

# A WARM WELCOME?

The Appointments sub-Committee plays a crucial role in recruitment. But is this process too formal? *Stuart Card* shows you how the Committee can greet potential new members with open arms



**W**hen you hear the words 'Appointment sub-Committee', what do you think? I know what many people think – they have an image of an intimidating formal interview with difficult questions. So, do you think an Appointment sub-Committee is the right sort of welcome for an adult new to Scouting?

The Appointment sub-Committee is a key part of the appointment process in Scouting. The introduction of the new Adult Training Scheme, giving adults Provisional Appointments before they take on a role, and the formalisation of the appointment review processes have all changed and increased the role of the Appointment sub-Committee.

The main function of the Appointment sub-Committee is to assess each adult's suitability for appointment to a role in Scouting, the duration of their appointment and the procedure for changing or renewing their appointment. They provide an informed and independent view to help us get 'round pegs in round holes', making best use of the adults offering help.

So how can we make our committees more welcoming and less intimidating?

This can start with the invitation to the meeting. A 'stuffy' formal letter is not going to be the best way to alleviate the fears of

somebody new to Scouting. You could email or write them a less formal letter, including all the relevant information in an informal way. But a telephone call inviting them to the meeting would be a much friendlier way to do it.

## THE FRIENDLY FACE OF THE COMMITTEE

The crucial aspect of any committee is its membership, and this is especially true for an Appointments sub-Committee. It is important that the membership of the committee reflects the community it represents. It should be balanced by age, gender, culture and faith. This is easier said than done. Members of your Appointment sub-Committee do not have to be involved in Scouting.

Could your committee benefit from having a police officer, or a doctor, or a Justice of the Peace on board? Religious leaders from the community could be invited to be members, as long as balance is maintained. You can maintain balance by having both Warranted and non-Warranted members. A new adult might be able to relate best to somebody who is doing the role for which they are applying.

## WHEN SHALL WE THREE MEET AGAIN?

So, the membership of your committee is building and, following the advice above, you could end up with an

Appointments sub-Committee of 10 or 12 people. Would they all come to every meeting? Certainly not! By having a large pool of members, you will be able to ensure that there are always enough people (between three and five) to attend each meeting, without it becoming a burden on any individual's time, whilst also maintaining a good balance of people.

## THE PLACE?

The venue for a meeting is an essential, but often overlooked, part of ensuring a welcoming experience. The District Scout Headquarters may not be the best place, but that isn't to say that the Appointment Secretary's front room is necessarily any better. Church halls and pubs might seem a good idea, but would they be appropriate places for everybody to have a meeting? You know better than anybody what the most suitable venue would be. Would you be comfortable there? Would this place pose difficulties for others?

## KEY ROLE

The role of the Appointment sub-Committee is vital to ensuring that all adults who hold an appointment are 'fit and proper' to do so, but this should not be done at the expense of making adults feel welcomed and valued from the moment they start their time in Scouting. Induction is the key to retention of adults in Scouting! ■

# FIRST CLASS DELIVERY

Our Programme-providing adults play a pivotal role in the Movement. *Helen Apsey* offers advice on how we can gain and maintain those Scouting stars



I joined the Association at a time of big changes, when Scouting was taking a long hard look at how it was seen by others, and at how it operated.

Since then, at national level, a new uniform has been introduced, work has been done on improving our image, a new Programme for young people has been implemented and a new Adult Training Scheme has been launched.

Adults in Scouting at a local level have been working hard to find the time and resources to understand and implement these changes. It has become increasingly clear that the adults who are involved in delivering Scouting are the biggest asset that Scouting has.

This feature looks at how Scouting can find enough people to carry out all the tasks that are needed to make Scouting a success.

The model that Scouting promotes is the 'six step approach' to recruitment. This outlines a structured process for deciding what is needed, and targeting the most appropriate people to take on tasks:

1. **Define the tasks that need to be done.**
2. Identify the skills and qualities needed.
3. **Generate a list of people available and capable of taking on the role.**
4. Target the best choice.
5. **Invite the person to help.**
6. Offer support and welcome them into Scouting.

When used well, this approach is often successful, ensuring that you find the right person for the tasks that need carrying out, and helping to integrate them into the role. However, the model is not without its drawbacks. It requires perseverance and dedication to see it through when what we'd really like is for someone else to find us the adult support we need. It is also not guaranteed to work every time, because individuals differ and so do their motivations for volunteering.

## FOCUS ON STEP ONE

It is important to remember throughout the recruitment process that people are

more likely to get involved and stay with us if they know exactly what it is that you want them to do.

## WHAT DO YOU WANT DONE?

This will help you to think more widely than the job title, focusing on its purpose. There is not much point saying that "I want an Assistant Cub Scout Leader," it is important to think in terms of what tasks they will carry out – do you really just want somebody to deal with the Cub accounts and administration? Think differently both in terms of tasks that need to be done and the size of the role – does it need more than one person to do all of the tasks you have identified?

This will help to identify the realistic and achievable key tasks that the individual will take on as part of their role.

## WHERE AND WHEN DO YOU WANT THE ROLE DONE?

Where will the person need to be to fulfil this role? How much time will it take? On which days of the week will they need to be available? Remember that you are outlining the ideal situation – you may need to be flexible, to avoid turning away good people who may have less time to spare than you'd like.

## WHO WILL THE PERSON BE WORKING WITH?

This will help you focus on the team connected with

the role, and the wider group of people that they will have contact with.

## WHO WILL THE PERSON BE RESPONSIBLE FOR?

Will the position require the person to 'manage' other people directly?

## WHO WILL THE PERSON BE RESPONSIBLE TO?

Who will agree the role description? To whom will they go for help and support?

## WHAT SORT OF HELP WILL THE PERSON GET?

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

## WHAT EQUIPMENT AND FACILITIES ARE AVAILABLE?

The adult might want to know what resources they have available to do the role. This will include resources that are already available and can be passed on to them.

## HOW LONG DO YOU WANT THE PERSON TO DO THE JOB FOR?

Surveys have shown that people are more likely to volunteer if they can agree to do a specific role for a specific amount of time, rather than making an open-ended commitment. At the end of this time, they could continue in the same role, agree on a new role or retire, depending on their circumstances. ■