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SCOUTS AUSTRALIA

POLICY & RULES

2008

(CENTENARY EDITION)

EXTRACT

P5 PERSONNEL MANAGEMENT (Page 32 -39) (7 pages)	SECTION	P5.1 to P5.4
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P5 PERSONNEL MANAGEMENT

P5.1 ADULTS IN SCOUTING

1. Adults provide leadership to young people and facilitate their development by:
 - The provision of a suitable adult role model.
 - The organisation and facilitation of activities.
 - The provision and administration of resources.
2. Adults shall employ a management method and style which reflects the following:
 - A commitment to each other in building a co-operative team culture.
 - A commitment to the welfare of young people as defined in the Association's Duty of Care (see P7).
 - Ongoing development of life skills for adults and young people.
 - Provision of Scouting to all young people in the community.
 - Support for young people
 - Quality and growth
 - Accountability for performance
 - Continuous improvement and innovation
 - Planning
3. Adults are appointed to defined roles for fixed terms (not exceeding three years) in a specific formation at National, Branch, Region, Area, District or Group level.
4. Uniformed appointments are specified in accordance with the functions performed and the responsibilities of the position. They are classified as *Commissioner, Leader or Adviser*.
 - a) *Commissioners* provide leadership and management in:
 - Implementing the strategic and operational plans for the Association.

- Recruiting, developing and effectively deploying the adult resources of the Association.
 - Effectively utilising the physical and financial resources of the Association.
 - Representing the Association in the community.
- b) *Leaders* provide leadership and facilitation of the development of young people by:
- Operation of a youth Section and its program.
 - Operation of specialist youth activities.
 - Management of a Scout Group.
- c) *Advisers* facilitate the development of adults in leadership roles in the Movement or provide expertise in the conduct of specialist activities.
5. Non-uniformed appointments are made to:
- a) Discharge specific responsibilities and accountabilities.
 - b) Ensure good practice in governance and strategy development.
 - c) Support Commissioners and Group Leaders in ensuring the resources of the Association (people, physical and financial) are developed and deployed in accordance with the strategic and operational plans of the Association.

P5.2 CODE OF CONDUCT

This Code of Conduct is expected of all adults, members and Associates, uniformed and non-uniformed, who work within the Movement, recognising that at all times they should act responsibly and exercise a Duty of Care.

1. Adults in Scouting respect the dignity of themselves and others.
2. Adults in Scouting demonstrate a high degree of individual responsibility, recognising that at all times their words and actions are an example to other members of the Movement.
3. Adults in Scouting act at all times in accordance with Scouting Principles, thereby setting a suitable example for all.

4. Adults in Scouting do not use the Movement to promote their own beliefs, behaviours or practices where these are not compatible with Scouting Principles.
5. Adults in Scouting act with consideration and good judgement in all interpersonal relationships both inside and outside Scouting.
6. Adults in Scouting respect everyone's right to personal privacy at all times. They take special care where sleeping, changing of clothing, bathing and ablutions are associated with any Scouting activity.
7. Adults in Scouting avoid unaccompanied and unobserved activities with youth members wherever possible.
8. Adults in Scouting, for their own protection, should avoid potentially compromising situations by ensuring, where reasonably possible, that at least two adults are in attendance whilst supervising and/or accompanying youth members.

It is recognised that in certain circumstances, it may be necessary for a leader or adult, whilst acting responsibly and exercising their Duty of Care, to be alone with a youth member.

9. Adults in Scouting realise that bullying, physical or verbal abuse, neglect or any other type of abuse, is unacceptable conduct by any member of the Movement.
10. Adults in Scouting must report any conduct seen or heard that does not comply with this Code of Conduct.

P5.3 MANAGEMENT PROCESS

1. MANAGEMENT OF ADULTS

The Association has adopted a process for the management of adults with the following elements:

- Recruitment
- Appointment
- Training, personal development and support
- Review and evaluation
- Renewal, reassignment or retirement

2. BRANCH RESPONSIBILITY

Branches are responsible for administering the process in their Branch.

3. RECRUITMENT

Adults shall be recruited to carry out specific roles in accordance with criteria developed for the role, including:

- Relationship skills
- Communication skills
- Belief in Scouting values
- Desire to do the job
- Specific task-related abilities

Prior to completing an application for membership, an initial competency check shall be undertaken.

4. APPLICATION FOR APPOINTMENT

Applicants for adult membership shall sign an application for appointment which:

- a) Involves commitment to:
 - Scout Promise and Law
 - Aim, Principles and Methods of the Association
 - Code of Conduct
 - Adherence to the Policy and Rules of the Association and its Branches.
 - Role and responsibilities of adults in the Movement.
 - Duty of Care
- b) Provides an authority to make enquires concerning suitability for appointment.
- c) Contains an agreement to undertake training and personal development.

5. MUTUAL AGREEMENT

The Mutual Agreement is a formal document defining the relationship between the applicant and the Association, and consists of a completed application for appointment and details of the Association's commitment to the applicant, as follows:

- A defined organisational framework in which to operate characterised by equity and fairness, with a right to be heard.
- A personal development process which recognises existing skills and leads to enhanced personal and functional competencies.
- Consideration of individual needs in appointment.
- A variety of leadership roles in a team environment.
- The opportunity to contribute to the personal development of young people.
- Opportunities for community service.
- Appreciation and recognition of individual contribution.
- Potential to be involved in International opportunities.
- Advice and access to programs and materials to carry out the task.
- Public Liability Insurance for actions consistent with the policies of the Association.
- Opportunities for friendship and fellowship.
- Opportunities to participate in a wide range of activities.

The mutual agreement is entered into by the applicant and the responsible manager and endorsed by the District Personnel Committee or other Association nominee.

The Mutual Agreement is finalised (as the Preliminary Core/Induction Core Module) after suitability checks and leads to appointment and membership of the Movement.

6. ENQUIRIES INTO THE SUITABILITY OF APPLICANTS

As part of its Duty of Care to young people, parents and guardians, the Association shall satisfy itself that applicants are suitable role models for young people and are not likely to expose them to physical or emotional harm.

The suitability checks shall be for the specific role and shall include character, referee and any other appropriate enquiries.

7. APPOINTMENT

Provisional appointment is made by the issue of a Certificate of Adult Membership, which authorises a limited leadership role under supervision. Appointment is confirmed by the issue of a Certificate of Adult Leadership, after completion of Basic Adult Training (see Rule 11).

A Certificate of Appointment may be issued to all adults in specific leader or non-uniformed roles.

8. TRAINING, PERSONAL DEVELOPMENT AND SUPPORT

The nationally accredited Association training and development programs provide a structured scheme for the development of the commitment and understanding of leaders in the values of the Movement, and their competencies in leadership and program delivery.

The programs provide for recognition of achievement of competencies by the issue of certificates and uniform insignia at defined stages. These insignia include the Gilwell Woggle and the Wood Badge plus industry recognisable certificates.

Members of the Training Team, which comprises Assessors and Trainers, are appointed to design and lead courses within the National Training Program.

The Association provides the following support through both its uniformed and non-uniformed organisation:

- a) Program and activity publications and resources
- b) Personal, technical and program assistance
- c) Administrative and promotional assistance
- d) Physical facilities
- e) An environment to assist the upholding of fundamental principles and values and imparting them to young people.

9. REVIEW AND EVALUATION

The review shall encompass training and personal development, role performance, support and personal satisfaction. It shall be jointly carried out by the adult member and the responsible manager at regular intervals, and at least once three months prior to the completion of the appointment term.

The purpose of the review is to provide an opportunity for an adult member and responsible manager to discuss in a semi-structured way issues impacting on the performance of the adult member's role and opportunities for future development and service.

Depending on the attributes and desires of the adult member, and the needs of the Movement, options including renewal of the existing appointment, reassignment to a different role or appointment, or retirement from adult membership of the Movement shall be canvassed and initiated.

It is the aim through this process to come to a common understanding and agreement.

10. RENEWAL

The minimum requirement for renewal of an appointment is satisfactory performance in the role and the adult member's continued ability to meet the selection criteria for the appointment.

11. REASSIGNMENT

Reassignment provides opportunities for:

- a) The Movement to benefit from the continuous growth of its adult members.
- b) Adult members to undertake service tasks consistent with their growth, experience or varying personal needs and time availability.
- c) The rebuilding of teams to ensure their ongoing vitality, viability and effectiveness.

In the event that reassignment is agreed as the preferred option and cannot immediately be given effect, the adult member may retain continuity of membership by:

- a) Taking up an alternative reassignment not exceeding one year, this may be as a Reserve Leader.
- b) Joining a Scout Fellowship.

12. RETIREMENT

Retirement may occur by resignation of the individual adult member or failure to agree upon a renewal of appointment or reassignment on the completion of the fixed term of an appointment.

Continuity of membership in appropriate circumstances may be obtained by joining a Scout Fellowship.

P5.4 YOUNG PEOPLE AS YOUTH HELPERS

1. In its youth Sections the Association makes provision for young people below the legal age of adulthood (18 years) to work with Joey Scout Mobs, Cub Scout Packs and Scout Troops.

These young people shall be appointed in accordance with criteria developed for the role, including:

- Communication skills