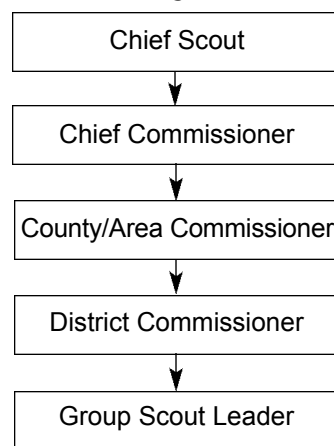


Line management structure

As with most organisations, there is a line management structure within Scouting. The people who hold these roles have overall responsibility for Scouting in their area.

The line management structure in Scouting is as follows:



These people have responsibility for a number of things – developing Scouting, ensuring safety, ensuring the policies of The Scout Association are upheld, and also the management and support of adult volunteers in Scouting.

For any adult in Scouting, their 'line manager' will always be a regular point of call for support. The line manager is the person to whom they are responsible within their Scouting role. The support that the line manager can offer covers a number of areas.

When an adult is appointed to a new role, the line manager needs to agree the key aspects and boundaries of the role.

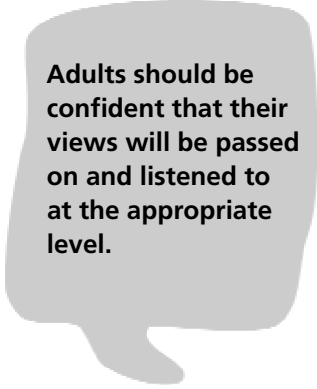
Agreeing the role

When an adult is appointed to a new role, the line manager agrees the key aspects and boundaries of the role during the induction process. This is an important phase in the process. It means that both parties are very clear about the role to be carried out, what tasks the role entails, when and where it is to be done, and for how long.

As the adult starts working in their role, they may well come across difficult areas. In this situation, the line manager will be able to provide clarification – about whose responsibility it is to resolve the issue, how best to tackle it - and provide support in case of difficulties. In doing so, they need to consider:

- what was agreed as part of the individual's role description
- the abilities of the adult concerned and their development
- how this issue will impact on others.

More information on the process of how to agree roles with adults taking on new appointments is available in *Recruitment of Adult Volunteers*.



Adults should be confident that their views will be passed on and listened to at the appropriate level.

Communication

The line management structure is also used in Scouting for communication.

It is important that Leaders and other adults have access to all the information that is available including materials to help them in their role, new initiatives, and policies that have been agreed by the Association. If Leaders have access to information that is clear, then their role in Scouting will be made much easier. As well as passing information down the structure, it is also important that Leaders have the opportunity to discuss their views on Scouting. They should be confident that their views will be passed on and listened to at the appropriate level.

For this to work effectively, a plan for communication needs to be created and followed. Try to use the most effective methods, and make sure that these methods reach everyone intended. Think about using meetings, mailings, email, newsletters, websites, or even text messages, and make sure that people know how and when they can contact you.

Resources and equipment

The line manager has responsibility for making sure that adults have the facilities, resources and support that they require in their role. This doesn't mean providing everything yourself, but instead, ensuring it is provided by the appropriate people. Aspects to consider include the following:

- Facilities - meeting areas, heating, storage, etc
- Resources - equipment, publications, funds, etc
- Contacts - people who can provide specific areas of support, places to go for resources
- Effective teams - the team in which and with which they work
- Communication - timely provision of and access to information.

Advice

Probably the greatest support a line manager can provide is advice. Being approachable when someone has questions is something that people will appreciate most. Remember that you don't need to know the answer to everything. Helping the adult explore their question or problem, explaining where to find the information, and allow them to come up with a solution with which you are both happy. This is a far more valuable way of giving advice than just telling someone what to do.

Encouragement and motivation

Recognition of people's successes, guidance on how to overcome difficulties, and backing people up in difficult situations will do a lot to build confidence. Think about how you encourage others, try to make sure you do it regularly, appropriately and in informal settings, complementing the review and awards processes. The odd word at the end of a meeting or the occasional phone call to see how it's going and pass on good comments can achieve this.

Some of the things that will help encourage and motivate people include:

- feeling that you care
- knowing that you believe they can achieve what's needed
- seeing that you will support them
- agreeing achievable goals
- being genuine with praise
- focusing on positives.

More information on the theories of motivation and how to motivate adults can be found in *Key Skills for Management – Motivation*.

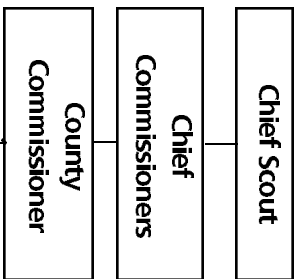
Review

Line managers should meet with all adults in their team to carry out a review at least once a year. This is an opportunity for both parties to discuss their progress in their role and agree what they are going to do next.

Used well, the review process is an important tool in giving constructive feedback, for planning how to make the best use of the adults in your patch and in making the adult feel wanted and understood. It also gives the opportunity for underlying concerns and issues to be brought out and positive steps taken to resolve them.

More information on how to carry out a review is available in *Review – Helping Adults Choose the Right Path*.

So how do these roles fit in with the overall structure of The Scout Association?



The diagram below shows how Chief Commissioners, County Commissioners, District Commissioners and Group Scout Leaders interact with the other roles in Scouting. The line managers are outlined with a darker box.

For simplicity, National Commissioners and Chairs of Headquarters' Committees have been excluded.

