

HOW CAN UNITS BETTER UNDERSTAND JOURNEY TO EXCELLENCE

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York District
Palmetto Council
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Piedmont-Appalachian College of Commissioner Science

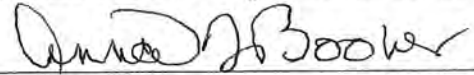
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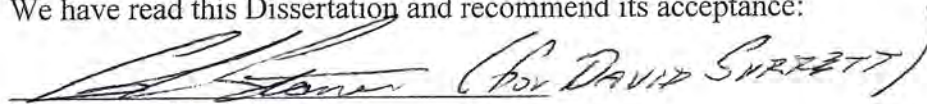
To the Doctoral Candidate Review Board:

I am submitting herewith a Dissertation written by Shane Ray Edwards, entitled "How Can Units Better Understand Journey to Excellence". 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.

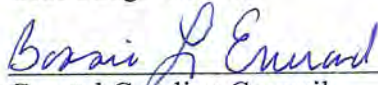


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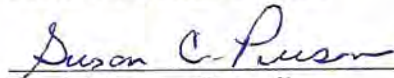
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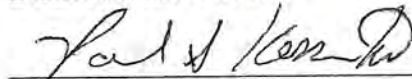
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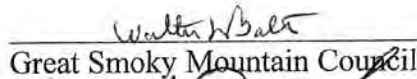
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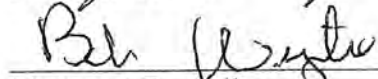
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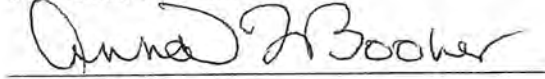
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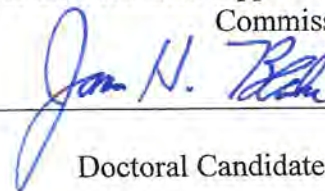


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ABSTRACT

The Boy Scouts of America (BSA) recognizes the importance of having a quality yearly program for all levels of units. As a result, BSA developed Journey to Excellence (JTE). The purpose is to provide Scouting units with the tools to plan and execute the BSA program, recognize Scouts for individual success while delivering the Scouting program to local youth. The JTE program consists of a collection of guidebooks, workbooks, scorecards, and various reporting methods at the unit, district, and council level to track the performance of all units (Cub Scout, Scouts BSA, Venturing, Sea Scouting, and Exploring). JTE is not really promoted throughout the year within many councils. Therefore, councils do not get 100% participation from units in the districts. For this project, I will provide information to units about the importance of JTE in order to increase participation levels. I intend to survey Scouters, provide training, and document resources.

CHAPTER I

INTRODUCTION

Boy Scouts of America (BSA) uses a system known as JTE to measure performance in BSA units. This system uses a variety of categories to both measure and plan curriculum for a Scouting unit. Journey to Excellence works best as a guide to make a unit function better as well as being an excellent measurement of performance. Units can use data from the previous year to plan goals and improvements. Unfortunately, many units do not understand the value of Journey to Excellence in their program. These same units are already meeting many of the measures simply by running an efficient program of activities, camping and meetings. A simple form is required that some struggle to complete for administration reasons, such as lack of support from the committee or assigned volunteer leaders, time management, and understanding and interpretation of the form. The most disappointing reason for not participating in Journey to Excellence is the lack of care of leaders to achieve JTE because they do not understand the value it provides, not only to their unit but to Boy Scouts of America as a whole.

When my son and I joined Scouting with our local Cub Scout Pack back in 2011, no one had mentioned anything about Journey to Excellence. It wasn't until we transitioned to Boy Scouts in 2014 that I learned about JTE at a district roundtable. I approached our Scoutmaster at our next meeting and asked about how the troop had performed on JTE the previous year. He was not familiar with the program and said I should speak to the committee chair as it was the responsibility of the committee to handle. I approached the committee chair about JTE. Her response was, "I am not going to fill out that form so someone at BSA Corporate can get their Six Sigma project credit." I tried to argue that it would be a benefit our troop but was told that JTE was not important. I took on the JTE myself for our troop. As I researched more about JTE

I found that our troop was well on its way to scoring gold. All that was needed was for the simple form to be analyzed and completed, which I did. For the first time in our troop's history, we completed JTE. It was just a matter of completing the form. From that day forward, we used the Journey to Excellence requirements to plan and lay out our program for the year. In completing JTE, I reviewed documentation from other units and from our council.

CHAPTER II

REVIEW OF LITERATURE

How the Program Works and How Benchmarks Are Established

At an individual unit level, each objective (Planning and Budget, Membership, Program, and Volunteer Leadership) has a subcategory with a definition. These definitions then have a base criterion along with two additional levels of requirements, which then assign points to create the bronze, silver, and gold levels. Those objectives and point levels are marked. The points and subcategories are totaled to determine the achieved overall Journey to Excellence level (Bronze, Silver, Gold).

For the district and councils, there is a required number of points for each category. There were updates from 2019 to 2020 where the total possible points in the categories were lowered for some categories. Also, in 2020, the district and/or council must score Bronze level in key metrics in every category. Another update in 2020 is that the Bronze level in each category must be earned to reach overall Gold.

Each year, certain volunteers and professional Scouters review the data for the previous three years. They will use this data to determine if units, districts, and councils have been achieving or not achieving the benchmarks. If the benchmarks are achieved regularly, they will determine to increase the challenge and if the benchmarks have slipped, they will determine if benchmarks should be reduced.

The overall philosophy for JTE is to have a system where councils can achieve the following status levels:

- Gold status = top 10 percent
- Silver status = 50th percentile to the 89th percentile
- Bronze status = 20th percentile to the 49th percentile

The details of the “Scouting’s Journey to Excellence Brochure” is attached in the appendix (Appendix A).

JTE Levels

There are three award levels with JTE for each type of unit (Pack, Troop, Crew, Ship, and Post). These levels are achieved by earning point level in multiple objectives in JTE scoring (Table 1). Each of these levels earns the participant, the unit, the district, and/or council uniform emblem/patch (Appendix B) to wear on their uniform along with other JTE Awards (Appendix C) such as pins, ribbons, and plaques. The complete uniform Insignia Guide (1) can be found on the official Boy Scouts of America website. All the JTE pins, ribbons, and plaques can be purchased from the Scout Shop Website (2).

The 2019 points and objectives to achieve the associated JTE level are shown below in JTE Scoring (Table 1). The details of the objectives (Planning and Budget, Membership, Program and Volunteer Leadership), the level requirements (Bronze, Silver and Gold), along with the associated points awarded (from 25 points to 200 points based on objective and level) demonstrate the number of objectives and the associated points to achieve each level.

Table 1. JTE Scoring

Level		Points	Objectives
Bronze	Effective	525	7
Silver	Excellent	800	8
Gold	Exceptional	1,050	8 and, Bronze in #6

All JTE Emblems, Ribbons, and Plaques may be ordered online or purchased at a local Scout Shop after all the JTE forms have been submitted and verified by the council office. Local Councils purchase a JTE Ribbon and distribute in Roundtable meetings after the Recharter process is complete. Units can display this JTE Ribbon by attaching it to the troop flag to show their Chartered Organization, Scout Parents, Visiting Units, along with anyone else their JTE status for each year. The JTE Emblem Patch can be worn on the right sleeve of the Scout uniform to show the JTE status. A picture of the JTE Ribbon and JTE Emblem Patch are shown below.

Figure 1. JTE Ribbon



Figure 2. JTE Emblem Patch



JTE brings a process for planning, evaluating, guiding, recognizing, and benchmarking units. In certain cases, JTE can provide warning signs to identify trouble areas for Scouting units. The framework allows units to self-evaluate and document their performance. JTE can

guide units in planning and tracking activities. Upon completing a successful Scouting program, the unit can get recognized for their work. The complete Journey to Excellence program, reference material and guides can be reviewed and downloaded from the JTE website (3). A picture of the JTE website is in the Appendix section (Appendix D). For more details on “What Journey to Excellence Brings to Your Unit”, please reference the Adobe Acrobat document named “JTE_What's_in_it_for_me.pdf” (Appendix E).

CHAPTER III

METHODS

In order to complete this study of the use of JTE, I used several different methods. First, I obtained JTE data for three years from local units in the York District (Appendix F). This data was analyzed and recorded. I interviewed Scoutmasters, committee chairs, and unit commissioners. Second, I collected documentation from the Daniel Morgan District (Appendix G) and Catawba District (Appendix H). Where there were no corresponding Troops with Packs or Packs with Troops, it was notated in the description column with “no unit xxx” and N/A was used in the JTE status column.

On a monthly basis, the York District Commissioner prints and distributes Unit Health Reports (Appendix I). These reports document the last year Journey to Excellence status along with the current year measurements. These measurements such as members from previous year and current year, percentage of Scout advancement, percentage of leaders trained, Scouts attending summer camp or day camp along with other measurements directly tie to the categories in the JTE program. These reports are reviewed then can be discussed when commissioners meet with units during visits. This information was used to validate the data collected with the York District (Appendix F) table.

During the months of January and February each year, the York District will gather with Commissioner Meetings and a Commissioner Conference. In years past, the actual previous years JTE forms (Appendix J) for the units are distributed to the Unit Commissioners in order to have discussions during unit visits on areas the units can improve. These forms were used to validate the data collected with the York District (Appendix F) table.

The tables for York District (Appendix F), Daniel Morgan District (Appendix G) and Catawba District (Appendix H) illustrate that some units don't turn in JTE forms each year. The tables also show where units go from no JTE status to Gold back as well as Gold to no JTE Status then back to Gold. The tables also show that units who take the time to complete JTE forms will qualify for at least Bronze, if not, Silver, or Gold.

The Roundtable Commissioner allowed me to give a JTE presentation at Roundtable to help educate and potentially increase participation in JTE. In that discussion, the Roundtable Commissioner stated that Roundtable was to help the units deliver a program to the Scouts, not necessarily to report the results. Through further discussions, we came to an agreement on what could be presented. I created a questionnaire Journey to Excellence Participation Questionnaires (Appendix K) to record data. I also created a PowerPoint presentation for the Commissioner Session Presentation (Appendix L) to review in advance of a Roundtable meeting. The week before Roundtable, at the Commissioner meeting, I gave the presentation. In asking the Commissioners for feedback, they responded by asking me to shorten the presentation for the Roundtable meeting. Next, at a York District Roundtable, after presenting JTE PowerPoint for Roundtable General Session Presentation (Appendix M), I distributed questionnaires which asked if their unit participated in JTE. The questionnaire asked why they participated or more importantly, if they did not use JTE, what was their reasoning for not completing the program. This same Journey to Excellence Participation Questionnaires (Appendix K) was used at the Daniel Morgan District Roundtable the same night it was completed at the York District Roundtable meeting. These results were all analyzed and recorded.

The participation in completing the forms at each Roundtable meeting was low even though each attendee had the opportunity to complete and turn in a form. At the York District

Roundtable, 15 surveys were completed and turned in. At the Daniel Morgan District Roundtable, 9 surveys were completed and turned in. The Catawba District was not surveyed. Also, the number of people who approached the table to ask questions, get more information, and ask for individual training were even less than the number of people that completed the survey.

The questionnaire results demonstrate the units vary from not knowing about Journey to Excellence, needing help to complete the forms, and not turning in forms all the way to not having someone assigned to complete the forms, and always turning in the forms and achieving the award.

The York District JTE Questionnaire for Units Survey (Table 2) revealed that around fifty percent of units have an assigned person to track the information and complete the JTE form. The other fifty percent of the units, however, do not always have an assigned person to track the information and complete the forms. These surveys also reveal that most of the units either do not reach out to commissioners or only sometimes reach out to commissioners.

Table 2. York District JTE Questionnaire for Unit Results (15 Surveys were completed)

#	Question	No	Sometimes	Most of the Time	All of the Time	Did not Answer
1	Does your unit have an assigned person to track the unit information that is necessary to complete the JTE form (i.e., Budget, Calendar, Advancement, Activities, Meetings, etc.)?	4	2	3	6	0
2	Does your unit complete the JTE form on time?	1	2	4	8	0
3	Does your unit need assistance completing the form?	8	3	3	1	0
4	Does your unit have an assigned person to complete the form?	4	3	0	8	0
5	Does your unit understand the relationship between JTE and running a good program?	3	4	0	8	0
6	Does your unit know where to get JTE information?	2	4	2	7	0
7	Do you reach out to your commissioner to help complete the JTE form?	8	3	2	2	0
8	Does your unit reach JTE Levels (Bronze, Silver or Gold)?	1	2	5	7	0

The Daniel Morgan District JTE Questionnaire for Units Survey (Table 3) revealed that around fifty percent of units have an assigned person to track the information and complete the JTE form. The other fifty percent of the units, however, do not always have an assigned person to track the information and complete the forms. These surveys also reveal that most of the units either do not reach out to commissioners or only sometimes reach out to commissioners.

Table 3. Daniel Morgan District JTE Questionnaire for Unit Results (9 surveys completed)

#	Question	No	Sometimes	Most of the Time	All of the Time	Did not Answer
1	Does your unit have an assigned person to track the unit information that is necessary to complete the JTE form (i.e. Budget, Calendar, Advancement, Activities, Meetings, etc.)?	2	1	2	4	0
2	Does your unit complete the JTE form on time?	1	1	1	5	1
3	Does your unit need assistance completing the form?	4	2	1	1	1
4	Does your unit have an assigned person to complete the form?	2	1	0	6	0
5	Does your unit understand the relationship between JTE and running a good program?	1	2	0	4	1
6	Does your unit know where to get JTE information?	1	2	1	5	0
7	Do you reach out to your commissioner to help complete the JTE form?	4	1	1	2	1
8	Does your unit reach JTE Levels (Bronze, Silver or Gold)?	1	1	2	4	1

In both cases with the York District JTE Questionnaire for Units Survey (Table 2) and the Daniel Morgan District JTE Questionnaire for Units Survey (Table 3), units have similar patterns answering all eight of the questions. The percentages in various categories on certain questions are identical when rounded to the nearest whole percent.

The interesting part of the York District JTE Questionnaire for Commissioners Results (Table 4) is that it matches the general percentages of the unit questionnaire. When analyzing the answers to each question on a percentage basis, there are the same patterns.

Table 4. York District JTE Questionnaire for Commissioners Results (10 surveys completed)

#	Question	None	Some	Most	All
1	Do your units have an assigned person to track the unit information that is necessary to complete the JTE form (i.e. Budget, Calendar, Advancement, Activities, Meetings, etc.)?	1	2	4	3
2	Do your units complete the JTE form on time?	0	1	6	3
3	Do your units need assistance completing the form?	4	6	0	0
4	Do your units have an assigned person to complete the form?	0	3	3	4
5	Do your units understand the relationship between JTE and running a good program?	1	2	1	7
6	Do your units know where to get JTE information?	0	2	3	5
7	Do you as a commissioner complete the JTE forms for units?	3	4	0	3
8	Do your units reach JTE Levels (Bronze, Silver or Gold)?	0	0	5	5

Also, using social media, I reached out to units across the United States and internationally about their participation in JTE. The comments provided by fellow Scouters were across the board. Several units made comments that they are using JTE to plan and execute their Scouting programs. Others use it for tracking purposes. Some confirmed thoughts that Adult Scouters do not feel the value of JTE. Others acknowledged the lack of knowledge around JTE. While others verified that units do not identify adult leaders to manage and complete the process. Their comments are referenced in sections of this paper and can be reviewed in the appendix (Appendix I - Social Media Comments)

CHAPTER IV

RESULTS AND DISCUSSION

Results of the study of JTE revealed several reasons that units do not participate in the program. All the arguments that were given can be countered with a solution for the problem that they have with not participating or completing the paperwork. The York District (Appendix C) table has units that report Gold one year, nothing the next year then followed by Gold the third year. The York District (Appendix C) table also has units that do not report one year, Silver the next year then followed by nothing the third year. While units do change from year to year, their program delivery does not usually suffer and recover within those short time periods. One argument for not completing JTE forms is that units do not allow themselves time to complete the requirements. Many of the items have requirements that need time to plan and complete. One such requirement is item number nine which requires a unit to have eight meetings in the last twelve months. If leaders do not plan meetings at regular scheduled times, preferably one a week, this item cannot be completed. Another requirement is for a unit to participate in a minimum of two community service projects. A unit must plan for these projects.

The analysis from the York District JTE Questionnaire for Units Survey (Table 2) and the Daniel Morgan District JTE Questionnaire for Units Survey (Table 3) reveal that half of the units do not have a leader who is taking responsibility for tracking the information and completing the JTE form. Gale S. stated she was the JTE coordinator for her son's troop. "When I stepped down, no one else stepped up." Due to lack of education about Journey to Excellence, leaders do not want to take on the task. If a unit has a solid program, they are already meeting many of the requirements. Yearly planning and Patrol Leader Conferences will ensure that requirements such

as planning, and budgeting are met. A strong committee will meet and plan budgets leading to a financially stable unit. Requirement number 5 is for advancement. Scouts will advance through the ranks as they gain necessary skills and enjoy camping in the outdoors. Nancy S. reports that her unit has been struggling with adult leadership, “For a few years we were barely staying afloat. Not enough leaders. No one entered any information (in Scoutbook). Now that we have an actual committee of active people and not just names on paperwork, we can probably track things better.”

A reason given for not participating in Journey to Excellence by Patt E. is, “Many seasoned folks at the council district level asked, ‘What was the purpose’. The patch isn’t all that.” Sandy N., also, says that in her experience has been, “It is just a silly patch.” William R., a Scoutmaster says, “Units that don’t (participate), don’t know, or don’t care. There should be some incentive to achieve gold, more than a little patch.” While a good point, William totally misses the value of Journey to Excellent. It is not about the patch. These districts did not see the benefit of following JTE when planning a strong program. They only see the work it will require them to do on the district side. At the unit level, the leaders thought it was all unnecessary. Note: As previously discussed, the “work” should already be a part of a unit. Only the completed form is “extra work.” Christie C. reported, “Our boy troop, that has been around for 50 years, does not even fill out the paperwork. We probably wouldn’t meet the criteria. I’m not entirely sure why, maybe because our leaders don’t have Scouts in the troop anymore and it’s not pushed by the council.” These social media comments are attached in the Appendix (Appendix N)

The leaders are “old school” and do not have family members as Scouts. These leaders are hesitant to change and do not see the value in Journey to Excellence JTE. (Appendix D)

Scouting units who do not participate in JTE may not fully understand the benefits of planning and budgeting, membership, program essentials, and volunteer leadership. These four areas are the backbone of a successful Scouting program. A unit should have a budget and long-term planning to succeed. A unit needs to be vigilant in their membership, both in recruitment of new members, and in retention of current members.

Program measures are important for planning of enough meetings and activities such as camping. It is very important for units to plan both long- and short-term camp outs. JTE is very helpful as a guide to planning.

Volunteer leadership measures are crucial for ensuring that all required adult leaders are in place. This is also important to ensure all leaders are fully trained.

All the categories of Journey to Excellence are directly the key to the survival of a strong unit through retention of members and recruitment of new youth. For example, item 7 is the requirement for camping. A troop that does not camp loses the interest of the Scouts, and as a result Scouts leave the unit. This leads to the death of a unit.

Units should embrace the JTE framework. They should plan their program year using JTE as a guide. They should check their status throughout the year to see what adjustments may need to be made to get their unit to the gold standard and maintain that level. The unit needs to assign an adult leader to manage JTE. Make sure the adult leader has the information to capitalize on the tools.

CHAPTER V

SUMMARY

Units report a variety of reasons that they do not participate in JTE. These reasons range from lack of knowledge of the importance to not having a leader who will take responsibility. Many of the arguments for not completing JTE are due to not knowing the value JTE can be to their unit. The items that are measured are all qualities a unit should strive to meet such as having a budget or having a plan for recruiting new members.

Another reason some units don't participate in JTE is that the only value they see is the patch and ribbons units receive. What they do not see is the value in each area that is measured. For a unit to have a quality program and carry that quality program throughout each year, they need to obtain the right number of engaged and trained leaders. Those leaders need to organize, plan and fund the unit properly. The leaders need execute a plan to maintain and grow the unit. The leaders need to carry out the program concentrating on meeting regularly, service to the community, and outdoor activity including camping which will lead to advancement. These items will all lead to a quality program that match the JTE measurements.

Councils and Districts should communicate and educate the Scouting units in their area several times a year on the benefits of JTE from planning to evaluating. The Councils and Districts should promote the recognition parts of JTE.

Units should have adult leaders attend monthly Roundtables to get various information from District and Councils. The leaders can learn more about JTE and get the tools to implement the framework within the unit.

REFERENCES

1. Boy Scouts of America Insignia Guide from the website at <https://www.scouting.org/resources/insignia-guide/>
2. Boy Scouts of America Scout shop emblems, ribbons and plaques from the website at <https://www.scoutshop.org>
3. Boy Scouts of America Journey to Excellence website and brochures from the website at <https://www.scouting.org/awards/journey-to-excellence/>

APPENDIX A

Scouting's Journey to Excellence Brochure

(obtained from <https://www.scouting.org/awards/journey-to-excellence/>)

National and Council Dashboard

This dashboard is located on the home page of MyBSA: www.MyBSA.org.

Volunteer Dashboard

Volunteers who have access to the Journey to Excellence (JTE) Dashboard will log in through www.MyScouting.org. If the volunteer is eligible to view the JTE Dashboard based on his or her registered position, then a Council Tools category will be available and the dashboard will be displayed.

Creating a MyScouting Account

Go to www.MyScouting.org. Under "New to MyScouting," click "Create an account." Follow prompts to create a user name. Keep in mind that the user name is case sensitive.

Next, choose membership status. If you are a member and know your member ID number, select your council name and then enter your member number. If you do not know your member ID or if you are not a member, select "I Am Not a Member" and continue. (After obtaining your member ID from your local council, log into MyScouting and select "Update My Profile." At the bottom of the form, enter your member ID and council information. This can be entered any time after you create your account.)

When My Profile comes up, enter your information. Read the terms and conditions and check the box to accept. Then enter verification image in the box. Then click "Create User."

On the Registration page, choose "Continue." An email will be automatically generated for you, which will allow you to continue the registration process. Check your email for MyScouting account information. Click on the link within the email, but only click on the link once. You will be directed to a page asking you to create a password.



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JTE@Scouting.org

JOURNEY TO EXCELLENCE RESOURCES
www.Scouting.org/JTE

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SCOUTING'S JOURNEY TO EXCELLENCE

It's the performance measurement and recognition program for councils, districts, packs, troops, teams, crews, ships, and posts. It is:

A method for **RECOGNITION**
A framework for **PLANNING**
A source of **GUIDANCE**

Quality program, sustainability, and growth must all be in balance for success to truly be achieved.



JOURNEY TO EXCELLENCE

Data Foundation and Calculations

Councils and districts are recognized within the categories of finance, membership, program, unit service, and leadership and governance. Because Journey to Excellence metrics are based on information that councils are already recording, users of the dashboard receive powerful analytical information without having to duplicate efforts.

How the Program Works

Each criterion has a point value for bronze, silver, and gold. As you achieve at one of those levels, you earn those points. Each criterion will be scored and you'll have a total score. You will need a prescribed number of total points to achieve bronze, and the same for silver and gold. These point values may change from year to year. As you earn more points, you'll achieve a higher level.

For councils and districts to become gold, there is a requirement that you also must have a prescribed number of points in each of the five categories. This is the reward for having a balanced program. As an example, you may have achieved the required number of points in four of the five categories, but missed on one category. Even if you have enough total points to achieve gold, since you missed the total points needed in one of the five categories, you will only be recognized at the silver level.

How the Benchmarks Are Set

Each year, a group of volunteers and professionals get together from across the country to look at the actual data from the past three years in every criterion. As achievement improves, the benchmark will get more challenging. If achievement has slipped, the benchmark will move down to match the achievement. In this way, as councils and districts improve each year, they will be challenged to improve even more. Being realistic, if performance slips, the benchmark will be reduced to match the trend. The philosophy from the start of JTE has been to set up a system where 10 percent of the councils will achieve gold status, the next 40 percent will achieve silver status, and the next 30 percent will achieve bronze status. Therefore:

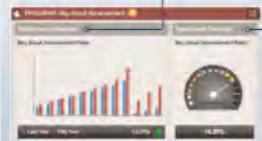
- **Gold status** = top 10 percent
- **Silver status** = 50th percentile to the 89th percentile
- **Bronze status** = 20th percentile to the 49th percentile

Data Calculations and Scoring

The JTE Dashboard is your guide to measuring performance using nationally established benchmarks and comparisons to prior years.

Performance Standard

This measurement is designed to recognize improved performance and advance a status level when warranted. Performance standard is a factor in most, but not all criteria.



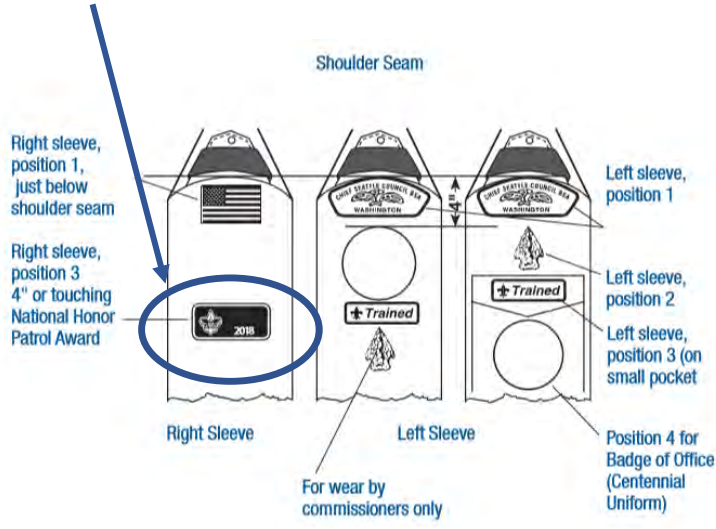
Determined Standard

This measurement sets benchmark values to determine gold, silver, and bronze levels.



APPENDIX B










JTE Emblem / Patch Uniform Placement



APPENDIX C

JTE Awards

(Emblems, Ribbons and Plaques were obtained from scoutshop.org)

Unit, District or Council	Type	Level	Emblem, Ribbon, Plaque
Journey to Excellence Unit Award	Emblem	Bronze	
		Silver	
		Gold	
		Bronze with Boy's Life	
		Silver with Boy's Life	
		Gold with Boy's Life	
	Ribbon	Bronze	
		Silver	
		Gold	
Plaque	Bronze		
	Silver		
	Gold		
Journey to Excellence District Award	Emblem	Bronze	
		Silver	

Unit, District or Council	Type	Level	Emblem, Ribbon, Plaque
		Gold	
	Plaque	Bronze	
		Silver	
		Gold	
Journey to Excellence Council Award	Emblem	Bronze	
		Silver	
		Gold	
Journey to Excellence	Pin	Bronze	
		Silver	
		Gold	

APPENDIX D

Journey to Excellence Website

The screenshot shows the 'Journey To Excellence' website. At the top, there is a navigation bar with 'HRJ Dashboard - HR' and the Boy Scouts of America logo. Below this is a header with two images: the Scout emblem and a mountain landscape. A brief description of JTE follows: 'Scouting's Journey to Excellence (JTE) is the BSA's planning, performance, and recognition program designed to encourage and reward the success of our units, districts, and councils. It is meant to encourage excellence in providing a quality program at all levels of the BSA. JTE updates each month on the 8th, 16th, and 23rd.'

The main content area is organized into several sections:

- JTE Tools:** A grid of four boxes containing links to various tools:
 - Scorecards:** Council, District, Unit, Reporting District, Bonus Points
 - Council Tools:** Council Camping Manager, Council Print/Live Report Instructions, Council Progress Report
 - District Tools:** District Camping Report, District Print/Live Report, District JTE Data Tool (Use Guide), District JTE Financial Performance, District JTE Service Hours Summary, District JTE Training Outline, District Progress Report, District Training/Youth Task List Guide
 - Unit Tools:** Scorecards, Training Workshops, Unit JTE Status Report Sheet
- JTE Support Documents:** A grid of four boxes containing links to support documents:
 - FAQs:** Council Gearband, Council, District, Unit
 - Communications:** JTE End of the Year, Wrap up for Year, 2020 Journey to Excellence Changes
 - Support Documents:** Definitions Dictionary, How to Get and Training Statistics for JTE, JTE Trips Brochure, JTE Award Order Forms
 - Service Projects:** JTE Service Hours report and information, Sample Reports, Search Tool for Success, Unit Tool for Success
- Strategic Planning Aligned to JTE:** Strategic Planning Resources, Five-Year Financial Planning, BSA Strategy Analysis

At the bottom, there is a 'JOURNEY TO EXCELLENCE' logo, social media icons for Facebook, Twitter, Instagram, Pinterest, and YouTube, and a footer with copyright information: '© 2020 Boy Scouts of America - All Rights Reserved' and links for About, Careers, Terms, Privacy Policy, Donor Privacy, Site Map, and Contact.

(<https://www.scouting.org/awards/journey-to-excellence/>)

APPENDIX E

What Journey to Excellence Brings to Your Unit

What Journey to Excellence Brings to Your Unit

1. A framework for **planning** the year.
 - The Journey to Excellence standards are based on what successful units do to continually improve.
 - If your unit plans to achieve gold or silver Journey to Excellence, you'll have a strong and active program.
2. A method for **evaluating** your unit.
 - Journey to Excellence provides tangible measurements based on things you are likely already tracking, such as how many campouts you have, how many youth are advancing, etc., and uses simple ways to calculate your performance.
3. **Guidance** in areas where you might do better.
 - As you track your performance against the Journey to Excellence standards, you can easily see where you could do better.
4. Specific **guidelines and standards** of what is considered good performance.
 - Journey to Excellence has specific, simple measures to help you. You can easily compare what you are doing against the standards.
5. **Early warning** of potential problem areas.
 - You track any areas where your unit is not performing as you might like and have plenty of time to make corrections.
6. **Recognition** for good Scouting.
 - You can proudly receive your bronze, silver, or gold recognition for your Scouting unit for the year.
7. **Benchmarking** to get ideas and tips from other good units.
 - You can receive help and best practices in areas where other units have met the gold standard.
 - In the areas where you are doing well, you can give help and ideas to other units.



(obtained from <https://www.scouting.org/awards/journey-to-excellence/>)

APPENDIX F

York District (Palmetto Council) Unit JTE Status from 2016 to 2018

PACK	2016 JTE STATUS	2017 JTE STATUS	2018 JTE STATUS	TROOP	2016 JTE STATUS	2017 JTE STATUS	2018 JTE STATUS
31	Gold	Silver	Gold	31	None	Gold	Gold
33	None	None	Gold	33	Gold	Gold	Gold
No Unit 37	N/A	N/A	N/A	37	Silver	Gold	Gold
No Unit 38	N/A	N/A	N/A	38	Silver	None	None
108	Gold	Gold	Gold	108	None	None	Gold
109	None	None	Gold	109	None	None	Gold
130	None	Gold	Gold	130	None	None	Gold
132	None	None	Gold	132	None	None	Not Enough
133	Gold	N/A	N/A	133	Gold	Bronze	None
No Unit 137	N/A	N/A	N/A	137	None	None	None
139	None	Bronze	Gold	No Unit 139	N/A	N/A	N/A
No Unit 140	N/A	N/A	N/A	140	None	None	None
161	None	None	Gold	161	None	None	Silver
216	None	Gold	Silver	No Unit 216	N/A	N/A	N/A
219	None	Gold	Gold	219	Gold	Gold	Gold
236	None	Silver	None	236	None	None	None
237	Gold	None	None	No Unit 237	N/A	N/A	N/A
250	Gold	None	Gold	250	Gold	Gold	Gold
255	Gold	None	Gold	255	Gold	None	Gold
275	None	Gold	Gold	275	Gold	Gold	Gold
276	None	None	None	276	None	None	None
277	Gold	Gold	Gold	277	Gold	Gold	Gold
316	Gold	Gold	Silver	316	Gold	None	Silver
No 323	N/A	N/A	N/A	323	None	N/A	None
333	Gold	Gold	Gold	333	Gold	Gold	None
349	None	None	Gold	349	Gold	None	Gold
365	None	None	Gold	365	Gold	None	Bronze
376	Gold	None	None	376	Gold	None	None
422	None	Gold	Gold	422	None	Gold	Gold
476	None	Silver	Gold	476	Gold	None	Bronze
540	None	None	None	540	Gold	Gold	None
832	Gold	None	Gold	832	Gold	Gold	Gold
925	Gold	None	Gold	925	Gold	Gold	None
1280	Gold	Gold	Gold	1280	Gold	None	Gold
1830	Gold	None	Bronze	1830	N/A	None	Gold
1860	None	N/A	N/A	No 1860	N/A	N/A	N/A
1861	None	N/A	N/A	No 1861	N/A	N/A	N/A
1880	N/A	None	Silver	1880	N/A	None	Silver

APPENDIX G

Daniel Morgan District (Palmetto Council) Unit JTE Status from 2017

PACK	2017 JTE STATUS	TROOP	2017 JTE STATUS
No Unit 1	N/A	1	Gold
No Unit 2	N/A	2	Gold
No Unit 3	N/A	3	Gold
No Unit 5	N/A	5	Gold
No Unit 8	N/A	8	Gold
9	Gold	9	Gold
10	Gold	10	Bronze
11	Gold	11	Gold
14	Silver	14	Silver
21	Silver	21	Silver
22	Gold	No Unit 22	N/A
23	Gold	No Unit 23	N/A
24	Gold	No Unit 24	N/A
26	Gold	26	Gold
28	Gold	28	Gold
42	Gold	42	Gold
No Unit 79	N/A	79	Gold
106	Silver	106	Gold
No Unit 114	N/A	114	Silver
125	Gold	125	Gold
155	Bronze	No Unit 155	N/A
166	Bronze	No Unit 166	N/A
No Unit 195	N/A	195	Gold
No Unit 211	N/A	211	Gold
320	Silver	320	Silver
357	Gold	No Unit 357	N/A
413	Gold	413	Gold
500	Gold	No Unit 500	N/A
1400	Gold	No Unit 1400	N/A
No Unit 9539	N/A	9539	Bronze

APPENDIX H

Catawba District (Palmetto Council) Unit JTE Status from 2017

PACK	2017 JTE STATUS	TROOP	2017 JTE STATUS
61	Gold	61	Silver
62	Silver	No Unit 62	N/A
No Unit 66	N/A	66	Silver
74	Gold	No Unit 74	N/A
82	Gold	82	Gold
176	Silver	No Unit 176	N/A
No Unit 180	N/A	180	Not Enough
310	Silver	310	Gold
No Unit 720	N/A	720	Gold

APPENDIX I

Sample Unit Health Reports

PACK	2016 JTE STATUS	MEMBERS 2016	MEMBERS AT RENEWAL	MEMBERS NOW	+1 SINCE RENEWAL	Boobies	Advancement %	# of Untrained Leaders	PERCENTAGE OF LEADERS TRAINED	# of Commissioner Visits	DNV CAMP	WEBLEDS/CUB RESIDENT CAMP	GOLD RUSH	SERVICE HOURS (CUMULATIVE)	Service Hour/Boob
31	Gold	70	38	61	23	16	67%	2	87%	15	6	0	31	0	0
33	Gold	54	33	52	19	13	35%	1	85%	6	2	0	20	0	0
108	Gold	139	92	113	21	24	92%	2	91%	24	16	0	56	375	3.3186
109	Gold	86	51	99	48	2y	71%	0	100%	9	17	0	57	0	0
130	Gold	47	36	55	19	5	55%	1	90%	7	6	0	0	16	0.2909
132	Gold	65	44	67	23	9	69%	1	92%	6	9	0	37	413	6.1642
139	Gold	16	11	23	12	0	39%	0	100%	6	0	0	11	0	0
161	Gold	20	14	27	13	8	70%	0	100%	7	4	0	19	0	0
216	Silver	40	25	27	2	0	0%	0	100%	12	1	0	12	0	0
219	Gold	96	66	109	43	36	73%	2	88%	7	5	0	24	82	0.7523
236	-	19	19	20	1	0	.0%	3	88%	1	0	0	0	0	0
237	-	21	10	32	22	11	34%	0	100%	11	0	0	22	0	0
250	Gold	160	137	174	37	32	72%	4	80%	7	0	0	69	0	0
255	Gold	46	30	54	24	17	78%	3	70%	13	4	0	29	99	1.8333
275	Gold	93	60	88	28	18	70%	1	88%	15	13	0	35	0	0
276	-	9	11	11	0	1	91%	0	100%	0	0	0	0	0	0
277	Gold	50	43	44	1	4	77%	1	88%	6	10	0	26	0	0
316	Silver	34	24	51	27	11	67%	0	100%	13	14	0	21	30	0.5882
333	Gold	93	73	90	17	20	88%	3	87%	8	10	0	28	118	1.3111
349	Gold	56	36	56	20	10	61%	1	93%	6	7	0	28	0	0
365	Gold	32	16	12	-4	1	108%	1	88%	5	3	0	0	5	0.4167
376	-	12	12	12	0	0	25%	0	100%	0	0	0	0	0	0
422	Gold	64	46	69	23	15	78%	3	79%	9	2	0	20	0	0
476	Gold	9	10	11	1	1	127%	0	100%	0	6	0	0	0	0
540	-	12	9	23	14	0	0%	0	100%	9	0	0	13	0	0
832	Gold	73	44	70	26	16	51%	0	100%	7	5	0	33	0	0
925	Gold	93	63	74	11	15	82%	1	95%	7	16	0	48	0	0
1280	Gold	76	46	59	13	11	83%	5	66%	13	7	0	47	0	0
1830	Bronze	47	29	35	6	7	89%	1	90%	6	0	0	0	0	0
1880	Silver	37	13	28	15	1	36%	0	100%	14	0	0	14	96	3.4286

Unit Health Report - York District - Boy Scouts

As of October 2017

TROOP	2016 JTE STATUS	ON-TIME RENEWAL	MEMBERS AT RENEWAL	MEMBERS NOW	+1 SINCE RENEWAL	RETENTION %	BOUN ADVANCEMENT 2017	Advancement %	WEB LEADERS 2017	DIRECT CONTACT LEADERS	% OF DC TRAINED	Pack Bear	Spring Camporee/Hub College	CUB Summer Camp	Bench Yearup	SERVICE HOURS (CUMULATIVE)	Service Hour/Boob	
31		Yes	14	19	5	136%	12	63%	37	8	64%					0.0		
33	Gold	Yes	17	17	0	100%	8	47%	45	6	100%					2	8	0.5
37	Silver	Yes	18	20	2	111%	12	60%	77	11	82%	8	3	15	4	217	10.9	
38	Silver	Yes	8	8	0	100%	5	63%	24	7	88%					0.0		
108		Yes	40	58	18	145%	14	24%	104	26	77%	18		18	844	14.6		
109		Yes	18	22	4	122%	19	86%	53	17	15%	7	11	11	283	12.9		
130		Yes	9	19	10	211%	13	68%	91	13	50%	5	15		1137	59.8		
132		No	17	16	-1	94%	9	56%	60	8	50%	6	11		90	5.6		
133	Gold	Yes	13	13	0	100%	8	62%	18	12	69%				284	21.8		
137		Yes	11	19	8	173%	1	5%	5	9	100%		10		54	2.8		
140		No	8	6	-2	75%	0%	7	5	0%		5			48	8.0		
161		Yes	12	13	1	108%	6	46%	29	8	50%				28	2.2		
219	Gold	Yes	31	31	0	100%	11	35%	87	18	72%				286	9.2		
236		New	20	26	6	130%	15	58%	35	14	29%		6		93	3.6		
250	Gold	Yes	84	97	13	115%	62	64%	322	37	73%	12	13	5	815	8.4		
255	Gold	No	22	27	5	123%	7	26%	50	11	21%				103	3.8		
275	Gold	Yes	42	51	9	121%	12	24%	104	20	54%	26	8	26	845	16.6		
276		Yes	19	20	1	105%	10	50%	30	12	13%				351	17.6		
277	Gold	Yes	21	35	14	167%	7	20%	131	21	55%	8	16	10	682	19.5		
316	Gold	Yes	12	10	-2	83%	4	40%	16	5	20%		2		167	16.7		
323		No	9	9	0	100%	0%	7	7	0%					0.0			
333	Gold	Yes	32	39	7	122%	28	72%	112	19	83%				477	12.2		
349	Gold	Yes	7	9	2	129%	4	44%	4	9	60%	6	6	7	138	15.3		
365	Gold	Yes	13	20	7	154%	13	65%	52	11	75%	11	5	7	841	42.1		
376	Gold	Yes	7	15	8	214%	3	20%	2	5	25%		8		0.0			
422		Yes	7	15	8	214%	15	100%	88	8	55%	8	11		122	8.1		
476	Gold		24	25	1	104%	3	12%	14	11	21%		7		0.0			
540	Gold	Yes	21	21	0	100%	3	14%	50	12	100%	1			151	7.2		
832	Gold	Yes	44	49	5	111%	24	49%	149	17	45%		14	3	467	9.5		
925	Gold	Yes	51	70	19	137%	21	30%	128	28	36%		36	20	986	14.1		
1280	Gold	No	12	20	8	167%	9	45%	18	8	78%	8			33	1.7		

Unit Health Report - York District - Cub Scouts

As of October 2017

PK#	2016 JTE STATUS	ON-TIME RENEWAL	MEMBERS AT RENEWAL	MEMBERS NOW	% SINE RENEWAL	RETENTION %	BANK ADVANCEMENTS 2017	Advancement Percentage	PROJECT CONTRACT LEADERS	% OF DC TRAINED	Spring Cub Olympics	OUT CAMP (# of Scouts)	Resident Camp (COP)	Gold Rush (# Scouts)	Beach Sweeps (# Scouts)	SERVICE HOURS (CUMULATIVE)	Service Hours/Scout
31	Gold	Yes	54	79	25	146%	53	67%	14	53%	1		42		161	2.0	
33		Yes	26	33	7	127%	4	12%	6	17%	1		25			0.0	
108	Gold	Yes	67	114	47	170%	86	75%	16	33%	3	1	45	8	144	1.3	
109		Yes	36	57	21	158%	24	42%	10	30%	2	3	9	28	84	1.5	
130		Yes	25	43	18	172%	28	65%	9	60%	2		11		361	8.4	
132		Yes	27	73	46	270%	57	78%	17	100%	12	8	45	5	93	1.3	
133	Gold	Yes	15	15	0	100%		0%	8	33%						0.0	
139		Yes	11	24	13	218%	21	88%	6	30%			14		81	3.4	
161		Yes	15	19	4	127%	14	74%	4	50%		1	13			0.0	
216		Yes	12	34	22	283%	10	29%	6	29%					308	9.1	
219		Yes	35	81	46	231%	61	75%	18	50%	6		35		221	2.7	
236		New	11	14	3	127%	14	100%	17	0%						0.0	
237	Gold	Yes	20	31	11	155%	22	71%	9	30%	3	6	5		179	5.8	
250	Gold	Yes	85	122	37	144%	119	98%	24	56%	5	1	35		270	2.2	
255	Gold	Yes	28	34	6	121%	32	94%	10	18%	4		19			0.0	
275		Yes	38	85	47	224%	69	81%	4	38%			36		60	0.7	
276		Yes	7	6	-1	86%	5	83%	12	25%						0.0	
277	Gold	Yes	42	50	8	119%	47	94%	7	63%	10	11	31		67	1.3	
316	Gold	Yes	29	34	5	117%		0%	3	38%		8	16		78	2.3	
333	Gold	Yes	56	77	21	138%	53	69%	19	33%	3	1	35		158	2.1	
349		Yes	21	75	54	357%	36	48%	15	56%	18	6	2	38	355	4.7	
365		New	8	24	16	300%	17	71%	3	75%	1		23		84	3.5	
376	Gold	Yes	17	21	4	124%	7	33%	8	55%	4					0.0	
422		Yes	48	54	6	113%	43	80%	12	42%			25	9	54	1.0	
476		Yes	6	8	2	133%	1	13%	9	50%						0.0	
540		No	5	17	12	340%	3	0%	3	67%			7			0.0	
832	Gold	Yes	32	68	36	213%	38	56%	12	36%	3		27	3	150	2.2	
925	Gold	Yes	64	83	19	130%	48	58%	13	50%	12		44	7	292	3.5	
1280	Gold	Yes	50	81	31	162%	25	31%	9	89%	5	14	46		44	0.5	
1830	Gold	Yes	30	52	22	173%	27	52%	5	14%	8	3	8	100	1.9		
1860		No		48	48	0%		0%	6	0%						0.0	
1861		No		50	50	0%		0%	4	0%						0.0	
1880				16	16	0%	3	0%	8	44%			11	11	80	0.0	

APPENDIX J

Sample JTE Completed Forms

Pack 108 of York District
2017 Scouting's Journey to Excellence

Item	Objective	Program	Scout Level	Goal Level	Bronze Points	Silver Points	Gold Points	Total Points
Planning and Budget								
11	Planning and Budget: Have a program plan and budget that is regularly reviewed by the pack committee, and it follows BSA policies relating to fundraising.	Have an annual program plan and budget adopted by the pack committee.	Adopt a program plan and budget during the year to review program plans and finances.	Adopt a program plan and budget during the year to review program plans and finances.	50	100	200	350
Membership								
12	Building Cub Scouting: Have an increase in Cub Scout membership or maintain a higher than average pack size.	Conduct a formal recruitment program by October 31 and register new members in the pack.	Adopt a plan, and either increase youth members by 5% or have at least 40 members.	Adopt a plan, and either increase youth members by 10% or have at least 60 members.	50	100	200	350
13	Retention: Retain a significant percentage of youth members.	Re-enroll 80% of eligible members.	Re-enroll 70% of eligible members.	Re-enroll 60% of eligible members.	50	100	200	350
14	Webelos-to-Scout transition: Have an effective plan to graduate Webelos Scouts into Boy Scout troops.	With a troop, hold two joint activities or 75% of second year Webelos have completed "The Scouting Adventure".	80% of eligible Webelos register with a troop.	80% of eligible Webelos register with a troop.	25	50	100	175
Program								
15	Advancement: Achieve a high percentage of Cub Scouts earning rank advancements.	80% of Cub Scouts advance one rank during the year.	80% of Cub Scouts advance one rank during the year.	100	200	300	600	
16	Outdoor activities: Conduct outdoor activities and field trips.	Each den has the opportunity to participate in four outdoor activities or field trips during the year.	Each den has the opportunity to participate in four outdoor activities or field trips during the year.	50	100	200	350	
17	Day/weekend/family camp: Cub Scouts attend day camp, family camp, or outdoor camp.	75% of Cub Scouts participate in a camping experience or improvement over the prior year.	50% or 35% and have improvement over the prior year.	25	50	100	175	
18	Service projects: Participate in service projects.	Participate in two service projects and enter the hours on the JTE website.	Adopt a plan, enter at least one of the service projects at conservation centers.	25	50	100	175	
19	Pack and den meetings: Have and attend pack and den meetings.	Hold eight pack meetings a year, 100% of pack meetings have started by October 31.	Adopt a plan, enter at least one of the service projects at conservation centers.	25	50	100	175	
Volunteer Leadership								
20	Leadership development: The pack is growing in recruiting sufficient leaders.	Have a Cubmaster, assistant Cubmaster and a committee with at least three positions.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	50	100	200	350
21	Trained leadership: Have trained and engaged leaders at all levels.	Cubmaster or pack leader has completed position-specific training or, if new, will complete within three months of starting.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	50	100	200	350

Bronze: Earn at least 500 points by earning points in at least 7 objectives.
 Silver: Earn at least 600 points by earning points in at least 8 objectives.
 Gold: Earn at least 700 points by earning points in at least 9 objectives.

Total points earned: 1350
 No. of objectives with points: 10

Our pack has completed entire membership by the deadline to add 100% retention of new program.
 We certify that these requirements have been completed:
 Cubmaster: AB Coulter Date: 12/11/17
 Committee chair: JA Starnett Date: 12/13/17
 Commissioner: JA Starnett Date: 12/13/17

Troop 1590 of York District
2018 Scouting's Journey to Excellence
"The BSA method for annual planning and continuous improvement"

Item	Objective	Bronze Level	Silver Level	Gold Level	Bronze Points	Silver Points	Gold Points	Total Points
Planning and Budget								
11	Planning and Budget: Have a program plan and budget that is regularly reviewed by the committee, and it follows BSA policies relating to fundraising.	Have an annual program plan and budget adopted by the committee.	Adopt a program plan and budget during the year to review program plans and finances.	Adopt a program plan and budget during the year to review program plans and finances.	50	100	200	350
Membership								
12	Building Boy Scouting: Recruit new youth into the troop in order to grow membership.	Have a membership growth plan that includes a recruitment activity and register new members in the troop.	Adopt a plan, and either increase youth members by 10% or have at least 25 members.	Adopt a plan, and either increase youth members by 15% or have at least 35 members.	50	100	200	350
13	Retention: Retain a significant percentage of youth members.	Re-enroll 70% of eligible members.	Re-enroll 60% of eligible members.	Re-enroll 50% of eligible members.	50	100	200	350
14	Webelos-to-Scout transition: Have an effective plan to recruit Webelos Scouts into the troop.	With a pack or Webelos den, hold two joint activities.	Adopt a plan, and either increase youth members by 10% or have at least 25 members.	Adopt a plan, and either increase youth members by 15% or have at least 35 members.	25	50	100	175
Program								
15	Advancement: Achieve a high percentage of Boy Scouts earning rank advancements.	80% of Boy Scouts advance one rank during the year.	80% of Boy Scouts advance one rank during the year.	80% of Boy Scouts advance one rank during the year.	100	200	300	600
16	Outdoor activities: Conduct outdoor activities and field trips.	Each den has the opportunity to participate in four outdoor activities or field trips during the year.	Each den has the opportunity to participate in four outdoor activities or field trips during the year.	Each den has the opportunity to participate in four outdoor activities or field trips during the year.	50	100	200	350
17	Day/weekend/family camp: Boy Scouts attend day camp, family camp, or outdoor camp.	75% of Boy Scouts participate in a camping experience or improvement over the prior year.	50% or 35% and have improvement over the prior year.	25% or 20% and have improvement over the prior year.	25	50	100	175
18	Service projects: Participate in service projects.	Participate in two service projects and enter the hours on the JTE website.	Adopt a plan, enter at least one of the service projects at conservation centers.	Adopt a plan, enter at least one of the service projects at conservation centers.	25	50	100	175
19	Pack and den meetings: Have and attend pack and den meetings.	Hold eight pack meetings a year, 100% of pack meetings have started by October 31.	Adopt a plan, enter at least one of the service projects at conservation centers.	Adopt a plan, enter at least one of the service projects at conservation centers.	25	50	100	175
Volunteer Leadership								
20	Leadership development: The troop is growing in recruiting sufficient leaders.	Have at least one registered assistant Scoutmaster.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	50	100	200	350
21	Trained leadership: Have trained and engaged leaders at all levels. All leaders are required to have youth protection training.	Scoutmaster or an assistant Scoutmaster has completed position-specific training or, if new, will complete within three months of starting.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	Adopt a plan, and prior to locating meetings, the committee identifies pack and den leadership for the year.	50	100	200	350

Bronze: Earn at least 625 points by earning points in at least 7 objectives.
 Silver: Earn at least 700 points by earning points in at least 8 objectives.
 Gold: Earn at least 1,000 points by earning points in at least 9 objectives.

Total points earned: 915
 No. of objectives with points: 9

Our troop has completed entire membership by the deadline to add 100% retention of new program.
 We certify that these requirements have been completed:
 Scoutmaster: Jeffery Guly Date: 12/11/18
 Committee chair: Jeffery Guly Date: 12/11/18
 Commissioner: Jeffery Guly Date: 12/17/2018

The form should be submitted to the Scout service center or your unit commissioner, as directed by your council.

APPENDIX K

**Journey to Excellence Participation Questionnaires:
Commissioners and Units**

JTE Questionnaire - Commissioners

Please read the question and pick the most appropriate response.

#	Question	None	Some	Most	All
1	Do your units have an assigned person to track the unit information that is necessary to complete the JTE form (i.e. Budget, Calendar, Advancement, Activities, Meetings, etc.)?				
2	Do your units complete the JTE form on time?				
3	Do your units need assistance completing the form?				
4	Do your units have an assigned person to complete the form?				
5	Do your units understand the relationship between JTE and running a good program?				
6	Do your units know where to get JTE information?				
7	Do you as a commissioner complete JTE forms for units?				
8	Do your units reach JTE Levels (Bronze, Silver or Gold)?				

JTE Questionnaire – Units

Please read the question and pick the most appropriate response.

#	Question	No	Sometimes	Most of the Time	All of the Time
1	Does your unit have an assigned person to track the unit information that is necessary to complete the JTE form (i.e. Budget, Calendar, Advancement, Activities, Meetings, etc.)?				
2	Does your unit complete the JTE form on time?				
3	Does your unit need assistance completing the form?				
4	Does your unit have an assigned person to complete the form?				
5	Does your unit understand the relationship between JTE and running a good program?				
6	Does your unit know where to get JTE information?				
7	Do you reach out to your commissioner to help complete the JTE form?				
8	Does your unit reach JTE Levels (Bronze, Silver or Gold)?				

APPENDIX L

Commissioner Session Presentation



JOURNEY TO EXCELLENCE

Engage the Journey



What is Scouting's Journey to Excellence?

It's the performance measurement and recognition program for councils, districts, packs, troops, teams, crews, ships, and posts.



Source: JTE2011_20082014



What is Scouting's Journey to Excellence?

- A method for **RECOGNITION**
- A framework for **PLANNING**
- A source of **GUIDANCE**





Source: JTE2011_20082014



JTE Brings:

- **Recognition** for your good performance
- A **framework** for planning for your unit
- A **method** for evaluating your troop
- **Assessment** of how you're doing in the key areas found in great Units
- **Guidance** in areas where you might do better
- Specific **guidelines and standards** of what is good performance
- **Early warning** of potential problem areas
- **Benchmarking** to get ideas and tips from other good units



You assess your performance in key areas including

- Advancement
- Camping
- Service Projects
- Training
- Membership
- Retention
- Leadership
- Budget

In each area, you rate your performance against specific standards

Gold, Silver, Bronze or did not meet minimum standard



And did you show improvement?

You make your rating as part of your charter renewal




Emphasis of Journey to Excellence

- Continuous Improvement is a Goal
 - Did your unit do measurably better in key areas than last year
 - OR are you already performing at a high level in those areas
- Either way, you can qualify for the standard

There is incentive for Continuous Improvement

- Better Performance means better Scouting for youth!
- Better Performance can earn a higher level of Recognition
- Key requirements are tracked and improvement can be quickly identified
- Your Council and District can help in areas where you need help




2018 Journey to Excellence

Area	Objective	Priority Level	Value Level	Self-Rated	Target	Actual	Score
1	Planning and Budget	High	High	4	4	4	100
2	Membership	High	High	4	4	4	100
3	Retention	High	High	4	4	4	100
4	Leadership	High	High	4	4	4	100
5	Budget	High	High	4	4	4	100

Categories:

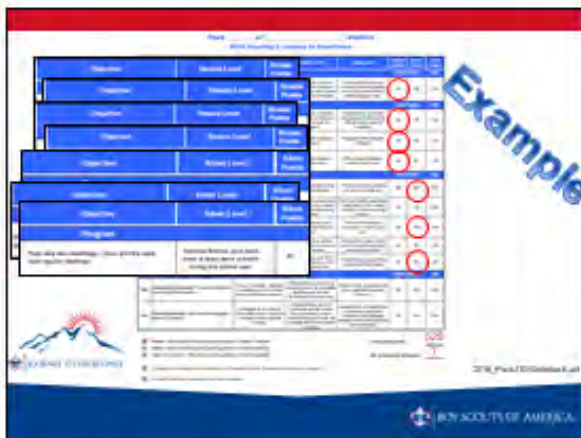
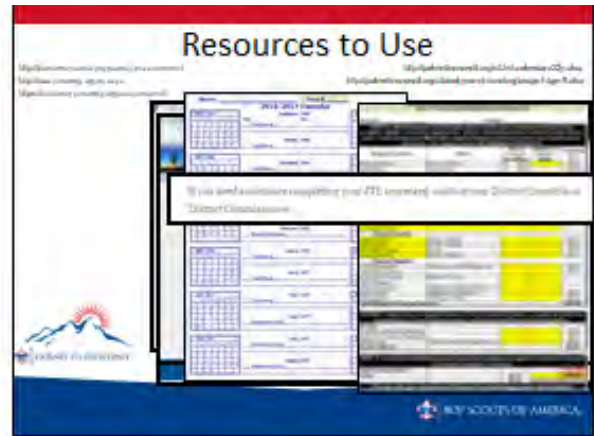
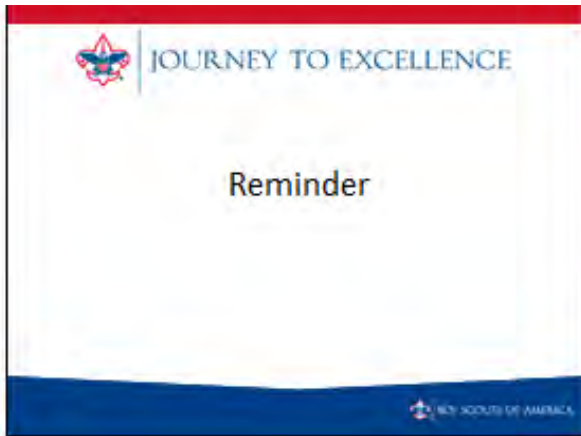
- Planning and Budget
- Membership
- Retention
- Leadership
- Volunteer Leadership

Form




APPENDIX M

Roundtable General Session Presentation



APPENDIX N

Social Media Comments

(Social Meeting Comments obtained from polling Facebook (www.facebook.com) Scout Groups at various levels.)

“Goals are easy for small units but tougher for larger units” – Tom P.

Troop 761. “We use JTE to set the framework for PLC planning and then measure how well we did to the plan” – Fritz W.

“Instead of using JTE metrics throughout the season to guide the program, small collected data in December to Compile form. Council requires scorecard as part of recharter.” - David L.

“We use it for our girl troop. It helped us organize the first year as it gave us some direction.” – Celina S.

“I believe many units do not understand the importance of the report, because their leaders have so much that is new to learn”.

“I was JTE coordinator for several years for my son’s troop. When I stepped down no one else stepped up.” – Gale S.

“We are a gold unit pack and my troop is a bronze. But I am OK with that as we are new and still learning. As I tell my girls, we will work it in, but everything we do is about learning and improving. Ultimately, that is what JTE is. Keep your score cards from previous years and discuss what you can do to reach the next level and set a goal with it.” – Gretchen K.

“Units that don’t, don’t know or don’t care... There should be some incentive to achieve gold – more than a little patch.” – William R.

“Our committee does use JTE to discuss the areas where we can improve and earn the rest of the points.” – Catherine M.

“It points out areas we need to work on. They are all tied together as well. For example, if it shows we didn’t camp, that could explain why we lost scouts.” – Andrew P.

“If you are delivering the program the way it is designed you should achieve gold.” – J.D.

“As a new troop we used the criteria as a guide for our program goals. We aimed for Bronze but managed Gold.” – Melissa J.

“What is Journey to Excellence?” – Danielle T.

“I honestly wasn’t aware some units choose not to participate. I thought it was mandatory.” – Christina G.

“We did not enter any JTE into. For a few years we were barely staying afloat. Not enough leaders. No one entered any info.” – Nancy S.

“Our boy troop that has been around for 50 years does not even fill out the paperwork. We probably wouldn’t meet the criteria. I’m not entirely sure why ... maybe because our leaders don’t have scouts in the troop anymore and it’s not pushed by the council.” – Christie C.

“I tried to get my district to participate but many seasoned folks asked, “what was the purpose?” ... the patch wasn’t all that... I thought I was to make our program better.” – Patt E.