

Induction

Starting adults in a new role

Induction is the process that allows adults to develop into their new role. It should help them feel capable of carrying it out, so they will be willing to continue for longer.

Contents

This pack is made up of a number of stand-alone information sheets. The sheets within this pack are listed below, with a short description of the content of each.

Introduction to induction and retention (FS 331001)

Background information on induction, why it is so important and how it contributes to the retention of adults in Scouting.

Producing a welcome pack (FS 331002)

Details of what information should be included in a welcome pack for adults taking on a new role. An outline of items that could be produced locally is given as well as details of those that are available in *The Induction Toolkit*. Items to be included for different roles are also suggested.

Producing an induction plan (FS 331003)

This is who, what and when of inducting an adult into a new role. The section includes information on how the Provisional Appointment, *Getting Started* training and informal induction can also play a part. An example induction plan for a new Assistant Cub Scout Leader has been included to help you produce your own.

Agreeing goals (FS 331004)

How to identify what goals should be set for the induction period over the short, medium and long term. It includes a pro forma for recording goals and a general conclusion on induction.

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Acknowledgements

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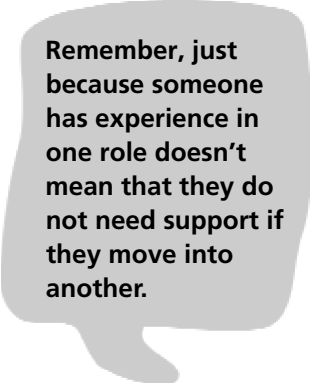
Editor's note

Although in some parts of the British Isles Scout Counties are known as Areas or Islands and in one case Bailiwick, for ease of reading this material simply refers to County or Counties.

All resources referred to in this publication are available from the Scout Information Centre on 0845 300 1818 or www.scouts.org.uk/scoutbase.



Introduction to induction and retention



Remember, just because someone has experience in one role doesn't mean that they do not need support if they move into another.

Welcoming adults

We spend a lot of time and effort recruiting adults into Scouting. Having got them to accept an invitation to volunteer (to say 'yes'), the first few months are crucial in encouraging them to stay. It is equally important that they are helped to become effective in their role as quickly as possible.

Induction is the process that allows an adult volunteer to develop into their role, and to help them feel capable and willing to continue. Induction is about developing a culture of good support, so that an adult new to Scouting is not left feeling that they've been thrown into the deep end. They should feel able to get help and support in what they do.

It is not just adults new to Scouting that need induction. People changing roles also need help growing into their new role. Remember that just because someone has a lot of experience in one role (such as Scout Leader) doesn't mean that they do not need support if they move into a new role (such as Group Chair). Induction of adults changing role will normally cover slightly different areas to take into account their prior knowledge and experience of Scouting.

The induction process is unique to each individual, and will require different handling depending on their role. For example, it would be important for a new GSL to meet the District Commissioner in the early stages of their induction, but this would not be true for the induction of a Pack Assistant.

Shared responsibility

Just as Scouting is about working together, induction is not just one person's responsibility. Everyone involved within the adult's team plays a part in their induction. This will happen if the induction is thought about in advance and well planned. If everybody knows what is going on, introductions to key people will be much easier. It will also give a much better impression to the new individual.

Areas covered in this resource

Producing a welcome pack

It is important to provide the adult with as much relevant information as possible on day one to help them get started. This should link into the information in the *Adult's Personal File* (for roles requiring completion of a Wood Badge).

Putting together an induction plan

Plan how the extra support that may be needed by an adult in the first few months in their role will be provided. How does the Provisional Appointment period and induction training (*Getting Started*) complement this?

Agreeing goals

The section explores how to give the individual direction and focus in carrying out their role.

Producing a welcome pack

Providing basic information

A welcome pack is the first stage in the induction process. It aims to give an adult new to Scouting a variety of information that will be useful to them, mainly in their first few weeks. It can take a variety of formats but is usually a folder containing information to help the newcomer through the process. It must be emphasised that it is not, and never can be, a replacement for face to face contact. It can be more detailed than what you say to the newcomer and they can look through it in their own time. It will add credibility and substance to any discussions you have with them.

A welcome pack can be of great benefit so long as it is tailored to the individual and the role they are about to take on. It should:

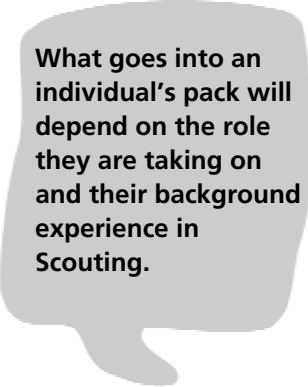
- make them feel welcome
- inform them about their role
- be motivational
- be seen as a useful resource and not a pile of papers to be 'binned' at the first opportunity
- answer questions and enable the person receiving the pack to use it as and when required.

What goes into an individual's pack will depend on the role you are asking them to take on, and their background experience in Scouting. However, it would be worth investing the time to create some standard sheets of information. You could then choose from them when putting a pack together for an individual.

The welcome pack is likely to be one of the first pieces of information that your new recruit will receive. First impressions are worth a lot, so think about how the information is presented. A standard pack that is colourful, designed on a computer, personalised and put in a glossy folder will let people know that thought has been put into inviting them to help. It will also help reassure them that support will follow.

The Induction Toolkit contains some background information about Scouting, each of the Sections, and on some specific roles. This can be copied or printed and used in conjunction with local information.

The pack should also refer to the Appointment process and the *Adult's Personal File* that adults taking out a Warrant will receive with their Provisional Appointment.



What goes into an individual's pack will depend on the role they are taking on and their background experience in Scouting.

Tips on producing a welcome pack

The following are some tips on writing the welcome pack and advice on what to produce:

- The title and opening paragraph need to grab the attention of the reader.
- Avoid witty titles that detract from the purpose of the document.
- The opening paragraph should act as an introduction to the document.
- Aim for a maximum of one side of paper on any subject.
- The words used should be easy to understand.
- Avoid jargon and abbreviations, as these might make reading difficult.
- Use short sentences arranged in lots of paragraphs, together with bullet points to help make the document easier to read.

Having written your document, let a number of people read it - some with knowledge of the subject and others without. Their comments should allow you to judge how good a job you have done and whether there is anything you need to change.

Content ideas for a welcome pack

The following is a suggested content for a welcome pack. Which sections you decide to include will vary from person to person depending on their past involvement with Scouting and whether they are new to the local area. Don't be afraid to add other things as you think of them!

Front page

This should be clear and if possible colourful, with pictures representing Scouting, together with the name of your Group or District.

Welcome letter

A standard letter from the GSL or DC welcoming them to their role, thanking them for offering their time, and explaining where they are in the appointments procedure.

Contents page

This should be a clear and easy to use guide to what's inside your welcome pack.

Background information on Scouting

Taken from *The Induction Toolkit*.

Information about the local area

For people new to the area; details of where they can find local shops, places of worship, libraries, tourist information centres, schools etc.

Map of the District

Showing key meeting places, Group/District Headquarters, Scout Shop and local campsites.

District history

A *brief* background of Scouting in the District.

Contact sheet

Names, addresses, phone numbers and email addresses of their team members, other Leaders and supporters in the District.

Meeting details

Dates, times and venues of the key meetings they will need to go to, and some information about the purpose of these meetings.

Role description

If agreed.

District structure

Diagram of the structure of support in the District.

FAQs

Frequently Asked Questions and Answers.

Training diary

What training is available, where and when, referring to the *Adult's Personal File* or other information that explains the training requirements.

Resources

Where to get help and support, Scout Information Centre contact details, website addresses.

Yellow Card

Child Protection guidelines available from Headquarters.

Executive Committee publications

For members of Executives only.

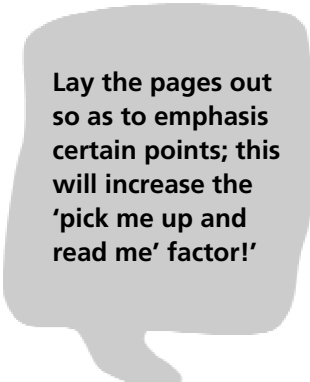
Induction plan

A plan to ensure the individual has access to the information they need in the first few months.

Do's and don'ts

Do!

- Use people with appropriate skills in laying out documents and the technology to produce good quality results.
- Use a typeface which is easy to read and a standard page layout and style for all documents included in your pack.
- Lay the pages out so as to emphasis certain points; this will increase the 'pick me up and read me' factor!



Lay the pages out so as to emphasis certain points; this will increase the 'pick me up and read me' factor!

- Leave space around the text; this stops the text being hidden when the documents are punched or bound together.
- Include good quality graphics or illustrations.

Don't!

- Over use capital letters as these are not easy to read.
- Use lots of different styles and sizes as this detracts from the readability.
- Cram solid blocks of type onto every page; this will not add to the overall presentation.
- Copy copies as the quality will become poor.

What to include

Select from the list above which would be most appropriate to the individual. The contents page of *The Induction Toolkit* explains which sheets should be included in the welcome pack for different roles in Scouting. This has been designed to complement the information that should be locally produced for individually tailored welcome packs.

The golden rule for producing a welcome pack is to only include what the newcomer needs at that time.

It is also useful to let people know that there are a variety of resources available to support them in their new role, once they are settled. You could give them a Scout Information Centre Catalogue, but make sure first that any relevant materials have been passed on from the last person in the role!

Get some feedback

After adults have read their welcome pack, ask them how useful it was. Some possible questions could include:

- Are there any other things they would have liked?
- Should some items have been missed out?
- Was the pack easy to read?
- Was the pack helpful?
- Was the pack given to them at the right time?

This feedback will help you next time you issue a pack. But don't forget that different individuals will have different needs and expectations.

Giving someone a welcome pack is only one of the first steps in induction. It needs to be followed up with a plan on how to make sure the adult has all the information and support they need in the first few months.

Producing an induction plan

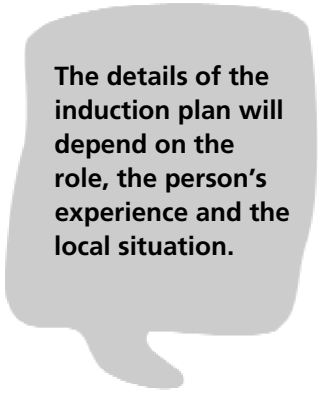
Producing an induction plan

This section is about producing an outline induction plan, and then tailoring it to suit each individual that you recruit. It will ensure adults become effective in their roles more quickly and stay for longer.

The length of time that the induction lasts for will depend on the adult and their experience and confidence, but a good rule of thumb is three to six months.

A good induction plan should list:

- all the induction activities that need to happen
- who will do them
- when they will happen
- where they will happen.



The details of the induction plan will depend on the role, the person's experience and the local situation.

The value of the induction plan will increase significantly if you discuss it with the individual. It should become a central point of co-ordination, ensuring that all the activities on the list actually happen. Raising people's expectations and not meeting them can be worse than having no plan at all.

The details of the plan will depend on the role, the person's experience and the local situation. However, induction activities can be considered in three key areas: information, meeting people, and having a go.

For each induction activity, the plan should identify who will organise and who will support the activity. When a new adult first meets people or attends a meeting, it will be less daunting if someone they know goes with them. Throughout their induction, the person should feel supported and know who to turn to with questions or concerns.

Provisional Appointment and induction training

As part of the plan, you should consider how the Provisional Appointment and induction training processes fit with the activities you are organising.

New adults taking on a Warranted position will be given an initial Provisional Appointment that lasts up to five months. During this period they will need to:

- be assigned a Training Adviser, and agree their Personal Learning Plan with them
- complete the *Getting Started* training (Module 1, *Essential Information* and Module 3 or 4, *Tools for the Job*)
- meet the Appointments sub-Committee
- meet the District Commissioner or their representative

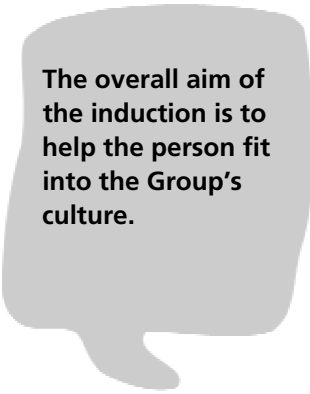
- receive a satisfactory CRB clearance.

The restrictions of the Provisional Appointment are as follows:

- The individual is not allowed 'unsupervised access' to young people until the CRB check comes back as clear.
- Their Personal Learning Plan must be completed.
- Ultimate responsibility lies with the line manager, including ensuring minimum standards of safety - the individual must work under supervision.
- The individual agrees with and abides by the key policies of The Scout Association.

Adults working towards their Wood Badge will be allocated a Training Adviser. They should also receive a copy of the *Adult's Personal File*, which will explain the Association's Adult Training Scheme. The *Adult's Personal File* will help the adult to design their Personal Learning Plan. Their Training Adviser will meet them early in their Provisional Appointment phase to help them produce their Personal Learning Plan.

Once the adult has completed all the necessary requirements of the Provisional Appointment, the Appointments Secretary will apply to Headquarters for the full Warrant to be awarded, or issue a local Appointment - as appropriate.



The overall aim of the induction is to help the person fit into the Group's culture.

Informal induction

Induction is as much about an attitude as a formal planned process. The overall aim is to help the person fit in with the Group's culture. We need to build their confidence and make them part of the team. As well as the bigger planned things, the little things are just as important:

- Where do they hang their coat?
- Is there a Leaders' social activity?
- Has the new adult been introduced to everybody on the team?
- Have they had a chance to just chat to others on the team?
- When do we do our planning?
- What events are already planned for the year?

How will the new person fit into the team?

When integrating the new adult into the team, we need to consider team dynamics. Do other members of the team need support in adapting to the new membership? It is easy to upset someone unintentionally when introducing a new member to the team. Do they all understand the new person's role? How will the new team interact with each other?

Appoint a buddy

Just as we often do with young people when they are new, we can buddy up new adults with existing members of the team to help them feel supported. It is important that they have the chance to have a go as soon as possible. This could be something as simple as running a game. Don't just give them the book to read and tell them to stand at the side and watch for a few weeks.

Your planned induction will not be able to cover everything. It is therefore essential to give the new person a chance to ask questions. Make sure they know that you would welcome their questions, and make sure you are available to answer them. There is nothing worse than being told, 'If you have any questions, ring me' and then being unobtainable. Go out of your way to meet the new person regularly

and ask them what questions or concerns they have. You might be able to use your own experiences to help them feel more comfortable about the things they don't know. For example, 'When I first started, I found the District structure very confusing'.

Some people may be uncomfortable asking their line manager what they think of as 'silly' questions. Make sure they are introduced to experienced members of the team so they feel at ease asking questions.

What should I include in the plan?

The following list includes suggestions of the activities and topics that you could put into an induction plan. Consider this list when you are putting a plan together. Decide which ones you want to include, which will not be needed and think of others that could be added to the list:

- Provisional Appointment received
- Meet with line manager to discuss plan
- Tour of Group meeting place
- Meet with Training Adviser
- Meet with Appointments sub-Committee
- Meet with DC
- Introductions to team
- Assign a 'buddy' from within the team to work with for the first couple of months
- Social event with team
- Visits to other Sections and Groups
- Introductions to Scout Fellowships, ADCs, and other supporters
- Information on local facilities available
- First regular meetings
- *Getting Started* training
- Support meetings from line manager initially every four to six weeks
- Goals for the first few months.

Example induction plan

Below is an example of an induction plan for an Assistant Cub Scout Leader, to show how the plan might work.

Name: Mary Smith (ACSL 1st Somewhere Scout Group)

Supporter: Fred Jones (Group Scout Leader - 1st Somewhere Scout Group)

Plan date: 1 February

Activity	By when	Organised by	Supported by	Completed
Meet other Section Leaders	4th Feb	Fred	Akela	
Tour of HQ facilities	4th Feb	Fred		
Meet Training Adviser	End Feb	Fred	Appt. Secretary	
Meet ADC(Cubs)	End Feb	Akela	ADC(CS)	
Visit 2nd Somewhere Cub Pack	end Feb	Akela	CSL of 2nd	
Meet Group Chairman, Secretary, Treasurer	end March	Fred		
<i>Essential Information</i> training	end March	Training Adviser	Fred	
Visit District Scout Shop or Outdoors	end March	Fred		
Attend a Group Leaders' meeting	end April	Fred	Akela	
Visit Beaver Colony meeting	end April	Fred	BSL	
Visit Scout Troop meeting	end April	Fred	SL	
Meet District Commissioner	end April	DC	Fred	
Attend District Cub Scout Leaders' meeting	end April	Akela	ADC(CS)	
Run a short activity	end March	Akela	Other ACSLs	
Run Grand Howl	end April	Akela		
Run a Pack evening	end May	Akela	Other ACSLs	
Review of progress	end April	Fred	Akela	
Attend a programme planning meeting	end May	Akela		

A pro-forma of this plan is available over the page.


Induction plan

Name: _____ Plan date: _____

Supporter: _____

Activity	By when	Organised by	Supported by	Completed

Agreeing goals



Goal setting is more about agreeing priorities than measuring performance.

Once you have agreed the role description for a new role, meet with the adult and agree some short, medium and long term goals. The atmosphere of this meeting should be positive and based around discussion and agreement, rather than one person setting goals for another.

Agreeing goals with the individual will mean that they can focus on the important tasks in hand, rather than getting bogged down in unnecessary areas. Volunteers have a limited amount of time that they can give to Scouting, so goal setting will allow them to direct that time and their energies in a way that will be positive, satisfying and worthwhile. Goal setting is more about agreeing priorities than measuring performance.

The goals will form an important basis of the review process. With regular reviews, you will be able to look together at achieving the goals and identifying additional help and support that may be needed. Agree dates for informal chats and a more formal review of the goals that you have set. These can be as regular as you think is necessary and will depend on the individual and the type of goals that have been set.

The goals that you agree are likely to cover the following:

- The priorities of The Scout Association
- Topics in the Group/District development plan
- Developing a plan, if there isn't already one
- Growing the Group/Section withy which they work
- Recruiting and supporting adults
- The Balanced Programme/nights away for young people
- Enjoying their role and having fun!

When agreeing goals, the following guidelines should be considered:

- Use and explain the attached pro-forma.
- Brainstorm together all the things that you'd like to see achieved.
- Prioritise them in terms of importance and urgency. Which will have the greatest benefit? See *Key Skills for Management - Time Management*.
- Agree only three or four goals, - this way, they are more likely to be achieved - you can always go back to the list and agree some more if they are finished early!
- Be realistic about what can actually be achieved in the time.
- Be specific about what is to be achieved.
- When agreeing the goals, consider how you can show how it has been achieved.
- Make sure that the goals are agreed by both of you - this way the person being inducted is more likely to feel they have ownership of the goals and are more likely to complete them.
- Make sure the goals are SMART - Specific, Measurable, Achievable, Realistic and Time-bound.

A good induction sets the scene for the individual's time in Scouting. Having received support during their induction they will be confident in what it is they should be doing, and in where to get help when they need it.

Agreed goals

Person: _____ Date agreed: _____

Agreed: _____

Goal	In 3 months . . .	In 6 months. . .	In 12 months. . .	Lead person	With whom do I need to work?	Who else can help?