



SCOUTS[®]
South Africa

Adult Support Policy

Version 2017v1

Revision Date: 2017/06/08

This Policy is the copyright property of SCOUTS South Africa (SSA) and may only be reproduced, duplicated or published for the pursuit of the aims of SSA as stated in the registered constitution of that body. Reproduction, reduction or publication for any other purpose is only permitted on the express written permission of the Chief Scout or their delegated representative. SSA reserves the right to grant such permission. Requests for any such activity should be directed in writing to the SSA National Office or to ceo@scouts.org.za

be prepared ●●●●

Contents

1	INTRODUCTION	4
2	ACQUISITION OF ADULTS	7
3	TRAINING	10
4	THE MANAGEMENT OF ADULT MEMBERS IN SCOUTING.....	15
5	SUPPORTING ADULT MEMBERS	20
6	JOB FUNCTIONS.....	22
	Amendment Submission Contact Details.....	24
	ANNEXURE 1 Job Descriptions for District, Group and Unit Leaders	25
	ANNEXURE 2: Procedure for Admission of Adult Members	26
	ANNEXURE 3: The Structure of Training in SCOUTS South Africa	29
	ANNEXURE 4: Appointing Regional Teams and District Commissioners	30
	ANNEXURE 5: Appointing Scout Group Leaders and Unit Leaders.....	52
	ANNEXURE 6: Appointing National Team Members.....	64
	ANNEXURE 7: Pro Forma letter of Appointment for Group Committee Member	70
	ANNEXURE 8: National Awards System	71

Preamble

The Adult Support Policy explains the mechanisms and processes, by which Adult Members are recruited, vetted and assessed, become Members, are trained to become productive members of SCOUTS South Africa (SSA), are assigned to various roles, warranted and recognised for their service.

An Adult in SSA is any Member or prospective Member of SSA who is aged 18 or over.

Revision Approval

This revision of the Adult Support Policy was approved for publication by the SSA Executive Committee on the 8th of June 2017 by the committee comprising:

Dr Brendon Hausberger (Chairman); Ms Jeanette Angus; Mr Cameron Belling; Mr Gerard Evans; Mr Gerhard Sagat; Ms M Siebrits; Mr John Sturgeon; Mr Andrew Tanner

It comes into effect on 8 June 2017.

1 INTRODUCTION

1.1 The Role of Adults in Scouting

Scouting exists for the benefit of young people. It is a Youth Movement in which adults, the majority of whom are serving as volunteers, provide guidance and support to the Youth Members but also to other Adult Members.

Adult Members are unpaid volunteers who fill a variety of functions in SSA. These Adult Members fall into three broad categories:

- a) Rovers
Invested Rovers, the third Branch of Scouting, operating as Rover Crews
- b) Scouters
 - a. Unit & Scout Group Leaders - those volunteers who operate directly with young people or their leaders in a leadership and training function.
 - b. Adult Team Leaders - those who operate directly with Adults in a management, leadership and support function either in the District, Region or Nationally.
- c) Administrators –
Those volunteers who carry out administrative and support functions, in Regional Teams or who serve on Group Committees, and have little direct contact with young people.

The development and delivery of the Youth and Rover programmes requires the active involvement of many competent Adults, in each category, who need to be:

- Recruited,
- Vetted and reviewed to assess their suitability as Adult Members of SSA
- Equipped with the competencies required to fulfil their tasks,
- Continuously supported,
- Recognised for their service and
- Assigned to new tasks whenever appropriate, until their retirement.

1.2 Scope

This Adult Support Policy is part of the overall strategy of SSA for managing volunteer Adult Members.

The Organisational Rules (Section 2.1) defines persons who are considered to be Members of SSA and also defines criteria for Associate Members and Affiliate Members of SSA. This Policy applies to all Adult Members, as defined in sections 2.1.1 to 2.1.9 of the Organisational Rules but excluding those who are only members of SSA through their . Registered Membership of the SSA Alumni. It does not apply to Associate members or Affiliate members as defined in sections 2.11.10 and 2.1.11.

The Adult Support Policy comprises this document, and the listed Annexures. The Job Descriptions for Roles not given in Annexure 1 are published on the SSA Web site.

It provides a systematic approach to the management of Adult Resources, which is designed to strengthen the efficiency, commitment and motivation of Adult Members to deliver better Youth Programmes, while at the same time improving the management of Adult Resources in SSA.

This Adult Support Policy is based on the following concepts:

- Adult Resources are valuable and need to be sourced, mentored, trained, supported, managed, recognised, retained, reassigned from time to time and retired when appropriate;
- Managing Adult Resources is a responsibility of all Adult Leaders in SSA;
- Regular and ongoing training must be provided and undertaken by all Adult Members;
- The principles of management by objectives apply:
 - Adults are recruited for a role with specific responsibilities and expectations of them and SSA
 - they are mentored and supported in their roles
 - their personal development and performance in their role is reviewed;
 - They are assigned new tasks or roles on the basis of their performance and preferences.
 - they are recognised for their services to Scouting

This Policy applies to all the functions held by Adults in SSA, and all the areas of competency necessary to fulfil these functions. It is understood that training of Members is a continuous process that starts when an adult is recruited into the Movement, continues through all the intermediate steps and only ends when they retire or resign.

This Policy provides for establishing an agreement, through a Warrant or Letter of Appointment and the Job Description, between each Adult Member and SSA, which:

- Defines the requirements of the role and the expectations of Adult Members and SSA, at the time of an Adult Members being appointment to a role.
- is based on a mutual understanding of expectations and the formulation of mutually agreed objectives;
- sets out the conditions and timing of Personal Development Reviews; and
- Is for a specified term of office.

The key principles for the effective management and support of Adult Members are summarised in the following sections.

1.3 Selection and Recruitment

The process for selection and recruitment of Adult Members for each role must:

- Identify the particular need which SSA wishes to meet.
- Clearly set out the tasks required and provide a clear job description for the potential new Adult Member.
- Establish any particular requirements for the specific role recognising that leaders working with the different age groups and in different environments may require different profiles.
- Look as widely as possible for suitable adults, including actively recruiting adults to fill the role.

1.4 Appointment

The appointment of all Volunteers will:

- follow the process prescribed for making appointment to the role
- be recorded through the issue of a warrant which will be signed by representatives of SSA and the member accepting the appointment
- Include acceptance by the Adult Member of the Job Description, as published at the time of appointment, by signing the Warrant.

1.5 Training and Support

The training and support of Adult Members should include:

- Identifying the competencies that are required to fulfil the role, based on the job description, the agreed tasks and expectations.
- Assessing the current competencies of the member
- Recognising previous training and learning
- Providing opportunities for appropriate training to help the Adult Member become competent and meet their need for personal development.
- Assisting the Adult Member to keep up to date with current policies and practices within SSA through regular opportunities for their involvement in training activities.
- Providing the leader with appropriate and timely support.

1.6 Management

The management of Adult Members by the next in line Scouter or Administrator, and by those to whom they, in turn, are responsible, should include the following:

- Regular assessment of development and performance.
- identifying potential blocks to meeting agreed expectations and ways to overcome them
- Discussion of Adult Member's expectations and aspirations for the future.
- Making appropriate decisions for the future development and assignment of the Adult Member.
- Prompt resolution of any grievances
- Prompt attention to any disciplinary matters

Note: the grievance and disciplinary procedures of SSA are covered in the "Members Code of Conduct and Disciplinary Policy" which is available on the SSA website.

1.7 Recognition

SSA has an Awards System which will recognise, but not be limited to recognising:

- Length of Service,
- Meritorious Service
- Distinguished Service
- Gallantry.

1.8 Retirement and Resignation

Adult Members may wish to retire or resign for a variety of reasons. At that time the Adult member should inform their next in Line scouter, in writing, of their intention to retire or resign. It is courteous for Adult Members to give reasonable warning of their intentions, so that replacements can be found and the impact on the Youth Members is minimised

2 ACQUISITION OF ADULTS

2.1 Assessment of Needs

As a movement we aim to develop all of our Members, both Adults and Youth. In doing so we must assess the needs of the organisation, the units and the volunteers themselves.

It is the responsibility of the leaders of each Unit, Group, District, Region and the Executive committee to regularly assess the needs of their portfolio. They should be guided by the structures defined in the "Organisational Rules" and the published Organogramme of SSA.

Where gaps or deficiencies are identified the leader should determine the role to be filled and actively recruit to fill the position.

In a voluntary organisation there is a danger that a volunteer's responsibilities will not be clear to them. Uncertainty may arise due to a casual approach to recruitment or due to reluctance by the organisation to impose formal obligations on volunteers. Ultimately this is likely to lead to confusion and/or to people trying to perform jobs for which they are not suited.

It is thus important that SSA lists all the tasks to be performed in each role, to achieve the stated goals and objectives. In other words the Job description is based on the needs of the organisation. It serves as the first reference point in the process of recruitment, and guides the ongoing needs for personal development and assessment of performance.

The requirements and responsibilities for each role are detailed in the job descriptions which are published on the SSA website and are available on request from the Regional and National Offices.

2.2 Recruitment

The recruitment of Adult Members should be a proactive and targeted activity for SSA. SSA should seek to identify and recruit those persons who share the ideals and aims of SSA and provide them with the skills, training and resources to provide the best possible support to the Youth Members.

SSA seeks to recruit persons from four distinct groups

1. Scouts and Rovers completing their participation in the various units of SSA.
2. Active Rovers who wish to also serve as Adult Leaders
3. Parents of Youth Members and members of the public who wish to contribute to the aims and vision of SSA.
4. Volunteers who had previously been members of SSA and who had for various reasons left SSA in good standing.

This may require, or include, advertising for applications and nominations, and seeking suitable volunteers from among the target groups.

Recruitment of volunteers should take account of any prerequisites of the role for which a person is being considered and the experience, training and skills that they already possess. It is not a requirement that a person holds all of the necessary training or skills when they are appointed, but it is necessary that they are capable of fulfilling the role

When a member is recruited, who lacks training for the role to which they are appointed, then as a requirement of the appointment, they should accept the need for training and undertake to complete such training at the first available opportunity.

2.3 Prerequisites for Volunteers

In general, SSA seeks to recruit adult volunteers who have a passion for making a difference in the world and in the lives of youth. People who understand the concept of service and are prepared to give of themselves, for something more than personal gratification or a salary.

There is no requirement for previous Scouting, Guiding, camping, hiking or similar experience.

- Every adult applying for membership must do so on the prescribed Application for Adult Membership (AAM) Form and will be subjected to a vetting process. Those refusing or declining to do so will be denied membership.
- SSA reserves the right to reject any application it feels does not meet the membership requirements and will advise the applicant accordingly.

It is required that all prospective Adult Members of SSA comply with the requirements of the National Children's Act as amended from time to time. Primarily this requires that for an adult to be eligible to work with a child they must not have:

- a) A criminal record by having been found guilty by court of law. Additionally must not have been suspended or censured for any action concerning children, young people, sexual misconduct or related offences. That includes any offence relating to minors which would be regarded as "spent" for other purposes.
- b) Any court findings or court issued directions in terms of section 77(6) or 78(6) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) that the person is by reason of mental illness or mental defect not capable of understanding the proceedings so as to make a proper defence or was by reason of mental illness or mental defect not criminally responsible for the act which constituted murder, attempted murder, rape, indecent assault or assault with the intent to do grievous bodily harm with regard to a child.

In the event that a volunteer has such an impediment, they may seek appeal of the finding or direction from a higher court or a court review of the finding. Until such an appeal has succeeded, the volunteers' services cannot be accepted by SSA.

2.4 Mutual Agreement

SSA recognises that adult volunteers join SSA as Adult Members with pre-existing commitments and obligations to their time. These may take the form of work or family commitments and is mindful of these in accepting offers of service to SSA.

SSA also recognises the need to provide support and training, while acknowledging the prior training and skills that any volunteer brings into the relationship.

In appointing a volunteer, the relationship should be one of mutual benefit to the parties, with the volunteer being recognised, supported and encouraged through the dual mechanisms of leadership and mentorship.

The mutual agreement defines the expectations of SSA of the volunteer and the undertaking that the volunteer is able and willing to make in taking on the role. SSA respects the fact that not all volunteers can take on a full time role, and is grateful for those volunteers who give up whatever portion of their time that they can make available.

2.5 Membership

SSA has a formal process for volunteers to become Members of SSA. This process is in place to ensure that the safety of the youth is a priority in the selection and admission of volunteers. The process is set out in Annexure 2 of this Policy. All Adult Volunteers who wish to serve in any position in a Unit, Group, District, and Region or at National in SSA must become Adult Members are required to complete the process.

Adults become Members of SSA when they are invested as Members of the Worldwide Brotherhood of Scouts. They are then entitled to wear the World Scout Badge and, where applicable, Scout Uniform.

Membership of SSA ceases:

- When a Member's Warrant is cancelled or
- Six months after the expiry of their Warrant or
- When a Member retires from Membership of SSA or
- When a Member's written Appointment to a committee is cancelled or
- When a Member resigns from a committee or their term of office expires.

3 TRAINING

3.1 Introduction

SSA is committed to ongoing review of the content of its training, its training material and practices to meet the needs of its Youth and Adult Members. Training should be seen and implemented as a driver of better quality Scouting for young people and one of the means to increase the likelihood of adults gaining satisfaction and personal growth through their involvement in and service to the Movement.

3.2 Integration, Training and Support of a New Adult Members in Scouting

The process of integration of a new volunteer begins the first time they contact SSA to express an interest and should run in parallel with the appointment process.

Due to the varied background of volunteers each new Adult Member of SSA requires a personalised introduction into the Scouting Movement and SSA. . For example an experienced Scout may require little in the way of background and technical skills, but may require more support understanding the policies and procedures than a person with no scouting background but extensive business experience.

All Adult Members, in each category of membership, are expected to undergo the training necessary for them to satisfactorily meet the requirements of the role. For Warranted Scouters there are some formal training requirements. These requirements can be met through both formal and informal training with assessment of competency. The requirements are set down to:

- Provide progressive training to help Adult Members develop their knowledge, skills and attitudes
- Equip them to accept their responsibilities to SSA
- Train them to practice " Safe Scouting" as defined in that Policy
- Carry out their function to the best of their ability
- Perform their role at an optimal level
- Keep up to date with the Programmes, best practices and Policies of SSA

3.3 Principles

The following Principles guide the continuous development and delivery of Adult Training in SSA

- a. All Adult Members taking on an appointment as a volunteer in Scouting are required to show that they have the skills needed for the role or are prepared to acquire the necessary skills through training offered by the SSA.
- b. The training supplied is based on both the individual and organizational needs for the role.
- c. The training should contain all the competencies that are required to enable an adult to fulfil his/her role.
- d. Training is broken down on a modular basis where each module contains the skills and competencies relating to a specific activity or role, (or a part thereof) in SSA. Each Module will have a number of specific Outcomes.

- e. To be appointed as Scouter in SSA, and receive a Warrant, Adult Members need to have completed the Modules prescribed for that Warrant and achieved an agreed level of competence.
- f. To be allowed to take charge of various activities (e.g. camping, mountain expeditions, air or water activities etc.) Adult Members need the appropriate Licence. They will have to complete the prescribed training Modules and achieved an agreed level of competence) before they receive a Licence.
- g. Adult training should be accessible to all eligible Adult Members, regardless of geography, education, personal circumstances or special needs.
The training system will include multiple modes of training. However SSA recognises that not all members have equal access to some modes of training and as a result will endeavour to provide all training content in a variety of modes including:
 - Personal reading or viewing of training videos on websites or DVDs followed by an assessment of the Adult Members learning or competence.
 - On line learning.
 - Small group workshops
 - One on one discussions
 - Attendance at Training Events, including formal courses

However a key component of the training for unit leaders is experiential learning on courses made up of sets of modules through which the Members are exposed to important Scout methods and practices, including learning by doing and the small group method, of SSA. They will experience the patrol/six system and learn from their Peers. Thus experiential learning in a group environment will continue to be an important part of training in SSA.

Irrespective of the learning method competency in the Outcomes will be assessed.

- h. Assessment of Competence can achieved by:
 - Completion of assignments , before, during or after training events
 - Observation of performance on Courses
 - Demonstration of competence to assigned assessors
 - Observation during performance of Role by assigned assessors
- i. Recognition:
Wherever possible SSA attempts to ensure that the skills taught on training are relevant and applicable to member's general work and life. SSA sees that this is one area in which SSA is able to add value and reward members for their contribution to the Youth members.
Wherever possible SSA will aim to get its training accredited by outside organisations. Initially SSA will strive to make its training equivalent to or better than, that of the relevant outside organisation, while determining what is required for our training to be recognised and accredited.

j. Recognition of Prior learning (RPL):

SSA will give RPL for as many of the Outcomes as possible; this includes recognition of experience and training in SSA (Inc. as a Youth Member) and training obtained outside SSA.

SSA may still assess the competence of Adult Members against the Outcomes, depending on the prior training they have received. .

Due to the overlap of content between the branches of Scouting, it is specifically recognised that, in line with recognition of other prior learning, an Adult Member who has completed training in one branch will not be required to redo the modules that they have completed when they undertook training in another branch.

k. Continuing Scouting Development:

All Adult Members need to keep up to date with SSA's Policies, Programmes and best practices. Warrants, Licences, Charges and Letters of Appointment are issued for a fixed period. During their currency, Adult Members are expected to continue their personal development:

Before renewal of a Warrant, Licence or Charge or the extension of a Letter of Appointment an Adult Member will have to obtain a minimum number of Scouting Development Credits, as specified from time to time. Credits will be given for:

- Completion of additional training and achieving the required learning or competence
- Being active in SSA both in their Warranted or Appointed role and in other roles, e.g. at events.
- Demonstrating that they have kept up to Date with the Programmes, Policies and Best practices of SSA

A WoodBadge is recognition of training and competency and as such does not expire. However when used as a criteria for eligibility for a role, there will normally be some requirements for additional Scouting Development Credits if the WoodBadge was gained more than 5 years ago.

l. All training will recorded on a National Data Base so that the records of all training are readily accessible.

3.4 The Stages of Training for Adult Members

3.4.1 This is Scouting for Adults

This stage is completed prior to admission as an Adult Member. It will normally be completed through reading the "This is Scouting for Adults" booklet and an assessment of understanding, at an interview with a Rover Scouter, Rover Crew Committee, Scout Group Leader or District Commissioner

3.4.2 Stage One, Introduction to Adult Leadership Training for Scouters

Competency in the Outcomes of stage one training is expected before a Limited Warrant for any position will be issued. The Limited Warrant which is issued after this stage of training will only be valid for 18 months.

This first Warrant entitle a Scouter to take sole responsibility for Youth (Cubs or Scouts) and run Pack and Troop meetings at the regular Pack or Troop meeting place. It will not entitle them to be responsible for Cubs or Scouts at any other venue, or on outings or walks away from the normal meeting venue.

3.4.3 Stage Two, Warrant Training, for Scouters

On achieving competency in the Modules of Stage Two Training application may be made for the extension of a Scouters Warrant for the remainder of the initial period applicable to the Role.

The extension of warrant issued after this stage of training will entitle a Scouter to take sole responsibility for Youth (Cubs or Scouts) and run Pack or Troop meetings at any meeting place. It will entitle them to be responsible for Cubs or Scouts on any land based activity at any dry land venue, including day outings, walks or hikes.

It does not entitle them to be responsible for Cubs or Scouts on overnight activities (Hikes or camps) or on any Water or Air activities.

Competency in the modules of specific Water, Air, and Camping (Cub and Scout) Training Courses is required to take responsibility for these activities.

3.4.4 Stage Three, WoodBadge Training, for Scouters

Completion of this training and assessment of Competency will entitle the Scouter to a WoodBadge.

In this stage of training, for each role, there are some compulsory Modules and a range of elective modules. To complete the training a Scouter must be competent in the compulsory Modules as well as in a defined number of elective modules, which can be selected according to the Scouter's areas of interest.

SSA understands that recognition for completed training is as important to our Adult Members as it is to our Youth Members and recognition should be granted to the members as soon as the requirements for each stage of training has been completed and assessed.

3.4.5 Training for Administrators

After admission as an Adult Member the training needs of Administrators must be assessed on an individual basis and will depend on the role for which they are appointed. Training Courses for members of Group Committees will be provided, but other training will probably be role specific and may be less formal.

3.5 Structure of Training and Courses offered

SSA offers a variety of courses covering all aspect of the programme from detail unit operation training through to specific skills training courses.

The Modules in the three stages of training described above are grouped into:

- Those that are largely theoretical and can readily be completed on an individual basis. Wherever possible these should be completed before the Scouter attends the experiential training and assessment event.
- Those that are best completed through experiential training in a group environment at a training and assessment event.

In both cases assessment of learning and competence will be done through interaction with the assessors at a training event and/ or observation in the Group or Unit where the Scouter is active.

SSA strives to provide the core training on an annual basis, to meet the requirements in each Region for that year.

Details of the stages of training, with the Modules and Outcomes for each Stage are provided in Annexure 3.

4 THE MANAGEMENT OF ADULT MEMBERS IN SCOUTING

4.1 Appointment

4.1.1 Processes

The appointments of all volunteer Adult Members to roles in SSA comes into effect when the member signs either a Warrant for the role, or a Letter of Appointment to a Group Committee.), which has also been signed by the designated representatives of SSA.

Neither permanent nor contract Employees of SSA may be appointed to any position, or hold a Warrant for any role at National, Regional or District level, without the specific written approval of the CEO. . They may hold positions and Warrants at Group and Unit level.

The process for appointing Adult Members to various positions in SSA is defined in the following documents.

- Chief Scout, Chief Executive Officer, Chief Commissioner and Exco Members
 - Organisational Rules
- Regional Commissioners and members of Regional Teams (Regional Team Coordinators (RTCs) etc.) and District Commissioners
 - Annexure 4 to this document
- Group Scout Leaders and Unit Leaders
 - Annexure 5 to this document
- Members of National Teams. (Cub Programme, Scout Programme, Rover Programme, Adult Support, Property, Finance etc.) and Regional Adult Resources Teams
 - Annexure 6 to this document
- Parent members of Group Committees
 - This section of this document

Before accepting a Warrant for a role within SSA, the applicant and the interview panel shall review the expectations and capacity of the member to meet the functions and requirements of the role, as set out in the Job Description. Acceptance of the Job description, or an agreement to amend it for a particular role, should be indicated on the RALA form.

Any variations from the standard functions of the role should be noted on the Job Description and attached to the RALA form to record the agreements reached.

If there is no indication on the RALA form that the job description has been accepted, as is, or amended, then the Job Description in Annexure 1 or published on the SSA website on the date that the member signs the RALA form, will be deemed to have been accepted.

Administrators will be appointed after their election to a Group Committee at an AGM or after they have been co-opted to a Group Committee and they have been appointed as a Member of SSA. They will receive a Letter of Appointment and a Pro Forma Letter is given in Annexure 7

4.1.2 Validity of Warrants and Appointments

Warrants are valid for the following periods:

- Chief Scout, Chief Executive Officer, Chief Commissioner and Exco Members
 - As defined in the Constitution
- Regional Commissioners and members of Regional Teams (Regional Team Coordinators, etc.) and District Commissioners
 - An initial period not exceeding 5 years, with an option for renewal for a second period of 2 years if Stage 3, WoodBadge training has been completed.
- Scout Group Leaders
 - Limited Warrant for an initial period of 18 months if only Stage One, Introduction to Adult Leadership training has been completed. The limited warrant may be extended, once only, with the approval of the RC, for a maximum period of 12 months, if there are valid reasons why Stage 2 , Warrant, training has not yet been completed.
 - Warrant for a period not exceeding 5 years if Stage Two training has been completed. There is then an option of a renewal for a second period of 2 years if Stage Three, WoodBadge training, has been completed.
- Unit Leaders
 - Limited Warrant for an initial period of 18 months if only Stage One, Introduction to Adult Leadership training has been completed. The limited warrant may be extended, once only, with the approval of the RC, for a maximum period of 12 months, if there are valid reasons why Stage 2, Warrant, training has not yet been completed.
 - Warrant for a period not exceeding 5 years if Stage Two, Warrant, training has been completed. There are then options of renewal for a second period of 3 years, if Stage Three, WoodBadge training, has been completed and a third period of 2 years.
- Members of National Teams. (Cub Programme, Scout Programme, Rover Programme and Adult Support)
 - An initial period not exceeding 5 years, with options of renewal for a second period of 3 years and for a third period of 2 years

The initial period of a Warrant does not have to be for the maximum period and shorter periods may be agreed between the member and the representatives of SSA.

The period of appointment of Adult Members in administrative positions , such as to Group Committees or other non-warranted roles will be as specified in the letter of appointment, for an initial period not exceeding 5 years, with an option for a an extension for a period of 2 years.

Once an Adult Member has held a warrant or appointment for the maximum period allowed, after renewals, a new process for appointing a Member to that role must be carried out. The previous incumbent may apply.

4.1.3 *Personal Development Reviews*

The personal development and performance of all members should be regularly assessed against their needs and the agreed requirements of their role. This should be an ongoing process using every opportunity.

At least annually and whenever an application to extend the validity of a warrant is being considered, the next in line Scouter should hold a formal meeting with the member.

The assessment of development and performance should be based on development goals (Inc. training), Key Performance Areas (KPAs) derived from the Job description, and Key Performance Indicators agreed with the Member. The development goals and KPIs will be based on the circumstances of the Scouter and the agreed priorities for the role at the time.

The performance assessment should consider the following aspects:

- The development plan for the Scouter
- The performance of the individual over the past year, using the KPAs and KPIs
- the Scouters personal circumstances
- The suitability of the support given to the member by their mentor and support teams
- The training attended
- Their ability and willingness to continue in the role and functions that they undertook when accepting the appointment.
- Review of the KPAs and the setting of KPIs for the next year of service
- The review of the succession planning for the role

The outcome of the assessment shall be recorded, agreed by the parties and kept on the Member's confidential record on the National Membership Database.

4.1.4 Renewal of Warrants

At or before the expiry of the initial or second period of a warrant, the Continuing Scouting Development and the performance of the Member, in the role during the period of the Warrant, shall be reviewed with the Member, by the representatives of SSA designated to interview and recommend appointments for the role.

If the extension of the Warrant is recommended, then the recommendation, on the prescribed form, will be submitted to the Scouter responsible for endorsing a recommendation for that particular role.

A new warrant will be issued for the second or third period, with the duration, not exceeding that defined for the role.

If a new Warrant is not issued before the expiry date of the current warrant, the Member will no longer be allowed to operate in their previous role and will not be able to take responsibility for any activity involving Youth.

Any subsequent application for an extension of a warrant must be submitted within 6 months of the date of expiry of the original Warrant.

If an application for an extension of a warrant is not submitted within 12 months of its expiry date it cannot be renewed. The prescribed process for making a new appointment to the vacant position role shall apply and be followed for all applicants.

SSA reserves the right to carry out a new check of a member against the National Child Protection Database at any time.

After the expiry of a Warrant a Member will remain a Member of SSA for a period of 6 months. If the member does not hold another Warrant and is neither appointed to another position nor becomes a registered member of the Alumni within 6 months, their membership ceases.

4.1.5 Retention

Wherever possible and appropriate, SSA aims to retain the services of its Adult Members. To achieve this, a conscious and proactive effort is required from those members in leaderships or mentoring roles to ensure that the expectations and needs of the volunteer members that they support or lead are met.

Member's circumstances change with time and this may prevent them from fulfilling their current role. Rather than lose the benefit of the services of the member, SSA would rather either:

- Redeploy that member to a less onerous role or
- Agree a reduced expectation from the member or
- Agree a sabbatical period, not exceeding 6 months, during which time the warrant is suspended, to be reactivated for its remaining period, when circumstances change.

4.1.6 Recognition

SSA Provides recognition for the service of its members, as summarised in section 1.7.

Members who are entitled to Service Awards will be identified by the National Membership Database and the Award will be generated and issued by the National Office as soon after the due date as possible.

Applications for all other Awards may be made at any time, by any Member, and submitted to the Regional Commissioner. Applications for Awards to a Regional Commissioner are submitted to the Chair: National Adult Resources.

The applications should be considered by the Regional Commissioner with the assistance of a Regional Awards Committee if desired. If an Award is recommended the application is sent to the Chair: National Adult Resources, for consideration by the National Awards Committee, which they chair. Where an application for an Award is declined by the RC, the decision and reasons should be conveyed to the applicant.

Where an award is declined by the National Awards Committee, or an award, other than that originally applied for is approved, then this decision and the reasons should be conveyed to the RC and the applicant. All recommendations will be considered Quarterly by the National Awards Committee.

The details of the available Awards and the criteria to be met are contained in Annexure 7.

5 SUPPORTING ADULT MEMBERS

5.1 Material

SSA provides supporting material under the following areas:

a) Constitution and Organisational Rules

Those documents govern the structure and organisation of SSA

b) Policies

SSA has a variety of policy documents, including this Adult Support Policy for the elucidation of the SSA stance and standpoint on various operational issues for Scouting including finances, administration and property matters. They are listed in the Organisational Rules and published on the SSA website

c) SSA Website

The website is the formal source of all the latest SSA publications. Apart from documents mentioned elsewhere in this policy, it contains a wide range of materials that are valuable resources for Scouters.

The primary areas covered include

- Interesting information about SSA
- News
- Events
- Competitions
- Location of Scout Groups
- Stationary
- Marketing materials
- Details of promotional items
- Etc.

d) Scout Wiki

This section of the website is a valuable resource for all Members. It is regularly updated with information provided by members on a wide range of topics

e) Programme Information

This material describes the Youth Programmes and Rover Programme and primarily consists of Cub Trail, Scout Trail and Rover Trail, which set out the advancement programmes for each Branch.

This programme content is further supported through Scouter handbooks, working kits, skills handbooks and various activity specific guideline documents.

f) Training Material

Training materials, primarily in the form of Learner manuals for each Phase of training, as well as manuals for trainers are available for the primary phases of training and are continuously being expanded and updated.

5.2 Mentoring

The mentoring system is critical to provide the support that a member needs that extends beyond the purely technical skills provided in training courses.

When a person joins SSA as a volunteer they are assigned a Mentor. The Mentor should be a person who has experience in the role to which the person is appointed and has received training as Mentor. The selection of a suitable Mentor is made with the member and their next in line Scouter.

The mentor should also play a role in the on-going development of the volunteer. This includes developing the career path for a volunteer within SSA and identifying growth areas and opportunities for the volunteer to contribute

When a member changes roles it may become necessary to seek a new Mentor to continue the support of the member.

5.3 Support structures and teams

Each Group works under the guidance and mentorship of a District Commissioner (DC) who is responsible to protect the reputation and standing of SSA in the District as set out in OR , the Policies of SSA and their Job Description. The DC is appointed to act as the representative of SSA in a District and as such is responsible for ensuring that the support required by Groups and Units is met.

To enable the DC to provide the support required by the Groups in implementing the programme for each Branch (Cubs, Scouts and Rovers) there is National Team of trained and experienced Scouters dedicated to each Branch. Although they are members of a National Programme Team they will be assigned primary responsibility to provide support in a Region.

These National Programme Teams are available to support units in the development and implementation of the unit programmes. These support teams are drawn from the more experienced and skilled Members of SSA in the Region.

In each Region there is a Regional Team Coordinator (RTC) for each of the Programmes (i.e. the programme for each Branch), as well as for Adult Support. The RTCs work with the DCs to assign National Programme and Adult Support Team members to assist Groups and Units

6 JOB FUNCTIONS

The responsibilities of Scouters are defined in OR and specific Job Descriptions for each role and the National Teams are published on the SSA website. They provide the definitive Job Description and are deemed to be part of this Policy

An overview of the functions of the various roles is given here as an introduction.

6.1 Unit Leaders and Assistants:

- Provide role models, inspiration and encouragement to young people;
- Support, counsel and advise young people as they develop;
- Train and instruct young people in technical and social skills;
- Give guidance on questions of belief, values and principles;
- Facilitate the execution of the programme, as determined by the young people themselves, i.e. they enable ideas to be translated into reality;
- Provide opportunities for self-discovery so that growth may occur;
- Help young people become responsible, self-governing and self-determining,
By providing them with opportunities to plan and lead;
- Help young people to be responsive to their environment and to others, so that they may take a constructive place in society.
- Lead Assistant Unit Leaders, Pack and Troop Helpers

6.2 Scout Group Leaders:

- Provide role models, inspiration and encouragement to all adults in the Group.
- Lead Unit Leaders, Assistant Unit Leaders, Pack and Troop Helpers
- Chair and lead the Group Committee
- Fulfil Group management functions – recruitment, training and support of Unit Leaders their assistants and the committee members.
- Counsel and advise in relationships both with young people and between leaders;
- Train leaders in technical, relationship or leadership skills;
- Guide leaders in questions of belief, values and principles
- Facilitate the provision of programmes and activities for young people by providing funding, facilities or administrative support on a wider basis than the Troop or Pack
- Encourage leaders to be more enterprising, adventurous or innovative in the provision of programmes for young people;
- Provide opportunities for self-awareness and self-confidence training for the Adult Members in their Group.

6.3 National Regional and District Adult Leaders

The general functions of these “Leaders of Adults” are similar to those of the unit leaders themselves. They:

- Provide role models, inspiration and encouragement to District, Regional and Unit Leaders
- Fulfil management functions – recruitment, training and support, counselling and advice on relationships both with young people and between leaders;
- Train leaders in technical, relationship or leadership skills;

- Guide leaders in questions of belief, values or principles
- Facilitate the provision of programmes and activities for young people by providing funding, facilities or administrative support on a wider basis than the Troop or Group;
- Encourage leaders to be more enterprising, adventurous or innovative in the provision of programmes for young people;
- Provide opportunities for self-awareness and self-confidence training for their adult leaders, that they, in their turn, may have more confidence in young people.

6.4 Administrators

Administrators play a vital role because they can and should relieve the Unit Leaders, Scout Group Leaders, District, Regional and National Adult Leaders of administrative work load. This enables them to spend more of their time and effort in the support and training members and other leaders.

Administrators are Adult Members who, whilst they support the aims of the Movement, may not have the time, skill or inclination to work directly with young people or other lead other adults. They are frequently people with professional expertise in finance, management or office skills who are willing to put those skills at the disposal of leaders whom they recognise to be 'doing a good job'.

There are a variety of administrative functions:

- Committee Members
- Treasurers, Secretaries, Auditors, Registrars, Record keepers
- Quartermasters
- Campsite administrators or wardens
- Advisers on finance, investments, legal matters, insurance, religion, building leases/title deeds and public relations
- Public relations and marketing
- Editors, writers, typists.

These important jobs should not be the responsibility of Scouters. There are many ex-Scouts, retired Scouters, parents or well-wishers who are happy to volunteer to help in these functions in order to maintain contact with the Movement or support its work.

Amendment Submission Contact Details

While every attempt is made to ensure that the contents of this policy are correct and consistent at the time of publication, the changing nature of SSA and the communities that we serve is acknowledged, and as living documents this Policy should and will require correction and amendment from time to time.

Any proposals for amendment of the contents of this policy should be submitted in line with the process described in the standing Organisation Rules in effect at the time of submission of the proposed amendment.

The proposed amendments for this document should be submitted to:

SCOUTS South Africa

National Office

PO Box 374

Newlands

7725

info@scouts.org.za

Fax: 021 685 9050

ANNEXURE 1 Job Descriptions for District, Group and Unit Leaders

The Job Descriptions for all roles in SSA form part of this Policy.

All the Job Descriptions can be found on the SSA website at <http://scouts.org.za/members/adult-leaders/>

ANNEXURE 2: Procedure for Admission of Adult Members

The process for all adults to be admitted as Members of SCOUTS South Africa (SSA) is illustrated in Figure 1 and explained in Table 1.

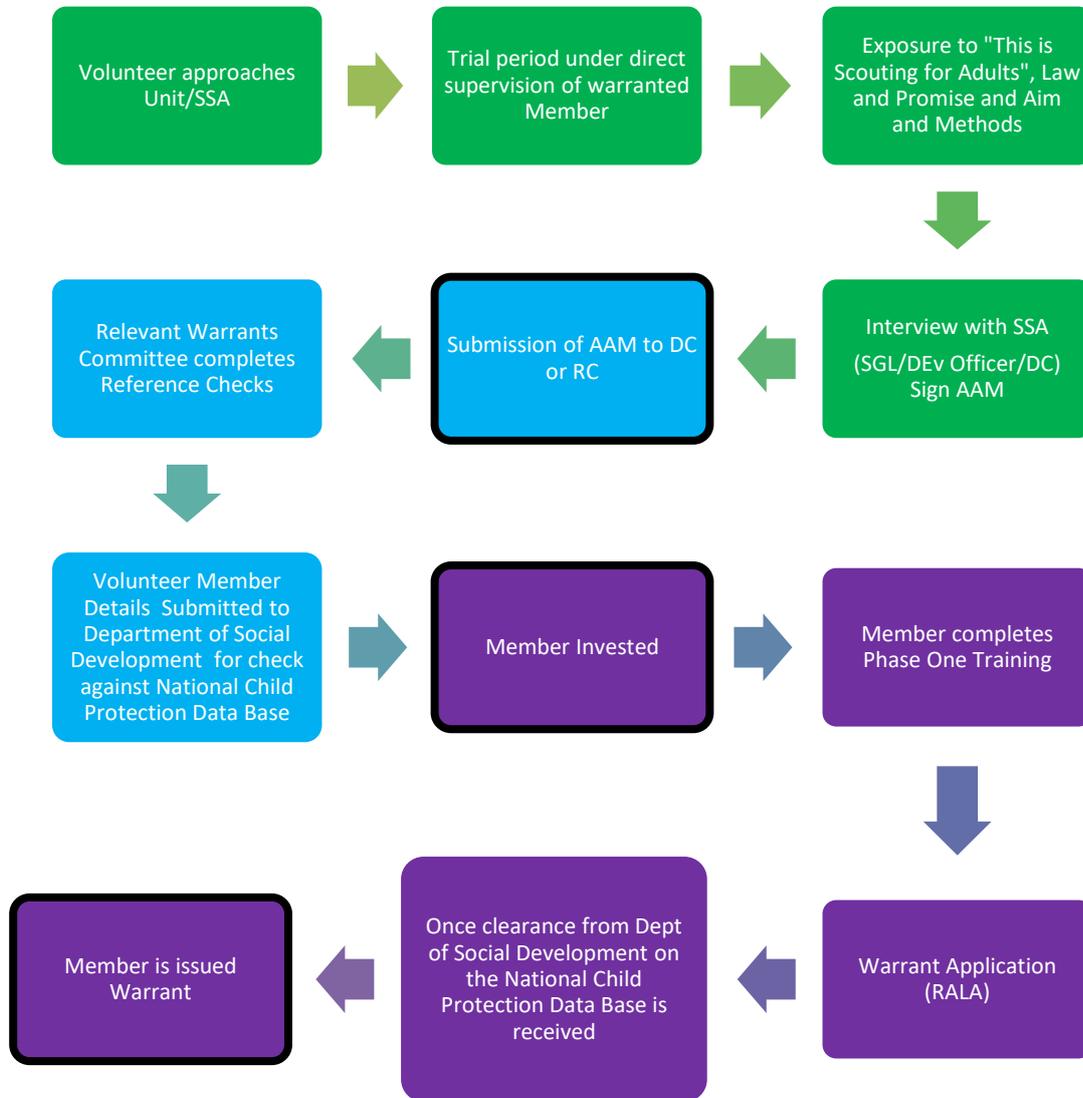


Figure 1: Process for Adults to be appointed as Members of Scouts South Africa

Table 1: Process for adults to be admitted as a Member of SSA

Activity	Processes and Responsibilities	
	New Group Committee Member	New Scouters and Helpers
1. Recruitment and Introduction		
Potential Adult Member has opportunity to "test the ground"	Adult elected to the Group Committee at AGM or co-opted directly onto the Committee.	Adult attends some unit meetings, leads some activities under direct supervision of Warranted Scouter
SGL to do orientation as soon as possible		
2. Understanding the movement and the Implications of Adult membership		
<ul style="list-style-type: none"> a. Understand "This is Scouting for Adults", b. Understand and accept the Promise and Law as well as Aim and Method c. Accept Responsibilities including the Member Code of Conduct and Child Protection Policies 	Reading or On-line learning, and completion of self-assessment instruments, supported by SGL, Development. Officer or District Commissioner	
3. Assessment of understanding and suitability		
d. Interview with next in line Scouter	One on One Interview with the Unit leader, SGL, DC or Dev. Officer, as relevant, to assess understanding of the role they are considering or have accepted and the SSA Aims and Objectives as well as policies.	

4. Application for membership to serve as an adult Member	
	Complete AAM form and submit to SGL, DC or Dev Officer as appropriate
5. Approval of application to become an adult Member	
a. Reference Checks:	DC arranges independent reference checks and approves/declines application in discussion with SGL
b. Approval of form	SGL interviews candidate and approves AAM
c. Vetting for Child Protection by National	National submits applicant's details to Department of Social Development and enters submission on-database. National will notify the Group and DC as soon as there is a response
6. Invested as a Member	DC, SGL or Unit Leader as appropriate

Notes:

1. An adult should be invested as a Member of SSA as soon as the reference checks are complete and AAM form has been approved.
2. An adult may not be alone with youth members until they have received a warrant. See Section 4.1.2.
3. The Warrant may be issued before the Department of Social Development has issued a clearance certificate in terms of the Child Protection Data Base.
4. If the Scouter does have a record on the Child Protection Database, the warrant will be suspended.
5. This process will be automated through the Membership Database as soon as possible.

ANNEXURE 3: The Structure of Training in SCOUTS South Africa

In Process

ANNEXURE 4: Appointing Regional Teams and District Commissioners

PREFACE

This document sets out the procedures and administrative process for appointing Regional Commissioners (RC), Regional Coordinators, Development Officers and District Commissioners (DCs).

Please note that this Annexure has been approved for use but differs, in some small aspects, from the approved OR and Job Descriptions. Amendments to the OR have been made and will be submitted to Exco for approval. The Job Descriptions will be corrected.

After the current transitional phase this Annexure to the Adult Support Policy will be revised, as necessary, to see that it is appropriate for our continuing, routine, appointment processes.

Any comments or questions about the process should be addressed to adultsupport@scouts.org.za.

Should any member wish to query the process they should contact their Regional Commissioner or the Chair: National Adult Resources. Should they be dissatisfied with the appointment process or an outcome of the appointment process they should follow the procedure in the Members Code of Conduct and Disciplinary Policy.

Contents

1. Purpose
 2. Overview of Region and District Appointment Processes
 3. Appointment of Regional Commissioner
 4. Appointment of the Regional Team
 5. Appointment of District Commissioners
 6. Appointment of Regional Development Officers
- APPENDIX A: Typical Advert
- APPENDIX B: Nomination Form
- APPENDIX C: Application for SCOUTS SA Position
- APPENDIX D: Record of Adult Leader Appointment (RALA)
- APPENDIX E: Assessment of Regional Applicants
- APPENDIX F: District Commissioner: Interview and Assessment Guidelines

1. Purpose

The purpose of these procedures is to provide a consistent, transparent and documented process for appointing Regional Commissioners (RC) and the Regional Teams (RT).

An interview must be conducted for every new appointment. The purpose of the interview is to assess the suitability of the applicant for the post and to ensure that the interviewers and the applicant have a common understanding of the job requirements. It also gives the applicant an opportunity to ask questions about the job before accepting the position.

The table below provides an overview of the process to be followed and is for information only. Should there be any discrepancy between this table and the written description of the process that follows, then the written description applies.

2. Overview of Region and District Appointment Processes

STEP	RC & Deputy RC	Reg. Team Co-ordinators (RTCs) & Development Officers			DCs
Who is interested?	The National Office Advertises: leads to Applications & Nominations	Reg. Advertises: leads to Applications & Nominations			Reg. Advertises: leads to Applications & Nominations
Who checks if they: -qualify for the position? -have been vetted against the National Child Protection Database?	CC	RC			RC
Who interviews applicant? One applicant	CC + Chair: National AS(or Exco Member)	OP RC + Chair: Nat Youth / AS/ Rovers etc.	Admin RC + Chair: Nat Finance /Property etc.	Dev Off RC + DC	RC+ RTC &/or SGL (from District.)
Two or more applicants	CC + Chair: Nat AS + Exco Member	RC + 2 of above	RC + 2 of above	RC + 2 or more DCs(up to 4)	RC+ 1 or 2 RTCs. &/or 1 or 2 SGL (from Dist.) At least 3 and not more than 5 in panel
Who recommends?	CC	RC			RC
Who endorses	CS	Chair: Relevant National portfolio			CC
Who prepares the Warrant	The National Office	The National Office			The National Office
Who signs the Warrant	CS + CC	RC + Chair: Relevant National portfolio			CC + RC

Note: It is recommended that, for the appointment of the RTC Rover Programme, the Chairman of the Regional Rover Advisory Council is closely involved in the selection process.

3. Appointment of Regional Commissioner

3.1 SCOUTS South Africa (SSA), The National Office, will advertise and invite applications and nominations for the position of Regional Commissioner (RC).

3.2 Applicants should have a minimum of two weeks, from the date of the advert, in which to submit their applications. A longer period should be allowed where necessary to allow effective distribution of the adverts.

3.3 The process will be recorded on the Record of Adult Appointment (RALA) form.

3.4 The applications will be reviewed by the Chief Commissioner(CC) to see that they meet the Criteria given in Organisational Rules(OR)

3.5 The applicants meeting the criteria will be interviewed by the CC, Chief Executive Officer (CEO) and an Exco Member, preferably the Chair: National Adult Support Team. If there is only one application the interview may be conducted by any two of the above.

3.6 Once the successful applicant has accepted the position, all unsuccessful applicants will be advised of the outcome of the interview, in writing, by the Chief Commissioner. This step will be recorded on the RALA form for each unsuccessful applicant

3.7 The successful applicant will be issued a Warrant, over the signatures of the Chief Scout (CS) and CC.

4. Appointment of the Regional Team

4.1 Once the RC has been appointed the following positions should be advertised, by the RC, requesting applications and nominations:

- Operational Positions:
 - Regional Team Coordinator (RTC) Cub Programme
 - Regional Team Coordinator (RTC) Scout Programme
 - Regional Team Coordinator (RTC) Rover Programme
 - Regional Team Coordinator (RTC) Adult Support
- Administrative Positions
 - Regional Finance Representative
 - Regional Property Representative
- Any other positions that are required by the RC

It is not necessary to advertise all the positions at the same time. A phased approach may be used.

4.2 The following steps should be followed and documents used:

4.2.1 The adverts should be distributed via the Regions' electronic Mailing List, through adverts posted at Provincial HQ and Scout Halls and any other means that may be appropriate. A typical advert is attached (see Appendix A); it must be customised for the Region and Positions being advertised.

4.2.2 A SSA Nomination form (see example in Appendix B) should also be sent out with the advert. Any member can nominate any other member for a role. The current form is available on the SSA website.

4.2.3 The Job Description for the positions should be attached to, or displayed with, the adverts. The link to the SSA website, where they are posted, should be contained in the advert.

4.2.4 The SSA Application for a Position (see example in Appendix C) must be completed by all Applicants and Nominees. For Nominees this serves as acceptance of the nomination. The current form is available on the SSA website.

4.2.5 Applicants and Nominees are also requested to submit a brief Scout CV

4.2.6 All documents are to be submitted to the Regional Commissioner

4.3 Applicants should have a minimum of two weeks, from the date of the advert, in which to submit their applications. A longer period should be allowed where necessary to allow effective distribution of the adverts.

4.4 The following sequential steps for making appointments should be followed by the Regional Commissioner:

4.4.1 Advise all applicants and nominators that their application/nomination has been received.

4.4.2 Request applications from Scouters who have been nominated.

4.4.3 Start completing the RALA form for each applicant (see example in Appendix D). The current form is available on the SSA website.

4.4.4 Review the Applications to see if they comply with the criteria for the position. Also check with the National Office that they have been vetted against the National Child Protection Data Base

4.4.5 Establish the interview panel for the position.

4.4.6 Advise any applicants who do not meet the criteria, with a suitable explanation

4.4.7 Send all the compliant applications and CV's to members of the interview panel.

4.5 Where there is more than one applicant for a role, the interviewing panel should have an odd number of members and must comprise at least three members:

- Regional Commissioner
- The Chair of the appropriate National Exco portfolio: or their nominated representative.
 - Operational: Youth Programme (Cubs/Scouts), or Adult Support (Rovers/ALT),
 - Administrative (Finance or Property)
- Other senior Scouter(s) agreed by the first two panel members i.e. National or Provincial office bearer. In the case of the RTC Rover Programme, it is recommended that the Chairman of the Regional Rover Advisory Council is closely involved with the selection process. If the previous incumbent (e.g. APC Cubs, Scouts, Rovers, ALT or an Admin Manager) is not an applicant, they should be considered as the third panel member.

4.6 For a single applicant, a third panel member is not required, but there must be an interview by the RC and the Chair: of the appropriate National Exco portfolio.

4.7 Arrange an interview with each applicant, either a face-to-face, a telephonic or a Skype interview

4.8 Before the interview process starts the panel should agree on the criteria they will use in their assessment.

4.9 The focus of the interview should include:

4.9.1 The key functions of the position and the applicant's appreciation that the focus of operating the new structure of SSA is to ensure the support and mentoring of Scout Groups, by the National Teams available to the Regional Coordinators, particularly as requested by the SGL or DC.

4.9.2 The persons' understanding of the functions of the position:

That there are 2 separate but interlinked reporting lines and how they understand their responsibilities to each.

i. To the RC

- Operational Positions: for agreeing their priorities and deployment of their team
- Administrative Positions: for the management of finances or property in the Region

ii. To the Chair: of the relevant National portfolio for their performance and support to Groups.

4.9.3 Their thoughts on a strategy for working with and supporting Groups

4.9.4 Their preferred priorities for the position and those of the Region.

4.9.5 How well they meet the agreed criteria

4.9.6 What help, training and or mentoring they will need to meet the requirements of the Job Description

4.9.7 The preferred duration for the Warrant, if successful.

4.10 At the end of the interview the RC should ask the applicant to confirm that they are still interested in the position, and, should they be appointed, a suitable initial period for which the Warrant would be valid (maximum 5 years).

4.11 Each panel member should make their own assessment of each applicant against the themes listed above and rank the applicants in order of preference.

4.12 After all the applicants have been interviewed the panel will discuss their rankings and, desirably, reach consensus on who would be the best person for the position. A majority vote is acceptable, but the appropriate Chair: National AS; Cub; Scout; Rover; Property: or Finance must endorse the recommendation.

4.13 The RC will submit the Committee's recommendation, using the RALA form, of the successful applicant, to the CC for operational positions or CEO for administrative positions. The CC or CEO will endorse, or query, the recommendation.

4.14 If no-one is considered suitable, a new process for finding a suitable person must be initiated.

4.15 Once the CC or CEO has endorsed the recommendation, by signing the RALA form, for the successful applicant, they will be advised by the Regional Commissioner that their application was successful. The RC will ask them to confirm that they will accept the appointment and if, during the interview, any changes to the published Job Description were agreed, then the RC and the applicant will sign the amended Job Description. They will also agree on the period for which the warrant will be issued, maximum 5 years.

4.16 Once the successful applicant has accepted the appointment:

4.16.1 All unsuccessful applicants will be advised of the outcome of the interview, in writing, by the Regional Commissioner. This step will be recorded on the RALA form for each unsuccessful applicant

4.16.2 The completed RALA form for the successful applicant will be submitted to the Membership Administration Officer at the National Office requesting that a Warrant be issued, for the period that has been agreed with the applicant, over the signature of the RC and the appropriate National Chair.

- The National Office will prepare the Warrant, for the requested period, maximum period is 5 years.
- It will be sent to the RC as a pdf file which the RC will print in duplicate.
- The National Office will also send a copy of the RALA form to the Region for completion
- The RC will sign and arrange for the signature of the appropriate National Chair, before issuing the Warrant which will be signed by the recipient.
- The signed copy of the Warrant, the signed Job Description, if applicable, and the completed RALA form will be returned to the Membership Administration Officer at the National Office and a copy of each will be retained by the Region and kept on a confidential file at Regional HQ.

5. Appointment of District Commissioners

5.1 This process should preferably follow the appointment of the Regional Team, so that unsuccessful applicants for Regional positions have the opportunity to apply for a DC position.

5.2 The Regional Team may wish to consider the strategy for growth of Scouting in the region and possible changes in the number of DCs, the Groups which they will be assigned to support etc., to be agreed by the RC and current DCs, before advertising for DCs.

5.3 Alternatively they may wish to appoint DCs who would then participate in that process, it may lead to changes to the Groups for which each DC is responsible, or to additional DCs being appointed.

5.4 Once it has been decided to proceed with the appointment of DCs, the positions should be advertised by the RC, requesting applications and nominations. It is not necessary to advertise all the positions at the same time. A phased approach may be used.

5.5 The following steps should be followed and documents used:

5.5.1 The adverts should be distributed via the Regions' electronic Mailing List, through adverts posted at Regional HQ and Scout Halls and any other means that may be appropriate. A typical advert is attached (see Appendix A); it must be customised for the Region and Positions being advertised.

5.5.2 A SSA Nomination form (see example in Appendix B) should also be sent out with the advert. Any member can nominate any other member for a role. The current form is available on the SSA website.

5.5.3 The Job Description for the positions should be attached to, or displayed with, the adverts. The link to the SSA website, where they are posted, should be contained in the advert.

5.5.4 The SSA Application for a Position (see example in Appendix C) must be completed by all Applicants and Nominees. For Nominees this serves as acceptance of the nomination. The current form is available on the SSA website.

5.5.5 Applicants and Nominees are also requested to submit a brief Scout CV

5.5.6 All documents are to be submitted to the Regional Commissioner.

5.6 Applicants should have a minimum of two weeks, from the date of the advert, in which to submit their applications. A longer period should be allowed where necessary to allow effective distribution of the adverts.

5.7 The following sequential steps for making appointments should be followed by the Regional Commissioner:

5.7.1 Review the Applications to see if they comply with the criteria for the position. Also check that the applicant has been vetted against the National Child Protection Data Base.

5.7.2 Advise all applicants and nominators that their application/nomination has been received.

5.7.3 Request applications from Scouters who have been nominated.

5.7.4 Start completing the Record of Adult Leader Appointment (RALA) form for each applicant (see example in Appendix D). The current form is available on the SSA website.

5.7.5 Establish the interview panel for the position.

5.7.6 Advise any applicants who do not meet the criteria, with a suitable explanation

5.7.7 Send all the compliant applications and CV's to members of the interview panel.

5.8 The RC should arrange a face to face interview with each applicant. The interviewing panel should have an odd number of members. It must have at least three members, but should not exceed five members. It will comprise:

- Regional Commissioner
- At least one experienced SGL/GS from the District where the applicant is to be appointed.
- At least one RTC
- If additional members are required, they should be RTCs, experienced SGLs/GSs or Group Chairs from the relevant District.

5.9 For a single applicant a third panel member is not essential but there must be an interview by the RC and at least 1 GS or RTC.

5.10 Before the interview process starts the panel should agree on the criteria they will use in their assessment, District Commissioner Interview and Assessment guidelines are shown in Appendix F, together with an assessment matrix. The criteria for the interview should include:

- Their understanding of the organisational structure of SSA and the responsibilities of the DC and SGL.
- Their understanding that the role of DC is that of:
 - coordinating support from the National Team members, particularly, but not exclusively, those residing in the Region through the RC and Regional Coordinators
 - Mentoring, as opposed to “policing”.
 - Their ability to communicate, mentor and resolve conflicts.
- How well they meet the agreed criteria

5.11 The focus of the interview should be on:

- The applicants high level strategy for the District and their priorities
- Their thoughts on a how to support Groups and utilise the National Team Members who are accessible to the Region
- What help, training and or mentoring they will need to meet the requirements of the Job Description

5.12 At the end of the interview the RC should ask the applicant to confirm that they are still interested in the position and, should they be appointed, a suitable initial period for which the Warrant would be valid (maximum 5 years)

5.13 Each panel member should make their own assessment of each applicant against the agreed criteria and rank them in order of preference.

5.14 After all the applicants have been interviewed the panel will discuss their rankings and aim to reach consensus on who would be the best applicant. However a majority decision is acceptable, but the RC must support the decision

5.15 If no-one is considered suitable, a new process for finding a suitable person must be initiated.

5.16 The RC will submit the Panel’s recommendation on the RALA form of the successful applicant, to the CC who will endorse the appointment.

5.17 Once the CC has endorsed the appointment and signed the RALA form, the successful applicant will be advised by the RC that their application was successful and ask them to confirm that they will accept the appointment and if, during the interview, any changes to the published Job Description were agreed, then the RC and the applicant will sign the amended Job Description. They will also agree on the period for which the warrant will be issued, maximum 5 years.

5.18 Once the successful applicant has accepted the appointment:

- All unsuccessful applicants should be advised of the outcome of the interview, in writing, by the Regional Commissioner. They should be advised of the successful applicant. This step will be recorded on the RALA form for the unsuccessful applicants.
- The successful applicant's RALA form is submitted to the Membership Administration Officer at the National Office requesting that a Warrant, for the agreed period, be issued over the signature of the CC and RC.
- The National Office prepares the Warrant, for a maximum period of 5 years. It will be sent to the RC as a pdf file which the RC will print in duplicate. The RC will sign and arrange for the signature of the CC, before issuing the Warrant which will be signed by the recipient.

5.19 The signed copy of the warrant will be returned to the Membership Administration Officer at the National Office, with the signed Job Description if applicable, and the completed RALA form. A copy of each will be retained by the Region and kept on a confidential file at Regional HQ

6. Appointment of Regional Development Officers

6.1 The appointment of Regional Development Officers(s) should follow the appointment of the DCs, since they will have to work closely with the DCs and are appointed by the RC in consultation with the DCs.

6.2 The process to be followed will be similar to those described above, using the appropriate Job Description and with the following amendments:

6.2.1 The key function of the DO is to establish new groups and support them for up to 12 months.

The interview panel should consist of:

- The Regional Commissioner
- At least two, but not more than four, DCs selected from the Districts where the Development Officers are likely to be deployed

6.2.2 The committee recommends the appointment to the Chair: National Adult Support, who endorses or queries it.

6.3 The Warrant is issued by the National Office, over the signature of the RC and Chair: National Adult Support.

APPENDIX A: Typical Advert

This is an example of a typical advert. It will be sent to Regional Commissioners as a MS Word document.

Pro forma Advert for members of the Regional Team - *{To be pasted onto Regional Letterhead}*

"Applications are invited for Members of the Regional Team: for Region

Following the appointment of *{insert name of RC here}* as Regional Commissioner, we now need to appoint members to the Regional Positions, as set out in the "Organisational Rules" (OR). All Adult Members are invited to nominate a fellow member, or apply themselves, for any of the positions in the *{insert Region name here}* Regional Team, listed below. These positions are open to all persons who are active members, who meet the criteria given in OR, who feel that they can fulfil the attached job description and want to take up the challenge. All the Job Descriptions can be found on the SSA web site Where a WoodBadge is a given as a criteria for a position, applicants who are 26 or younger, need not hold a WoodBadge, but should have completed the appropriate WoodBadge Course and be actively completing the other requirements for a WoodBadge.

The positions that need to be filled and the main criteria are.

- Operational Positions:
 - Regional Team Co-ordinator Scout Programme– Scout WoodBadge
 - Regional Team Co-Coordinator Cub Programme– Cub WoodBadge
 - Regional Team Co-Coordinator Rover Programme– Rover Chairman's Course
 - Regional Team Co-Coordinator Adult Support – Any WoodBadge and a Leader Trainer
- Administrative Positions:
 - Regional Property Representative
 - Regional Finance Representative
- Any other positions on the Regional Team as required by the RC

{Regional Commissioners should decide if they wish to advertise all the positions at once or possibly deal with the Operational posts in one batch, followed by the Administrative positions and any additional posts, or vice versa}

The Regional organogram is attached.

Please complete the attached Application Form, or the attached Nomination Form. All applications should be accompanied by a one page Scouting CV.

Applications must be sent to **{insert** the e mail address or other location for submission of applications}

Applications will close on **{Insert** date and if required, time. Minimum time is 2 weeks from date of advert. Allow longer if advert must be distributed by hand.}

If you have any questions please e-mail *{insert contact e-mail etc.}* or telephone *{insert contact telephone and cell no here}*

Once these positions are filled the District Commissioner positions will advertised.

The Regional Development Officer position(s) will only be advertised once the DCs have been appointed and the Growth Strategy for the region has been formulated. However if you are interested in this position please apply now.

Signed {insert name of RC}
Regional Commissioner

APPENDIX B: Nomination Form

The latest Nomination Form, which can be completed electronically or printed, should be obtained from the SSA web site at: www.scouts.org.za
An example of the form follows.



Nomination for Region, District or Group Position

Position nominated for: _____

Personal Details of Applicant

Surname: _____ Male Female

First Names: _____

Telephone Cell: _____ Telephone (H) _____

Telephone (W): _____ Email: _____

Current position in Scouting: _____

Scout Group/Team: _____ Region: _____

What do you believe makes him/her the right person to fulfil the role:

Your details:

Surname: _____

First Names: _____

Telephone Cell: _____ Telephone (H) _____

Telephone (W): _____ Email: _____

Current position in Scouting: _____

Scout Group/Team: _____ Region: _____

Date: _____ (dd/mm/yyyy)

Please send all nomination to { insert contact details here }

All nominations will be acknowledged. If you do not receive an acknowledgment then it means that the nomination was not received by the intended recipient.

APPENDIX C: Application for SCOUTS SA Position

The latest Application Form, which can be completed electronically or printed, should be obtained from the SSA web site at: <http://scouts.org.za/>

An example of the form follows.



SCOUTS
South Africa

SSA Role Application

Position applying for: _____

Personal Details of Applicant

Surname: _____ Male Female

First Names: _____

ID Number: _____ Date of Birth: _____
Day/ Month / Year

Address: _____
_____ Code: _____

Telephone Cell: _____ Telephone (H): _____

Telephone (W): _____ Email: _____

Occupation: _____ Employer: _____

Current position in Scouting: _____

Scout Group/Team: _____ Province: _____

Scouting or work related experience relevant to the requirements of this position:

Scout Training Completed (please tick the appropriate boxes):

- | | | | | | |
|-----------------|--------------------------|--------------------------|--------------------------|---------------|--------------------------|
| Permit | <input type="checkbox"/> | Warrant Cub | <input type="checkbox"/> | Warrant Scout | <input type="checkbox"/> |
| Warrant Rover | <input type="checkbox"/> | Warrant Comm | <input type="checkbox"/> | Woodbadge Cub | <input type="checkbox"/> |
| Woodbadge Scout | <input type="checkbox"/> | Woodbadge GS/ Comm/Rover | <input type="checkbox"/> | | |
| ALT Training | <input type="checkbox"/> | LT Training | <input type="checkbox"/> | | |

Other: _____

APPENDIX D: Record of Adult Leader Appointment (RALA)

The latest RALA form, which can be completed electronically or printed, should be obtained from the SSA web site www.scouts.org.za
 An example of the form follows.

		Adult Support Record of Adult Leader Appointment		
Details of Application				
First Name	Surname	Date Received	Current SSA Role	
Position applied for				
Group		Unit		
District		Region		
		Number of applicants		
Criteria Check				
Does the Applicant meet the criteria for the role?				
			Yes No	
Checked by	Position	Name		
If criteria not met then applicant advised on date:				
Interview Panel members appointed:				
Surname	First Name	Title	Warrant	Other/Notes
Interview Result				
Interview Date:		Interview result:	Appointment	
			Recommended	Yes No
Convener Name:		Signed (Convener)		
Comment(attach more if necessary)				

Appointment Process		
Action	Date	
Appointment endorsed by CC/RC/DC as applicable	Signed:	
Warrant Period	Warrant Issue Date	
Recommended Scouter notified of interview result	By name:	
Recommended Scouter:	Accepts	Declines
Unsuccessful applicants advised		
One scan of signed original returned to National/Regional Office with completed RALA form		

Notes:

1. This form is to be used for members who have already been approved for SSA membership only
2. This form must be used in conjunction with the procedure for appointing Adult Leaders to a position in SCOUTS SA to track the process of appointing all Adult Leaders.
3. The procedure maybe found in the Adult Support Policy: Annexure 2 for Regional Appointments and DCs; or Annexure 3 for Scout Group Leader(SGL) and Unit Leader appointments.
4. Generic information for each position can be filled in before starting a new form for each applicant.
5. The maximum number of years for which an initial warrant is issued is five years which will apply from the date of issue. Warrant may be issued for shorter periods where appropriate.
6. Separate forms are available to apply for renewal, suspension or cancellation of warrants.

APPENDIX E: Assessment of Regional Applicants

The latest Assessment form for Regional applicants which can be completed electronically or printed should be obtained from the SSA web site.

An example of the form follows.



**National Adult Support
Appointment of RC or Regional Team Member**

Interview Assessment matrix

Panel Member 1: _____ Member 2: _____ Member 3: _____ Date: _____

Applicant	Direct/ Telephone / Skype	Understanding of Job Description	Priorities for their Team	Relevant concerns raised	Other	Comments

Notes: 1) The Interview Panel should decide whether they will make a qualitative assessment or use a scoring system such as 1- very good; 2- good; 3 – poor; 4 – unacceptable

APPENDIX F: District Commissioner: Interview and Assessment Guidelines

The latest guidelines and assessment form, which can be completed electronically or printed, should be obtained from the SSA web site.

An example of the form follows.

Guidelines for Interviews with Applicants and Assessment Matrix

Based on the Job Description, the applicants approach to meeting the following key areas of responsibility, should be established, including any presentation of ideas that may have been requested. Some keywords and expected activities are common to more than one key responsibility.

Support to Groups

Keywords and activities that should come out in the interview:

- Visit Groups and Units, Advising Groups
- Liaising with SGL's and Group Committees.
- Mobilising Regional Support teams to assist Groups
- Mentoring adult leaders
- Make Groups more effective.
- Assist Groups in distress. Assist in recovery and development.
- Supervising Group finances.
- Group's assets managed in terms of Policy.
- Ensuring that Groups and members are registered on the membership database and mailing lists.
- Carry out regular I personal Development Reviews with each SGL.

1. A Functioning District

Keywords and activities that should come out in the interview:

- Facilitation and encouraging harmonious co-operation between Groups.
- Contact list of badge examiners approved by National.
- Acquiring new leaders,
- Personal development and performance of adult leaders.
- Proposing Scouters for Awards.
- Developing and holding District courses.
- Holding regular District Scouters Councils.
- District assets managed in terms of Policy.

2. Reputation and Good Standing of SSA (Image)

Keywords that should come out in the interview:

- Exercising control over all visiting SCOUTS in the District.
- District and Groups assets managed in terms of Policy.
- Informing RC of disputes, within 48 hours.

3. Growth

Keywords that should come out in the interview:

- Formation of Groups.
- Working with Regional Development Officer(s) to establish and support new Groups
- Supporting and ensuring effective working of new Groups.

4. General Topics

Participating in a personal development Review RC with the

Identify personal training and or mentoring needs to meet the requirements of the job description.

Period of the Warrant (maximum 5 years)

Appointment of District Commissioners: Assessment Matrix

Panel member: _____ Date: _____

Applicant	Interview was: Direct/ Telephone/ Skype	Support to Groups	A functioning District	Reputation of SSA and Image	Growth	Other comments

Notes:

1. The Interview Panel should decide whether they will make a quantitative assessment, or use a scoring system such as:
 1. Very Good, 2 Good, 3 Poor, 4 Unacceptable.
 2. Each Panel Member should complete their own form.

ANNEXURE 5: Appointing Scout Group Leaders and Unit Leaders

PREFACE

This document sets out the procedures and administrative process for appointing Scout Group Leaders and Unit Leaders.

Please note that this Annexure has been approved for use but differs, in some small aspects, from the approved OR and Job Descriptions. Amendments to the OR have been made, and will be submitted to Exco for approval. The Job Descriptions will be corrected.

After the current transitional phase this Annexure to the Adult Support Policy will be revised, as necessary, so that it is appropriate for our continuing, routine, appointment processes.

Any comments or questions about the process should be addressed to adultsupport@scouts.org.za.

Should any member wish to query the process they should contact their Regional Commissioner or the Chair: National Adult Resources. Should they be dissatisfied with the appointment process or an outcome of the appointment process they should follow the procedure in the Members Code of Conduct and Disciplinary Policy.

Contents

1. Purpose
2. Overview of SGL and Unit Leaders Appointment Process
3. Appointment of Scout Group Leader
4. Appointment of Unit Leaders

Appendix A: Guidance on Preparing Adverts for Scouters

Appendix B: Nomination Form

Appendix C: Application for SSA Position

Appendix D: Record of Adult Leader Appointment (RALA)

1. Purpose

The purpose of these procedures is to provide a consistent, transparent and documented process for appointing Adult Leaders to a position in a Group.

An interview must be conducted for every new appointment. The purpose of the interview is to assess the suitability of the applicant for the post and to ensure that the interviewers and the applicant have a common understanding of the job requirements. It also gives the applicant an opportunity to ask questions about the job before accepting the position. The Policy also tries to ensure that we appoint appropriate leaders to train our youth.

This process does not replace the process for appointing new Adult Members (AAM), which must also be followed, if the applicant is not already a Member.

The table below provides an overview of the process to be followed and is for information only. Should there be any discrepancy between this table and the written description of the process that follows, then the written description applies.

2. Overview of SGL and Unit Leaders Appointment Process

STEP	SGL	RS/TS/PS	ATS/APS
Who is interested?	Nominated by Group (but could be advertised)	Nominated by Group (but could be advertised)	Nominated by Group (but could be advertised)
Who checks if they: -qualify for the position? -have been vetted against the National Child Protection Database?	Group Committee	SGL	SGL
Who interviews applicant(s)? One applicant	DC + 1 member of District Warrants Committee	SGL + Scouter from another Unit in Group or from another Group	SGL + TS or PS or Scouter from another Group
Two or more applicants	DC + 2 or more members of District Warrants Committee	SGL + 2 other Scouters	SGL + 2 other Scouters
Who recommends?	DC	SGL	SGL
Who endorses	RC	DC	DC
Who prepares the Warrant	The National Office	The National Office	The National Office
Who signs the Warrant	DC & RC	DC & SGL	DC & SGL

Note:

1. Should there be any discrepancy between this table and the written description of the process, then the written description applies.
2. If the applicant/recruit is not already a Member of SSA the process for admission as a Member, Annexure 1, should be followed.
3. If the applicant has not been cleared on the National Child Protection Data Base, a warrant may not be issued.

3. Appointment of Scout Group Leader

3.1. The Group must identify suitable Adults and nominate their recommended Adult to the DC.

3.2. If the Group wishes, the position may be advertised within the District or adjacent Districts. Guidance on preparing an advert is given in Appendix A. If the post is advertised then Scouters should have a minimum of two weeks, from the date of formal notice, in which to submit their applications, but a longer period can be allowed where appropriate.

3.3. Any Member can nominate any other Member for a position. A Nomination form is given in Appendix B, and the latest form is available on the SSA Website.

3.4. The following steps should be followed and documents used:

- All applicants and nominees are requested to complete the generic form "Application for SSA Position" (Appendix C) available from SSA website. For nominees this serves as acceptance of the nomination and they are then considered as an applicant.
- Applicants should also submit a brief Scout CV
- The application process for each applicant must be recorded on the form Record of Adult Leader Appointment (RALA) an example form is attached as Appendix D. The current form is available on the SSA website
- If the applicant or nominee is not a current Member of SSA then the "Process for Admission as a Member" Annexure 1 of this Policy, must be followed, in parallel with the appointment process. A warrant will only be issued when the required training has been completed and clearance has been obtained, against the National Child Protection Data Base.
- All documents for each of the applicants, including the RALA form for each person, are to be submitted to the District Commissioner by the Group Committee.

3.5. The following sequential steps for making an appointment should be followed by the DC or Scout Group Leader (if SGL (GS) not an applicant), or Group Committee.:

- Advise all applicants that their application has been received.
- Start completing the RALA form for each applicant.
- Review the Applications to see if they comply with the criteria for the position, and are a Member of SSA (If the candidate is already a Member, then the Group will verify/have the records of the Scouter's membership and Scouting service to check the criteria). The Group must check with National Office that they have been vetted against the National Child Protection Data base.
- Advise any applicants who do not meet the criteria, with a suitable explanation.
- The Group should send the following documents to the DC to table at the District Warrant Committee:
 - The completed RALA form,
 - Application form and CV,
 - Their motivation for the recommended Scouter.

3.6. The DC will accept or query the Group's nomination and convene a meeting of the District Warrant Committee to review the nomination and interview the nominated Scouter(s).

3.7. A quorum of the District Warrant Committee comprises at least 2 people for a single nomination or at least 3 people if there is more than one applicant:

- DC (Chair)
- 1 or more SGL/GS or current Group Chairs from the District, excluding the SGL/GS from the Group concerned.

- 3.8. If there is only one application the interview must still be conducted by a minimum of the DC and one SGL/GS from another Group to ensure that the Scouter understands and accepts the Job Description
- 3.9. Before the interview starts the panel should agree on the criteria they will use in their assessment.
- 3.10. The focus of the interview should be on:
- The person's understanding of the role and the Job Description
 - Their vision for the Group
 - Their priorities for the Group
 - How well they meet the agreed criteria
 - The training and support the applicant believes they will need.
- 3.11. At the end of the interview the DC should ask the Applicant to confirm that they are still interested in the position.
- 3.12. The District Warrant Committee will make their recommendation, using the RALA form, which will be signed by the DC
- 3.13. The DC will submit the completed RALA form for the recommended Applicant to the Regional Commissioner, requesting their endorsement of the recommendation.
- 3.14. Once the RC has endorsed the appointment and signed the RALA form, the DC will inform the successful applicant that their application was successful and ask them to confirm that they will accept the appointment. They will also agree with the applicant the period for which the Warrant should be issued, maximum 5 years.
- 3.15. If any changes to the published Job Description have been agreed the DC and the applicant should sign the amended Job Description which is sent to Regional HQ to keep on file with the Warrant.
- 3.16. Once the successful applicant has accepted:
- All unsuccessful Scouters will be advised of the outcome of the interview, in writing, by the District Commissioner, who will advise them of the successful applicant. This step will be recorded on the RALA form for the unsuccessful applicants.
 - The DC will submit the completed RALA form for the successful Scouter to the Membership Administration Officer at the National Office requesting that a Warrant be issued, for the agreed period, maximum 5 years, over the signature of the DC and RC.
 - The National Office issues the Warrant for the requested period. The Warrant will be sent to the RC (and copied to District) as a .pdf file which the RC will print in duplicate.
 - The RC will sign and arrange for the signature of the DC, before presenting the Warrant which will be signed by the recipient.
 - The signed copy of the Warrant will be returned to the Membership Administration Officer at the National Office, with the signed Job Description if applicable, and a copy retained by the DC and Region and kept on a confidential file.
- 3.17. The completion of the process must be recorded on the RALA form.

4. Appointment of Unit Leaders

- 4.1. The warrants of existing Unit Leaders (RS, TS, ATS, PS, APS etc.) will remain valid until their expiry date. However all current warrant holders must be asked if they understand and accept their new Job Descriptions.

For the appointment of new leaders the Job Description for the position should be considered by the SGL and the Group Committee who should identify a suitable Scouter or Adult. If necessary they should advertise the position and request applications and nominations. If the post is advertised Applicants should have a minimum of two weeks, from the date of formal notice, in which to submit their applications, but longer period can be allowed where appropriate.

4.2. Any Member can nominate any other Member for a position. Nomination forms can be obtained from the SSA website

4.3. The following steps should be followed and documents used:

- All Applicants and Nominees are requested to complete the generic form "Application for SSA Position" (see example in Appendix C) available from SSA website. For nominees this serves as acceptance of the nomination.
- Applicants and nominees are also requested to submit a brief Scout CV
- The application process for each applicant must be recorded on the form Record of Adult Leader Appointment (RALA) an example form is attached as Appendix D. The current form is available from the SSA website.
- If the applicant is not a current Member of SSA then the "Process for Admission as a Member", Annexure 1 of this Policy must be followed in parallel with this process but a warrant will only be issued when the required training has been completed.
- All documents for each of the applicants, including the RALA form for each person, are to be submitted to the Scout Group Leader, (Currently GS).

4.4. The following sequential steps for making an appointment should be followed by the Scout Group Leader (currently GS):

- Advise all applicants that their application has been received.
- Start completing the form Record of Adult Leader Appointment (RALA) for each Applicant.
- Review the Applications to see if they comply with the criteria for the position and check if they have been vetted against the National Child Protection Data Base
- Advise any applicants who do not meet the criteria, with a suitable explanation.
- Arrange an interview with the Group Committee or a nominated Sub-committee, with each potential Scouter.

4.5. :Where there is more than one applicant for a position, the committee must comprise three members, if there is only one applicant then only two members are required:

4.6. The committee must comprise at least the SGL and one Unit Scouter (TS or PS). Where required the third member may be a Unit Scouter or SGL. If there are no other Scouters from the home Group then an SGL or Unit Scouter from another Group should be asked to assist.

4.7. Before the interview process starts the panel should agree on the criteria they will use in their assessment.

4.8. The focus of the interview should be on:

- The persons' understanding of the role.
- Their vision for the Unit
- New priorities for the Unit
- How well they meet the agreed criteria.

- The training and support they believe they will require
- 4.9. At the end of the interview the SGL/GS should ask the Scouter to confirm that they are still interested in the position.
 - 4.10. Each panel member should make their own assessment of each applicant against the interview criteria listed above and decide on their suitability for the position.
 - 4.11. After all the applicants have been interviewed the panel will discuss their findings and reach consensus on which applicant is the most suitable.
 - 4.12. If no one is considered suitable, a new process for finding a suitable person must be initiated.
 - 4.13. The SGL/GS and committee will make their recommendation, using the RALA form and submit it together with the application form and Scouting CV to the DC. The DC will endorse, or query, the recommendation.
 - 4.14. Once the DC has endorsed the recommendation on the RALA form, the successful Scouter will be advised by the SGL/GS that their application was successful and ask him/her to confirm that they will accept the appointment. They will also agree with the applicant the period for which the Warrant should be issued, maximum 5 years.
 - 4.15. If any changes to the published Job Description have been agreed, then the SGL and the Applicant should sign the Job Description which will be kept on file by the SGL and DC.
 - 4.16. Once the successful applicant has accepted:
 - All unsuccessful applicants will be advised of the outcome of the interview, in writing, by the Scout Group Leader, who will advise them of the successful Scouter. This step will be recorded on the RALA form for the unsuccessful applicants.
 - The DC will send the completed RALA form for the successful Applicant to the Membership Administration Officer at the National Office requesting that a warrant be issued, for the agreed period (maximum 5 years), over the signature of the SGL and DC.
 - The National Office will then issue the Warrant for the requested period. The Warrant will be sent, as a .pdf file, to the DC, and copied to Region. The DC will print 2 copies.
 - The DC will sign and arrange for the signature of the appropriate SGL, before presenting the Warrant which will be signed by the recipient.
 - Copies of the signed warrant should be retained by the DC and by the SGL on a confidential file.
 - The duplicate signed copy will scanned and sent to the Regional HQ and to the Membership Administration Officer at the National Office, with the signed Job Description, if applicable.
 - 4.17. The completion of the process must be recorded on the RALA form.

Appendix A: Guidance on Preparing Adverts for Scouters

Examples of adverts will be available online under the [marketing toolkit](#). If you would create your own, please be advised that all images and adverts need to be in line with SSA's Promotional branding guidelines. The brand manual is available in the SSA Marketing Toolkit on www.scouts.org.za. More information or help can be obtained from: pr@scouts.org.za.

Appendix B: Nomination Form

The latest Nomination form, which can be completed electronically or printed, should be obtained from the SSA web site www.scouts.org.za or click [here](#).

An example of the form follows.



Nomination for Region, District or Group Position

Position nominated for: _____

Personal Details of Applicant

Surname: _____ Male Female

First Names: _____

Telephone Cell: _____ Telephone (H) _____

Telephone (W): _____ Email: _____

Current position in Scouting: _____

Scout Group/Team: _____ Region: _____

What do you believe makes him/her the right person to fulfil the role:

Your details:

Surname: _____

First Names: _____

Telephone Cell: _____ Telephone (H) _____

Telephone (W): _____ Email: _____

Current position in Scouting: _____

Scout Group/Team: _____ Region: _____

Date: _____ (dd/mm/yyyy)

Please send all nomination to { insert contact details here }

All nominations will be acknowledged. If you do not receive an acknowledgment then it means that the nomination was not received by the intended recipient.

Appendix C: Application for SSA Position

The latest application form, which can be completed electronically or printed, should be obtained from the SSA web site www.scouts.org.za or click [here](#).

An example of the form follows.



SCOUTS
South Africa

SSA Role Application

Position applying for: _____

Personal Details of Applicant

Surname: _____ Male Female

First Names: _____

ID Number: _____ Date of Birth: _____
Day/ Month / Year

Address: _____

_____ Code: _____

Telephone Cell: _____ Telephone (H): _____

Telephone (W): _____ Email: _____

Occupation: _____ Employer: _____

Current position in Scouting: _____

Scout Group/Team: _____ Province: _____

Scouting or work related experience relevant to the requirements of this position:

Scout Training Completed (please tick the appropriate boxes):

Permit	<input type="checkbox"/>	Warrant Cub	<input type="checkbox"/>	Warrant Scout	<input type="checkbox"/>
Warrant Rover	<input type="checkbox"/>	Warrant Comm	<input type="checkbox"/>	Woodbadge Cub	<input type="checkbox"/>
Woodbadge Scout	<input type="checkbox"/>	Woodbadge GS/ Comm/Rover	<input type="checkbox"/>		
ALT Training	<input type="checkbox"/>	LT Training	<input type="checkbox"/>		

Other: _____

Appendix D: Record of Adult Leader Appointment (RALA)

The latest RALA form, which can be completed electronically or printed, should be obtained from the SSA web site www.scouts.org.za or click [here](#).

An example of the form follows.

		Adult Support Record of Adult Leader Appointment			
Details of Application					
Full Names	Surname	Date of Birth	ID Number		
Known As		Current SSA Role			
Date Received					
Position applied for <input type="text"/>					
Group	<input type="text"/>	Unit	<input type="text"/>		
District	<input type="text"/>	Region	<input type="text"/>		
Number of applicants			<input type="text"/>		
Criteria Check					
Does the Applicant meet the criteria for the role?				Yes	No
Checked by	Position	<input type="text"/>	Name	<input type="text"/>	
If criteria not met then applicant advised on – (insert date)					
Interview Panel members appointed:					
Surname	First Name	Title	Warrant	Notes	
Interview Result		Appointment			
Interview Date:	<input type="text"/>	Interview result:	Recommended	Yes	No
Convener Name:	<input type="text"/>	Signed (Convener)	<input type="text"/>		
Comment(attach more if necessary) 					

Appointment Process

Recommended Scouter:		Accepts		Declines	
Job Description accepted by Applicant:		As published		YES	NO
<i>(Signature of Applicant)</i>		<i>If 'NO' - Modified Job Description attached</i>			
Action				Date	
Appointment endorsed by CS/CC/Nat. Chair/RC/DC as applicable	Signed:				
Warrant Period	Years:	Warrant Issue Date			
Recommended Scouter notified of interview result	By name:				
Unsuccessful applicants advised by					

Notes:

1. This form is only to be used for members who are already Members of SSA
2. This form must be used in conjunction with the procedure for appointing Adult Leaders to a position in SCOUTS SA to track the process of appointing all Adult Leaders.
3. The procedure maybe found in the Adult Support Policy: Annexure 4 for Regional and DC Appointments; Annexure 5 for Scout Group Leader(SGL) and Unit Leader appointments or Annexure 6 for national Team Members.
4. Generic information for each position can be filled in before starting a new form for each applicant.
5. The period of the Warrant must be completed by Convenor of the Interview Panel. The maximum number of years for which an initial warrant is issued is five years, from the date of issue. Warrants may be issued for shorter periods where appropriate.
6. Separate forms are available to apply for renewal, suspension or cancellation of warrants.

ANNEXURE 6: Appointing National Team Members

PREFACE

This document sets out the procedures and administrative process for appointing Members to the following National Teams:

- Operational Teams:
 - Cub Programme
 - Scout Programme
 - Rover Programme
 - Adult Support: Leader Trainers (LTs)
 - Adult Leader Trainers(ALTs & Tutors)
 - Adult Resources(mainly administrative staff)
- Administrative Teams:
 - Property
 - Finance
 - Marketing
 - etc.

There is no limit to the number of appointees in any team.

Please note that this Annexure has been approved for use but differs, in some small aspects, from the approved OR and Job Descriptions. Amendments to the OR have been made, and will be submitted to Exco for approval. The Job Descriptions will be corrected where necessary

After the current transitional phase this Annexure to the Adult Support Policy will be revised, as necessary, so that it is appropriate for our continuing, routine, appointment processes.

Any comments or questions about the process should be addressed to adultsupport@scouts.org.za.

Should any member wish to query the process they should contact their Regional Commissioner or the Chair: National Adult Resources. Should they be dissatisfied with the appointment process or an outcome of the appointment process they should follow the procedure in the Members Code of Conduct and Disciplinary Policy.

Purpose

The purpose of these procedures is to provide a consistent, transparent and documented process for appointing Adult Leaders as a member of a National Team and issuing their Warrant for that role.

This process is for use by Regional Commissioners (RC), Regional Team Coordinators (RTC) and Chairs of National Teams, to make appointments and obtain warrants for Members of the various National Teams

Process

The tables below provide an overview of the process to be followed.

Operational:

- Table 1: National Cub Programme Team(NCPT) and National Scout Programme Team(NSPT) Members
- Table 2: National Rover Programme Team (NRPT) , National Adult Resources Team (NART) and Regional Adult Resources Team (NART)Members
- Table 3: National Adult Support Team(NAST) Members
-

Administrative:

- Table 4: Regional Property, Finance, etc., Team Members

An interview must be conducted for every new appointment. The purpose of the interview is to assess the suitability of the applicant and to ensure that the interviewers and the applicant have a common understanding of the job requirements. It also gives the applicant an opportunity to ask questions about the job before accepting the position. The Policy also tries to ensure that we appoint appropriate leaders to support our Groups and Units.

Annexure 3 to this Policy has a detailed description of the steps for appointing SGL and Unit Leaders. It should be consulted if more detail is required. It also has examples of the forms to be used. All the forms can be obtained from the SSA website.

Once a National Team Member Warrant is ready to be presented, the RC, RTC or Chair of the relevant National Team must prepare an accompanying Appointment Letter and an example is given in Appendix 1. The template may be obtained from adultsupport@scouts.org.za This will provide details of the Region or Regions in which the Team member will serve and any specific responsibilities that the RC may give the Team Member, e.g. Water Activities/Group Support etc.

Table 1: Overview of National Cub Programme and Scout Programme Team Member Appointment Process

STEP	National Cub Programme Team (NCPT)	National Scout Programme Team (NSPT)
Who is interested?	Region advertises for applications and nominations	Region advertises for applications and nominations
Who checks if they: -qualify for the position? -have been vetted against National Child Protection Data Base?	RTC Cub Programme They are required to hold a WoodBadge so this should not be necessary	RTC Scout Programme They are required to hold a WoodBadge so this should not be necessary
Who interviews applicant?	RTC Cub Programme & RC (or representative)	RTC Scout Programme & RC (or representative)
Who recommends?	RTC Cub Programme	RTC Scout Programme
Who endorses	Chair: National Cub Programme Team	Chair: National Scout Programme Team
Who prepares the Warrant	The National Office	The National Office
Who is the Warrant sent to?	Chair: Nat Cub Prog Team	Chair: Nat Scout Prog Team
Who signs the Warrant	Chair: Nat Cub Prog Team & RC	Chair: Nat Scout Prog Team & RC

Notes:

1. Application Forms, Nomination Forms and Record of Adult Leader Appointment Forms(RALA) can be obtained from SCOUTS SA(SSA) website
2. A person may, in special circumstances, be appointed to both the National Cub Programme Team and the National Scout Programme Team, if they have the necessary training and time to fulfill both roles, i.e. supporting both Pack and Troop Scouters and the associated activities.
3. Any particular responsibilities that the RC may wish to assign, will be described in the Appointment Letter that, accompanies the Warrant

Table 2: Overview of National Rover Programme and Adult Resources Team Member Appointment Process

STEP	National Rover Programme Team(NRPT)	National Adult Resources Team(NART)	Regional Adult Resources Team (RART)
Who is interested?	Region advertises for applications and nominations	Region advertises for applications and nominations	Region advertises for applications and nominations
Who checks if they: -qualify for the position? -have been vetted against National Child Protection Data Base?	RTC Rover Programme They are required to hold a WoodBadge so this should not be necessary	RTC Adult Support They are required to hold a WoodBadge so this should not be necessary	RTC Adult Support
Who interviews applicant?	RTC Rover Programme & RC (or representative)	RTC Adult Support & RC (or representative)	RTC Adult Support & RC (or representative)
Who recommends?	RTC Rover Programme	RTC Adult Support	RTC Adult Support
Who endorses	Chair: National Rover Programme.	Chair: National Adult Resources	Chair: National Adult Resources
Who prepares the Warrant	The National Office	The National Office	The National Office
Who is the Warrant sent to?	Chair: Nat. Rover Prog	Chair: Nat. Adult Resources	Chair: Nat. Adult Resources
Who signs the Warrant	Chair: Nat. Rover Prog & RC	Chair: Nat. Adult Resources & RC	Chair: Nat. Adult Resources &.RC

Notes:

1. Application Forms, Nomination Forms and Record of Adult Leader Appointment Forms (RALA) can be obtained from the SSA website.
2. To be eligible as a member of a National Team a Scouter is required to hold a WoodBadge.
3. To be eligible as a member of the Regional Adult Resources Team an Adult has to be an Adult Member, but does not have to have completed any particular training. They will be expected to undergo training on any aspects that are required for the tasks they may be assigned (e.g. Record keeping administrative support to Groups etc.). They will be appointed in a Region.

Table 3: Overview of National Adult Support Team Member and Adult Leader Trainers Appointment Process

STEP	LT in National Support Team	ALT in National Adult Leader Training Team	Tutor in National Adult Leader Training Team
Who Assesses?	See Application Form	See Application Form	See Application Form
Who checks if they qualify for the position?	RTC AS	RTC AS	RTC AS
Who interviews candidate?	RTC AS & RC (or representative)	RTC AS & RC (or representative)	RTC AS & RC (or representative)
Who recommends?	RC with Chair: National Adult Leader Training	RC	RC
Who endorses	Chair: Nat. Adult Support	Chair: Nat. Adult leader Training	Chair: Nat. ALT
Who prepares the Warrant	The National Office	The National Office	The National Office
Who is the Warrant sent to?	Chair: Nat. Adult Support	Chair: Nat. Adult Leader \training	Chair: National Adult Leader Training
Who signs the Warrant	Chair: Nat. AS & RC	Chair: Nat. ALT & RC	Chair: Nat. ALT & RC

Notes:

1. Application Forms for appointing LTs, ALTs, and Tutors can be obtained from the Chair : National Adult Leader Training
2. The interview will normally have been done before the person attends the LT, ALT or Tutor course, or during the course. However it is important that the candidate understands the requirements before being appointed. (We do not have a Job description yet.)
3. LTs will become members of the NAST and be expected to assist with training and AR responsibilities.
4. ALTs and Tutors will be appointed to the Nat. ALT Team

Table 4: Overview of Administrative Regional Team Member Appointment Process

STEP	National Property Team	National Finance Team	National Team for other portfolios: e.g. Marketing etc.
Who is interested? Or Who nominates?	Region Advertises Or Reg. Property Representative nominates	Region Advertises Or Reg. Finance Representative nominates	Region Advertises Or Reg. Representative for portfolio nominates
Who checks if they: -qualify for the position? -have been vetted against National Child Protection Data Base?	Reg. Property Representative	Reg. Finance Representative	Reg. Representative for portfolio
Who interviews applicant?	Reg. Property Representative & RC	Reg. Finance Representative & RC	Reg. Representative for portfolio & RC
Who recommends?	Reg. Property Representative	Reg. Finance Representative	Reg. Representative for portfolio
Who endorses	Chair: Nat Property Committee	Chair: Nat Finance Committee	Chair: Relevant National Committee
Who prepares the Warrant	The National Office	The National Office	The National Office
Who is Warrant sent to?	Chair: Nat Property Committee	Chair: Nat Finance Committee	Chair: Relevant National Committee
Who signs the Warrant	Chair: Nat Property Committee & RC	Chair: Nat Finance Committee & RC	Chair: Relevant National Committee & RC

Notes:

1. Application Forms, Nomination Forms and Record of Adult Leader Appointment Forms (RALA) can be obtained from the SSA website.

ANNEXURE 7: Pro Forma letter of Appointment for Group Committee Member

{Use Group letter head}

12 December 2015

*{Mr A Smith
c/o 1st Pofadder Scout Group
Northern Cape Region}*

Dear Abe

Welcome to SCOUTS South Africa as an invested Adult Member.

As you know you have been *{elected / co-opted}* and agreed to serve as *{A member/ the Treasurer/ the Secretary}* on the Group Committee.

This letter serves to formalise your Adult Membership of SCOUTS South Africa, and your appointment to the committee.

As a member of the Committee we would like you to take particular responsibility for *{.....}*

The committee meets at the Group hall on the second Wednesday of the month at 19.00.

I trust that you will do your best to uphold the image of Scouts SA and support the Group's activities for the benefit of our Youth.

Please note that this appointment will expire at the next AGM, unless you are re-elected. It will be cancelled should you no longer be actively involved on the Committee.

I trust that your involvement with the Committee will be rewarding, enlightening and, most of all, fun.

Yours in Scouting

Scout Group Leader
{1st Pofadder Scout Group}

{NOTE: the sections in {and italics} must be altered to suit the circumstances, and the footer deleted}

ANNEXURE 8: National Awards System

1. Introduction

Most members involved in Scouting do not look for, or expect, any reward. However formal recognition of above average or exceptional service, which furthers the strategic objectives of SSA, does wonders to boost morale and increase motivation. It also improves retention of volunteers.

SCOUTS South Africa (SSA) has for many years provided formal recognition of length of service, as well as good and exceptional adult service, to the Movement. It has also recognised special acts of bravery, quick thinking in the face of danger, courage and endurance by any member of the Movement.

The recognition of loyal Adult service within the Movement in the form of service awards is made automatically.

Merit and distinguished service Awards and Orders are made through a National Awards system and have significant status. They are of the same standard throughout the country.

A detailed Proposal for an Award, with a complete motivation, must be made in every case. The Proposal is reviewed by the Region which makes a Recommendation. The Proposal and the Recommendation by the Region are assessed objectively by a National Awards Committee (NAC) against agreed criteria. A final recommendation is made to the Chief Commissioner who makes the final decision on the Award or Order in each case.

2. National Awards Committee

With the exception of Service Awards, and Commendations by the Regional Commissioner or Chief Scout the NAC shall review all original proposals, with the recommendations for Awards and Orders to Members received from Regions or the National Team. The Committee shall make a final recommendation to the Chief Commissioner on whether or not an Award or Order should be given to the Member and the type and grade of the Award or Order, with their motivation in each case. In making their recommendation they shall follow the National Guidelines and ensure, as far as possible, that a common standard is applied throughout.

The Chair of the NAC will forward the committee's written recommendations and motivations to the Chair: National Adult Resources, for the attention of the Chief Commissioner, who will make the final decision on the type and grade of Award or Order to be made. Any change to the type or grade of Award or Order originally proposed or recommended shall be recorded with the appropriate comments as to why an alternative award, or no award has been recommended. This feedback will always be provided to the Regional Commissioner, or other Scouter who made the recommendation and the proposer.

The NAC shall communicate with each other on a regular basis and should make recommendations for Awards on at least a quarterly basis in February, May, August and November. In special circumstances, such as and award to a terminally ill person, proposals for awards can be made and processed at any time.

Applications for Gallantry Awards should be processed as quickly as possible and the Award should be presented as near as possible to the event which led to the Award.

The NAC shall consist of a minimum of three (3) Members of SSA who have been recognised for their services to the Movement and have at least 15 years adult service. The Committee Members should be drawn from all Regions and no Region shall have more than one member on the Committee. Nominations for membership of the NAC shall be sought from each Regional Commissioner. Members holding any position in the National Office or Structure may not serve on the NAC.

Members of the NAC will be appointed by the Scout Executive Committee on the recommendation of the Chair: National Adult Resources and the Chair: National Adult Support. The NAC will report to the Chair: National Adult Resources.

Members of the Committee shall serve a maximum period of five (5) years. In January each year the Committee shall elect a Chairperson, who has at least two years left to serve on the committee, from amongst themselves. The chairman cannot serve for more the two years. For the initial appointment of the NAC, the period of appointment of members will be either 3, 4 or 5 years to ensure continuity of the members of the NAC and for a smooth transition from one Chairperson to another. At the end of their term of office the Committee Members shall retire but may be reappointed for one further 2 year term of office on the recommendation of the Chair: National Adult Resources and the Chair: National Adult Support.

3. Presentations

Awards will normally be presented by the Regional Commissioner or a member of the Scout Executive Committee. However depending on the type of Award, it may be appropriate for The Chief Scout or Chief Commissioner to make the presentation. It is customary, but not mandatory, that an Award should be presented to a recipient by a Member who holds that same award or a higher ranked award.

4. Wearing Awards, Orders and Decorations

The rules for wearing all Scouting Awards, Orders, Insignia, Military ribbons, medals, decorations and orders and other Civic and Public Service awards by all Members is detailed in the Uniform Policy.

5. Service Awards

- 5.1. These Awards are made to all Adult Members and Employees on the completion of the relevant period of Adult service. Service in Operational positions, (e.g. warranted positions), in Administrative positions (e.g. appointed positions) in the Scout Movement is recognised from the date of investiture as an Adult Member. Service as an employee is recognised from the date of employment Equivalent Adult Service with The Guide Association, from the date of investiture as an Adult member is also recognized as qualifying service. Youth service as a Cub, Scout, Brownie, Guide or Ranger Guide is not recognized as qualifying service for the purpose of this Award.
- 5.2. Normal Rover membership will not be recognised as qualifying Service for this Award. Rover service as an office bearer in the Crew (i.e. Chairperson Secretary, Treasurer), District, Region (Chair of RAC) or Nationally (Chair of NRAC), or warranted service will count towards the Service Award.
- 5.3. In any Calendar period only one period of Adult Service will be recognised. I.e. even if you hold two, or more, positions concurrently, only one year of Adult Service will be recognised per 12 calendar months in SSA.
- 5.4. The Long Service badge is awarded on completion of 5 or 10 years adult service to the Movement. The award is a cloth Protea badge depicting the numeric years' service completed. This is accompanied by a Certificate signed by the Regional Commissioner.
- 5.5. The Long Service Medal is awarded after 15 years total Adult service and is accompanied by a Certificate signed by the Regional Commissioner.

The medal is worn on a light green ribbon.

A cloth emblem with the design in yellow, green and red is issued with the medal. This replaces the 5 or 10 year badge.

- 5.6. Bars to the Long Service medal are awarded on completion of 20 years, 30 years, 40 years, 50 years, 60 years and 70 years' qualifying service. They are accompanied by a Certificate signed by the Regional Commissioner.

Each Bar takes the form of a numeral brooch worn on the ribbon of the Long Service Medal, or on the cloth badge. Subsequent bars replace the previous bar when awarded.

Note: In the case of Members holding National positions, the certificates will be signed by the Chief Commissioner or Chief Scout.

6. Commendations

6.1.Introduction

Commendations are awarded in recognition of special short-term interventions in support of SCOUTS South Africa or the community, or acts of service (e.g. rendering assistance at an emergency scene, but where there was no gallantry) by a Youth or Adult Member, Employee or group of Members (e.g. Six, Pack, Patrol, Troop, or Crew).

Full details of all Commendations must be sent to the national Office for their records.

6.2.Regional Commissioner’s Commendation

Awarded to Members for special short term interventions or acts of service to the Movement, the public or a community at Unit, Group, District or Regional level. The Commendation is a Certificate and personal letter from the Regional Commissioner commending the recipient(s) for the services rendered.

The commendation is made at the sole discretion of the Regional Commissioner.

6.3.Chief Scout’s Commendation

Awarded to Members for outstanding services rendered to the Movement, the public or a community where the service is of National or exceptional significance.

The Commendation is a Certificate, signed by the Chief Scout and a personal letter from the Chief Scout commending the recipient for services rendered.

The commendation is made at the sole discretion of the Chief Scout.

7. Awards for Meritorious and Exceptional Service

7.1. The aim of the Merit Award system is:

- To recognize above average performance, rendered to SSA over a period of time.
- To motivate the individual, and their peers to strive for an award through rendering above average service.
- To publicly express SSA’s thanks and appreciation for the services rendered, through an appropriate award at the appropriate time

In determining of the grade of the Award cognisance should be taken of:

- The scope and extent of the candidates past and present duties;
- The quality of the candidate’s performance in past and present positions;
- The quality of Scouting delivered by the candidate to the Youth;
- The contribution made to SSA in achieving its strategic objectives;
- The perseverance shown by the candidate including overcoming personal challenges, handicaps or illnesses in carrying out their duties;

- The Scouting example set to others, with particular reference to the Scout Promise and Law ;
- Innovations that improve the standing and image of the Movement; and
- The length of time that above average services have been rendered in each position.

Adult service is recognised through the Service Awards and whilst it is an element in determining the grade of a Merit Award, there is no direct correlation and there will be circumstances where an individual with relatively short service might receive a Merit Award, for their very positive contribution to SSA.

Guidelines for assessing the Award that is appropriate various levels and types of service are given in Appendix 1.

7.2. Meritorious Service

7.2.1. Certificate Of Merit

Awarded to Adult Members and Employees, normally with at least 5 years' Adult service, for above-average performance in their Warranted or Appointed position.

The Award is a Certificate, signed by the Chief Commissioner, and a cloth emblem which consists of a figure-of-eight knot in white with green ends.

7.2.2. Medal Of Merit

Awarded to Adult Members and Employees, normally with at least 8 years' service for above average performance and meritorious service performed at Group, District or Regional Level.

The Medal is attached to a dark green ribbon and accompanied by a Certificate signed by the Chief Scout

The cloth emblem consists of a figure-of-eight knot in green.

7.2.3. Bar To Medal Of Merit

Awarded for further above average and meritorious services, in addition to those considered for the Medal of Merit.

The award is a bronze fleur-de-lys worn on the medal ribbon and accompanied by a Certificate signed by the Chief Scout.

7.3. Exceptional and Distinguished Service

The service rendered by the candidate should normally include an element of distinguished service to SSA in addition to that rendered to the Group, District or Region.

7.3.1. Order of the Silver Protea

Awarded by SSA for distinguished Service.

The Order comprises a silver medal in the form of a Protea surrounded by a Wreath on a yellow ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout.

The cloth emblem consists of a figure-of-eight knot in yellow.

A miniature lapel badge may be worn by administrative members or employees

7.3.2. Bar To The Order Of The Silver Protea

Awarded to Members and employees for further and continued distinguished Service, beyond that considered for the Order of the Silver Protea.

The Order comprises a bronze fleur-de-lys pinned to the Cloth emblem and on the ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout.

7.3.3. Order of the Silver Springbok

Awarded to Members of exceptional character for especially distinguished service of the highest order.

The Order comprises a silver springbok medallion and is on a green ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout.

The cloth emblem consisting of a figure-of-eight knot, in green and yellow.

A miniature lapel badge may be worn by administrative members or employees.

This Order is also awarded to the Chief Scout upon his/her appointment to that position.

8. Gallantry Awards

Guidelines for the award of Gallantry Awards are as set out in Appendix 2.

8.1. Cornwall Scout Awards

Awarded to Youth Members.

8.1.1. Cornwall Scout Certificate

Awarded to Scouts who have shown an above average devotion to duty, with courage and endurance.

8.1.2. Cornwall Scout Badge

Awarded to Scouts who are of an exceptional character and who show devotion to duty, great courage and endurance or gallantry.

8.2. Gallantry Awards

Awarded to Youth and Adult Members, Employees or groups of members in cases of joint action. The NAC will make the final determination as to the appropriate grade of Gallantry Award to be awarded.

8.2.1. Certificate for Gallantry

Awarded for gallantry with limited personal risk.

The Award comprises a Citation and a Certificate signed by the Chief Scout.

The cloth emblem consists of a figure-of-eight knot in white with red ends.

8.2.2. Bronze Cross

Awarded for gallantry with moderate risk.

The Award comprises a Bronze Cross with Red Ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout and a cloth emblem consisting of a figure-of-eight knot in red.

8.2.3. Silver Cross

Awarded for gallantry with significant risk.

The Award comprises a Silver Cross with Blue Ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout and a cloth emblem consisting of a figure-of-eight knot in blue.

8.2.4. Gilt Cross

The highest possible award for gallantry, with very significant perseverance, endurance and heroism with very significant personal risk.

The Award comprises a Gilt Cross with Blue & Red vertical striped ribbon. It is accompanied by a Citation and a Certificate signed by the Chief Scout and a cloth emblem consisting of a figure-of-eight knot in blue & red.

9. Other Awards

9.1. Thanks Badge

May be proposed by any Member to any person (who is not an active Member), or organisation who gives significant support to Scouting. This Award should be ratified by the Regional Commissioner who will issue a signed certificate to accompany the Thanks Badge.

9.2. Spouse Awards

On the recommendation of the Chief Commissioner or Regional Commissioner, the spouse /partner of a recipient of the Medal of Merit, Order of the Silver Protea or Order of the

Silver Springbok may be presented with a broach and citation recognising the support they have given to their partner.

10.Procedures for Applying for Awards

10.1. Service Awards

This is based on the length of service to the Movement as set out above.

These awards will be initiated by the National Office, based on the records in the National Database. The certificates and awards will be sent to the Regional Commissioner to confirm, sign the certificate and make the presentation at a suitable occasion, as near as possible to the completion of the service.

10.2. Merit and Gallantry Awards

Proposals for Awards must be made using the application forms available on the SSA Website or from the National Office.

Proposals and recommendations must be treated as confidential – a refusal or award of different grade of award from the initial proposal or recommendation can be highly embarrassing should the candidate be aware of the initial proposal or recommendation.

An especially high standard is required for all awards other than Service Awards and RC's, or their designated person, must fully investigate and vet all proposals before making a recommendation.

Clear details and a full statement of acts, conduct and services rendered must be supplied. These should be summarized on the application form and a comprehensive and detailed description must be attached to the application form.

In cases of Gallantry Awards a full account of the occurrence, names & addresses of witnesses and third parties should be included.

The SGL will make proposals for awards to members in their Group in discussion with the DC.

DCs will make proposals for awards to SGLs.

The RC will review each proposal and either endorse it, or recommend to the NAC an alternative the level of award. The recommendation will not be disclosed to the recipient.

RCs will make proposals for awards to DCs and National Team Members assigned to their Region. They will be reviewed by the Chair: National Adult Resources.

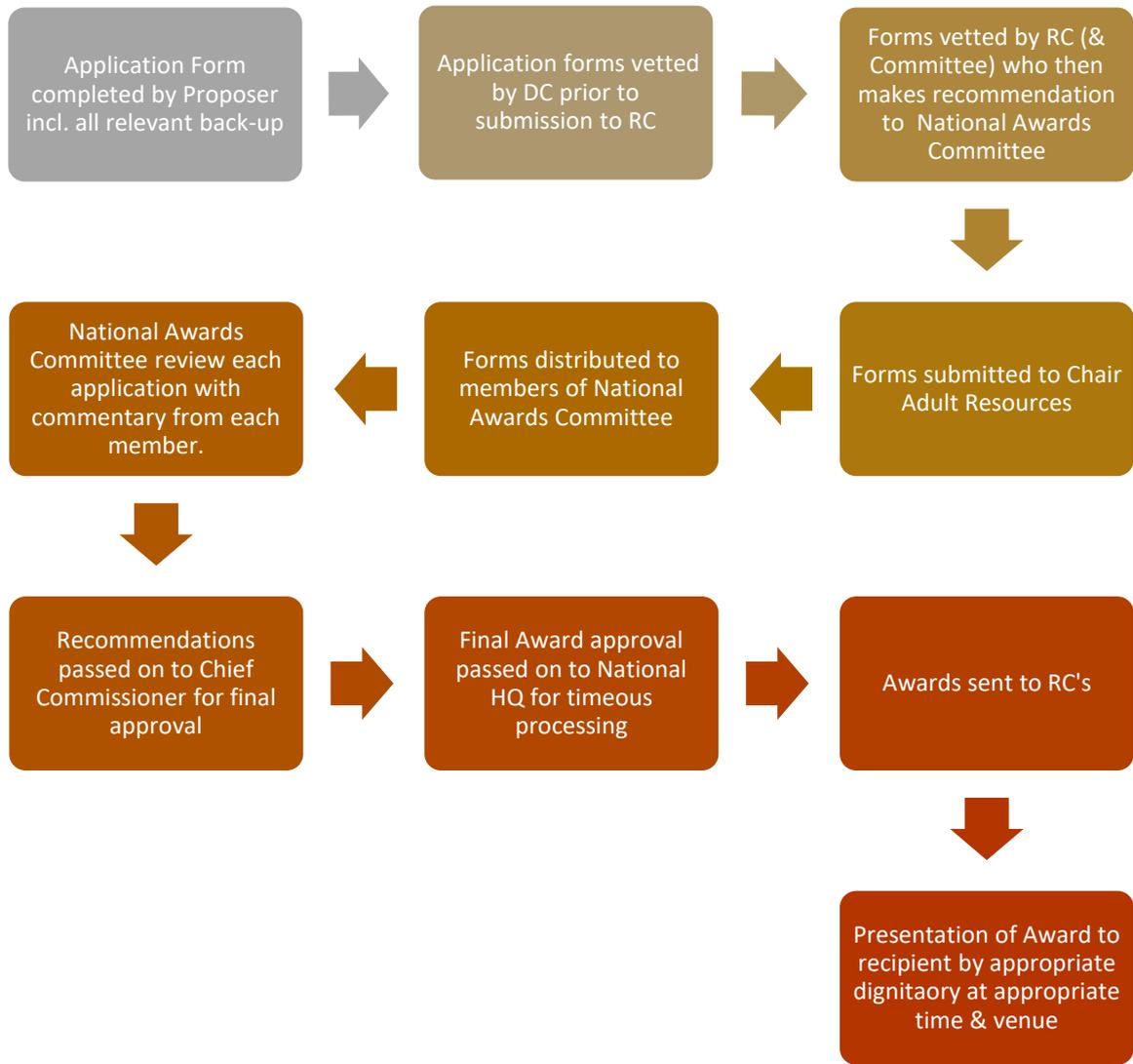
The Chair: National Adult Resources will propose Awards for a RC's and the Chair: National Adult Support, will make the recommendation to the NAC.

Awards to members who hold a National Office will be proposed by either the Chief Commissioner or CEO and reviewed and a recommendation made by the other.

All Award recommendations must be sent to the Chair: National Adult Resources, who in turn will distribute them to the NAC for consideration.

Each member of the NAC will review the applications giving their individual assessment of grade and class of Award or Order to be made and return their recommendations to the Chair: National Adult Resources. The consolidated recommendations of the members of the NAC will be forwarded to the Chief Commissioner whose decision shall be final. The details of the Awards to be presented will be sent to the National Office who will then process the awards and distribute them to the Regional Commissioner, Chief Commissioner or Chief Scout to sign the certificates and present the Awards at a suitable occasion.

Where an application for an Award is either amended or declined by the NAC the details and reasoning will be communicated by the Chair: National Adult Resources to the Regional Commissioner, or the member making the recommendation, who will inform the proposer.



Appendix A: Gallantry Award Guidelines

The aim of the Gallantry Award system is set out in this Annexure of the Adult Support Policy (Clause 8.).

As a general point Gallantry Awards are intended to recognise acts of bravery and selflessness in the face of danger.

These awards consist of two main categories – The Cornwall Scout Awards (for Youth Members under the age of 18 only) and Gallantry Awards (for ALL Members, Employees or Groups in the case of joint action).

In the determination of the grade of award to be considered, cognisance should be taken of:

- The nature and circumstances of the incident ;
- The role of the candidate at the incident and actions taken ;
- The level of risk taken by the candidate (Low, Moderate, Considerable & Extraordinary);
- The characteristics' of the candidate's leadership and initiative taken under stressful circumstances;
- Involvement of specialist service providers (Paramedics, Healthcare specialists, Police, Rescue Services etc.).

The proposer of an award should provide a comprehensive factual written justification which should be attached to the application form. This should include a full account of the occurrence, names & addresses of witnesses and third parties.

The information provided should enable the National Awards committee to clearly and comprehensively assess the actions against the relevant section of the attached table. (Rubric)

This will make the task of the National Awards Committee easier and make their recommendations appropriate.

SCOUTS South Africa

Rubric for Assessment of Gallantry Awards

		Level of Risk or Difficulty		
Type of incident	Situation	Low	Medium	High
Water Rescue: risk of drowning, hypothermia, etc.	Dam or river	Small dam or river	Large dam	Fast flowing river
	Sea	Calm sea	Moderate sea with surf	Rough sea with strong current
	Type of craft in distress	Power boat in good condition	Gig or sea kayak or sailing dinghy	Surf board or K1 or K2 canoe
	Swimmer in Distress	Exhausted but cooperative swimmer , no injuries	Uncooperative swimmer, no serious injuries. Or injured but cooperative swimmer	Uncooperative swimmer, or and with significant injury
	Wind	Calm	Moderate wind	Strong wind
	Precipitation	Dry or damp	Moderate to Heavy rain or significant snow	Heavy snow or extremely heavy rain
	Temperature	Warm or mild	Cool to cold	Very cold
	Visibility	clear	poor	Very poor
	Rescue facilities	Full rescue equipment available (surf board, canoe etc.), buoyancy, life lines	Buoyancy aids and/or life lines available	No rescue equipment available

Type of incident	Situation	Level of Risk or Difficulty		
		Low	Medium	High
Fire	Building – residential or business	Residential or small single storey building, tiled roof	Single storey with thatch roof or double storey building	Large building with high fire risk. E.g. factory with flammable fuels/products
	Vehicle Fire	Private car or small commercial vehicle	Large commercial or passenger vehicle	Commercial vehicle with flammable fuels/products
	Veld, forest or mountainous terrain	Small bush or grass fire	Extensive bush or grass fire	Forest or mountain fire
	Equipment available	Hoses, extinguishers and fire blankets, water tanks, beaters, as required	Fire extinguishers, fire blanket, fire beaters, buckets.	None or very limited
	Protective clothing	Full safety clothing and breathing apparatus	Limited protective clothing	None

Type of Incident	Situation	Level of Risk or Difficulty		
		Low	Medium	High
Urban Violence, Hijacking, Break ins	No. of Respondents	Respondent was alone	Respondent was with 2-4 people	Respondent was with 4 others
	No. of Perpetrators	one	2- 4	More than 4
	Potential threats	Perpetrators unarmed	Perpetrators armed with knives	perpetrators armed with gun(s)
	Location	In public place with others around	Semi isolated location, within earshot of other people	In isolated location, out of earshot of others
	Type of incident	Car theft or smash and grab	House or hall break in	Armed break in or theft

Type of incident	Situation	Level of Risk or Difficulty		
		Low	medium	High
Road accidents	Bicycle or motor bike	One cyclist	Up to 4 cyclists	Multiple cyclists
	Vehicle	Car	Bus or taxi	Truck with flammable load
	Status	Upright and limited damage	Not upright and significant to severe damage	Severely damaged and risk of fire or on fire
	No. of passengers	one	Up to 4	More than 4
Hiking and climbing incidents Injured hiker, snake bites, risk of hypothermia, hyperthermia or heat stroke	Environment	Flat or rolling terrain	Steep terrain	Mountainous or cliffs
	Access	Easy	Difficult access, but possible with care	Required specialist equipment, ropes etc. to gain access
	Wind	Calm	Moderate wind	Strong wind
	Precipitation	Dry or damp	Moderate to heavy rain or significant snow	Heavy snow or extremely heavy rain
	Temperature	Warm or mild	Cool to cold	Very cold

Applicable to all situations				
Rescuer/ Rescue Team	Training of rescuer	Very skilled, semi professional	Skilled	Unskilled
	Ability of rescuer	Fit and strong	Of average ability	Physically or mentally challenged
	Injury to rescuer	No or minor injuries sustained. Did not materially affect capability	Moderate injuries sustained which affected capability, but persevered	Rescuer persevered despite serious injury
	Support received	Worked in a team of 3 or more	Worked with one other rescuer	Worked alone
Patients	Status of patients	Conscious and able to assist	Unable to assist, but docile	Unable to assist and injured, uncooperative or disabled
	No. of patients assisted	One	Two or three	More than three

Conclusion					
Overall assessment of risk and performance	Level of Risk to rescuer	Showed courage and determination. Low level of risk	Showed bravery and significant determination. Risk of significant Injury	Showed high level of bravery and exceptional determination. Risk of serious injury	Showed extreme bravery and remarkable perseverance. Risk of loss of Life
Recommendation	Award	Certificate	Bronze Cross	Silver Cross	Gold Cross

Appendix B: Merit Award Guidelines

The aim of the Merit Award system is set out in this Annexure of the Adult Support Policy.

Merit Awards are intended to recognise sustained, above average and also outstanding performance. "Sustained" means that the above average performance or outstanding performance should have been rendered over a number of years –, the longer the period of service the higher the grade of award.

In the recommending the grade of award to be made, cognisance should be taken of:

- Scope & extent of candidates duties;
- Quality of performance of the candidate in present & past positions within the Movement;
- Contribution made by the candidate in supporting the strategy of SSA;
- The perseverance shown by the candidate including the overcoming of personal challenges, handicaps, or illnesses in carrying out their duties;
- The quality of Scouting delivered by the candidate to the Youth (Unit Leaders) or Management of Groups, Districts, Regions or National in respect of SGL's, DC's etc.;
- The Scouting example set to others, with particular reference to the Scout Promise & Law;
- Innovations that improve the standing, image or achievements of the Movement;
- The length of time that such services have been rendered to the Movement. It should be noted that in certain circumstances a candidate might be considered for a higher award than normal, with relatively short service, due to a very positive contribution made to the Movement.

When making a recommendation of the grade of award, the proposer and Region should use the "SSA: Assessment of Merit Awards Rubric" to guide their recommendation. It is shown below and is available in "live" format, on the SSA website "here". The National Awards Committee will review the motivation and do their own scoring on the Rubric, to determine their recommendation.

The Rubric allows the user to rate Personal Characteristics, Contribution to SSA and length of Adult service in each role. The Rubric includes:

PERSONAL CHARACTERISTICS

Lives the Scout Law & Promise;
Quality of Service;
Innovative or Active Contributor

CONTRIBUTION MADE TO SSA

Contribution to the Growth of SCOUTS South Africa;
Contribution in Group;
Contribution in District;
Contribution in Region;
Contribution Nationally
Contribution Internationally

The proposer of an award must provide a factual written justification for each of their ratings on the Rubric. This should be given on page 2 of the application form. This will be used by the Region and the National Awards Committee to verify the rating, or amend it.

SCOUTS South Africa: Rubric for Assessment of Merit Awards						
Name		Region		District		
Role		Group				
Personal Characteristics						
In each of the green rows put an "X" in the column that most describes the candidates character. Only put an "x" in one column in each row.						
The assessment must fall in one of these three columns if an Award is to be considered. This is mandatory						Score
Lives the Scout Law and Promise	Does so when it is convenient	generally complies	Lives by the law and promise	Is an example to those in the movement of the Law and Promise	Is a living role model for others inside and outside the movement.	0
Quality of Service	Does less than expected.	Does only what the role requires no more.	Fulfils their role and takes on ad-hoc other service aligned with their role.	Fulfils their role fully and has regularly taken and delivered on other roles in Scouting not aligned with their main role.	Fulfils their role fully and has taken and delivered on another full role in Scouting, not aligned with their main role.	0
Innovative or Active Contributor	Is a passive member following programme content and ideas	Will comment on programme and other content if specifically requested to do so	Engages and responds and comments on Scouting Material and drafts	Has initiated and proposed and implemented new concepts or ideas for Scouting	Is actively and continually involved in identifying and assisting in implementing new opportunities to improve Scouting	0
Sub Total						0
Contribution to SCOUTS South Africa in the last 10 years						
In the green row, insert an "X", in the column that most describes the candidate's contribution to growth. Only put an " X" in one column.						
Contribution to the Growth of SCOUTS South Africa	Has not contributed to any significant Growth of SSA	Has been responsible, supported by others, for significant growth in the number of SCOUTS in their Group	Has been responsible, supported by others, for starting a few new groups in the District or Region	Has been responsible, with others, for starting a number of new groups in the District or Region	Has been responsible, with others, for starting a significant number (>20) of new groups in the District or Region	
						0

	Contributions to the Group, District , Region, Nationally& Internationally in the last 10 years.					Years of service in each Role
	In the green rows, insert one "X" in the column that most describes the candidate's contribution at each level at which the candidate has contributed. Only put an "X" in one column in each row. The candidate need not have been warranted or appointed at a level to be scored.					Insert a value, from 0- 10, in the green cells in this column for the years of warranted or appointed service at each level Total years entered must not exceed the years the candidate has been active in the last 10 years. No double counting. Total years cannot exceed 10.
Contribution in Group	Has run a struggling/ weak Unit and has only supported Group activities and Scouters if asked to do so	Has run a satisfactory Unit and has supported Group activities and Scouters if asked to do so	Has run a continuously improving Unit (regularly improves performance in Star Awards), has regularly supported Group activities and Scouters	Has run an very good Unit (regularly achieves Silver star Awards), has always supported Group activities and Scouters	Has run an excellent Unit (regularly achieves Gold star Awards), has organised Group activities motivated Scouters	Years in Role 0
Contribution in District	Only worked within the Group	Has supported other Scouters , in the District when asked to do so	Has supported some Scouters in the District without being asked, and assisted at, or organised, District events.	Has been responsible for successfully supporting all Scouters in the District, and has organised District events	Has improved the quality and reach of Scouting in the District and organised regular District training and significant events	Years in Role 0
Contribution in Region	Only worked within the Group or District	Has supported regional activities only if asked	Has voluntarily and regularly supported the Regional Team and participated in Regional events and activities	Has actively promoted and participated in most Regional activities and events.	Has regularly initiated and promoted Regional activities, events and training	Years in Role 0

Contribution Nationally	Worked within the Group, District or Region	Has supported National activities only if asked	Has voluntarily supported and participated in some National events and activities	Has actively promoted and successfully filled roles in several National activities	Has successfully managed a National portfolio and initiated and promoted other National activities	Years in Role
						0
Contribution Internationally	Worked within the Group, District, Region and SSA	Has supported International events or activities only if asked	Has supported and participated in International events and activities	Has actively promoted and led SSA participation in many International events or activities	Has successfully managed an International portfolio and initiated and promoted other International events or activities	Years in Role
						0
					Sub Total	0
					Total	0