

## [REF-ToR-2023/TD]

# Terms of Reference (ToR)

**Training Director** 

Position	Training Director	
Туре	Volunteer at the National Headquarters	
Reporting	Chief Commissioner of the Scout Association of Maldives	
	Closely working with the Deputy Chief Commissioner for Scouting	
	Development, and National Commissioner for Adult Support	
Duration	One year (with possible extension)	

## **Position Overview:**

The purpose of the Training Director role within the Scout Association of Maldives is to provide visionary leadership in the planning and execution of comprehensive trainings tailored for Adult Members. The Training Director will work closely with the Chief Commissioner and the Deputy Chief Commissioner for Scouting Development, and National Commissioner for Adult Support to identify, address, and elevate the development needs of adult volunteers, ensuring that they are equipped with the knowledge, skills, and motivation necessary to contribute effectively to the mission and values of the Association. By fostering a culture of continuous learning and collaboration, the Training Director will play a pivotal role in empowering Adult Members to deliver high-quality scouting experiences to Youth Members and uphold the principles of leadership, and personal growth within the Scout movement in the Maldives.

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Training Program Execution	<ol> <li>Develop an annual training calendar (for Adult Members) based on identified needs and priorities and submit to the Chief Commissioner for endorsement from the Scout Executive Committee.</li> <li>Execute trainings according to the annual approved annual training calendar.</li> <li>Upon request of the Chief Commissioner, plan and deliver any additional trainings to Adult Members that may not be on the annual training calendar but required based on needs and requests from Scout Groups.</li> </ol>
Team	4. Co-lead the National Training Team with the National Commissioner for
Collaboration	Adult Support, fostering teamwork and a collaborative environment.
	5. Coordinate with the National Training Team to ensure active involvement
	and contribution.
Quality Assurance	<ol> <li>Under advisement of the Chief Commissioner, the Deputy Chief Commissioner for Scouting Development, and the National Commissioner for Adult Support, work closely with the designated Training Committee, to maintain high standards of training design, content, delivery, and evaluation.</li> <li>Actively contribute to the continuous development of Adult Members by providing suggestions and recommendations to the Chief Commissioner, the designated training committee and the Adult Support Committee of the Scout Association of Maldives.</li> </ol>
Documentation	8. Keep accurate records of training activities, attendance, and participant
and Reporting	feedback.
	<ol> <li>Provide regular reports to the Chief Commissioner on the progress and impact of training programs.</li> </ol>

#### Key Responsibilities:



## Core Competencies for all Management Roles of SAM

(As outlined in the SAM Management Organization and Functional Structure document endorsed by the National Scout Council on 9<sup>th</sup> November 2022.)

Leading the function	ו ו
Social Intelligence	Ability to understand different social situations and dynamics.
	Ability to operate effectively in various social situations.
Strategic thinking	Ability to communicate complex ideas, collaborate with internal and external
	stakeholders.
	Ability to build consensus and alignment when working toward shared goals.
Conflict	Capacity to help others in the ExCo, whether they are fellow leaders or people in
management	other teams/cluster, in avoiding or resolving interpersonal conflicts.
Decision making	Know when to decide by oneself, when to consult with team members or peers
	and get their opinion on a certain matter, and most importantly, when to take a
	step back and let others decide.
Change	Know how to prepare, support, and guide people through various organizational
Management	changes.
Business acumen	Ability to make sound business decisions by combining a number of factors to
	arrive at the best outcome for a given situation.
	Ability to focus, understanding of consequences, problem solving and
	recognizing stakeholder needs
Leading others	
Servant leadership	Ability to focus and support the growth and well-being of other people and the
	scouting community they serve.
Interpersonal skills	Capable of Active listening, giving, and receiving feedback, verbal / non-verbal
	communication, problem-solving skills, and teamwork.
	Ability to communicate effectively – Clearly bale to communicate, actively listen
	to others, and respond with
	understanding and respect.
Emotional	Capable to understand people's emotions and emotional situations. Capacity to
Intelligence	understand and manage our own emotions. (Self-awareness, Self-regulation,
	Motivation, Empathy, Social skills).
Coaching and	Know when to (gently) push someone to go outside their comfort zone, giving
relationships	useful feedback when necessary, and building and maintaining strong
	relationships with the people they manage. (Being authentic, having rigor in
	logic, Altruism).
Inclusiveness	Ability to create an environment in which everybody feels welcome. Treat
	everyone equally and respectfully.
	Cultural intelligence: attentive to other cultures and adapt as required.
	(awareness of biases, effective collaboration).
People	Ability to support development of others (coaching, mentoring, etc.) and help
Management	optimize their talents to maximize productivity. Inspire others, communicate
	clearly and lead change. (Flexibility, Feedback, Empathy, Efficiency, Openness,
	Reflective).
	Effective delegation: ability to delegate – not just handing over responsibilities
	but also guiding and supporting people new ways to do the task better than they
	did in the past if needed at all.
Leading yourself	
Agility	Ability to quickly adapt to rapidly changing circumstances. Have the ability to
1	continually learn, unlearn, and relearn when necessary.

Courage	Ability to stand by your values and people and defending them in front of others
	when necessary, however at the same time be willing to admit when wring and
	where appropriate change position or opinions.
Functional skills	Ability to take the initiative, rectify, critically reflect, make decisions, set goals
	and priorities, manage time, and be organized.

## Specific Functional Competencies for the position of Training Director.

Training O Demonstrated experience in designing	r and dolivaring offective training	
	and delivering ellective training	
Expertise: programs.	programs.	
<ul> <li>Knowledge of adult learning principles</li> </ul>	s and methodologies.	
<ul> <li>Ability to assess training needs and tai</li> </ul>	ilor programs accordingly.	
Leadership Skills o Strong leadership and team managem	ient skills.	
<ul> <li>Ability to motivate and inspire team m</li> </ul>	embers to achieve common	
goals.		
<ul> <li>Foster a positive and collaborative tea</li> </ul>	m culture.	
Communication: o Excellent communication and interper	sonal skills.	
<ul> <li>Ability to effectively convey complex in</li> </ul>	nformation to diverse audiences.	
<ul> <li>Strong presentation skills.</li> </ul>		
Collaboration: • Proven ability to work collaboratively w	with different stakeholders and	
team members.		
<ul> <li>Foster a culture of teamwork and coop</li> </ul>	peration within the National	
Training Team.		
<ul> <li>Collaborate with other departments for</li> </ul>	or a holistic approach to training.	
Problem-Solving: o Strong analytical and problem-solving	skills.	
<ul> <li>Ability to adapt to changing circumstal</li> </ul>	nces and find innovative solutions.	
<ul> <li>Decision-making skills with the ability</li> </ul>	to prioritize tasks effectively.	

## Ethics governing all management personnel at the Scout Association of Maldives.

(As outlined in the SAM Management Organization and Functional Structure document endorsed by the National Scout Council on 9<sup>th</sup> November 2022.)

#### The Training Director is required to adhere to the Ethical standard set for all management personal at the Scout Association of Maldives.

The following set of principles should govern the conduct of all personnel working in within the management structure of the Scout Association of Maldives.

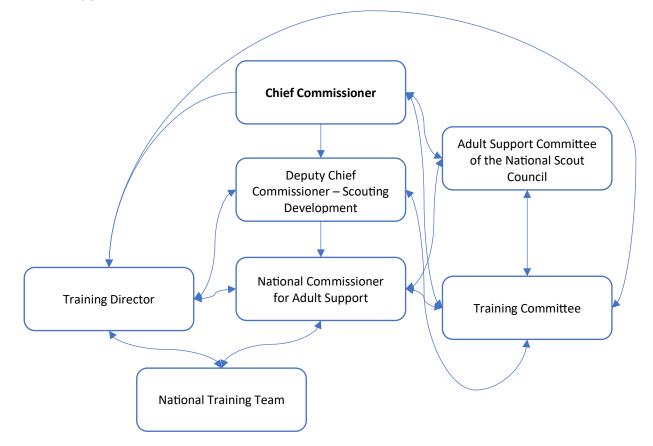
1. Adherence to the Scout Promise and Law: All personnel working within the management must always live by the promise they made and follow the laws of scouting – be honest, loyal, helpful, friend and brother/sister to every other, courteous, environmentally friendly, obedient, cheerful in all circumstances, thrifty, and clean in thought, word, and deed.



2. **Integrity:** Be principled, trustworthy, upright, and good in character – make every effort to fulfill the letter and spirit of their promises and commitments.



- 3. **Commitment to excellence:** Pursue excellence in performing all tasks and duties, be wellinformed and prepared and commit to increase proficiency in all areas of responsibilities.
- 4. **Caring and compassion**: demonstrate compassion and a genuine concern for the wellbeing of others accomplish objectives in a manner that causes the least harm and the greatest positive good.
- 5. **Fairness:** Strive to be fair and just in all dealing. Do not exercise power arbitrarily, do not use overreaching or indecent means to gain or maintain any advantage or make undue advantage of another's mistakes or difficulties. Always manifest a commitment to just and equal treatment of other. Be willing to admit when wring and where appropriate change position or opinions.
- 6. **Respect:** Treat everyone with respect. Adhere to the golden rule striving to treat others the way they would like to be treated. Be courteous and treat people with equal respect and dignity.
- 7. **Reputation and Morale:** Always work towards building and protecting the associations reputation and the morale of all its members. Always avoid words or actions that might undermine respect and take affirmative steps to correct or prevent inappropriate conduct of other in the movement.



## Adult Support coordination Structure at the Scout Association of Maldives

- **Chief Commissioner:** As the Chief Executive of the Association is responsible for the overall Adult Support Management of the Association.
- **Deputy Chief Commissioner Scouting Development:** Deputy Chief responsible for Adult Support Management of the Association. Functioning under the direction of Chief Commissioner.
- **National Commissioner for Adult Support:** Accountable for overall Adult Support Management in the Association, and member of the Adult Support Committee of the Association. Functioning



under the direction of Chief Commissioner and the Deputy Chief Commissioner for Scouting Development.

- Adult Support Committee of the National Scout Council: Committee of the National Scout Council overlooking all Adult Support Management activities of the Association. Working closely with the Chief Commissioner.
- **Training Committee:** Technical Committee to be formulated by Chief Commissioner to advice, design and develop Adult Trainings for the Scout Association of Maldives.
- **Training Director:** Reports directly to the Chief Commissioner, working closely with the Deputy Chief Commissioner for Scouting Development and the National Commissioner for Adult Support.
- National Training Team: made up of individuals that will assist in the delivery of Adult Trainings in the Association, Co-led by the National Commissioner for Adult Support, and the Training Director.

## Performance Management:

The Training Director is subjected to an initial performance appraisal carried out 3 months into appointment. Followed by a second appraisal 6 months after the initial appraisal. Based on the evaluation carried out via the Performance Managementprocess, a decision for future can be made; this could include Renewal(continuation), retirement or reassignment.

- Initial target setting: Upon appointment, the individual is required to provide targets for a 3month period.
- **Renewal:** Individuals will be required reset targets accordingly for the next 6 months incorporate learning from the first 3 months and stive to increase productivity and be focused on further development and growth (both individually and in implementing the functional role).
- **Retirement**:
  - At any time, any individual working within the management organization and functional structure of the Association can decide to retire on their own accord.
  - After two or more Performance Management cycles, if the individual is unable to meet the basic performance criteria, the Association has theright to initiate termination of the mutual contract with the individual.
- **Reassignment:**Based on the Performance Management evaluation or based on emerging needs of the association, or upon the request of the individual, after a reasonable negation between the Association and the individual, reassignment of roles or functions can be made by the Association.

## Matters not addressed in this ToR

Such matters shall be discussed with the Chief Commissioner and an amicable solution should be agreed between the individual and the Chief Commissioner.

## Mutual Agreement

A document of agreement to function in the position of Training Director, will be signed between the individual and the Scout Association of Maldives indicating acknowledgement and commitment to function and deliver the Terms of Reference set above in this document. From the Association the Chief Commissioner will sign in witness of the Deputy Chief Commissioner – Scouting Development and the National Commissioner for Adult Support.

The following ToR has been approved by Maeed Zahir, Chief Commissioner, The Scout Association of Maldives on 18<sup>th</sup> December 2023.