



**Scouts**  
NSW

Deputy Chief  
Commissioner NSW  
(Operations)

Position  
Description

## Introduction

---

Two dynamic and inspiring leaders are needed for the voluntary roles of **Deputy Chief Commissioner NSW (Operations)** and **Deputy Chief Commissioner (Program, Youth Safety and Support)**. The Deputy Chief Commissioners will support the Chief Commissioner NSW in building a strong state team and continuing to reposition Scouting in NSW to a new and exciting role in the community. This will require engaging with and energising the NSW Scouting community in the implementation of ambitious strategic goals, including the recruitment and retention of youth and adult members.

The new Deputy Chief Commissioner roles will require similar skills and capabilities as the Chief Commissioner role. The Deputy Chief Commissioners need to demonstrate resilience in facing the challenges that may be encountered in supporting and implementing the ‘youth lead, adult supported’ leadership model, the new youth program, and the strategic plan. The Deputy Chief Commissioners are expected to be able to act in the Chief Commissioner role at any time.

The Deputy Chief Commissioners must have and embody strong personal values, consistent with the Scouting Promise and Law. Along with the Chief Commissioner, they will be the torch bearers for these values, exhibiting confidence in and a passion for relating with, and inspiring others in, their own personal journeys, both within Scouting and their daily lives.

Success will be dependent on the Deputy Chief Commissioners, working closely with the Chief Commissioner, developing a highly skilled and motivated team of volunteers committed to the Scout Movement's values, and ensuring that the Scout program and the quality of its delivery are excellent at all levels. This will be achieved through empowering the respective teams to coordinate activities and create an environment that motivates adult members to deliver quality programs aligned with the values of Scouting and the strategic and operational plans.

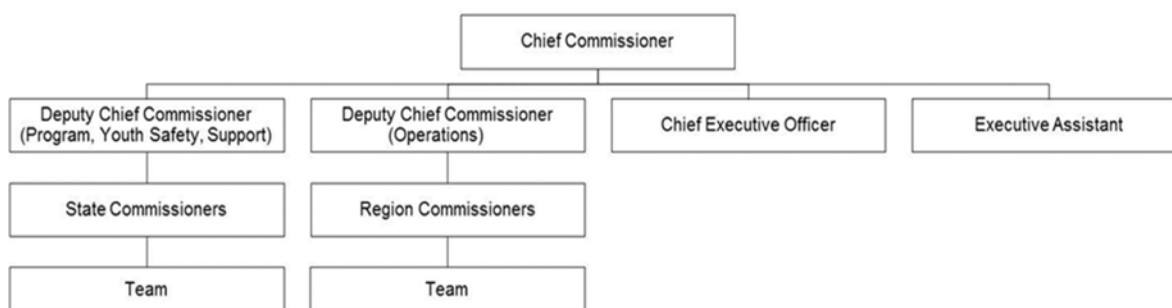
The Deputy Chief Commissioners will support the Chief Commissioner to:

- Lead and inspire an inclusive Scouting Movement and a broad range of community and government stakeholders and partners.
- Have overall accountability for the performance of Scouting in NSW – for achieving the objectives of the strategic plan, as they relate to member experience, people & culture, sustainability & operations; and managing the change/reform process.
- Build a strong leadership team to inspire all members in Scouting.
- Develop, implement and deliver agreed business goals that reflect the Board-endorsed Strategic Plan.
- Maintain and promote an effective and generative safety culture within Scouts NSW including a robust risk based Child and Adult Safe framework.
- Actively and directly engage with internal and external stakeholders, and demonstrate resilience in facing the challenges that may be encountered.
- Attend and/or participate in a variety of State and Region events and activities.
- Encourage a culture of innovation as ‘business as usual’ in the delivery of Scouting in NSW.
- Demonstrate Scouting values, exhibiting confidence in the Strategy, and with a passion for relating with and inspiring others in their journey to personal growth within Scouting.



## Relationships

### Structure



### Key Role/Task Delineation

Task	Chief Commissioner	DCC Operations	DCC Program, Youth Safety and Support	Chief Executive Officer
Leadership focus	Manage 2xDCCs + CEO Lead & assist the reform program	Support Region Commissioners	Support State Commissioners	Manage State Office
Strategy implementation	Oversight	Execution (Regions)	Execution (Program / Support)	Execution (State Office)
Issues management *	Matters involving DCCs or Chief Executive	Primary decision maker on Region issues (ie final point of escalation)	Primary decision maker on State issues	Primary decision maker on State Office team (& all salaried staff)
Engagement & partnerships	External relations	Internal relations	Internal relations	External relations, including grants & funding

\* NB. the power to cancel membership lies with the Board or its delegate/s.

### Reporting Roles

	DCC (Program, Youth Safety and Support)	DCC (Operations)
Direct reporting roles	State Commissioners	Region Commissioners
Indirect reporting roles	Assistant State Commissioners	-
Working relationships	Chief Commissioner; Board and Subcommittee Chairs; Employed staff; Other Uniform members	
Committee relationships	Chief Commissioner's Council	
Other key relationships	Members; Community and corporate stakeholders and partners including local and state Government officials	



## Major Responsibilities— Deputy Chief Commissioner (Operations)

---

### Leadership

- Support the Chief Commissioner to lead and inspire an inclusive Scouting organisation, exhibiting confidence and demonstrating Scouting values.
- Lead a strong team of senior experienced Region Commissioners, with the skills necessary to guide and inspire adult and youth members, and implement the strategic plan for Scouts NSW in their locality.
- Promote and support a dynamic youth and adult program that leads to growth in the Scout membership.
- Enable a culture where Groups, Districts and Regions are supported, developed, and encouraged to achieve their full potential and opportunities for innovative ways to deliver Scouting in NSW.
- Promote the Youth Program and special events.
- Maintain a positive image of Scouting and its activities in NSW, with a focus on external relations.
- Undertake a program of continuous improvement to maintain relevant skills and knowledge for the role, including participating regularly in Scouting activities across all areas of operation and geographic location.

### Management

- Maintain an effective organisational structure of volunteers that meets the principles of Scouting in Australia and the requirements of the Scouts NSW Strategic Plan, and that provides for succession planning at all levels.
- Act as the Chief Commissioner when required to do so (ie. permanent delegation in the Chief Commissioner's absence)

### Strategy & Implementation

- Support the Chief Commissioner to champion the development, implementation and review of the NSW Strategic Plan.
- Support the Chief Commissioner to ensure the CEO and senior volunteers are supported in the development of operating plans that support the objectives of the Strategic Plan.
- Support the Chief Commissioner and senior volunteers to develop operating plans that support the objectives of the Strategic Plan.
- Maintain a culture of continuous improvement of monitoring and review of Scouts NSW policies, procedures and practices.
- Support the Chief Commissioner to grow Scouting in NSW as part of the National, Asia Pacific Region, and WOSM Strategic Plans, including supporting the United Nations Sustainable Development Goals.



### **Communication and advocacy**

- Support the Chief Commissioner to develop and communicate a vision for Scouting in NSW, and secure the commitment of others to believe in that vision.
- Support the Chief Commissioner to ensure Scouts NSW, in collaboration with the national office, provides proactive advocacy on youth issues to State Government and to the community.
- Support the Chief Commissioner to ensure Scouts NSW has a strong and distinctive public profile that attracts interest and support, and grows membership.
- Maintain currency of knowledge in all aspects of the Movement and youth affairs.

### **Issues and change management**

- Undertake (where appropriate) or delegate the investigation and resolution of complaints and grievances in accordance with the policies, procedures and practices of Scouts Australia NSW

### **Stakeholder engagement**

- Support the Chief Commissioner to represent Scouting in NSW, including actively engaging with a broad range of community, government, business and media stakeholders.
- Support the Chief Commissioner to lead & support the State Office team in identifying, meeting with, and pursuing relationships with philanthropic and other funding partners/sources.
- Support the Chief Commissioner to build strategic alliances with other community organisations with like values.
- Participate in State and National meetings, events and projects as required.
- Attend Region ARPs and other Region events and activities.

### **Governance**

- Support the Chief Commissioner to promote the principles of good governance for not-for-profit organisations across the operations of Scouts NSW.
- Support the Chief Commissioner to ensure policies and procedures are current and responsive to the challenges of the functioning of an inclusive community-focused organisation.
- Accept responsibility for the successful discharge, by Region Commissioners, of their duties in pursuit of agreed goals and within the limits of their delegated authority.

## **Key Selection Criteria**

---

### **Scouting knowledge and experience**

- Diverse knowledge of Scouting and a personal commitment to the Aim and Principles of Scouts Australia.
- Wood Badge (advanced adult leader training) qualified OR have the willingness to undertake training and achieve the qualification.





## Leadership

- Demonstrated core values including respect and care for individuals, inclusiveness, and a commitment to diversity, innovation and creativity;
- Have the ability to convey a positive and constructive image of Scouting and reinforce the fundamental importance of the Scout Promise and Law in delivering Scouting programs;
- High level skills as a leader of adults, with a proven ability to work with, encourage and inspire adults with a diversity of attributes including experience, background, culture, religion;
- Demonstrate at a high level: contemporary thinking; the ability to inspire and influence; and deep experience in leading by example.
- Demonstrate a passion for Scouting.
- Significant experience in working with volunteers.

## Strategy and implementation

- High level skills in establishing organisational goals, developing strategic and operational plans, and driving implementation.

## Compliance and legal

- A working knowledge of the practical application of key legislation—including, but not limited to, governance, financial, human resources, child protection, food handling etc.

## Communication and advocacy

- High level written and oral communication skills;
- Demonstrated ability to be a strong advocate of Scouting and its benefits, and to communicate effectively with all levels in Scouting, a diverse community including State and local government, and the media.

## Stakeholder management

- Demonstrated capacity to negotiate policy issues with a range of entities, including related organisations, public bodies, government agencies, faith organisations and community interest groups;
- Deep experience in engagement and stakeholder management with all internal and external stakeholders;
- Demonstrated ability to understand and engage on youth issues.
- High level knowledge of NFP organisations

## Issues and change management

- Advanced skills in change management and relationship development, including understanding collective decision making, flexibility to accommodate change, a demonstrated commitment to learning, developing skills and sharing knowledge, and a preparedness to be accountable;



- The ability to mediate and resolve leadership issues at all levels and to ensure that Scout policies including dispute resolution procedures are fairly applied.

### **Personal skills**

- High levels of personal motivation, organisational skills and acceptance of responsibility and accountability for outcomes.

## **Other**

---

### **Term of Appointment**

The initial term is for up to 3 years. An extension period of up to 3 years will be considered. The term is subject to performance outcomes and is at the discretion of the Chief Commissioner, in consultation with the Board of Scouts NSW.

### **Time Commitment**

The role requires leadership of, and engagement with, a large number of volunteers. Most contact will be in the evenings and on weekends. The Deputy Chief Commissioners will have some travel and other commitments. They will need to have the flexibility, energy and support needed to meet these commitments, including being available for urgent matters or major issues.

### **Meetings and Ceremonies**

The Deputy Chief Commissioners will attend a number of regular meetings and conferences with the majority of the meetings occurring on weekends. Current meetings include:

- NSW State Annual General Meeting
- Region Annual Report Presentations – (DCC Operations only)
- Chief Commissioner Commissioners' Council – 3 times per year
- Commissioners' Conference – 3 times per year
- Region Commissioners' Forum – 6 times per year (DCC Operations only)
- Other meetings as required
- Australian Scout Medallion, Queen's Scout and Baden-Powell Scout Award Ceremonies – 2 per year, as required
- Adult Recognition Award Presentations, as required

The Deputy Chief Commissioners may be required to represent the Chief Commissioner at the:

- National Operations Committee – meets 3 times per year
- Scouts NSW Board of Directors – meets 11 times per year, plus a planning day and an offsite weekend

### **Resourcing**

The Deputy Chief Commissioners will be resourced as required, and may claim reasonable expense reimbursements.



## Clearances

Applicants are required to have a current WWCC. Candidates selected for interview will also be required to undergo a background check and a National Police Check.

## How to Apply

---

All applications for the role of Deputy Chief Commissioner (Operations) must be received on or before **before 9.00am on Monday 30 March 2020**. Applications should be marked ‘**Confidential**’ and emailed to [chief.commissioner@nsw.scouts.com.au](mailto:chief.commissioner@nsw.scouts.com.au).

Your Application should include

- A current resume, including details of professional experience and relevant Scouting experience.
- Your Working with Children Check clearance number.
- A statement addressing the Major Responsibilities, and in consideration of the Key Selection Criteria (maximum of 3,000 words).
- Contact details of 4 referees, at least one of whom must be a person not associated with Scouting. (Referees will not be contacted without permission from the candidate).

Interviews for the role will take place in April 2020.

## Further information

---

Questions about the role can be directed to Neville Tomkins OAM—Chief Commissioner, Scouts NSW—M. 0412 576 165 —E. [neville.tomkins@nsw.scouts.com.au](mailto:neville.tomkins@nsw.scouts.com.au)

