

# Searching For Managers

A guide to help Search Groups conduct an effective search for a

- County Lead Volunteer
- District Lead Volunteer
- Group Lead Volunteer

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## **Using this resource**

Thank you for choosing to use this resource.

It has been designed to help Search Groups and their Chairs to find the right person for the role of manager.

This resource will take you through the five-stage process of searching for the right candidates. It begins with an introduction to the search process, role outlines for the Search Group Chair and members, and a description of the support available to Search Groups.

A full outline of the process is given, from places to post online application forms, to tips on shortlisting and advice about making the interview process run smoothly.

Please note that we have used the term ‘Scout County’ throughout this pack: in Wales and Northern Ireland these are known as Areas, and as Regions in Scotland.

Support can be sought at any stage from the Growth and Communities Team.

Good luck with your search!

## **Starting the Search**

Why use the search process?

Inspired and motivated Leaders make Scouting an incredible experience for young people. In order for Leaders to be the best they can be, volunteers need the support and guidance of their manager. When everyone is given the right support, Scouting thrives.

The search process is an opportunity to identify the best possible candidates for the role of Group, District or County Lead Volunteer, from both within and outside Scouting. This is an open and transparent approach to recruitment, ensuring the role is filled by the person(s) with the most appropriate skill set, knowledge and ability.

The search process also provides volunteers with the opportunity to clarify their understanding of the Lead Volunteer role, and to ensure an appointment will reflect the needs of local Scouting.

## **Role of the Search Group Chair**

A Search Group has a leader, or Chair, who works closely with the Lead Volunteer who will be their line manager, throughout the search process. As part of their role, they will:

- Select members of the Search Group
- Explain the role and responsibilities to members of the Search Group
- Lead and support the Search Group to follow and complete their search
- Ensure all reasonable actions have been taken to identify candidates
- Provide the Lead Volunteer with a shortlist of appropriate candidates
- If appropriate, support the Lead Volunteer to interview and select candidates for appointment.

## **Role of the Search Group**

The responsibility of the Search Group is to find the best possible candidates for the role of Lead Volunteer, and to compile a shortlist for the consideration of their line manager. As part of their role, members will:

- Discuss the needs of the area or Group / District / County
- Discuss the key qualities and skills required for the role
- Review the role description and help to prepare a person specification
- Promote the opportunity widely to identify potential candidates
- Consider candidates' suitability
- Work with the relevant team to obtain candidates' records
- If appropriate, support the line manager to meet candidates.

### **Support during the search**

Throughout the search process, the Growth & Communities team can support Search Groups. Contact them for help with the following:

- Advice about the role of the Search Group and the search process to be followed
- Promotional tools for use by the Search Group, including user guides and templates
- Email support, including templates and guidance on best practice
- Creating online application forms for the Search Group to embed on websites
- Use of social media during the search for candidates.

### **Key search stages**

The search for a Lead Volunteer will generally follow five key stages. However, it is important to remember that the process is flexible and can be amended wherever necessary.

## **Key Stages Explained**

### **Stage 1. Create the Search Group**

The line manager will appoint a Search Group Chair, with the relevant skills to undertake the search and shortlisting process. A role description for the Chair can be found on page 4.

With the approval of the line manager, the Search Group Chair will appoint members to the Search Group.

These members should reflect the diversity of local Scouting. The Search Group will comprise no more than six members. A role description for members can also be found on page 4.

The outgoing Lead Volunteer is not a member of the Search Group, but may be consulted during the search.

The Search Group should include representation from all parties with an involvement in the area they will be a lead in. This could include:

- Group Lead Volunteers
- Section Team Leaders from local Groups
- County representatives
- District Lead Volunteers from other Districts
- Members of Trustee Boards

We strongly suggest that one of the Search Group members is aged 18-25.

It is important to note that individuals should be approached to be members of the Search Group primarily based on their skills, knowledge, objectivity and availability. Their age, gender, ethnicity or appointment should be secondary considerations.

Once the Search Group has been formed, the Search Group Chair will brief the members about their role and responsibilities during the search process.

To ensure the process is as fair as possible, the Chair should also discuss with the Search Group some rules of engagement, including the importance of confidentiality, discretion, impartiality, objectivity and opportunities to declare any conflicts of interest which may arise throughout the process.

## **Stage 2. Define expectations, skills and qualities**

The role of Lead Volunteer is essential to every area and has an impact on every member of Scouting locally. It is vital to define the role, so that all parties are clear about what the Lead Volunteer does and does not do. The Search Group should be briefed to ensure a common understanding.

The Scout Association has identified six key leadership and management skills that volunteers in management roles should demonstrate. These skills will help a Lead Volunteer to motivate adults, lead by example, and encourage excellence in all aspects of local Scouting.

A sample role description and person specification for a Lead Volunteer are available online as is the Lead Volunteer Vacancy Pack. The documents can be used by the Search Group to identify the main skills and qualities a candidate will need to possess in order to be successful at the tasks required.

The vacancy pack is a starting point, and should be updated by the Search Group to reflect the particular needs of your area.

The Search Group, Chair and Line Manager should discuss any amendments that they see fit to make. It is important to remember that Lead Volunteer is a management role, and therefore management skills are essential. This may mean it is necessary to look beyond current Members to find the most suitable person(s).

It could be useful to consider a Team approach, where the responsibilities of the role are shared between a group of people. This allows individuals to work on the tasks best suited to their own skills and interests, while supported by a team.

### **Stage 3. Promote the opportunity**

The Search Group must be proactive in seeking out great candidates. They should think about individuals who would not only be suited to the role, but who may also 'break the mould' of what has gone before. It is recommended that emails or letters are sent directly to all adults in the area, including the parents, carers and guardians of youth members, and the wider Scouting community.

The first place to look for potential candidates is within the area and its members. It is important that all adults within local Scouting are informed of the search and have the opportunity to find out more about the role, nominate someone or apply themselves.

Make use of the following:

- Group, District and County websites
- Social media
- Local vacancy boards
- Volunteer recruitment websites.

These can all be used to spread the word both within the Scout Movement and externally. Make sure the information is clear and up-to-date, and remember to remove the post once the deadline for nominations has closed.

Always remember to ensure any form you use carries the necessary GDPR statements, and any data collected is processed in line with GDPR guidance (further information can be found at [www.scouts.org.uk/gdpr](http://www.scouts.org.uk/gdpr))

Make sure to utilise the networks of adults already in Scouting: their friends, colleagues or family may be interested in the role, even if they have never been involved in Scouting before. If they can't find out about opportunities, they'll never have the chance to join.

It can be beneficial for members of the Search Group to join Lead Volunteers, Section Team Leaders and appropriate Trustee Board members at their meetings, to let them know about the opportunity and give them a chance to raise questions about the vacancy. In addition to

this, organising a name-generating event for local volunteers can be a good way to get people to consider the role.

Make sure you include businesses and community groups when widening the search for candidates: places of worship, community halls, exercise classes and social clubs, for example.

For further support and resources, take a look at the [Recruiting Managers](#) page of the website.

#### **Stage 4. Shortlist candidates**

It is vital that this part of the search process is kept confidential within the Search Group.

Candidates who wish to apply should complete an application form, which is included in the vacancy pack. It is also possible to nominate someone else for the role, by completing a nomination form, also in the vacancy pack. Nominees should be approached by members of the Search Group to ensure they are willing to apply for the role, and then must complete the application form.

Shortlisting should be based solely on the information provided by each candidate in their application form. All applications should address the requirements of the role, as laid out in the role description and person specification within the vacancy pack.

In some instances, further information about the candidates may be required. If deemed necessary, the Search Group could run an informal information evening, for all potential applicants to find out more about the role of Lead Volunteer, and for the Search Group to meet the candidates.

A successful search should bring together a broad range of candidates. A shortlist of the top 3-5 candidates should be compiled. These will be the individuals who most closely meet the criteria from the role description and person specification. The Team approach should be considered at this stage, and the Search Group should think about whether role-sharing, or

appointing one or more Deputy / Lead Volunteers may be appropriate to meet the needs of the area.

Role sharing can be very effective when no single candidate meets all of the criteria, or when an otherwise excellent candidate does not have time to take on the role alone.

The final shortlist, along with any recommendations for role sharing, should be passed onto the Line Manager. It is the responsibility of the Search Group to ensure that the people named on the final shortlist are happy for their names to go forward.

### **Stage 5. Interview candidates**

The Line Manager will invite the shortlisted candidates for an interview, or informal discussion about the role. Before the interview, the candidates should all be sent any available information about the role.

The interview selection panel could be made up with members of the Search Group, along with the Line Manager. It is best practice for no more than three people to interview a candidate at any one time. The interview style, and whether candidates are required to perform a task, such as a presentation, is at the discretion of the Line Manager.

Following the interviews, the Line Manager will make the final decision of who they wish to appoint.

The welcome process should then be followed, and an induction arranged.

The successful candidate's details will need to be entered online on the management system and a Criminal Records Check carried out if the individual does not currently hold another Scouting role, or if they have not had a recent check.

It is the responsibility of the Line Manager (in partnership with the appropriate Learning Team to appoint a training advisor to support the member of the volunteer development team to assist with learning. It can be beneficial for another Volunteer with an equivalent role, to act as a mentor, alongside this learning support.



Unsuccessful candidates should be informed as soon as possible, and given feedback if requested. It may be appropriate to suggest other roles to them, whether they are currently involved in Scouting or not.

If no suitable candidate is identified, or no suitable candidates wish to share the role, the Line Manager may appoint an acting person in the role, while the process is repeated.

It's important to consider why the search process was unsuccessful on this occasion. It might be wise to take a different approach to finding candidates, or it may be necessary to appoint new members of the Search Group.

Further information is available from the website or the Support Centre.

Good luck with your search!!