



**High Profile and Influential Position
Volunteer Term Appointment
as
Branch Chief Commissioner**

The Scout Association of Australia, Western Australian Branch, delivers a highly respected Scouting Program to more than 5,000 youth members and more than 1,000 adult members State-wide.

The Branch Chief Commissioner heads a large team of volunteer Adult Leaders to deliver the Program within Western Australia and is assisted by a team of employees led by the Executive Manager. The Branch seeks a person of high integrity and professionalism to both inspire and manage its Adult Leaders and to coordinate the efforts of a wide range of volunteer supporters in the delivery of a Scouting Program that provides youth with valuable life skills.

The Branch Chief Commissioner is a member of the Board that is responsible to the Branch Council for the strategic direction and oversight of the Branch's management.

A commitment to the Vision, Aim and Principals of Scouting is essential and some familiarity with the Scouting Movement is desirable.

The personal rewards from this volunteer position are many, although they are not financial. The appointment is for an initial term of three years, however should an applicant for the position wish to have a shorter term this can be discussed at the time of interview. It is intended that the incoming Branch Chief Commissioner will commence the role in July 2010.

An application form, role statement, the selection criteria and additional supporting information are available by contacting the Executive Manager, Marty Thomas, on 9480 4201 or from the Scouts WA website www.scoutswa.com.au.

For a confidential discussion, please contact the Deputy Chairman of the Chief Commissioner Selection Committee, Kevin Pestell, on 0419 755155.

A completed application form nominating three (3) persons as referees, a response addressing the selection criteria, and your resume must be received by the Chairman of the Chief Commissioner Selection Committee not later than 4.00 pm on Friday, 26 March 2010. Applications may be lodged in confidence as hard copy or electronically to selection@scoutswa.com.au.

Scout Association of Australia
Western Australian Branch
581 Murray Street
WEST PERTH WA 6005



Role Statement

Branch Chief Commissioner Western Australian Branch

Issued March 2010

Reports to

Chairman of the Board

Appointments Reporting to this Position

(Note - The information in this section reflects the current arrangements under the Branch's Constitution 2002. With the approval of the Board, the Branch Chief Commissioner may vary the designation and structure of the volunteer team. There is currently a Task Force comprised of six volunteers conducting a reassessment of the management structure for volunteers. That taskforce is to provide its recommendations to the Board at the end of March 2010.

A proposal to replace Constitution 2002 with new Rules of Association 2010 is expected to be put as a Special Resolution to the Branch Council at its AGM in July 2010. Under that proposal as currently formulated it is at the discretion of the Board to appoint or not to appoint a Chief Executive Officer, and that person may or may not be the Branch Chief Commissioner.

In the event that the proposed new Rules of Association 2010 are accepted by the Branch Council and subsequently approved by the Department of Commerce, and the Board at some point thereafter appoints the Branch Chief Commissioner as Chief Executive Officer, the paid staff reporting relationship shown below would then be expanded to include the existing Executive Manager position with 15 paid staff reports to that position of around 14 full-time equivalents. In the meantime, the Branch Chief Commissioner and volunteer team utilises services provided by these paid staff positions.)

Volunteers:

Deputy Chief Commissioner, Youth Programs (with 10 Branch Commissioners reporting)
 Deputy Chief Commissioner, Adult Programs (with 2 Branch Commissioners reporting)
 Deputy Chief Commissioner, Field Operations (with 15 District/Field Commissioners reporting)
 Deputy Chief Commissioner, Strategic Services (with 4 Branch Commissioners reporting)
 Assistant Chief Commissioner, Secretariat

Paid Staff:

Executive Assistant

Overview of the Role

- Ensures that the Branch delivers high quality Scouting programs.
- Manages the Branch's strategic plan.
- Oversees the management of the Branch's volunteer team and resources available to it.
- Represents the Branch externally.
- Reports to the Board at regular intervals.

Statement of Duties

Leadership

- Conveys a positive and constructive image of Scouting and reinforces the fundamental importance of the Scout Promise and Law in delivering Scouting programs.
- Provides direction to the formulation, implementation and review of the Branch's strategic plan (the "Acorn") to ensure the well being, development and growth of Scouting in Western Australia.
- Represents the Branch in the wider community beyond Scouting to nurture existing partnerships and to build new relationships.
- Participates in national and international meetings, events and projects as required.

Management

- Manages the operations of the Branch in delivery of Scouting programs through delegating end-of-line responsibility for the portfolios assigned to the appointments reporting to the Branch Chief Commissioner.

- Supports the work of the Deputy Chief Commissioners so that:
 - Ø All parts of the Branch deliver high quality Scouting programs that apply Scouting's Vision, Aim and Principles and the Scout Method and thereby attract and retain increasing numbers of youth and adult members.
 - Ø Existing Groups and Districts are supported and developed to their full potential and opportunities for the formation of new Groups and Districts are identified and acted upon.
- Oversees the formulation and management of the Branch's operating budget in collaboration with the Executive Manager and the Deputy Chief Commissioners.
- As appropriate seeks advice of the Chief Commissioner's Council comprised of all Commissioners in connection with delivery of the Scouting program.

Other Duties

- Undertakes other duties as required by the Board.

Scheduled Meetings

- Branch Council: Usually the annual general meeting only.
- Branch Board: Monthly, 11 times per annum.
- Branch Board Committees: As required, but infrequent because they are generally delegated to others.
- Executive Committee (Board Chairman and Executive Manager): As required, but usually once per week.
- "Swan Patrol" (Deputy Chief Commissioners, Assistant Chief Commissioner, Executive Manager and Executive Assistant): As required, but usually twice per month.
- Chief Commissioner's Council (All Commissioners): As required, but at least four times per annum - currently 11 times.
- National meetings: As required, but usually three to four times per annum.

Key Result Areas

- Develops and enhances the image of Scouting throughout Western Australia and promotes an environment that is conducive to membership growth.
- Develops and retains quality adults as Leaders and staff to provide for the sustainable delivery of Scouting in Western Australia.
- Manages in a sound manner the Branch's human, physical, financial and information resources available for delivery of the Scouting program.
- Develops and maintains partnerships to the benefit of Scouting.

Personal Attributes

- Exhibits enthusiasm for and commitment to the Vision, Aim and Principles of Scouting.
- Demonstrates effective leadership and management skills and relevant experience in corporate governance, strategic planning and the management of human, physical, financial and information resources.
- Demonstrates capacity to lead, delegate and motivate others, to build strong and effective teams and to achieve results through influence rather than the authority of the position.
- Demonstrates personal motivation, organisational skills of a high order and acceptance of responsibility and accountability for outcomes.
- Exhibits capacity to deliver effective written and oral communication, which includes dealing with the media, community relations and diverse community organisations.
- Demonstrates capacity to negotiate policy issues with a range of entities, including kindred organisations, public bodies, government agencies, faith organisations and community interest groups.
- Demonstrates an understanding of adult training and development and commits to participate in professional development to meet the requirements of the position and to enhance performance in the role.
- Commits the time necessary to perform the role, including intrastate and interstate travel, as required.

Qualifications

- Holds a formal qualification in an appropriate discipline, or has extensive relevant on-the-job experience.
- Holds a current Wood Badge (Commissioner) or gives an undertaking to complete the requirements for the Wood Badge (Commissioner) within 12 months of appointment, subject to the appropriate training being available.
- Holds a current Working With Children Check card and has national police check for volunteer's clearance.

Term of Appointment

The appointment is for three years and with the Board's approval, one further term of not greater than three years may be agreed.

Acceptance of the Role

I have read the foregoing statement and discussed it with the Board Chairman. I am prepared to undertake the role as set out in this Position Description.

Branch Chief Commissioner

Date

Signed in the presence of the Board Chairman

Date



**THE SCOUT ASSOCIATION OF AUSTRALIA
WESTERN AUSTRALIAN BRANCH
(SCOUTS WA)**

Selection Criteria

The successful applicant must demonstrate:

- enthusiasm for and commitment to the Vision, Aim and Principles of Scouting;
- effective leadership and management skills and relevant experience in corporate governance, strategic planning and the management of human, physical, financial and information resources;
- capacity to lead, delegate and motivate others, to build strong and effective teams and to achieve results through influence rather than the authority of the position.
- personal motivation, organisational skills of a high order and acceptance of responsibility and accountability for outcomes;
- capacity to deliver effective written and oral communication, which includes dealing with the media, community relations and diverse community organisations.
- capacity to negotiate policy issues with a range of entities, including kindred organisations, public bodies, government agencies, faith organisations and community interest groups.
- an understanding of adult training and development and a commitment to participate in professional development to meet the requirements of the position and to enhance performance in the role; and
- a commitment of the time necessary to perform the role, including intrastate and interstate travel, as required.

The successful applicant will be required to obtain:

- a Working with Children Check Card.
- a National Police check for volunteers.

It is desirable that the successful applicant will be able to demonstrate experience in:

- providing services to young people in the community including to those of diverse ethnic and cultural heritage;
- working with volunteers in the delivery of community services;
- managing through a period of significant cultural and operational change;
- managing training programs that develop life skills; and
- working constructively with a national and a worldwide service organisation.



**THE SCOUT ASSOCIATION OF AUSTRALIA
WESTERN AUSTRALIAN BRANCH**

APPLICATION FOR POSITION OF BRANCH CHIEF COMMISSIONER

Name:			
Address:			
			Post Code:
Telephone:	Home:	Work:	Mobile:
Occupation:			

Name, address, telephone, email and contact details of first referee:

Name, address, telephone, email and contact details of second referee:

Name, address, telephone, email and contact details of third referee:

CONFIRMATION

I hereby submit my application for the position of Branch Chief Commissioner of The Scout Association of Australia, Western Australian Branch.

Signed: _____ Date: _____

This application is to be received in confidence by the Chairman of the Chief Commissioner Selection Committee no later than 4.00pm on Friday 26th March 2010 together with your response to the selection criteria and your resume.



THE SCOUT ASSOCIATION OF AUSTRALIA WESTERN AUSTRALIAN BRANCH

Additional Information

Background

Scouting is a worldwide movement of more than 28 million Scouts operating in 216 countries and territories. This progressive, non-political, voluntary organisation, which is not aligned with any particular religious faith, offers young people a values-based program that is flexible and dynamic¹. Our organisation embraces young people of both genders from a diverse range of backgrounds, cultures, socio-economic groups and geographical areas and provides a challenging and supportive environment for them to extend their personal boundaries.

Scouts WA has a total membership of over 1,000 Leaders and adult helpers and over 5,000 youth members, both male and female. It delivers the Scout Program through more than 140 Groups that operate across the State. Around one-third of the membership resides in country locations.

Scouting began in Western Australia in 1908 and the Branch Council (the governing body) was incorporated in 1927 as a Branch of the United Kingdom Boy Scouts Association, which had been incorporated by Royal Charter in 1912. The Australian "Boy Scouts Association" was inaugurated in 1959 and was incorporated by Royal Charter in 1967 - the Western Australian organisation was one of the first Branches of the Association. The name was changed to the "Scout Association of Australia" in 1972 and in the same year the local organisation changed its name to the "Scout Association of Australia, Western Australian Branch". In 2009 the name "Scouts WA" was registered and is used as the short version of the Association's formal name.

The Scout Association of Australia ("Scouts Australia") is governed by a National Council and has a National Executive Committee, which is effectively the organisation's Board, to oversee the management of Scouting in Australia. The Australian Chief Commissioner is a volunteer position and is supported by paid staff located in Sydney. By custom, the Chief Scout of Australia is usually the Governor-General and in a similar way, the Chief Scout in each State is usually the Governor. While the State and Territory Branches are independent entities, they give form to the national organisation and operate in accordance with the Policy and Rules promulgated by Scouts Australia.

¹ Applicants are encouraged to read the Branch's 2009 Annual Report. The Vision, Aim, Principles, Scout Promise and Scout Law are set out in the first few pages of the document.

It is often said that the uniformed Leaders handle “the game of Scouting” and the paid staff of the Branch Support Team, which is led by the Executive Manager, manages “the business of Scouting”. While this is essentially true, the situation is somewhat blurred at the Branch level where the Chief, the Deputies and Branch Commissioners have significant involvement in and responsibility for what might be described as “the business of Scouting”. This matter is addressed further in the next section.

At the July 2009 Annual General Meeting the Western Australian Branch approved a Special Resolution to adopt new Rules of Association 2009 to address a number of shortcomings in the former Constitution 2002. The principal change to include three additional uniformed Members to join the Branch Chief Commissioner on the Board is consistent with uniformed representation in other Branches and the National Executive Committee. The new Rules of Association 2009 were subsequently lodged with the Department of Commerce for approval as compliant with relevant legislation but were returned without consideration of them as the Department concluded insufficient notice of the Special Resolution had been given to members. The Board has made only some small adjustments to the proposal and intends to submit it as new Rules of Association 2010 for approval by Special Resolution at the July 2010 Annual General Meeting.

The Role of Chief Commissioner

The Branch Chief Commissioner (Chief Commissioner) leads the Western Australian Branch and is the Chief Executive Scout of Western Australia, responsible for all activities in the Branch in delivery of the Scouting Program including the appointment and management of all volunteer adults in Scouting. The Chief Commissioner is ultimately responsible to the Branch Council (which is comprised of every adult member of the Branch), but on day-to-day operational matters, the Chief Commissioner reports to and is responsible to the Branch Management Committee (the Board).

The proposed new Rules of Association 2010 provide that the Board may in its discretion appoint a Chief Executive Officer (CEO). This new position would be additional to that of Executive Manager and the Board must then specify roles and responsibilities for the CEO position. In the event a CEO is appointed, it is expected that the position of Executive Manager would then be changed from reporting to the Board to reporting to the CEO. In the event that the Board determined the person to be appointed as CEO was the Chief Commissioner, day-to-day management would largely reflect current practice where the Executive Manager participates as a member of the Chief Commissioner’s leadership team. This arrangement has facilitated a strong, unified team approach, which benefits Scouting in Western Australia.

In essence, the Chief Commissioner provides leadership, management and direction of a large volunteer team to ensure the continued development of the Western Australian Branch in a manner consistent with Scouting’s Vision, Aim and Principles. As with all other uniformed positions within Scouts Australia, the position of Chief Commissioner is of a voluntary nature, however, reasonable costs incurred in the performance of the role will be reimbursed.

Strategic Planning

Scouts WA has adopted the "Acorn" as the name for its strategic plan. As our founder Lord Robert Baden-Powell said, "From acorns grow mighty trees". The Acorn has four "strategic intentions" for our members to focus on and to guide their actions. The Acorn is interactive, with members at all levels of the organisation devising and committing to their own achievable contributions.

The Acorn's four strategic intentions are:

1. To enhance the image of Scouting to attract and retain youth members, Leaders, parents, support staff and sponsorship to grow the organisation.
2. To be competent and committed to delivering quality Scouting and administrative services through the recruitment and development of and assistance to Leaders and administrators.
3. To acquire and manage resources to conduct quality Scouting through actions to manage our physical and human resources.
4. To establish and maintain relationships for the benefit of Scouting.

"Swan Patrol" (the Chief Commissioner's leadership team, consisting of the four Deputy Chief Commissioners, the Assistant Chief Commissioner and the Executive Manager) reviewed the Acorn in 2009. The strategic intentions were reaffirmed, but it was decided that fewer objectives with tangible outcomes were needed - something more definite than "intentions". Accordingly, the following objectives were formulated:

Youth Programs

Y1: Deliver uniformly high quality programs across all sections within every Group, using the Scout Method² and the Spiritual, Physical, Intellectual, Emotional and Social ("SPIES") framework.

Y2: Raise the profile of Scouting in local communities by increased visibility and service.

² The Scout Association achieves its Aim through a system of progressive self-education, known as the Scout Method, the principle elements of which are:

1. Voluntary membership of a uniformed group, which, guided by adults, is increasingly self-governing in its successive age groups.
2. Commitment to a code of living as expressed in the Promise and Law, the meaning of which is expanded as the member grows towards maturity.
3. The provision of a wide range of attractive, constructive and challenging activities, including opportunities for adventure and exploration both indoors and outdoors.
4. The provision of opportunities for leadership and responsibility.
5. Learning by doing.
6. Encouragement of activity in small groups.
7. An award scheme, which encourages participation in its full range of activities and provides recognition of individual achievements.

Y3: Maintain the recent momentum in the growth of Youth members.

Adult Programs

- A1: Revamp an approach to adult training to ensure that the content is appropriate and relevant, the mode of delivery is flexible and courses are tailored to meet the needs of participants in response to skills recognition.
- A2: Provide ongoing support to Leaders undertaking training and ensure that all Leaders complete their Wood Badge within three years of becoming an Adult Member and, with the benefit of skills recognition, ensure that all long-serving Leaders complete their Wood Badge.
- A3: Place particular emphasis on delivering relevant Leader of Adults training to underpin the strength of existing Groups and the development of new Groups.
- A4: Ensure that Leaders have the opportunity to undertake continuing training through the offering of relevant and practical electives.
- A5: Implement a recruitment strategy focused on engaging parents which results in their committing to a role, be it as a Leader, Office Bearer, Supporter or Helper

Organisation

- O1: Ensure that every Group has a trained and effective Group Leader and that every Group is viable, strong and operating to its full potential.
- O2: Ensure that every District has a trained and effective District Commissioner and a capable District team that provides on-the-job training and support to all Leaders within the District's Groups.
- O3: Ensure that information management and administrative processes are efficient and effective and utilize electronic delivery, where appropriate and beneficial, to the maximum extent possible.
- O4: Adapt the South Australian "5-Star Plan" tool (and those of other Branches) for improved operational effectiveness at Group and District levels, for implementation in 2010.

Resources

- R1: Develop an Asset Management Plan for the Branch's property and equipment.

The Chief Commissioner's Council (which is comprised of the more than 30 Leaders with the designation "Commissioner") subsequently endorsed the foregoing objectives. The objectives now need to be presented within the strategic intentions framework and formally submitted to the Board for ratification. The Swan Patrol is responsible for the implementation of the plan - the Deputy Chief Commissioners having responsibility for the objectives applicable to their portfolio.

Scouts Australia conducted a strategic planning workshop earlier in 2009 and the following priorities were identified:

- All Branches have a functioning, continuing, multi-sectional youth advisory board and have reported progress.
- Each Branch's method of checking Youth Program delivery is reviewed and a National standard is adopted.
- A tool kit for all Leaders to understand the Scout Method and "SPIES" is supplied and implemented.
- "Our Story" is identified, tested and published.
- National dialogue with Federal Government, selected larger corporations, service organisations and United Nations' agencies about shared programs is investigated.
- Every Group has a Community Engagement Plan, with 50 percent implemented.
- All Leaders have had their skills professionally assessed and recognised.
- The training mutual agreement is enforced (hold the Certificate of Adult Leadership by June 2010, or resign).
- Every Group has implemented the recruitment aspects of the Adults in Scouting Report.
- A National Financial Model is developed and presented.

Clearly the direction set by Scouts Australia is harmonious with that of the Western Australian Branch.

Conclusion

Scouting in Western Australia has experienced strong and sustained growth in recent years. Even so, there is enormous potential to attract more youth members. Growth brings challenges, none-the-least being having sufficient numbers of Leaders and adult helpers to deliver the programs. Sustainability and the continuing development of the human capability of the organisation are recurring themes as we look to the future. Additional information about these themes will be provided to short-listed applicants, to assist them in preparing for the selection interview.

List of References

Listed below are references to Internet websites and literature resources, which could be of use to assist an applicant in understanding Scouting and the role of the Chief Commissioner. This list is a guide only to further understanding.

Websites

www.scoutswa.com.au website	The Western Australian Scouts Branch
www.scouts.com.au	The Scouts Australia website
www.scout.org website	The World Organisation of Scout Movement
www.girlguides.org.au	Scout's sister organisation

Books and Publications (amongst many)

<i>Scouting for Boys</i>	By Robert Baden-Powell. Oxford Press. The original publication that helped start the Scout movement.
<i>Rovering to Success</i>	By Robert Baden-Powell. Scouts Asia Pacific Bureau. The original publication that helped start the Rover section.
<i>Introducing Scouting</i>	Scouts Australia. An introductory document detailing Scouting.
<i>Leader of Adults Handbook</i>	Scouts Australia. A publication supporting Leaders in their roles.
<i>Policy and Rules (2008)</i>	Scouts Australia. The National document covering the organisational goals and values.
<i>Ceremonies Handbook</i>	Scouts Australia. Details the ceremonies of Scouts Australia.
<i>Fieldbook for Australian Scouting</i>	Scouts Australia. A thorough practical book covering outdoor adventure, an essential component to any Scout program.