



WE DISCOVER, WE GROW

Girlguiding

Supporting Leaders in Training

Guidance for Commissioners

Contents

Introduction 2

Your role in the Leadership Qualification process 2

Your responsibilities in the Leadership Qualification process 2

Registration 2

Students and transfers 3

Qualification 3

Sources of support - who can do what for a Leader in Training 3

Mentor 3

Leadership Qualification Coordinator 3

Local Commissioner 3

Verifier 4

Unit Leader 4

Go! Coordinator 4

Girls and parents 4

Local area team 4

Top tips for supporting a Leader in Training 4

Including all 5

Adapting qualifications 5

Handling concerns 5

Supporting a newly qualified Leader 5

Recruiting Mentors 6

Frequently asked questions 6

Useful resources 6

Introduction

One important job you do as a local Commissioner is to welcome and work with Leaders in Training in your area.

A good first impression of local guiding is vitally important for welcoming and keeping Leaders. It is crucial that a Leader in Training feels part of a supportive and friendly local team for a positive experience. A Leader in Training who feels valued and supported will enjoy guiding, get a chance to develop her skills and want to stay involved.

You can nurture the enthusiasm of Leaders in Training by helping them to get started on the Leadership Qualification (LQ) as soon as possible. This document will help you with guidance on your role and responsibilities in the LQ process.

Your role in the Leadership Qualification process

- Welcome the Leader in Training to local guiding. Help her to feel included in the local area and introduce her to people.
- Include her in your emails so she hears about local meetings, trainings and events. This will happen automatically using the Go! Area Contact Details report. Often, a personal invitation to a meeting may give a new Leader in Training extra encouragement to attend.
- Keep an eye on the progress of volunteers moving through the LQ in your area using the Leadership Qualification Contact and Status report on Go!, and take an active interest by asking how things are going.
- Support any qualified Leaders who wish to change sections or Assistant Leaders who wish to undertake Module 4 of the LQ to register for and complete Modules for Qualified Leaders (see 'Useful resources' on page 6 for more information).
- Encourage Leaders to support Young Leaders in their unit to take up the Young Leader Qualification (YLQ), and from 16 to start the LQ.
- Liaise with the Leadership Qualification Coordinator and Mentors in your area as necessary in order to ensure that suitable opportunities are provided to complete modules in the LQ.
- Encourage Unit Leaders to support the Leader in Training's progress and offer suitable opportunities to complete the LQ.
- Ensure time is given at local meetings (District/Division) to discuss current LQ and opportunities available to Leaders in Training.
- Support good communication between the Leader in Training, her Unit Team and her Mentor.
- Provide guidance and support where necessary.
- Where possible, offer opportunities for the Leader in Training to get involved in organising and planning local events. This will help her sign off some elements of the LQ and will also help her get to know people in the area.

Your responsibilities in the Leadership Qualification process

Registration

- Meet potential volunteers to assess their suitability before ensuring that they are appropriately placed in a unit and their recruitment checks are undertaken. You can find more support on welcoming and supporting new volunteers in Chapter One of the *Commissioner Handbook* and in the 'Growing Guiding' section of the *County Commissioner Handbook* at countycommissioner.girlguiding.org.uk.
- Once her recruitment checks have been completed, the volunteer's information in the Join Us system will be moved to the Go! system. Please note though that it is fine for the Leader in Training to get started on the LQ before her recruitment checks have been completed.

- To match a Leader in Training with a Mentor more quickly, you might also like to email the LQ Coordinator directly or use an agreed local communication process to notify her of a new Leader in Training.

Students and transfers

If volunteers are planning to leave your area to study or live elsewhere, help them get their LQ progress signed off before they leave, so they have a head start when they move to their new area. Ensure they know their Girlguiding membership number so they can pass this on to their new unit.

Make sure that students and other volunteers who have recently moved into your area are welcomed and offered volunteering opportunities that suit them. Some may have already begun their LQ so make sure that support is available to enable them to complete it. This can be a great boost for local units both in terms of providing extra adult help and fresh ideas, and in the longer term will hopefully encourage volunteers to stay in guiding - whether in your local area or elsewhere.

Qualification

Once the Mentor has signed off the LQ, the Leader in Training is qualified and you or your representative is responsible for updating her role on Go! to 'Leader' or 'Assistant Leader' based on the modules she has completed. The LQ Coordinator or agreed local contact will request a Leadership Qualification certificate and badge for the Leader, which will usually be sent to you for presentation to her to help mark the occasion. Her module 'qualified' dates will also be updated on Go! as she completes each module.

Sources of support - who can do what for a Leader in Training

Each Leader in Training is assigned a Mentor for one-to-one support throughout her LQ. However, everyone in the local team also has a part to play in welcoming and helping the Leader in Training. Many of them can also sign off LQ clauses where relevant.

Mentor

- Supports Leader in Training through the LQ.
- Identifies existing skills and experience.
- Visits unit, or delegates this.
- Helps identify areas for development.
- Helps access relevant training and other learning opportunities.
- Signs off modules when completed and notifies LQ Coordinator.
- Signs off completed LQ and sends to Verifier.
- Notifies local Commissioner when LQ is complete.

Leadership Qualification Coordinator

- Regularly reviews Go! reports to monitor progress and new starters.
- Matches Leaders in Training with Mentors.
- Often issues LQ pack to Mentor.
- Monitors timescales using Go! reports.
- Supports Mentors.
- Supports if there are issues to be addressed.

Local Commissioner

- Completes Join Us process and recruitment checks.
- Welcomes new Leader to local guiding and to meetings.
- Offers support if there are issues and answers questions/concerns.
- Keeps in touch.

- Keeps an eye on timescales and the 'valid to' dates of roles.
- Helps access resources/trainings.
- Can sign off parts of modules.
- Updates new Leader's role on Go! when the LQ is completed. This is done for Young Leaders only once they turn 18.

Verifier

- Checks completed LQ to verify work of Mentor.
- Gives constructive feedback to Mentor.

Unit Leader

- Welcomes Leader in Training to team.
- Involves her in the unit and in planning and running the programme.
- Gives opportunities to cover requirements of the LQ.
- Gives guidance where needed.
- Can sign off parts of modules.
- Flags up any concerns to Mentor/LQ Coordinator/local Commissioner.
- Helps access resources/trainings.

Go! Coordinator

- Updates information on County Go! as requested by LQ Coordinator, or delegates this to another County Go! User.
- Provides the LQ Coordinator with relevant reports and information from County Go! to monitor progress of Leaders in Training in addition to reports the LQ Coordinator can run on Go!

Girls and parents

Can sign off parts of modules where appropriate.

Local area team

- Supports and welcomes Leader in Training.
- Can sign off parts of modules.

Top tips for supporting a Leader in Training

- Translate any guiding jargon you use - Leaders in Training will need some help to understand the guiding terminologies that others may take for granted.
- Remember, every Leader in Training is different and will have different levels of enthusiasm and commitment, as well as a range of other pressures on their time.
- Keep a flexible approach. For ideas see the 'Flexibility and inclusion' section of www.girlguiding.org.uk (search for 'flexibility and inclusion').
- Give the Leader in Training opportunities to raise any questions or concerns. Be prepared to step in where necessary to help her feel supported.
- Check in with the Leader in Training early on in the qualification to see whether she is happy and comfortable with her Mentor and her unit.
- Help the Unit Team to support the Leader in Training. Ensure they have a copy of *Supporting Leaders in Training: Guidance for Unit Leaders*, available from www.girlguiding.org.uk (search for 'supporting leaders in training'). You might like to talk it through with the Unit Team and give them the chance to ask any questions.

- If the Leader in Training needs to read any publications which her unit does not have, help her to access these.

Including all

Girlguiding's qualifications for adults allow members to develop skills and experience in giving girls a great guiding experience. However, there may be times that these qualifications need to be adapted for members with additional needs. This is a requirement so that all members can be included within Girlguiding. Read our guidance on the Equality Act (2010) at www.girlguiding.org.uk (search for 'equality act') to learn more.

To achieve a qualification, a member must show that they have the necessary skills. The outcomes of the qualification cannot change, but when necessary you can change the route that a member takes to achieve these skills. Always discuss any changes to the qualification with the member beforehand. They may not require, or want, any changes to be made. This is their decision.

Adapting qualifications

To help adapt the route to achieving these skills, think SET qualifications:

- Skills
- Evidence
- Time

Skills - What skills are required to achieve the qualification, and what are the core outcomes? These will be clear from the module descriptions in each qualification. Discuss these skills with the member and how they hope to work towards them. This is no different to the process that should be taken with all adult members working towards a Girlguiding qualification.

Evidence - How will the member record their achievements? Do these need to be in written form? They may wish to be more creative. Video and photo evidence could be used to demonstrate skills. If it is entirely necessary to provide written evidence, for example demonstrating the use of forms, someone else could act as scribe.

Time - Is there a time restriction to achieve the qualification? Does there need to be a time restriction? Could this be relaxed?

Handling concerns

Where you have concerns about the suitability of the Leader in Training for her role, ensure these are discussed and managed promptly.

If the relationship between the Mentor and the Leader in Training is not working, you may ask the LQ Coordinator to assign an alternative Mentor.

If you have any questions about the LQ, please speak to the LQ Coordinator in your area or your County Commissioner.

Supporting a newly qualified Leader

You will be informed once a Leader in Training in your area has completed the Leadership Qualification and you can then update her record on Go!. A Leadership Qualification certificate and badge (available through County channels) should be presented at an appropriate occasion. You may already have local or County processes in place to celebrate newly qualified Leaders.

Speak to the Leader to find out how she wants to celebrate. Make it a special occasion when her certificate and badge are presented, and you might like to send an email or card to say well done and thank you. Beyond the LQ, all Leaders will continue to benefit from and enjoy further Girlguiding opportunities to learn. Find more support on developing your team in Chapter One of the *Commissioner Handbook*.

Remember to refer new Leaders to local training opportunities, and opportunities listed in the 'Building your skills' section of www.girlguiding.org.uk (search for 'building your skills'), according to their interests and needs.

Recruiting Mentors

Keep an eye out for Leaders in your area who might make good Mentors. Both experienced Leaders and those who have recently qualified (with the qualification fresh in their minds) could be suitable. Mentoring is a good way to develop skills and is a rewarding role. Suggest to the person concerned that they consider mentoring and, with their permission, inform the LQ Coordinator of their interest. Direct them to the Mentoring e-learning module at www.girlguiding.org.uk (search for 'building your skills') to develop their skills and find out more about being a Mentor. Remember to add them as a Division Mentor or County Mentor as appropriate on Go! so that they can be linked with a Leader in Training and be included in any Mentor communications.

Frequently asked questions

Can the Leader in Training make a start while waiting for a Mentor?

While she is waiting for a Mentor, you can forward to her the *Getting Started on the Leadership Qualification* document to help her get going. It is available from www.girlguiding.org.uk (search for 'supporting leaders in training').

A short list of suitable activities from the LQ which she can cover while she waits may also be helpful. For example, she could find out more about the Five Essentials and her section programme, attend a section training and/or get involved with planning and running unit activities.

How long should the Leadership Qualification take?

While individual timescales may vary, keep in mind that the suggested timescale for achieving the LQ is six months (two terms). If you have a Leader in Training who is taking significantly longer, it may be worth asking the Mentor and Leader in Training how things are going.

What happens if a unit needs extra help?

While the LQ is based on what happens in an effective Girlguiding unit, sometimes a Unit Leader will need additional support to adapt to the needs of the LQ and to include the Leader in Training appropriately. This may be a good opportunity to support the existing Unit Team in developing their guiding skills and teamwork. This may involve extra visits to the unit, spending some time with the Leader in Training on a one-to-one basis or ensuring that the Unit Leader is clear about her role in the LQ process.

Tools such as *Good guiding is...* which is included in *The Guiding Handbook* and also available from www.girlguiding.org.uk (search for 'unit leader resources'), are a useful starting point for discussion. You might also like to consider discussing and explaining the LQ at your local meeting so that everyone knows what is needed.

Useful resources

- A helpful Leadership Qualification checklist is available from www.girlguiding.org.uk (search for 'supporting leaders in training').

- Other Supporting Leaders in Training resources may be useful: for LQ Mentors, for LQ Coordinators and for Unit Leaders. All are available from www.girlguiding.org.uk (search for 'supporting leaders in training').
- A helpful table showing which parts of the LQ the YLQ covers is available from www.girlguiding.org.uk as well as www.girlguiding.org.uk/theseniorsection (search for 'ylq').
- *Modules for Qualified Leaders* contains information about Modules 1 and 4 for Leaders interested in working with a different section and for Assistant Leaders wishing to become Leaders. It is available from www.girlguiding.org.uk (search for 'modules for qualified leaders').
- Guiding Conversations - Newly qualified Leaders, as well as experienced Leaders, will want to continue to learn and develop in their role. As well as directing them to training opportunities, you could use your local District/Division meetings as an opportunity to share good practice and learn from each other by having a guiding conversation. You can find the Guiding Conversations series at www.girlguiding.org.uk (search for 'commissioner resources').
- *Commissioner Handbook* - Available from www.girlguidingshop.co.uk (order code 6013).
- *County Commissioner Handbook* - countycommissioner.girlguiding.org.uk.