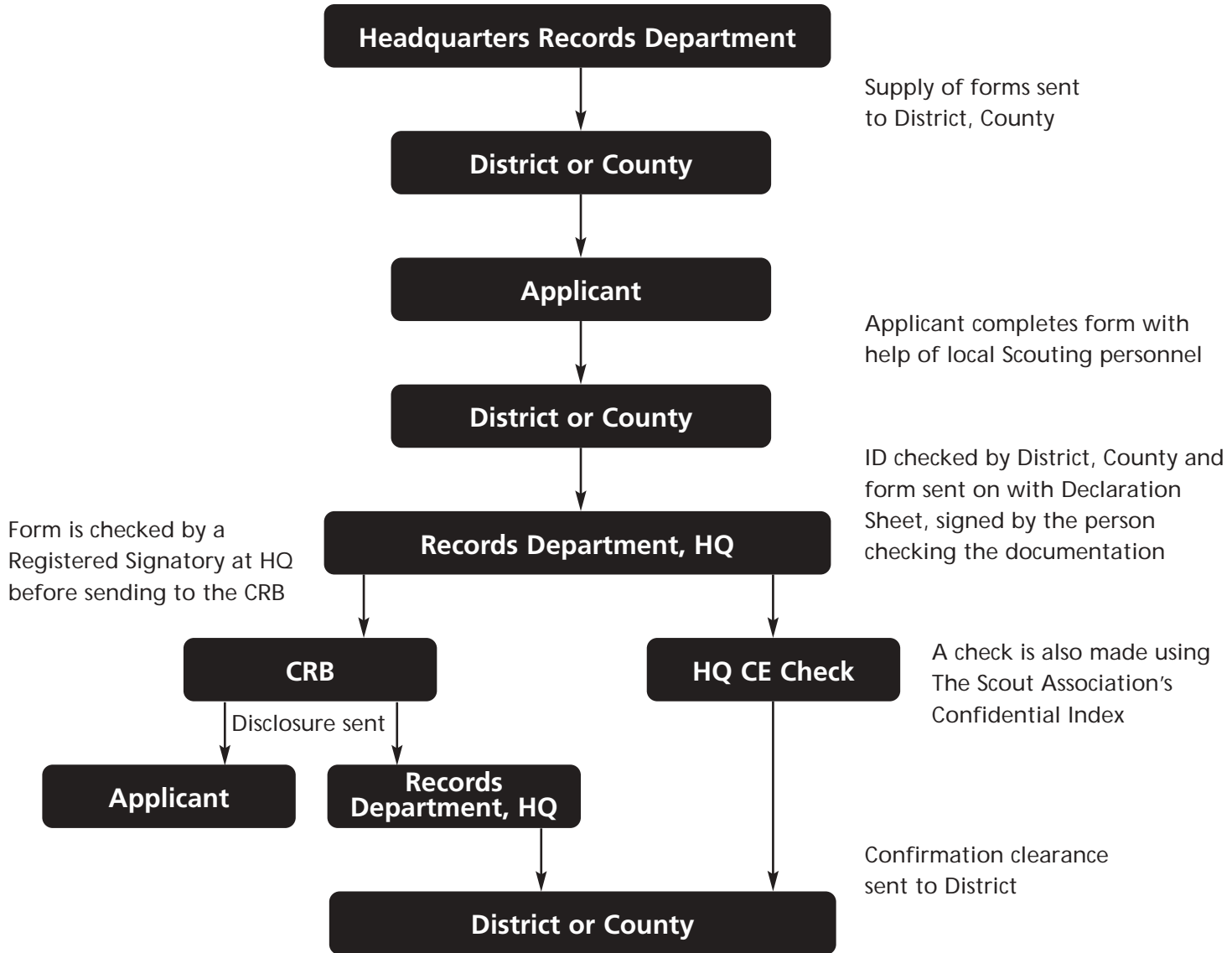
The Appointments sub-Committee:

- is a mandatory sub-Committee of the District and County Executive Committees
- reports to the District or County Executive Committee
- requires a Chairperson, Secretary and a 'pool' of members
- meets to cover various administrative activities and to interview prospective Appointment holders.



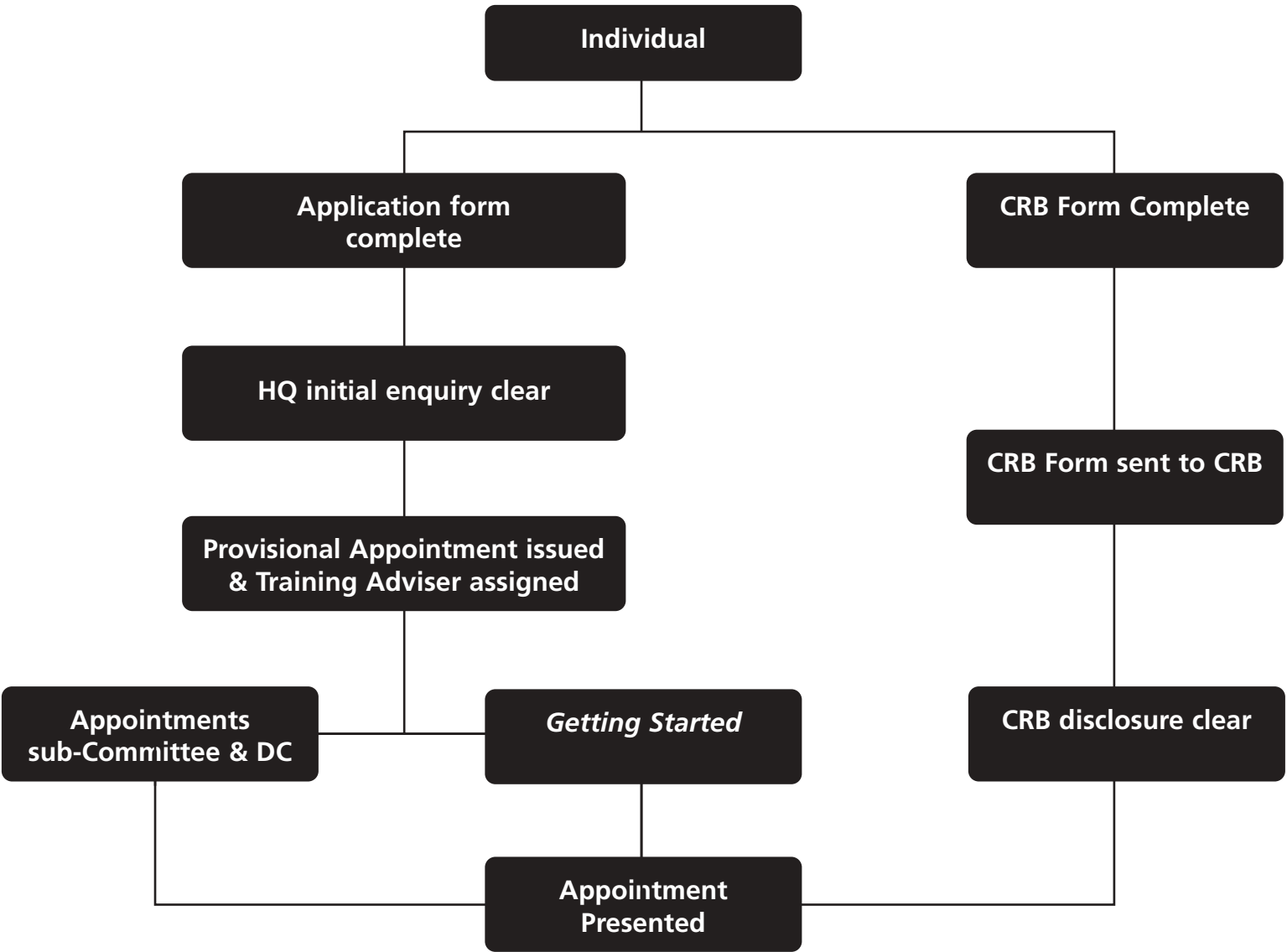
The Appointments sub-Committee:

- exists to take an independent view from that of the Commissioner, of the suitability of an individual for an Appointment
- interviews candidates as required
- considers applications for change of Appointment
- ensures that the Group Scout Leader or relevant Commissioner reviews Appointments
- considers the continuation of the suspension of an adult
- cancels Appointments
- supports the Commissioner in the resolution of disagreements between adults.



HO C
The Criminal Records Bureau and
Headquarters enquiry process





HOD

The appointment of adults



Asking questions in the Appointments meeting



For an Appointments sub-Committee to be effective, the Appointments meeting must cover the main areas the committee needs to consider when making a decision:

- **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 the qualities they have, such as leadership qualities.
- **Personal values and faith:** 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.

In general, 'open questions' are more 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' is not appropriate. This style of question will allow the committee to find out more about the adult's views, opinions and motivation behind their offer to help.

At times, 'closed questions' will be useful. These are questions which only leave the option of a 'yes' or 'no' answer. This style of question will be useful if the committee needs to clarify the adult's view or explanation. For example, 'Do you agree with X?'

At all times it is important to avoid questions where the questioner puts forward his or her opinion. For example, 'I think that Scouts should never be allowed to camp on their own, do you agree?' The idea of the Appointments meeting is to find out the adult's views. This style of questioning can easily put people off and cause them just to agree with you rather than expressing their own views.

It is important to plan who will ask about which area so that the meeting flows well and people do not cover the same ground.



Appointment reviews

- One to ones: GSL:Section Leader/DC:GSL/CC:DC and so on
- The Appointments sub-Committee needs to prompt the Commissioner into carrying out reviews.
- The Appointments sub-Committee does not carry out reviews itself.

Change of Appointment

- The committee is only used in cases of difficulty.
- The committee has no need to intervene within a Section.
- The committee has a right to see the adult if outside a Section.

Suspension

- The Appointment sub-Committee does not have the right to suspend anyone – only the appropriate Commissioner can authorise a suspension.
- It is the Appointments sub-Committee's role to facilitate the Commissioner's decision-making process and to support them in their judgement.

Cancellation

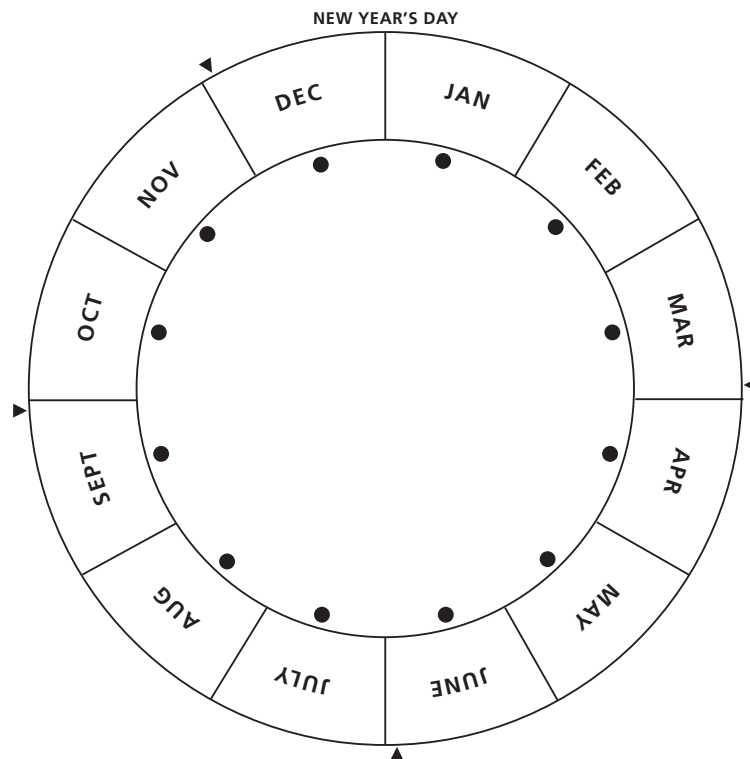
- The role is to support the Commissioner and to advise on the resulting outcome.

Resolution of disagreements between adults

- Do not investigate but do support the conciliator.



This is an example of how the meetings for an Appointments sub-Committee could be organised during the year.



- Date reserved in the diary. (Possibly for meetings with prospective Appointment holders. More (or less) may be required to deal with the actual flow of Appointments.)
- ▲ Meeting between the District Commissioner, Appointments Secretary, Appointments sub-Committee Chairperson, relevant Training Manager (plus a few other members of the Appointments sub-Committee if possible) to process routine cancellations and plan specific actions as noted.

One of these meetings (in September for example) could be to plan all reviews. Another (perhaps in November) could take place to identify and inform those individuals who need a review in the following year. Letters could then be sent to line managers/individuals and the Appointments sub-Committee Secretary.



Organisation of the Appointments sub-Committee

The Appointments sub-Committee:

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- reports to the District or County Executive Committee
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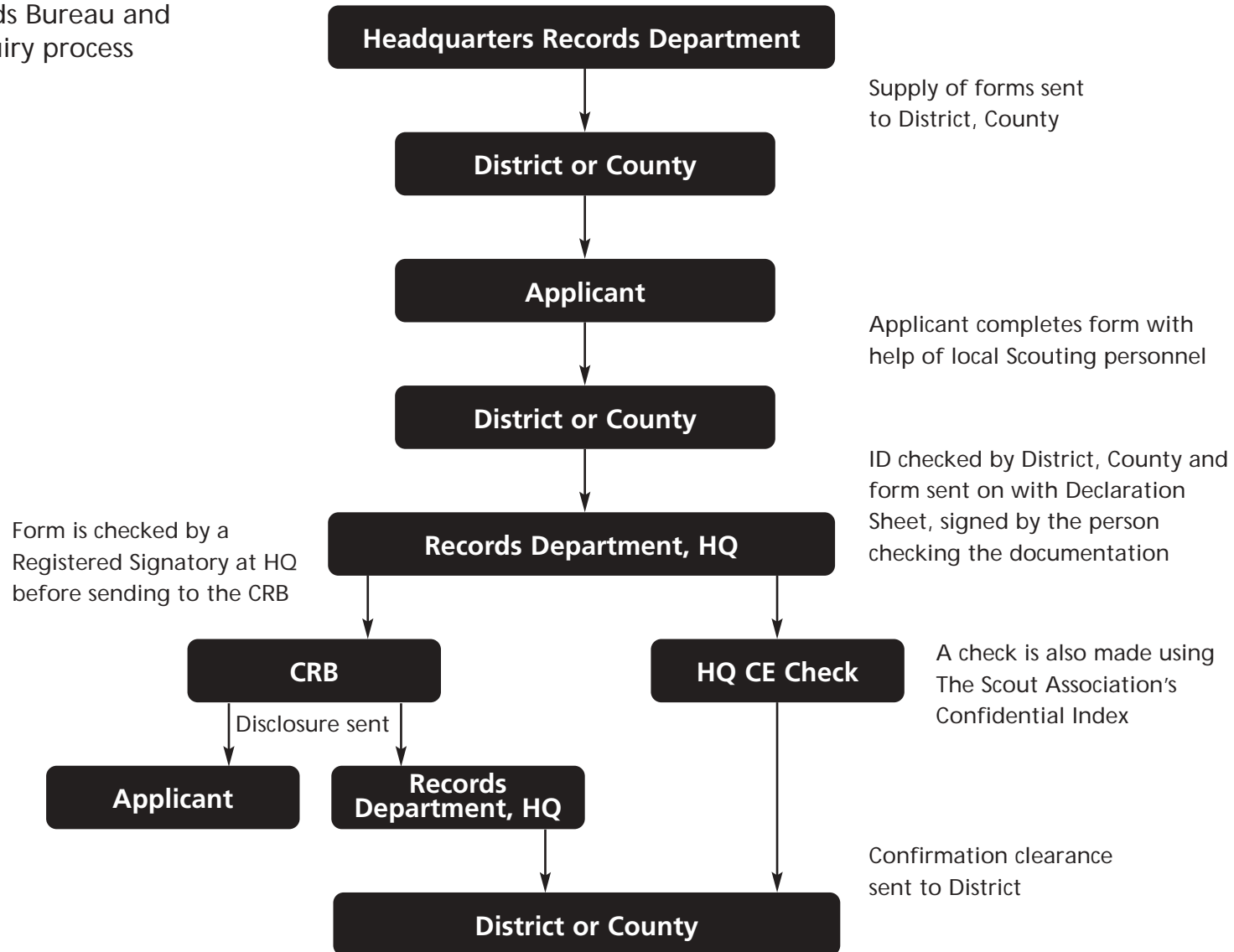
Role of the Appointments sub-Committee

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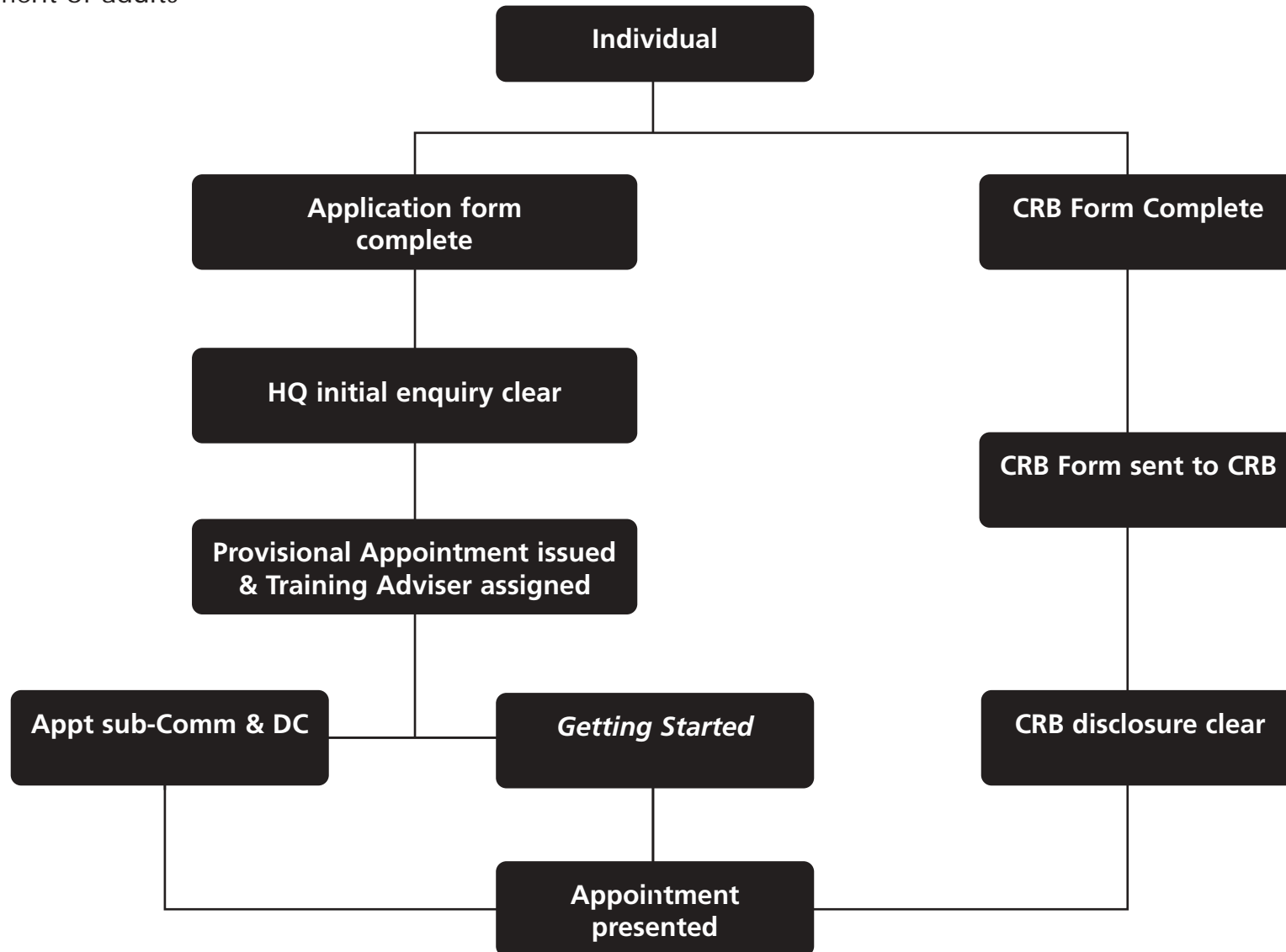
The Criminal Records Bureau and Headquarters' enquiry process



The appointment process (training material)



The appointment of adults





Asking questions in the Appointments meeting

In order to make an informed decision the committee needs to:

- discover the adult's personal qualities
- discover the adult's functional qualities
- discover the adult's personal values and faith
- use open questions to find out more information
- use closed questions to clarify the adult's view or explanation
- avoid stating the committee's view so as to prejudice answers
- plan who will ask about what.



Other responsibilities of the Appointments sub-Committee

- Appointment reviews
- Change of Appointment
- Suspension
- Cancellation
- Resolution of disagreements between adults