

**Adult Training:
Key to Promoting Boy Leadership Responsibilities**

**Jim Ballard
Unit Commissioner
Reedy Falls District
Blue Ridge Council
Boy Scouts of America**

June 4, 2011

Piedmont-Appalachian College of Commissioner Science

Ridgecrest Conference Center

Ridgecrest, North Carolina

Michael Thompson, Advisor

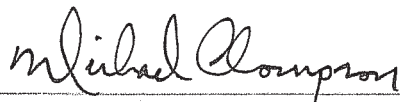
To the Doctoral Candidate Review Board:

I am submitting herewith a Dissertation written by Jim Ballard, entitled "Adult Training: Key to Promoting Boy Leadership Responsibilities". I have examined the final copy of this report for format and content and recommend that it be accepted in partial fulfillment of the requirements for the Degree of Doctor of Commissioner Science.



Michael Thompson

We have read this Dissertation
And recommend its acceptance:



Blue Ridge Council



Great Smoky Mountain Council

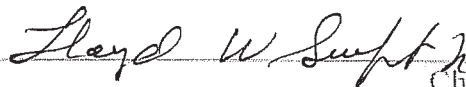


Palmetto Council



Sequoyah Council

Accepted for the Piedmont-Appalachian College of
Commissioner Science:



Chairman,

Doctoral Candidate Review Board
and Daniel Boone Council

ACKNOWLEDGEMENTS

My deepest thanks to Michael Thompson for his direction, support, and encouragement as I labored to complete my Dissertation. I am grateful for his commitment to ensure that I was aware of and able to meet my necessary deadlines.

I thank my Review Board members for their time and useful insights. I also thank Tim Poole and Steve Morrison, Assistant District Commissioner and District Commissioner of Reedy Falls District for their invaluable assistance acting as a “fount of information and knowledge” when needed.

I appreciate the support and understanding of my wife through numerous days, nights and weekends while working on this report.

Thanks to God for granting me the abilities and perseverance to complete this Dissertation.

TABLE OF CONTENTS

CHAPTER	PAGE
I. ABSTRACT	1
II. INTRODUCTION	2
III. ADULT TRAINING	3
A. Required	3
B. Supplemental / Ongoing	7
IV. YOUTH LEADERSHIP TRAINING	11
A. Unit Level	11
B. National / Council Training	16
V. CONCLUSIONS	19
VI. SUMMARY	21
BIBLIOGRAPHY	23

ABSTRACT

The purpose of this Dissertation is to emphasize the importance of adult training in promoting boy led units and the methods of receiving and implementing that training in a unit setting.

The methods will enumerate the required training for registered Boy Scout Leaders as well as additional programs to improve skills on an ongoing basis.

It will endeavor to point out training opportunities for boy leaders in a troop environment as well as programs at district and national / council levels that are available to enhance the skills, knowledge and effectiveness of youth leaders.

The intent is to provide a guide for unit leaders of required training and supplemental training available, the purpose of each program as well as its importance in guiding youth leader training in order to achieve the "Aims of Scouting" for young men. It will point out the resources available at Unit, District and Council levels that may be called on for assistance and guidance in daily troop operation.

INTRODUCTION

As a former Assistant Scoutmaster and an active member of both District and Council training teams, I am a firm believer that adult training is the way to instill knowledge, skills and enthusiasm in unit leaders in promoting and passing on the aims and methods of scouting by training and guiding youth leaders in troop operation.

Currently serving as a Unit Commissioner, I have encountered examples where that isn't happening and I feel that a renewed sense of the values and skills presented in adult training will aid in doing our jobs as adult leaders in training and guiding youth leaders, encouraging them to learn for themselves, guiding them to plan and lead troop programs and teaching them to learn to be responsible adults of good character.

The following is intended as a guide and review and reminder of those training programs and their purpose in the Boy Scout program.

III. ADULT TRAINING

A. Required Adult Training

As stated in all training literature, “ Every Scout deserves a trained Leader”. Every leader deserves training in order to successfully deliver the scouting program. To earn the “Trained” patch to be worn on the uniform, the following must be completed. Scoutmasters and Assistant Scoutmasters are considered trained when they have completed Youth Protection, Fast Start Training, This is Scouting, Scoutmaster Specific Training and Introduction to Outdoor Leader Skills. Troop Committee Members are considered trained when they have completed Youth Protection, Fast Start Training; This is Scouting and Committee Specific Training.

1. Youth Protection Training

Youth Protection Training teaches leaders the best ways to avoid, detect and report any potential youth protection and / or abuse incidents. It ensures boys involved in scouting are kept safe. Every registered adult volunteer and leader must complete and fully understand the Youth Protection Policies of the Boy Scouts of America and be recertified every two years. This training is available on-line under e-learning on the council web site. Local councils also provide Child Abuse Reporting Requirements based on local and state requirements as well as National Boy Scout of America requirements.

2. Boy Scout Fast Start Training

This is the first step for any adult volunteer. Fast start is short and enables a leader to get up to speed quickly. This covers the dos and don'ts of Scouting and it provides an overview of models and values held by the Boy Scouts of America and the duties of a leader. It is designed to give a new leader a comfort level and a feel that allows them to know they can do the job. The training is available on video from the council office for units, as a district level course as well as on line under e-learning on the council web site under the training section.

3. This is Scouting Training

"This is Scouting Training" replaces "New Leader Essentials". This is the next step for leaders that have completed "Fast Start Training". "This is Scouting" is an introductory session that highlights the values, aims, history, funding and methods of scouting. It shows how the "Aims and Methods of Scouting" are reached in an age-appropriate style to cover all levels of scouting, Cub, Boy, Varsity and Venturing. Videos, discussions and hands-on reinforcements are presented during this training session. It is available on-line at e-learning on the council web site and each Scout Leader is required to complete "This is Scouting Training" only one time.

4. Leader Specific Training

"Leader Specific Training" prepares a new leader to deliver the "Promise of Scouting".

Leader Specific Continued

Once a new leader has a solid overview of the scouting program, training for a specific Scouting position continues. This program provides the specialized knowledge a new leader needs to assume a leadership role with confidence in their ability to perform up to scouting goals. Scoutmasters and Assistant Scoutmasters must complete the Scoutmaster session to be considered trained. This training is classroom led.

More importantly, this training will demonstrate the way a Troop Meeting should be planned and implemented in a real Troop setting. By utilizing the Troop Meeting Plan developed by the Troop Leadership Council in planning meetings, A complete Troop Meeting Plan will cover all facets of a successful troop meeting from pre-opening activities, opening ceremonies, skill instructions, patrol meetings, interpatrol activities, meeting closings and a short PLC after the meeting.

This program is designed to show the new leader a method of presenting interesting activities, skills instructions, teaching youth leaders how to plan, direct and implement troop and patrol activities as well as allowing boys to show their skills, competitiveness and abilities in their interpatrol activities. All the time bearing in mind that these activities are under the direction of youth leaders in the troop and patrols with the guidance and encouragement of adults in leadership positions. This specific training is also an opportunity to instill in new adult volunteers the enthusiasm and excitement that comes with a new learning experience as well as

Leader Specific Continued

learning new and proper methods of reaching and teaching young men in the “Aims and Methods of Scouting” along with new skills, abilities, awareness and the responsibilities of learning to be a leader.

5. Introduction to Outdoor Leader Skills

“Introduction to Outdoor Leader Skills” will provide Boy Scout Leaders with the basic outdoor skill information to start and guide a program the right way. Completion of the course is the required outdoor training for all Scoutmasters and Assistant Scoutmasters. The skills taught are based on the skills found in the Boy Scout Handbook. Outdoor Leader Skills allows a leader to experience first hand the outdoor skills and knowledge a Scout must master to successfully advance through the ranks to First Class Scout. More importantly, it will increase the skills and confidence of the leaders so that they may pass these along to the boys in their troops and help them create a successful, adventurous outdoor program that keeps the fun in Scouting.

The course is conducted in an outdoor setting with provisions for overnight camping, usually a local Scout Camp. Attendees are formed into patrols and operate by the “Patrol Method”. Topics covered will include a model campsite, leave no trace camping, wood tools, knots and rope, first aid, cooking, camp sanitation, worship services, orienteering, plant and wild life and backpacking. A council training team usually conducts this training. At the end of the

Outdoor Leader Continued

course, each participant should be able to explain how the outdoor program is carried out and the importance of attending camping outings and summer camp. They will learn the importance of the outdoor program as a method in Scouting, and be able to demonstrate as well as use a variety of practical Scout craft skills and to teach those outdoor skills to Scouts. This training will teach the importance of fun and inspiration in camping and the outdoors and how to conduct an effective camp fire program as well as to be able to explain a Scout's duty to God. This training will go far in instilling confidence in your ability to have a fun, effective and safe outdoor program, as well as increase your enthusiasm for all things Scouting. The more you do it, the better you get at it and the more exciting, interesting and rewarding your program becomes. The more it improves, the more boys want to go.

B. Adult Training Supplemental / Ongoing

There are many more opportunities for adult volunteers to improve their skills and understanding and implementation of the Boy Scout program. The Boy Scouts of America offers a variety of courses designed to ensure the health and safety of Scouts and Scouters in all settings. All leaders should be sure the appropriate training is obtained to protect the safety and ensure enjoyment for Scouts and adults alike. Be aware that many are required before holding certain events.

1. Wood Badge

Wood Badge is considered the premier adult leadership training program for the Boy Scouts of America. Wood Badge provides its participants with advanced contemporary leadership and team development skills in classroom and outdoor settings, bringing together all programs – Cub Scouting, Boy Scouting and Venturing. Wood Badge helps you become a better leader. Its fun and rewarding and by pooling the ideas of many new friends, sharing meaningful experiences and learning from qualified instructors, participants will return to their units with new skills and resources, greater confidence and a deeper dedication to deliver the values of Scouting. Participants will find a deeper appreciation of what Scouting offers as well as learning more about their own abilities and knowledge to be shared and gained from their other Wood Badge patrol and troop members.

Wood Badge is a six day course usually taught over two camping weekends where the participants are formed into patrols and use the “Patrol Method” during the course with rotating patrol leaders among the patrol members. The outdoor portion of Wood Badge is only a part of the program. Each participant must develop a “ticket” which is a performance contract to demonstrate the skills gained during their Wood Badge experience. This “ticket” must be in service to others using your Wood Badge knowledge. You must identify who will benefit, what skills you will use and an estimated completion date. This must be completed to earn your Wood Badge beads.

2. Monthly Roundtables

Each district holds a monthly leaders meeting where leaders can receive information about upcoming district and council events, national programs and initiatives, training opportunities, both youth and adult, as well as useful skills and information presented by other Scout Leaders and other experts in their fields. It is a great opportunity to interact with other unit and district leaders, to share ideas, learn new skills and seek advice from front line leaders on solving a problem or improving a program. Participation at Roundtables is required to earn some square knot awards.

3. Supplemental / Ongoing Training

Safe Swim Defense: An introduction to Boy Scout of America water safety policies. All swimming events require "Safe Swim Defense" trained leaders. Participants receive a card upon completion of the course good for two years. The course is available on-line at BSA Aquatics.

Safety Afloat: An introduction to BSA boating policies. All watercraft events require "Safety Afloat" trained leaders. Participants receive a card upon completion of the course good for two years. The course is available on-line at BSA Aquatics.

CPR and First Aid Certification: Usually offered through Red Cross training courses and two currently certified adults are required on many high adventure outings.

Supplemental Continued

Philmont Training Center: The national training at Philmont Scout Ranch in Cimarron, New Mexico offers a wide selection of 6-day courses for both youth and adults covering all aspects of Scouting positions and operations.

In addition to the courses listed, there are many other opportunities to receive training in various areas such as: Climb On Safely, Wilderness First Aid and others. There are training courses for trainers, such as: Train the Trainer and Edge Training to help make you a more effective teacher.

Also you may assess yourself with the Boy Scout Leader Assessment Tool- this is primarily intended for Boy Scout leaders in all positions. Its designed to help you assess your strengths and weaknesses in regard to current Boy Scout training courses.

IV. YOUTH LEADERSHIP TRAINING

The Boy Scouts of America strives to be the foremost youth program of character development and values-based leadership training in the Nation. To further that goal, many “Youth Leadership Training” programs have been developed. It consists of programs at unit level as well as district, council and national levels. In units, training is guided by trained unit leaders: Scoutmasters, Assistant Scoutmasters and Committee members and performed using trained youth leaders: Senior Patrol Leaders and Patrol Leaders as well as other trained youth positions. Highly trained members of training teams developed for the specific program being implemented are used in presenting district, council and national programs.

A. Unit Level Training

1. Introduction To Leadership.

This is the first step of a process that should continue as long as a Scout has a leadership position in the troop. The Scoutmaster is responsible to see that the training gets done, but he may be assisted by the trained Assistant Scoutmasters and experienced Senior Patrol Leaders and other trained youth leaders in the troop. This training is detailed in the “Scoutmasters Handbook”. Each junior leaders job is different and the training discussion needs to be tailored accordingly. Each session should cover the following elements:

Introduction Continued

- Discuss the job description and be sure he understands the requirements of the position. This should be a two-way discussion to be sure all concerns are covered.
- Explain what the troop expects of him and what he can expect from the troop. If you expect great things, He probably will give you great things.
- Identify the resources your new leader has available, including the appropriate literature for his job and those adults and junior leaders he can call on for assistance.
- Explain that there are other training sessions that will help him to continually develop his skills in order to help his patrol and troop.
- Assign an achievable task that can be completed in a short time but requires some leadership. A small success builds confidence and you want to build on a series of successes.
- It is important that you follow up to ensure completion of the task. You must show that you think the task is important so that he will also.

It is important that this training opportunity be used to establish a good working relationship with junior leaders, so that they feel you think they are important and they can always come to you with questions and concerns.

2. Troop Leadership Training

“Troop Leadership Training” should be conducted by every Boy Scout Troop with each change in leadership. “Troop Leader Training” is conducted by the Scoutmaster and Senior Patrol Leader with the assistance of other adult and youth troop leaders as required. Currently, this is a 3-hour course that focuses on troop organization, methods of teaching and leading and specific leadership position responsibilities.

The very best training will be realized in an outdoor setting as a weekend event in which the Senior Patrol Leader functions as the Patrol Leader of the training patrol of junior leaders. This is the opportunity for the new leaders to see that schedules can be met, meals can be good, clean up can be done, duty rosters will work, jobs can be shared and all can be done while having fun. This is intended to be an example setting weekend camp out, but it can be held in a lodge or cabin or other facility. To be successful, this training activity will require planning and attention to detail. The Scoutmaster sets the tone- learning can be fun. He must explain the purpose of the weekend and what the benefits of the training will be.

Discussion sessions can be used to troop organization, methods of teaching and leading and specific job responsibilities. The hands-on outdoor experiences can be used to promote the “Patrol Method”, working as a unified group and expanding skills to pass along to other scouts.

Troop Leadership Continued

It is important that some fun activities be included that can also be teaching moments for scouting skills in a fun setting.

This is a great opportunity to encourage your youth leaders to feel the responsibility they have in making the troop program work as well as how important they are to a good scouting experience for themselves, their troop and patrol members and everyone involved.

3. Patrol Leaders Council

It has been said that the "Patrol Leaders Council" is probably Boy Scoutings finest example of youth leaders in action. As each patrol elects its own leader, the patrol leader with an elected senior patrol leader as their head, form the "Patrol Leaders Council". It's the council's job to plan and direct the troop program under the guidance of adult leaders in the troop. The council also serves as an on the job training experience for its members.

The "Patrol Leaders Council" usually follows an agenda, planned by the Scoutmaster and Senior Patrol Leader, designed to keep the troops activities, plans and priorities on track. This planning is an opportunity to help your Senior Patrol Leader develop the understanding and skills his job requires. This can be a coaching as well as a training opportunity. Acting as a partner and leader in decision making can be a constructive personal growth experience for any Senior Patrol Leader, instilling confidence and making it easier to express ideas and implement them with the

Patrol Continued

troop leadership. It can go far in developing a closer rapport between the Scoutmaster and his number one junior leader.

4. Troop Leadership Yearly Planning Meeting

The yearly planning conference should consist of your main junior leaders in the troop, Senior Patrol Leader, Patrol Leaders, as well as the Scoutmaster and needed Assistant Scoutmasters. Other junior leaders and adults may be invited as required. It can be held as a weekend camp out with only invited participants in attendance or in any manner or place preferred by the participants under the guidance and approval of the Scoutmaster.

This is an opportunity for the youth leaders in the troop to take part in the planning of the troop year. Using the unit calendar, meeting dates, troop outdoor activities, troop ceremonies, service projects and courts of honor can be scheduled with input from each patrol and junior leader in the troop. New activity suggestions can be reviewed for "fun and adventure" content as well as actual feasibility to carry out. At the end of this session, activities should be voted on, with majority ruling and the coming years schedule can be set. But remember, it's not set in stone. The yearly plan should be reviewed and amended as circumstances require at the monthly patrol leaders council to establish the necessary details for upcoming activities, to work out

Troop Leadership Continued

logistical details to make it happen and adapt to changing events in the troop, district or council plans. All of this is a part of the leadership training that goes into the Boy Scout program, by giving youth leaders the tools to learn to plan, lead, represent and work out the details to make it happen under the guidance of adult leaders in the troop.

B. National / Council Training

2. National Youth Leadership Training

“National Youth Leadership Training” is a week long outdoor training course offered by each council and presented by the council training team in which youth leaders work together using the “Patrol Method”, learning about team development, leadership skills toolbox and the application of those skills back in their home troops.

As Wood Badge is to adult Scouters, so “National Youth Leadership Training” is to junior leaders. By pooling the ideas of others, sharing meaningful experiences and learning from highly skilled instructors as well as other participants, each will learn new skills and resources, greater confidence and better understand their part in the scouting program. This also translates to their increased abilities in everyday life in character, leadership and confidence to step up and take a lead role in all they do in and out of scouting.

2. Kodiak Leadership Training

Kodiak Leadership Training is a leadership development course for older teens offered by councils and is primarily a Venturing Scout program. It is a two weekends or six-day course done on a trek, trip or outdoor activity. Leadership and service to others are two key tenants of Venturing and Kodiak is based on the servant leader framework. It teaches five leadership skills called commissions using illustrations based in nature. Rather than just talking about leadership, the Kodiak course teaches useable, relevant leadership skills through hands-on learning with short presentations and constant reinforcement. The “servant leader philosophy” teaches that the leader works with and through a team to accomplish the mission and creates a leadership fraternity. The course will prepare the older Scout to be a “servant leader” as they lead in their crew or troop.

3. National Advanced Youth Leadership Experience

“National Advanced Youth Leadership Experience” is an activity conducted at Philmont Scout Ranch in Cimarron, New Mexico. This program is for older scouts who have the potential for being part of council training staffs. The participants are nominated by the council training committee and the Council Scout Executive. These are scouts these leaders think will benefit their council by attending this program. Scouts that meet the qualifications receive an invitation from The Chief Scout Executive. Adult leaders that feel they have junior leaders that qualify should give the names of these individuals to the Council Scout Executive for consideration and

Youth Training Continued

approval. This program provides practical application of “National Youth Leadership Training” skills in a wilderness setting at Philmont.

Training junior leaders is a continuing process, which is never complete. It’s an important job, defining each junior leader’s job and providing him with a better understanding of what is expected of him. This requires the dedication of all adult leaders to achieve the “Aims of Scouting”. They are:

Aim 1 – To Build Character

Aim 2– To Foster Citizenship

Aim 3 – To Develop Fitness

The following quotes from Lord Baden Powell sum up the Scoutmasters job.

“Training Boy Leaders to run their troop is the Scoutmasters most important job.”

“Train Scouts to do a job, then let them do it.”

“Never do anything a boy can do.”

V. CONCLUSIONS

All adult training programs have one goal - To help Scouts learn to run a good troop with fun and exciting outdoor programs. By utilizing the "Aims of Scouting" and the "Methods of Scouting" to reach that goal. The "Methods of Scouting" are an inseparable part of every Scout Troop and everything it does.

The "Ideas of Scouting" are the behavior guides that a Scout commits himself to when he becomes a Boy Scout, whether youth or adult. The "Scout Slogan", "Scout Motto", "Scout Oath" and "Scout Law" are a daily reinforcement to developing good character and citizenship, when trying to live up to those principals.

Using the "Patrol Method" teaches teamwork, a sense of identity and the opportunity to share the responsibilities of leadership.

"The Outdoor Program" where Scouting was designed to be carried out is the way to develop skills and a keener sense of our environmental responsibilities.

"The Boy Scout Advancement Program" leads to skills acquired through a series of ranks. The higher the rank, the more challenging the tasks, all designed to open a Scout to learning, to achieve and to mature.

"Personal Growth" is a result of scouting experiences with the benefits of character building, fitness, leadership skill training, citizenship and others as he progresses.

Conclusions Continued

“Adult Association” offers the opportunities for boys to learn from the example set by their adult leaders.

“Leadership Development” is one of the most valuable experiences in Scouting. Leadership opportunities at patrol and troop level can lead to higher levels of responsibility in and out of Scouting.

“The Uniform” reminds a boy that he is a Scout and people will expect him to act like one. It's an outward sign that he believes in certain values and will stand up for them. It's important for adult leaders to set the example.

Adult training teaches these “Aims and Methods of Scouting” and reinforces them in your Scouting development as you progress in your Scouting career.

VI. SUMMARY

Adult training programs are designed to ensure that Scouts receive a quality and uniform program as it was intended to be delivered. BSA training is organized in progressive steps for leaders of varying experience levels starting with a quick overview such as: "Fast Start Training" and "This is Scouting" that cover dos and don'ts of Scouting as well as values, aims, methods, history and funding of Scouting. Then progresses to "Leader Specific Training" and "Outdoor Leader Skills Training". These programs teach the leader the basics of troop meetings and troop operation and provide the basic outdoor skills information to start and guide a program the right way. These are required courses for troop leaders. There are many supplemental courses available to help train troop leaders to operate a safe, fun, adventurous and instructive program. The most advanced course being "Wood Badge". This course will instill in adult Scouters greater confidence and a deeper dedication to deliver the message and the values of Scouting.

From a personal standpoint, having been through all the levels of adult training enumerated, I have found that taking part as a participant or as part of a training staff, my enthusiasm, excitement and desire to do a better job as a leader is rekindled, reinforced and renewed each time I participate. This dedication and renewal on the part of all participants is the best encouragement to do all you can to ensure that junior leaders are trained using the resources available at unit, district and council level by utilizing the "Scoutmasters Handbook",

Summary Continued

“Patrol Leaders Handbook”, district / council training programs and “National Youth Leadership Training”.

It is our job as adult volunteers and leaders to do our part in delivering the “Promise”, using the “Aims and Methods of Scouting” to achieve those goals. Being a trained adult encourages trained youth leaders which helps lead to fulfilling the “Promise of Scouting”.

BIBLIOGRAPHY

1. <http://www.blueridgescouncil.org/bric/training.aspx>
2. <http://www.boy scout trail.com/adulttraining.asp>
3. <http://www.boy scout trail/scoutmastermusing.asp>
4. BSA Document 4/22/2010 – “What Makes A Trained Leader?”
5. BSA – Official Scoutmasters Handbook
6. <http://www.scouting.org/scoutsorce/Venturing/Training/kodiak.aspx>

