



Scouts NSW

## Position Description

State Commissioner –  
Growth & Retention

(SC G&R)

## Purpose of the position

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The State Commissioner (SC) Growth & Retention (G&R) is the volunteer member responsible to the Assistant Chief Commissioner (ACC) Region Support & Development (RS&D) for:

- Analysing and distributing the membership growth reports
- Identifying and developing opportunities within Regions to target growth through recruitment and retention
- Highlighting membership trends by State, by Region, by age-group
- Supporting the Deputy Chief Commissioner (Operations) on membership communications and tactics
- Reinforcing the shared responsibility for membership growth for all adult members in Scouting

The SC G&R may interact with uniformed members and supporters, as well as salaried staff, as they undertake their duties.

The SC G&R is focused on helping Scouts NSW consider the wider organisational health outcomes from fragile growth patterns and inability to respond to growth opportunities.

## Reporting and Relationships and Tenure

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### Direct Reporting Line

The SC G&R reports to the ACC RS&D. Functional interactions will be most often with the Chief Commissioner, the DCC (Operations) and the Region Commissioners.

While the salaried Development Officers report formally through the State Office function, their daily interactions will be directed by the SC G&R.

### Matrix Relationship Lines

- Members Services team

### Tenure

The initial term is for up to three years, inclusive of a probationary period of three months. An extension period of up to three years will be considered.



The term is subject to performance outcomes and achievements relevant to the Adult Development Plan, which is reviewed annually.

It is expected that an annual Adult Development Plan will be completed, discussed and agreed with the ACC RS&D.

## Responsibilities and duties

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While carrying out the responsibilities of the role, the SC G&R will always uphold the purpose, principles and values of Scouts Australia, will adhere to the Adult Code of Conduct, will abide by WOSM, National and State policies and will behave in accordance with the Scout Law and Promise. Importantly, the SC G&R will comply with, and ensure the implementation of all applicable legislative and statutory regulations pertaining to learning outcomes.

The SC G&R will:

- Continuously build members' interest in the shared responsibility for membership growth
- Identify and collaborate with influential growth champions in Regions, as appropriate
- Provide feedback and guidance to the Executive Leadership Team (CC, DCCs and CEO) on the effectiveness of growth tactics and on considerations for retention activities
- Conduct regular two-way communication with Regional and State Leaders on the opportunities to respond to recruitment and retention
- Take an active role in meetings requiring an informed person to speak about growth trends and opportunities
- Maintain ongoing training requirements for appointment
- Attend to other necessary functions and duties as requested.

The role will require engagement with other Scouting stakeholders. Most contact will be in the evenings and on weekends. Some flexibility will be helpful for addressing urgent matters or major issues.

It is the goal of the Chief Commissioner, the Deputy Chief Commissioners, and the Board of Directors that Scouts NSW develops a culture of openness, inclusiveness, genuine teamwork and mutual assistance. All Scouts NSW State uniformed positions will be both responsible and accountable for the generation and maintenance of this positive culture.



## Skills and Personal Attributes

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The SC G&R, as with every member of the State uniformed team, must have a proven capacity to deliver outcomes and be a self-starter with capacity to work without close supervision.

### Essential attributes

- A personal commitment to the Aims and Principles of Scouts Australia, and an ability to convey a positive and constructive image of Scouting and reinforce the fundamental importance of the Scout Promise and Law.
- High levels of personal motivation, organisational skills and acceptance of responsibility and accountability for outcomes.
- A self-starter with capacity to work without close supervision, especially in a volunteer environment.
- Ability to contribute productively, acting respectfully and with thoughtfulness to all members
- Enthusiasm for the current strategic direction of Scouts NSW
- An appropriate fit with the positive and enabling culture of Scouts NSW

### Desirable attributes

- Wood Badge (advanced adult Leader training) qualified OR having the willingness to undertake training and achieve the qualification within 12 months of appointment to the role.

## Key Selection Criteria

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The SC G&R will be required to meet the following three criteria areas.

### Knowledge and Experience

- Sound knowledge of seasonal changes that affect Scouting membership
- Ability to map Scouting 'seasons' with opportunities to recruit
- Strong ability and interest in analysing membership trends



- Sound, evidence-based judgement and accountable decision-making
- Proven track record of working hard with a strong results orientation
- Proven, successful record of effective collaboration and teamwork among adults and a diverse range of stakeholders

### Qualifications

- Minimum one years of experience as a Leader of Adults in Scouting, or demonstrated experience operating at a senior level in another organisation
- A willingness to complete any requisite training as required for the position and hold a Wood Badge

### Accountability

This position is important to Scouts NSW and it is essential that the SC takes ownership of regular analysis of membership reports and is confident in providing guidance to members of the senior leadership team and Region Commissioners with respect to how to adjust membership outcomes. Therefore, a strong achievement orientation is required. The SC G&R will be assessed on the results they achieve. Assessment will include formal annual performance reviews.

The strategic performance indicators that apply to this position include:

- Fortnightly reporting of membership and trends
- Providing ongoing inputs to the Board and senior leadership team to ensure awareness of membership status
- Developing and implementing plans for creating a change to how Scouts addresses opportunities to affect membership growth.

For further information and background, please contact ACC RS&D.

## Meetings and Clearances

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### Meetings

Regular meetings include:

- State team meetings (2-3 times per year)
- Board planning meetings, where appropriate
- E3 (Executive 3 – Chief Commissioner and Deputy Chief Commissioners) meeting, when invited



- E4 (Executive 4 - Chief Commissioner, Deputy Chief Commissioners and Chief Executive Officer) meeting, when invited
- Region Commissioners' Forums, when invited.

Given the nature of this position, the SC G&R may be invited to consult to or provide guidance for meetings specifically called to discuss changes in membership and growth opportunities through recruitment and retention.

### **Clearances**

Candidates chosen to be interviewed are required to have a current Working with Children Check clearance and have undergone a background check and a National Police Check.

