

CUB SCOUT ROUNDTABLE COMMISSIONER
AND STAFF
BASIC TRAINING PROJECT

A report submitted in partial fulfillment of the
requirements for the degree of

DOCTOR OF PHILOSOPHY

AT THE

PIEDMONT – APPALACHIAN COLLEGE OF
COMMISSIONER SCIENCE

BY

NANCY BROOKS

1994

We the undersigned agree that the candidate herein contained has completed all requirements to receive the Doctor of Philosophy Degree from the Piedmont - Appalachian College of Commissioner Science.

APPROVAL

<p><i>James S. Martin</i> Name</p>	<p>_____</p>	<p><i>Assistant Director</i> Title</p>	<p><i>9 May 94</i> Date</p>
<p><i>Leon Williams</i> Name</p>	<p>_____</p>	<p><i>Scout Executive</i> Title</p>	<p><i>21 May 94</i> Date</p>
<p><i>Joseph W. Smith</i> Name</p>	<p>_____</p>	<p><i>Palmetto Council</i> Title</p>	<p><i>21 May 94</i> Date</p>

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Cub Scout Roundtable Training

Introduction

In February of 1990, I was asked by the District Chairman of Warrior's Path

District to replace Linda Armstrong as Cub Scout Roundtable Commissioner. I had been

on Roundtable Staff that year, but was not trained to do the job of Bear break-out

session. I could not locate training for this position. I began my year without the

training that was so desperately needed. In an organization that promotes training at

each level, where was Roundtable training?

In May of 1990, Leota Bennett asked me to travel with her to Lees-

MacRae College at Banner Elk, North Carolina, for the College of Commissioner

Science Training Program. I had no idea what this training was, but felt it would prove

valuable to me, an untrained Commissioner. I decided to take the Bachelor Program

because I thought it was necessary to begin with the first part of any training. The

training was excellent, but I still felt lost at my Roundtables. I used the Roundtable

planning guide to plan the Roundtables, but I still felt inadequate in my job. I didn't feel

I was planning the fun-filled experience that I should be planning.

I learned from other participants at the College of Commissioner Science that I

had to take the Roundtable training to be eligible to wear the trained patch with the Roundtable Commissioner badge on my uniform. You can imagine my dismay when I had to remove my trained patch. Even they, the participants of the College, did not know exactly when and where a Roundtable training would be held.

Finally, after Wood Badge training, Day Camp School, How Wow's, Pow Wow's and Boy Scout Basic Leader training, I finally found the training I had been searching for. Sometime during March 1991, I received a brochure from, again, the College of Commissioner Science. This brochure was introducing the classes available for May 1991, and there it was, right before my eyes: Roundtable Training. I signed up immediately. I just had to take the training, I had to wear the trained patch. It was unthinkable for me to be installed as a Cub Scout Roundtable Commissioner and not be able to wear that "Trained Emblem."

Arriving at the college in May, 1991, I also found that the Roundtable Training was being included in the Master's program that would be correct for my second year. I was so pleased to find that Yvonne Brown was the instructor for the class. I had thought of her as a mentor in the Roundtable profession. Finishing the course, I sewed on my

trained patch, and began telling everyone in my district where they could find this necessary training.

Some time later I was asked by Ruth and Ray Hancock to assist with the College of Commissioner Science Roundtable Program for the year 1992. I was asked to work with the Cub Program break-out session. This would only be a couple of hours in the afternoon and I could still take my third year candidate classes. I was so proud to be a staff member especially at the college. It was so refined, so definite about training. I wanted to do a good job. Our theme was "Indians;" we made hand painted neckerchiefs and I made a teepee for display.

During one of our staff meetings, Ruth and Ray gave me a red notebook which included the Syllabus #3013: Cub Scout Roundtable Commissioner and Staff Basic Training Manual. There I was sitting at Shoney's restaurant, with the most important document of my scouting life. The thoughts whirled through my head that evening. I could train my staff, I could train the district, I could even train the Council. Oh! What a find. Where has this book been, I thought. My staff had been so dedicated to follow an untrained leader. They deserved the training that I could provide. After all I had taken the training and was now correct with my position patch.

The problem I found upon returning from the College of Commissioner Science that year was that the Sequoyah Council was unsure if this training was needed or, if it was needed, if it would be enough. In any event, I needed to secure a questionnaire for the Council Commissioner, Dan Swam, as well as, for the College, to survey the need for the training. I began with the Quarterly Coordinated Committees meeting that our Council was holding. I had been to several of these meetings before and knew that the District Commissioners would be there. Originally I was only concerned about training for the Warrior's Path District, but Dan convinced me that if we were to do the training it should be council-wide. I secured time in the commissioner break-out session to present my ideas on the Cub Roundtable Training. I wanted to be sure they understood that I could not perform the Boy Scout Roundtable Training. I also presented the Flyer (handout D) without the dates and location.

I began my introduction with parts of my story. I included the purpose for having a Roundtable each month and the purpose for Roundtable Staff Training: To acquaint the Roundtable Team with the Aims, Principles, and Specifics of their roles and responsibilities, and to assist the team in developing the methods and techniques necessary to present materials and teach skills at Roundtable in an interesting and

I now needed to take this list to Dan Swaim along with the Syllabus #3013 to secure permission for the training and to secure a date. I awaited permission for what seemed like a long time, only about a month. But, for someone who wanted to get this project off the ground it seemed forever. Finally permission was granted from the Council Commissioner and the Council Executive. They chose the month of May 1993,

potential candidates for training.

such at the Council office. After many long distance phone calls, I had my list of obtained a complete list of those Roundtable Commissioners who were registered as Commissioners from each district to retrieve their thoughts on the training. I had Commissioners sent me Roundtable Staff names and I called the Roundtable Commissioners and were able to give me their name and addresses that evening. Some addresses of potential participants who might need training. Most had new Roundtable asked the District Commissioners who were present that evening to send me names and that they were not allowed to wear that Trained Emblem with their position patch. I had not been trained in Roundtable or Basic Commissioner training. I didn't tell them districts. The response was positive, even though most of those District Commissioners meaningful way. I passed out the questionnaire that evening to about 20 people from all

and I chose the date of the 22nd. They also said they would prefer the location of Elizabethton, Tennessee. Since there had not been any Council Training in the Watauga District for some time and since I knew Paula Phillips, the District Commissioner for Watauga District, could help me with this project, I felt Elizabethton was a good choice.

I immediately called Paula and asked her to secure a location for the training. I told her, by phone, the potential attendance and what I would need, specifically the four break-out rooms and a kitchen or something suitable for drink preparations and lunch. She volunteered to do lunch since she was familiar with the local restaurants and had done lunch at our Council Pow Wow that past November. I accepted her offer.

On page 6, of the Syllabus #3013, there was a planning calendar. I thought I was following that calendar to the letter. A section on "Budget" is not included in this checklist of things to do. I knew I had to have a budget but, never thought of making a written one. I had made an imaginary budget in my mind and continued on with the checklist. Any training event requires mailings, awards, food and copying costs. I felt I could train and provide all necessary materials for \$4.00 per person. This should cover the trained patch and certificate, refreshments, extra awards, postage and copying costs. I had the names and addresses of fifty potential participants and I felt I would at least get

twenty-five participants. Therefore, the budget for this training, would be an anticipated \$100.00. That would cover the \$29.00 postage, the \$50.00 for the trained emblems and I was going to do the copying at my work. I felt I had enough money and anything left would go to the Council earmarked for the next Roundtable training.

On February 23, 1993, I mailed a memo (handout B) to Dan Swaim, Council Commissioner, to approve the staff I had selected. He was out of town and I did not get a response from the memo. While I was waiting for permission from Dan on staff selection. I knew it really wasn't necessary to secure permission from Dan on the Staff selection, but I needed to know that I was using District training people that he knew. I had only heard the names of some of the them and did not personally know all of them. I sent him another memo on March 24, 1993 (handout C) saying that I hope these staff selections met with his approval because invitations had already been mailed to them. The last of the invitations to staff were mailed on April 13, 1993. I had to attend Day Camp School during the first week of April and lost my timing within the planning calendar, we were only a month away from training, and staff selections and invitations should have been mailed or phoned seventy days before an event. The flyers to the participants were also mailed about this time and I was about fifteen days late in doing

this mailing. Flyers for pre-registration, should be mailed to participants forty-five days before.

I was feeling a little depressed. I could not, with all the other Scouting tasks I had undertaken, prepare for this training in a proper and timely way. The flyer to participants was held up by my waiting for Paula to confirm the location and secure a map. I wanted to copy a small map onto the back of the flyer (handout D) so, the participants could find the location easily. Finally, a call to Paula produced the location and the map, and the flyer was mailed on April 13, 1993. Obviously, it was now impossible to follow the planning calendar since I had only invited the staff a few days before.

When I talked with Paula on the phone to secure the location and map, I also asked when we could visit the church. The Oak Street Baptist Church was our location and I knew I needed to visit the location to plan the decorations, tables needed, electricity, lighting, and furniture arrangements. Somehow in our busy life of Scouting. I could not make the appointment we had set, so I did not visit the location and trusted Paula to secure a good location, although she was not planning the event and had no idea of what I needed, except for her part in the training.

The faculty was invited, by letter, with a copy of that part of the syllabus #3013 that I needed them to teach. Little response was made. Some accepted then cancelled; some refused completely. So, here I was about thirty days before the event, with four or five staff positions confirmed. I presumed I would have to teach a course myself and began to prepare to train. Since the sections on Building Participation and A Stronger Program from Syllabus 3013 were so closely related I decided to combine them to save time. This was the class that did not have an instructor. Everyone I had asked was busy or did not want to undertake the responsibility at this late date. All the problems with staffing stemmed from not asking the staff as the planning calendar suggested. I was told, "I would have been glad to help if you had asked earlier," or, "I have plans for that date." The realities of faculty meetings were coming to life for me. If we had held those faculty meetings, some of the staff might have been able to help me secure the last portion of the training. The Planning Calendar suggests three faculty meetings, seventy days, forty days and ten days before the event. I now know that I will have those faculty meetings should I ever attempt any other training or program event.

The weekend before the training event, I was again taking the Doctorate program at the College of Commissioner Science. I had been asked by Ruth and Kay Hancock to

talk about charters during the Bachelor's Program. I had not finished my project or my dissertation, so I needed to retake the Doctorate program or ask for an extension. Since I was going to the College to teach this Bachelor's class about Charter renewal, I decided to take the class again. The second time through always helps, I understood more of what I needed, I understood what I had forgotten or totally missed, but I did not tell the instructors of my situation. I did tell them what could happen if you forget to submit a written budget and forget or ignore staff meetings, I never said I had made those mistakes.

Saturday I was downstairs in the hallway of the Bachelor program classes. It was late afternoon when in through the door comes this vibrant, jovial, happy, confident man, Skeeter Yeatts. I had seen him before, but I could not remember where and could not recall his name. I listened in the hall while he taught his class. He was good, very good. I needed him. After his class, I walked up to him in the hall, introduced myself, asked for a moment of his time and told him of the up-coming Cub Scout Roundtable Commissioners and Staff Basic Training. He thought the training was a great idea. Little did he know that I was about to lower the boom and ask him to instruct the class one week later. I told him of my situation and admitted my mistakes. I thought, "It doesn't

make any difference how I seem or look to this man, I need his expertise, I need his attitude." To my amazement, he agreed to come the next Saturday to Elizabethton and train the participants in Building Participation and A Stronger Program. The depression and fog I had felt during the weekend seemed to lift, I felt a smile run over my face as I "ran" up those dormitory stairs to the room where I was staying for the weekend. I had brought the syllabus #3013 with me to the College in an attempt to prepare to train the class. I gave a copy to Sketer and he left the college with the weight of my less than timely planning now on his shoulders. I was happy, so very happy, as I left the College on my way home that Sunday. One more week was all I had to see that everything was in place.

On Monday, I again opened that syllabus #3013 to look at the planning calendar and the final checklist on page ten. I was in a much better mood than I had been in a long time. I could finally check on registration to see who was coming. I could check on the arrangements, equipment and materials. I had been so bogged down with trying to find someone to staff or trying to plan to teach the course myself that I could not concentrate on what else needed to be done. Within this one week I did more work or it seemed that I accomplished more than I had since February 23 when I had asked Dan

Swaim to approve the staff. I designed the certificates (handouts K and L), the evaluation (handout F), the direction sign (handout G), and registration form (handouts I and J). I felt I was ready to train, I had secured sample crafts, books, posters, decorations. Yes, decorations; after all, this was supposed to be a Roundtable training: Keep it simple, make it fun.

On Friday of that week I had an appointment to meet with Paula at the Oak Street Church and I thought I'd better keep this appointment. Charlotte and Franklin Mullins were also due to be there to set up. I arrived at the church with all my boxes, bags and Cub Scout Spirit. I had reviewed page ten of the syllabus #3013 again, but this time I noticed a couple of slogans. I had noticed them before but, they didn't catch my eye as they did that Friday evening. The slogan read, "Training without planning is like shooting without aiming." I'm sure I had read that before, but oh, how true it seemed now. Just above that slogan was another one: "Reach down, grab that Cub Scout Spirit, and do your best." These were slogans that were supposed to be used as wall hangings for the participants to read during training. I had found all the Cub Scout Spirit I could muster; but I couldn't help thinking that if Dan Swaim knew what I had missed and how I had almost upset this entire training, he would fire me. Little was I to know that what I

making a map of where it was to be returned. I didn't want to mess up anything else, so

I shrugged my shoulders and began to move out all the extra furniture, first

it's so much work. No, couldn't be, I thought.

this never before event. Maybe this is why Council did not have a Roundtable Training,

and Roundtable Commissioners, urging them to send someone or come themselves to

leaders attending after I had made all of those phone calls to the District Commissioners

the Council office on Monday of that week and found that I had only four pre-registered

people, let alone fifty. Well, I wasn't expecting fifty people anyway. I had just spoken to

but what would I do? The room was small, I mean very small. It would not hold twenty

and said she would see me in the morning. I felt the fog return even more than before,

for her help in securing this location. She had another meeting, so she left me the key

how great this church was and what a perfect place it would be and how grateful I was

went into shock, I'm sure my mouth fell open. I couldn't let on to Paula, I had to say

followed Paula through the church to the area she had selected for our training. There I

I entered the church carrying one arm load with plenty more loads to go. I

through.

was about to enter would be even worse or almost worse than what I had already been

I tried to be sure I had all the necessary papers on the setup of each room I would be using. Many pieces of heavy furniture lined the walls, and tables were old and heavy, not the folding kind I was used to. Was I expecting the room to be empty? I had never-before, not once, asked Paula if there was anything in the rooms, nor did I say that I needed empty rooms with only tables and chairs. Clarification, I didn't clarify my needs for training. That's why I was physically moving the entire five rooms I would be using into the hallways and any area I could find. Did I have help? No, I had thought I would only need to arrange chairs, decorate, set up registration and check the kitchen.

During our phone conversations, Paula did say that a kitchen was available, but I didn't ask and she didn't mention that a refrigerator was available, or I could have brought my morning goodies with me instead of leaving them home. I didn't have any more room in the truck anyway, I thought. I did find a large number of ice trays, so I washed them and filled them with water to freeze, figuring I could save a little money.

With only four participants, my imaginary budget was shot. I had once trained only one person, so I wasn't depressed over the number of participants. I was depressed over the way I had handled this training. The planning calendar is extremely important as well as staff meetings. I felt that none of this would be happening if I had taken the

time to really study what I needed to do. Missing that first appointment with Paula was especially damaging. The location inspection should be done before the flyer goes to the participants. I really don't know how I missed this. I once moved an entire Day Camp from one place to another, but I had checked the grounds and facilities really early.

The Cub Scout Spirit Skeeter had given me was now gone again. I managed to get the room into order in about three hours. All that remained to be done was to setup registration when Charlotte and Franklin arrived. Charlotte's smiling face was good for me. We had taken the same Roundtable class a couple of years earlier at the College of Commissioner Science. She was a very good friend and was doing me a major favor to come to this training. It's a long drive from Breaks district to Elizabethton. I finished registration and while Charlotte and Franklin were setting up their room for the break-out session of Audience Participation, I went to the local grocery store and spent more of that "non budget money" buying the orange juice, coffee and morning refreshments that I would need. I returned to stock the refrigerator and found Charlotte and Franklin getting ready for their skit. She asked me to watch while she practiced. Practice, I thought, you're so efficient why would you need to practice? I found that the reason she is so effective was that she did practice. It's not on the planning schedule, but I would

suggest a trial run for the staff, if possible, before the training event. It worked so well for Charlotte. Doing the skit on page 34 of the syllabus #3013, she began, "I'm at the end of my rope, there is really no hope. At the Roundtable tonight I have to show some information on Things That Grow." {Oh, how true I thought.} After the next stanza Franklin came in dressed as a "Superman" character, but he was labeled the "Resource Man." I laughed and laughed, the skit was great. At the end of the it I again felt the fog lift from me. Charlotte continued... "Take off that rope, get off that chair, dig right in and don't despair, all the help you need is right there."

If I was worried about the number of participants I wasn't anymore. Charlotte and her skit had helped me to understand that I had all the help I would need. Plus there was not time for any more worry. I would train whoever showed up the next morning and I would do what ever I needed to do; "I would do my best."

I arose the next morning without having had much sleep. I had moved everything I could except for the piano and we used that as a prop. My back was sore, it hurt so much it had to be broke, but I got into that yellow Cub Scout shirt and drove to the doughnut shop. I wanted to have fresh doughnuts for the morning's refreshments. I bought the participants a few dozen and I bought myself a dozen. When I'm extremely

roamed, at the foot of a whistle, in and out of the four particular classes, learning about

After lunch it was time for the Round Robins. Four groups of three participants

that I had had to re-schedule the location visit because of a family situation.

who really knew what I had been through, what I had forgotten to do, Paula understood

proper budget or if I had done a location inspection. Skeeter was the only staff member

me. It could not have gone better if I had gone by the planning calendar of if I had had a

things had gone wrong. I didn't deserve this staff. They were making the training for

Mac Dinner" exactly on time and reasonably warm. It was too good to be true, so many

time with each session. I never had to give a five minute notice. Paula brought our "Big

and the learning objectives. The staff were professional, each and every one, exactly on

morning while the staff performed like soldiers. They adhered to the training agenda,

Council twelve people arrived for this training. I wrote certificates and trained cards all

He had to leave early, but wanted to help me all he could. From somewhere within the

made during the months of planning, Dennis Barr would do the pre-opening activity.

The training day began at 8:30 a.m. According to the agenda (handout H) I had

sick with all that sugar.

nervous I eat. I ate the entire dozen on my way to Elizabethton. I thought I would be

audience participation, exhibits and displays, ceremonies, and crafts. The day was almost gone. We had more fun than a barrel of monkeys in that little church room. Maybe it was better that it was small. I had set up only fifteen chairs at the tables and a few at registration. Skeeter was up next and he was excellent. While he was teaching I gathered the recognitions and closing remarks for which I was responsible. Some of the staff did not have their trained patches, so I gave everyone a trained patch and a certificate, figuring that if you taught the session, you surely deserved the trained emblem.

The day over, my project complete, the staff looked over the evaluations and we had our first staff meeting. I apologized to each of them for not doing exactly as I should have done according to the planning calendar. I thanked each one for their help in the project, and for following the syllabus to make sure the learning objectives were met. They deserved so much, thanks was all I had to give.

As I carried out my last box, most of the staff was gone. Paula was waiting to lock the church and return the key. I thanked her for her help again and never said anything about the size of the church. Because, it was a closeness we needed, the staff used the closeness to bring the district participants to life. It was only in my mind that the

The purpose of the project was to plan and conduct a Cub Scout Roundtable Commissioner and Staff Basic Training. This was the problem that I wanted to tackle, to

Summary

say "thank you."

me now. I had that evaluation in my hand as I started home, someone cared enough to know I was out of pocket about \$50.00. The money did not matter, nothing could hurt I had helped at least one person. They didn't know of my poor planning, they didn't amazed, I couldn't stop the tears from rolling down my face, finally the fog lifted forever, the question; the answer: "Nothing, thank you Nancy, you did a great job." I was evaluations. Yes, here it is, I thought, "How would you improve this training?" That was them, but I could not remember. I got out and fumbled through the boxes to find the morning. The evaluations came across my mind. I thought I read something on one of still had to remove those direction signs I had placed on the telephone poles that I sat there in the truck for a moment to compose myself before driving home. I location was too small, too crowded. The little church was exceptionally clean and everything was replaced exactly as it had been when I entered last Friday evening.

be able to do something about Roundtable Training in my district. I did not originally intend for this training to be council-wide.

When working with a syllabus that has not been performed before in your area and you don't have any suggestions from anyone about the training. I would suggest that you check to be sure you have a good written budget and go over that budget with the Council finance chairman. He or she is well aware of the necessary items to be placed on a budget, as well as an amount set aside as contingency money. Contingency money is a fund set aside for items not thought of in the original budget.

Be sure to have those staff or faculty meetings, even if you are not doing a teaching project and you are doing a program project. The staff meetings are extremely important, as I had to learn. This learning that I went through will help me in the Day Camp for which I have been the director of for six years. I have had many staff meetings, but for this project I did not set aside enough of my time to do the project correctly. The project came out well because of the staff I had selected, but you won't always have a Charlotte or a Skeeter to help you. Remember the slogan that hit me between the eyes: "If you fail to plan, you plan to fail." I believe in the Boy Scouts of America and their programs are tested day after day. They will not, intentionally tell you anything wrong

done again in this Council. I suggested to our Council Commissioner that this training who in turn will provide training to their leaders. I don't know if this training will be This project provided an excellent training for twelve of our Council volunteers,

It's always good to follow-up a phone conversation in writing or in person.

phone. Sometimes we feel we have made ourselves clear, when in reality, we have not. Be sure to clarify or repeat the answers you are given, especially when using the

calendar suggests, just in case you need more time.

I am more confident in my teaching skills. I learned to start earlier than the planning practice makes perfect in everything we do. I now practice everything I do; it feels better; staff meetings, not if you need to talk over the training procedure. And I learned that learned that you cannot do without your staff meetings and you cannot have too many that budgets are made for the purpose of not using trainer's out of pocket money. I times at many training sessions, but it never rang so true as during this project. I learned I learned that people are our greatest resource. I had heard that phrase many

learned a great deal from my experience that Saturday.

to do. I know now that I could have done better, although I tried to do my best. But, I

be done at least on the district level every two years and he agreed that it would be a good idea. I didn't say I would do it again and I didn't say I would not do it again.

Conclusion

In my opinion, the training was a success. Not because of me, however, I did do a great deal of work on the project, but I did not do this work in a timely manner. The entire day could have been a disaster. The staff I had chosen pulled me through.

The director is supposed to be there for the staff, not the other way around. I knew this and yet for some reason I could not plan as I should. Things kept getting in my way, or I had to wait on someone else to do their part before I could do mine. I suggest that you go ahead, do not wait on someone else to do their part. It is much easier to do over, or do more, than to not do at all.

This learning experience cost me \$50.00 of my hard - earned money. Just because a budget is not included in your syllabus, do not assume there will not be expenses. Enclosed with this report is a actual hard copy budget (handout M) and a sample form budget (handout N) that could be adapted to be used with many projects. I have enjoyed working on this report and doing the project. You can be sure I will have staff meetings, location inspections and a written budget from now on.

Boy Scouts of America
Cub Scout Roundtable Commissioner and Staff Basic Training Manual
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Bibliography

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Appendix

QUESTIONNAIRE

MAY 22, 1993
CUB SCOUT ROUNDTABLE COMMISSIONERS AND STAFF
BASIC TRAINING

HAVE YOU TAKEN ROUNDTABLE COMMISSIONER BASIC LEADER TRAINING? _____
IF NO, WHY?

WHAT IS YOUR CURRENT POSITION IN SCOUTING? _____

DO YOU FEEL YOU NEED TRAINING TO PERFORM YOUR DUTIES? _____

IF NO, WHY? _____

DO YOU THINK THIS TRAINING WILL SERVE A PURPOSE? _____

IF NOT, WHY? _____

WHY ARE YOU HERE? _____

THANK YOU!!!!!!

MEMO

To: Dan Swaim
From: Nancy Brooks
Date: February 23, 1993
Subject: Basic Training

Enclosed you will find the Basic Training Manual I would like to use during our Commissioner Training, May 22, 1993.

I would like your opinion on the following staff members:

- Lynda Barbee
- Dennis Barr
- Leota Bennett
- Brenda Good
- Paula Phillips
- Kurt Komenick
- Margaret Horton
- Charlotte Mullins

If you are available on this date I would like you to do the Introduction, (small speech about what they will receive at today's training).

Would you please give Paula a call and see if she has secured a location. I need to finish the Registration forms, so they may be mailed.

If you agree with the staff names, above, I will write the letters, copy the syllabus, and mail to each.

The enclosed manual is exactly like the copy I received from College of Commissioner Science, evidently they forgot to copy the number page.

The manual looks good to me, there are a few areas I would like to expand, but this would require writing, approval, etc. So, for this training I will follow this manual exactly as written.

As always, **Thank You**, for all you do for the Volunteers of Sequoyah Council.



SEQUOYAH COUNCIL, BSA

To: Dan Swaim
Council Commissioner
304 Iris Drive
Kingsport, TN 37660

From: Nancy Brooks
388 Island View Rd.
Church Hill, TN 37642

Date: March 24, 1993

Subject: Commissioner Basic Training

Enclosed are letters of invitation to be on Staff of the first Council Commissioner Training. I hope these meet your approval, as they have been mailed.

I will be meeting with Paula during the first weeks of April to look over the Church for room assignments. I would like to mail the applications to district volunteer leaders as soon as possible. Paula has agreed to leave a map with Pete Hostetler, who in turn, will shrink, or whatever is necessary to fit on one half of the enclosed application.

I will be traveling to Kentucky, April 1, 2, 3, 4, 1993, to attend the National Day Camp School, I have Directed Day Camps for so long that I need to go back and secure certification again.

Look forward to hearing from you soon. Thanks so much!!!!!!

Name		Position	
Address		City	State
Zip Code		Telephone	
District		Unit	
Cost	\$ 4.00	Total Amount Enclosed	
		\$	

Seqoyah Council Basic Roundtable Training
 May 22, 1993 - Oak Street Baptist Church - Elizabethton, Tennessee

Mail to:
 Seqoyah Council, BSA
 P.O. Box 3010 CRS
 Johnson City, TN 37602

Pre-registration Required !

Cost: \$4.00 — Lunch Provided

Details: May 22, 1993
 Oak Street Baptist Church
 Elizabethton, Tennessee
 8:30 AM - 3:30 PM

Purpose: To acquaint the Roundtable Team with the Aims, Principles, and Specifics of their roles and responsibilities, and to assist the team in developing the methods and techniques necessary to present materials and teach skills at Roundtable in an interesting and meaningful way.

**CUB SCOUT ROUNDTABLE COMMISSIONER
 AND STAFF BASIC TRAINING**



Presents



SEQUOYAH COUNCIL, BSA



SEQUOYAH COUNCIL, BSA

To:

From: Nancy Brooks
388 Island View Rd
Church Hill, TN 37642

Date: April 13, 1993

Subject: Invitation to Staff

Welcome to the wonderful world of Commissioner Training. Because you have dedicated your time and efforts in a positive demonstration of service to your district. You have been selected to be a staff member of the up-coming Cub Scout Roundtable Commissioner and Staff Basic Training, scheduled for May 22 at the Oak Street Baptist Church, Elizabethton, TN. (8:30-3:30)

This is the first Council Training event possible for the individuals who would like to take a more in depth look at Roundtable Training. Until the present time, the only training available for these Roundtable positions was at LEES-McRAE College of Commissioner Science.

Individuals wishing to take this training will receive a Trained patch for the position of Cub Roundtable Staff or Commissioner.

Enclosed is a copy of the syllabus, agenda and promotional handout. The enclosed syllabus is a copy of the area I would like for you to accept to teach during this daily training.

The cost for the Training is \$4.00 per person, so there will not be a budget for your session, however, if you need supplies, let me know and I will secure those for you.

The evaluations and maps are being produced and will be forwarded on your acceptance.

The Council will send a mailing to the Adult Volunteers registered in the Districts, your District Commissioner has been alerted to this training and will provide assistance.

Thank you for your time and concentration in this, another area of Training, you have devoted so much time to taking training yourself, let's all share what we have learned with others within our volunteer ranks.

RSVP

cc: Dan Swaim

E

THANK YOU!!

We appreciate your attendance and response to this evaluation!!

Your Comments:

How would you improve this training?

What did you think was the least helpful?

What did you think was the most helpful?

If No? Why?

Would you suggest for Co-volunteers to attend this training?

What, if anything do you plan to use that you learned?

What did you learn today?

If No? Why?

Do you feel this Roundtable Training served a purpose?

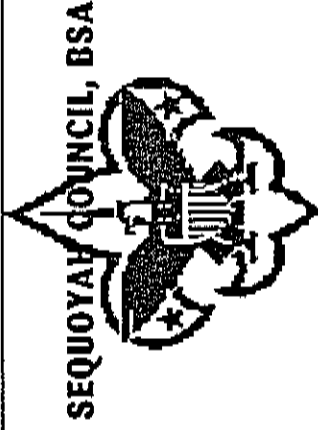
In your opinion, what should be the purpose of a Roundtable?

If yes? Where?

Have you attended any other Cub Roundtable training?

EVALUATION
Sequoyah Council, BSA
CUB SCOUT ROUNDTABLE
COMMISSIONER AND STAFF
BASIC TRAINING
May 22, 1993

F



B. S. A. ROUND TABLE TRAINING

**CUB SCOUT ROUNDABLE BASIC TRAINING
AGENDA
MAY 22, 1993**



8:30AM	Pre - Opening Activity	Dennis Barr
8:55AM	Welcome	Dan Swaim
9:00AM	Opening Period	Nancy Brooks
9:10AM	The Cub Scout Roundtable	Lynda Barbee
9:30AM	The Roundtable Team	Dennis Barr & Kurt Kominek
10:30AM	Break	
10:40AM	Planning for Success	Charlotte Mullins
12:00Noon	Lunch	Paula Phillips
1:00PM	Program Pizzazz (Round Robin) (65 Minutes)	
	Room #1: Audience Participation	Charlotte Mullins
	Room #2: Exhibits and Displays	Paula Phillips
	Room #3: Ceremonies	Kurt Kominek
	Room #4: Crafts	Lynda Barbee
2:05PM	Break	
2:15PM	A Stronger Program and Building Participation	Skeeter Yeatts
3:15PM	Closing Period	
	Staff/Participant Recognition	Nancy Brooks
	Closing Remarks	Nancy Brooks
3:35PM	Staff Meeting, Evaluation, Clean-up	All Staff

REGISTRATION
CUB SCOUT ROUNDTABLE
BASIC TRAINING
MAY 22, 1993

NAME	ADDRESS	PHONE	UNIT	POSITION
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				

REGISTRATION CONTINUED:

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

21. _____

22. _____

23. _____

24. _____

25. _____

SEQUOYAH COUNCIL, BSA



**CUB SCOUT ROUNDTABLE COMMISSIONER AND STAFF
BASIC TRAINING**

This is to Certify

**Has met the requirements for STAFF
on this the 22nd of May, Nineteen Hundred and Ninety Three**

Training Chairman

Council Commissioner

“KISMIF”



**CUB SCOUT ROUNDTABLE COMMISSIONER AND STAFF
BASIC TRAINING**

This is to Certify

**Has met the requirements for Roundtable Training
on this the 22nd of May, Nineteen Hundred and Ninety Three**

Training Chairman

Council Commissioner

“KISMIF”

PROJECT BUDGET

Project Title CUB SCOUT ROUNDTABLE BASIC TRAINING
 District or Council SEQUOYAH
 Date 5/22/93 Location OAK STREET BAPTIST CHURCH

Income

	Amount Anticipated	Actual
Participants x amount Charged	\$ 200.00 (50 X \$4.00)	\$ 48.00 (12 X \$4.00)
Donations	\$	\$
Other	\$	\$
Total Income (A)	\$ 200.00	\$ 48.00

Expenditures

	Amount Anticipated	Actual
Location	\$ -0-	\$ -0-
Training Awards	\$ 1.00 X 50=\$50.00	\$ 12.00
Copying Costs	\$ -0-	\$
Food	\$ 2.00 X 50=\$100.00	\$48.00
Craft Supplies	\$ -0-	\$
General Supplies	\$ 10.00	\$
Other (POSTAGE)	\$200 X .19=\$38.00	\$38.00
Total Expenditures (B)	\$ 198.00	\$ 98.00

Profit or Loss

Subtract Total Expenditures (B) from Total Income (A)

Total amount profit or {loss} \$ {50.00}

PROJECT BUDGET

Project Title _____
 District or Council _____
 Date _____
 Location _____

Income

Actual	Amount Anticipated	\$	Participants x amount Charged	\$
		\$	Donations	\$
		\$	Other	\$
		\$	Total Income (A)	\$

Expenditures

Actual	Amount Anticipated	\$	Location	\$
		\$	Training Awards	\$
		\$	Copying Costs	\$
		\$	Food	\$
		\$	Craft Supplies	\$
		\$	General Supplies	\$
		\$	Other	\$
		\$	Total Expenditures (B)	\$

Profit or Loss

Subtract Total Expenditures (B) from Total Income (A)

Total amount profit or {loss} : \$ _____

Syllabus 3013

Planning Calendar

Action to be Taken	Days to Conference	Month and Day	Person Responsible	Check when Complete
Determine need for roundtable basic training conference.	At least 90	_____	District Committees	_____
Select conference leader and faculty.	80	_____	Council Committee	_____
Determine which roundtable team members need training; submit list.	80	_____	District Committees	_____
Invite faculty to serve.	75	_____	Conference Leader	_____
Plan faculty meeting; make assignments.	70	_____	Conference Leader	_____
Select location, date, schedule.	70	_____	_____	_____
Complete invitation list.	60	_____	_____	_____
Order supplies and materials.	45	_____	_____	_____
Send personal invitations to roundtable team members.	45	_____	_____	_____
Continue faculty training; review assignments.	40	_____	Conference Leader	_____
Follow up on invitations.	30	_____	_____	_____
Check on arrangements, equipment and materials.	15	_____	_____	_____
Check on registration; who's coming?	10	_____	_____	_____
Check with faculty.	10	_____	Conference Leader	_____
Conduct conference.	0	_____	Faculty	_____
Evaluate conference.	+ 1	_____	Faculty	_____
Send thank-you letters.	+ 1	_____	Conference Leader	_____

Conference Evaluation

This evaluation is to be completed by each faculty member at the end of the roundtable basic training conference.

1. Did we meet the learning objectives of the conference?
Yes
No
If "no," why not?
2. Did we start on time?
Yes
No
Did we stop on time?
Yes
No
If "no," why?
3. Was the facility adequate?
Yes
No
If "no," what should be changed next time?
4. Was the schedule satisfactory?
Yes
No
If "no," what should be changed next time?
5. Was the conference successfully promoted?
Yes
No
If "no," what should be done differently?
6. Were the literature, materials, and equipment adequate?
Yes
No
If "no," what should be done?
7. Was the room arrangement satisfactory?
Yes
No
If "no," what should be changed?
8. Were faculty members well prepared?
Yes
No
If "no," explain
9. Did the participants have a chance to learn by doing?
Yes
No
10. Was there fun and fellowship?
Yes
No
11. Was appropriate recognition given to the roundtable team members who completed the conference?
Yes
No
If "no," what do you think should be done?
12. What plans can be made to train roundtable personnel who did not attend this conference?

Promotion

Personal invitations should be sent to all prospects. Members of the faculty should follow up on invitations by telephone or in person to stress the importance of the conference and to make prospects feel welcome. Secure advance registrations so the faculty will know how many will attend.

Recognition

Everyone likes to be recognized for a job well done or for passing a milestone. Training recognition is an incentive for further training. Recognition should be prompt, sincere, and impressive so the individual being recognized will feel he or she has accomplished something worthwhile.

Roundtable team members who complete the roundtable basic training receive the Training Certificate, No. 3767. You may also present the "Trained" emblem, No. 280. An optional recognition could be a graduation certificate locally designed and reproduced.

Recognition is given during the closing period of the conference.

Evaluation

Soon after the roundtable basic training conference, each faculty member is furnished a copy of the conference evaluation form found on the following page. When faculty members have completed the form, an evaluation meeting is held to discuss a plan of action for improvement. Remember, evaluation is worthless unless some positive action results. Build on strengths and strengthen weaknesses.

The conference leader should report evaluation results to the council commissioner and make recommendations for improvements.

Followup

Letters of appreciation should be mailed a day or two after the conference to all who helped make the conference a success.

Attendance reports need to be turned in to the appropriate council/district committees.

Send a press release to all hometown news media to identify those persons who completed the conference. This is nice recognition and good promotion for the next conference.

Before the Conference

The faculty should plan to arrive well before the conference. This will allow time to set up the room arrangement in the most comfortable and interesting way.

Physical Arrangements

1. Seating for participants
 - Tables and chairs should be arranged so that participants are comfortable and can see and hear the presenters and the training aids.
 - Use six to eight chairs at each table to create small table groupings.
2. Registration table, exhibit tables, refreshment table, etc.
3. Training aids
 - Locate where there will be no glare from lights, and where everyone can see.
 - Electrical outlets where needed. Extension cords.
4. Public address system (if needed)

Exhibits and Displays

1. Cub Scout program literature
2. Promotional ideas and incentives
3. Crafts developed around monthly themes
4. Simple costumes and puppet ideas
5. Ceremony props
6. Cub Scout leader recognition display

Final Checklist

- Are faculty members prepared? Do they know what is expected?
- Are all materials and equipment on hand? There still may be time to get anything that was overlooked.
- Are handouts printed from the appendix so that everyone will have one of each?
- Proper lighting?
- Adequate ventilation?
- "No Smoking" signs posted?
- Coat rack (if needed)?
- Restroom facilities open and marked?
- Equipment and materials set up and ready to go?
- Meal arrangements set (if applicable)?
- Room arrangement satisfactory?
- Timer cards ready?
- Morale features on standby (everyone has something)?

**REACH DOWN,
GRAB THAT CUB SCOUT SPIRIT,
AND DO YOUR BEST!**

Training without planning is like shooting without aiming.

Materials and Equipment

For Display:

- No. 4103 Cub Scout Basic Training Posters, Nos. 5, 6, 15
U.S. flag in stand
Locally made inspirational and instructional posters

- Cub Scout Literature Display
- No. 3064 *Insignia Guide*
- 3079B *The District*
- 3122 *Group Meeting Sparklers*
- 3188 *Your Flag*
- 3212 *Staging Den and Pack Ceremonies*
- 3213 *Cub Scout Fun Book*
- 3219 *Cub Scout Magic*
- 3220A *Cub Scout Leader Book*
- 3222A *Cub Scout Song Book*
- 3234 *Wolf Cub Scout Book*
- 3235 *Webelos Scout book*
- 3617B *Commissioner Fieldbook*
- 3831 *Cub Scout Leader How-To Book*
- 3839A *Understanding Cub Scouts with Handicaps*
- 4103 Cub Scout Basic Leader Training poster set
- 7249-91 *Cub Scout Roundtable Planning Guide*
- 7259 *Cub Scout and Webelos Scout Program Helps (current)*
- 7514A *Selecting District People*
- 22-159 World Friendship Fund brochure

Registration

- No. 3767 Training Certificate (one per participant)
- 280 "Trained" Leader Emblem (one per participant)
- 4413 Training Attendance Report
Ballpoint pens
Name tags (pins if needed)
Felt-tip marking pens

Handouts

Copies of the following handouts are found at the back of the outline for the session in which they are used. They are to be reproduced locally and handed to the participants at the appropriate time during the session.

- Conference Learning Objectives (Opening)
 - A Guide to Selecting (The Roundtable Team)
 - 101 Ways to Recognize Your Volunteers (The Roundtable Team)
 - Self-Evaluation for the Roundtable Team (The Roundtable Team)
 - Roundtable Attendance Goals Work Sheet (Building Participation)
 - "Applause Stunts" and "Leading Songs at Roundtable" (Program Pizzazz)
 - "Staging Ceremonies at Roundtable" and "Ceremonial Props at Roundtable" (Program Pizzazz)
 - Tips on Cub Scout Crafts at Roundtable (Program Pizzazz)
 - Tips for Displays and Exhibits (Program Pizzazz)
 - Roundtable Questionnaire (A Stronger Program)
- The handouts listed below are available through your council service center. Order early to ensure availability.
- No. 3074 *Recruiting District/Council Leadership (The Roundtable Team)*
 - 7249 *Cub Scout Roundtable Planning Guide, current (All)*
 - 7249A *Cub Scout Roundtable Planning Sheet*
 - 7259 *Cub Scout/Webelos Scout Program Helps—current*
 - 14-220 National Quality Unit Award (A Stronger Program)—current

Conference Faculty

Materials and equipment used for each session are listed with the session. Presenters will be responsible for securing their own materials for their session; however, it may be helpful if one person is responsible for obtaining all audiovisual equipment. Each faculty member should inform the equipment person of his or her equipment needs.

After the Meeting: Fellowship, refreshments, and informal discussions after the closing can be a productive part of the roundtable. Simple refreshments add a nice touch and Scouters will feel free to leave at their convenience.

A brief staff meeting to evaluate the roundtable will help in the planning of next month's roundtable.

Year-Round Program: Point out that the Cub Scout program is a 12-month program. Roundtables need to set a good example for leaders by providing 12 months of program ideas and encouragement for packs to remain active during the summer months.

Point out that summertime can be an opportunity to try the "freshness and originality" approach to the roundtable.

The Cub Scout themes suggested for use during the summertime lend themselves to the roundtables that can be held outdoors. The roundtables may not be as well attended as at other times during the year, but the example it sets has great value.

Remember, summer meetings are part of the annual planning process. If individuals know in advance about the meetings, they can plan to attend. These meetings provide a valuable opportunity for the roundtable team to build Scouting's spirit of fellowship and sharing.

Summarize by reminding the participants that pack leaders who do not have year-round roundtables to attend lose ¼ of the program for the boys.

Resources Skit:

Introduce the scene that the participants are about to see as, "a real life story that happened just a few months ago in a district not too far away to a roundtable commissioner just like you."

Present the Resources Skit. Be sure to select actors or actresses who will be active and enthusiastic.

Resources Skit

A person is in uniform with sign "Roundtable Commissioner" hanging on string around neck. The individual has a noose tied around his or her neck and is holding the rope end up as if to hang self. If the volunteer doesn't mind, have him or her stand on a chair

"I'm at the end of my rope
There is really *no* hope.
At the roundtable tonight I have to show
Some information on "Things That Grow."

And that is just the start
I'll need an old go-cart
And then they'll want a skit!
Oh, I think that I'll just quit."

(Enter . . . man in Superman-type uniform, wearing a long red cape, tights, wig, etc and holding (or wearing on a string around neck) a sign "Resource Man." Be sure bound in with enthusiasm . . . Carry all resource books.)

"Lady, (or fella—whichever fits)
Please wait, maybe I can lend
some assistance, my good friend.
I'm Resource Man, you see
Here's some help from A to Z (unfurl loooonnnngggg list)

Preopening:	It is not just for early arrivals, but should be a definite part of the program. It should be interesting and fun with staff members greeting each arrival, making newcomers feel welcome, helping people sign in and get name tags, directing them to exhibits and getting everyone involved in an activity. Plan a gathering-time activity such as a get-acquainted game to help get people to the meeting on time. It also sets the tone for the roundtable.
Display	Exhibits and displays should be informative. They should relate to the program theme and encourage pack leaders to use similar displays to present or reinforce pack events.
Literature:	Set up a literature display every month with copies of Cub Scout books as well as other items listed in each month's roundtable program guide.
Book of the Month:	Display the basic and supplementary publications, highlighting them and any "pull out" of program ideas from their pages. Tie them into the themes of the month and show how they can be used to help encourage Cub Scouts to complete advancement requirements.
Supplies:	Keep a stock of commonly used forms, supplies, and special literature on hand so leaders can get the resources they need.
Opening:	Make the opening meaningful by including a ceremony, a review of program aids, songs, icebreaker, show-and-tell, and recognition of new Scouters. Start on time. If you establish the pattern of beginning the opening ceremony at the announced time, leaders will become more punctual.
Ceremony:	A brief ceremony is a good meeting starter because it encourages everyone to settle down. Use a patriotic theme with emphasis on citizenship training and character development from time to time. Keep ceremonies simple so that pack leaders will use them.
Songs and Icebreakers:	Getting the roundtable off to a good start often depends on little things—such as getting people involved. Songs and icebreakers can create enthusiasm and a relaxed atmosphere.
Introductions:	Call new Scouters to the front to recognize them. Introduce and welcome special guests. Introduce the roundtable team.
Recognition:	Roundtable is an excellent place to recognize Scouters who have completed training and those who have achieved some honor in Scouting. This can be done simply, but recognition by peers is important.
Tricks, Puzzles, and Games:	Tricks or puzzles add fun and provide one more program aid for leaders to take back and use. Try to introduce a new game at each roundtable, preferably one that fits the theme.
Theme-Related Activity:	This might be a presentation of a list of resources for the theme, a demonstration of a skill or technique that will be useful, or an explanation of the BSA program.
Example Ceremony:	This may be in addition to the opening ceremony. Ceremonies show that leaders have Cub Scouting purposes; ideals can be symbolized.
Separate Meetings:	Up to this point, all roundtable participants have been together. Now is the time to address specific leader needs. Have three separate sessions: one for den leaders and den leader coaches, one for Webelos den leaders and Webelos den leader coaches, and one for pack leaders including pack committee members and unit commissioners.
Highlight and Closing:	The separate meeting groups come back together for the training highlight, announcements about district/council events, and a closing ceremony.

See, there is quite a list
Of resources you have missed.
My *Program Helps* right here,
The list's on the back, don't fear.

Come on, let's have a look.
At this helpful *Roundtable Program Planning Book*
Then here's a copy of *Boys' Life*,
Use it to advantage, and you will have no strife.

Please accept this copy of *Scouting* magazine.
Get more current information
Than you've ever seen.
And your trusty Cub Scout Leader Book
There are resources everywhere you look!

There are workshops and the How-To Book for skits,
Pamphlets, and charts, and files, and it's
All listed just for you.
Much help and good resources too.

And then, besides this list,
Here are some resources you might have missed—
Den leaders, Cubmasters and such. (Point out to the crowd.)
They will help you, oh, so much.

And then, see here, there's even more.
Like the lady downtown at the craft store.
And the fireman, teachers, and doc,
Anyone with whom you can talk.

And so, you don't need to quit,
I've helped, I'm sure quite a bit.
To point out your resource list,
and a few others you might have missed.

Take off that rope,
Get off that chair,
Dig right in and don't despair.
All the help is right there!

(Person gets down from chair, and both persons take a bow.)

Thank the players and allow them to take their bows.

State that you are sure none of the participants has ever reached that point of desperation and that this part of planning has been designed to keep them from ever getting to that point. Explain that the wise choice of resources can help make their roundtables successful . . . and at the same time help packs get the most out of available resources.

Explain that in discussing resources, we will look at people, places, and things, as well as how to identify and obtain these resources for the roundtable use.

Write the following titles on a flip chart or chalkboard for use in the discussion:

People	Places	Things
--------	--------	--------

People:

People are our most important resource, but we sometimes overlook their potential or do not know how to identify the potential they have.

Ask: "How do you identify people and their personal resources?" Points to bring out:

1. By observing what they do at the roundtable and other Scouting events.

Scout literature
Books
Magazines
TV
Audiovisuals
Radio

Add to the resource chart items such as:

Ask the participants to name some of the things that are resources.

the participants' attention to the display of resource material.

State that there is no limit to the number of things that we can use as resources. Direct

Things:

Note: Do not spend too much time in getting responses. The point of the exercise is to help the participants become aware of how to look at what is around them and how easy it is to find resources.

on the resource chart.

responses, write them down under the appropriate heading (people, places, things)

and tell the section of the newspaper in which it was found. As they share their

4. Have each group (or as many as time will allow) share a few of the items they circled

do the best they can in the time allowed. Allow 3 to 4 minutes for work time.

3. Explain that they will not have enough time to find everything, but that they should

ideas as they can find that could be used by a den or at a pack meeting.

2. Using their section of the newspaper, they are to circle as many places, events, or

1. Give each group a small section from the daily newspaper and a felt-tip marking pen.

Divide into small work groups of four to six people and do the following:

Scout leaders become more aware of places and events around them.

of instruction that they will be able to adapt for use in their roundtables to help Cub

to be more aware of potential resources around them, but will also give them a method

Explain to the participants that the next learning experience will not only help them

pages and the daily newspaper

Two of the most available, but quite often overlooked resources, are the telephone yellow

Learning Exercise:

Youth groups	Colleges	Sports clubs
Military groups	Historical societies	Libraries
Unions	Service clubs	State offices
Park districts	YMCA's	Retired people

the roundtable. Some examples are:

Lead a brief discussion on the kind of resources community agencies can provide for

broaden our awareness of places and events.

It is easy to overlook even the most obvious resources available to us. It helps if we can

Identifying places to go and help in finding a specific resource can sometimes be a problem.

Places:

way to accomplish this task.

information out of people. Point out that the exercise we just used is an example of one

Point out that in a very short period of time, we have identified at least (number of

responses given) specific resources. The key to identifying is learning how to draw the

the chart—people, places, or things.

Choose four or five participants to tell the group what their occupations and favorite

hobbies are. As they respond, write their answers under the appropriate category on

valuable resource.

Point out that the following exercise will illustrate how each person in the room is a

Learning Exercise:

4. By helping people identify their own potential as a resource.
3. By asking others to help identify them.
2. Through the use of a talent resource survey sheet.