

INTERNET SCOUTING

**CSLBT & BSA
TRAINING**

Date: Fri, 19 Aug 1994 09:02:54 CST6CDT
From: Christopher Strauss <Chris_Strauss@UNT.EDU>
Subject: Are we about to make TRAINED meaningless?

FLAME ON. Don't say that I did not warn you first...

Last night I heard a "rumor" from a well-placed source that so appalled me that I must raise the topic for discussion on this list. I was told that when the new training syllabus for Cub Scouting appears this fall, it will reduce the basic training session to half of a day, eliminate the requirement for outdoor training for Webelos leaders, and change the special training requirements for positions such as Den Leader Coach to optional training only. While the last change may simply be a recognition that it is very difficult for councils to provide specialized training for low-density positions, it is the changes proposed for Cub Leader Basic that concern me most. These changes may already be locked in at the National level and considered not negotiable with those of us expected to implement them, but that does not make them smart, or right. In fact, from what little I have heard they appear to be ill-advised, self-defeating, and just plain foolish. The publicity on this has been nil... and I can see why. I would personally be embarrassed to present it to a group of dedicated Cub Scout trainers.

As I understand it, the Cub Scout Leader Basic Training syllabus will contain much of the same outline it has now, but without the time to properly present it. Sessions will be shorter, allowing even less detailed presentations than before. We will apparently be forced to skim lightly over the top of every topic a Cub leader should know, without adequate time to explain any of it. What was already a difficult task is now made impossible. I cannot remember ANY session I ever taught that had enough time allocated to it to properly cover the topic. I always had to leave out some information I knew that they would need almost immediately in their new position. There simply was not enough time. If someone does not understand, you won't even have time to take their question. The "fun" we constantly tried to inject at every opportunity to impress them with the principle of KISMIF will be another casualty... we won't have any time for it in the syllabus. At the end of the half day's session, we will pronounce them "trained" and send them out, ill-equipped to succeed as leaders. The worst part of this is that we will be doing this at a time when leaders need more and better training just to protect themselves, and the value of serious training has finally

been recognized by most of the corporate and service industry sectors. Are we planning to pioneer a new theory now (actually an old one, disproved in blood in every war ever fought), that if we pretend hard enough that we are properly trained, then we really are?

This change, if true, flies in the face of everything I have learned about training in twenty years of military service and eight years of Scouting. The quality of every unit I have ever seen was largely determined by the amount of energy they devoted to serious training. Poorly trained leaders, units, and individuals failed and died, while those who did their "homework" succeeded and survived. In the military, abbreviated or shallow training got people killed. Dead. Unfortunately, and all too often, those responsible for the lousy training usually survived to perpetrate the folly. By cutting back on the time devoted to Leader Basic in scouting, we will be setting up our new leaders for a similar dismal fate by skimping on their initial preparatory training, then sending them out to lead units with barely a clue about how to do it properly. We will lose these leaders when they try and then fail to operate a program that they do not understand. Instead of preparing them to succeed, we will be setting them up for a fall, telling them that they are trained and ready when we know that they are not. Our new leaders deserve much better than that. It almost goes without saying that our boys deserve better too.

As to the supposed move of Webelos Outdoor training from "required" to "supplementary" . . . not too bright! By scaling back on the requirements for those who will take boys into the field, we not only set up our Webelos leaders for a rough time now, but we discourage them from ever becoming Boy Scout leaders two years down the road. Inadequate training, followed by failures during performance, leads to lousy retention. Ask anyone who served in the Army in the early seventies. In fact, if I were a council risk management staffer, I would have to question the intelligence of those who must think that Webelos leaders who have never had outdoor training (and don't need it unless they are in the 10-20% who want to work on their knot) will be adequately prepared to take proper care of their scouts while camping. I for one would not like to have to review the incident statistics from the next five years and say "I told you so" to my council executive. By implementing these rumored changes we will "fail to train," and our newest and most vulnerable leaders will be "trained to fail." Is this really where we want to go? I sincerely doubt it.

Is the problem that it is just too hard to get our leaders trained, and National is tired of hearing complaints from those in the field who cannot make the grade? "They can't make quality unit because they cannot get their leaders to training?" "They cannot make quality district or council because they can't get quality units?" Of course it is hard! Anything worth doing usually is, or it at least requires some sort of serious effort. If it is the whining that has brought about this change, then maybe it is time for the serious trainers to start doing some SCREAMING. Please, someone, tell me that this is not true. And if it is, I really would like to hear someone, anyone, attempt to intelligently justify it. Good luck! Trainers, if this is news to you, and bad news at that, please add your comments to the fray. If these changes are as counterproductive as I fear, but have not been put into effect yet, it is not too late to do something about it. Once it is published and mandated, we are stuck with trying to overturn "established policy." And how much support for returning to longer training requirements will there be from new leaders once they have received a "shake-n-bake" four-hour "trained" patch? It's like trying to change the legal drinking age to 21 after it has been 18 for a number of years; forget it!

Sorry if I have been long-winded and angry, but I AM ANGRY. I lived through this foolishness in the Army somehow, and know first-hand the tremendous effort it took to correct it. I certainly do not want to see it happen in Scouting. We will pay dearly in lost scouts, disillusioned volunteers and poorly run programs for YEARS after CORRECTING the training program deficiencies (assuming that somewhere down the road we DO correct them). It takes that long to overcome a system built on a foundation of poor leader training. I know, so I had to say something.

With apologies to those who already care, FLAME OFF.

YiS, Chris Strauss
Pack 69/Troop 65, Frontier Trails District, Longhorn Council

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Date: Fri, 19 Aug 1994 23:51:17 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?

Chris,

Just over a month ago we had a posting on this subject from another Scouts-L Subscriber (Sorry, I can't give you the name or posting data, I printed the posting and passed it out and my copy disappeared with the rest). The upshot was that National had announced the change in Cub Scout

Leader Basic Training from eight to four hours and had given some bullets on what was to be covered in the new course. The announced changes were repeated during the Cub Scout Roundtable Course at Philmont. Scouter

Magazine has also announced a shortened course. I think that its probably safe to say that BSA is in the process of making the changes happen.

I talked with a member of the Cub Scout National Committee (I think that's the proper name) about the changes. Many of our Districts, especially smaller ones and those with wide geographic coverage have been hard pressed to deliver training. An additional concern was that BSA wasn't reaching a lot of new unit and den leaders because of competition for time and many complaints about course length. For similar reasons much of the training has been reduced to video to make it more transportable.

In my own District we have just over 20 people on our Cub Scout Leader Training Team and usually run 40-60 people six times a year. We've not experience the problems that other Districts have. Perhaps, like our District, yours is one of the fortunate ones with a strong training program.

Unfortunately, this is not the case universally. My contacts from Wood Badge in other Councils tell me that in their Districts they have had great problems in getting training teams together, have had problems with distance, and have had trouble getting people to sit through 8 hours. For some of them the changes will mean training, where little or no training took place before.

Now, while you certainly have a basis to be irritated and while I may personally agree that less training is not an answer, it appears that for the time being we are going to have to face the reality of shorter training courses. As a Cub Scout Leader Trainer, I too have had a hard

time covering the basics in the short times allotted and many of our leaders in their evaluations have wanted more. More of what?

What they wanted more of was the extras we threw in; e.g., cheers, songs, stunts, walk-ons, games, q&a with experienced leaders, and practical stuff. All of which weren't really on the Syllabus per se, but which we worked in. That is to say they weren't looking for more detail on Syllabus topics such as Scouting Rules and Regulations.

Then I've had to ask myself, how much of the details on many of the topics could these new leaders have learned in the eight hour day? Most of them were overwhelmed and took a lot in, but missed almost as much.

Maybe there's a way we could turn this to advantage?

Okay, so we can't require more than four hours after this year. What then?

What do our evaluations tell us? What do new leaders want and need?

Possible solution: We are considering the possibility of holding a roundtable on site immediately after training to go into detail on things that the leaders want more information on immediately (discussion stage now). Such a roundtable could focus on practical things like uniforms, more on den meetings, stunts, cheers, songs, games, etc. Sure, there'll be a few that leave, but for those who stay, we can plug the gap and at the same time really introduce them to the value of Cub Scout Leaders' Roundtable.

During the year, Roundtable will have to augment its program a bit too.

As to the Outdoor Training for Webelos Leaders, my experience has been that more of them have gotten hands on training OJT style by going with their Dens on a Camporee sharing a site with a sponsoring Troop or by having a campout with a Troop, than by going to the Outdoor Training. Maybe we can strengthen this a bit and offer some specialized training at Camporees show and do style.

Again, Chris, I share your disappointment in the change. However, before throwing in the towel, I think there are some real possibilities that can be pursued to take up the slack. I think that most of our community is creative enough to find many solutions to the problems you envision. I'm taking this approach, because I think that our responsibility to do our best to see that these Scouts have the best program we can offer requires it, albeit the changes aren't of our making or liking. If a lot of us go

marching off grumbling and take our trainers with us, then what kind of legacy have we left behind. I think the Scouts deserve our best positive effort. We on the other hand can let National know what we think and offer positive suggestions on improvement.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

From: ianford@dircon.co.uk (Ian Ford)
To: mfbowman@CAP.GWU.EDU
Subject: Re: Are we about to make TRAINED meaningless?
Date: Sat, 20 Aug 94 16:33:48 BST

Mike - Hi!

I've posted to the List details of our Cub Scouter training in UK. I did some back of envelope calculations , and worked out that our <obligatory> training requires about ONE HUNDRED hours over a maximum of three years.

And you are saying that these guys are not willing to put in EIGHT ? That's

pretty sick . Why join the program in that case ? Are you saying that folks will actually get " TRAINED " patches for just four hours instruction ? Does that include or exclude the hour's Youth Protection Guidelines ?

I believe _Den Chief Training_ lasts about six hours ... it does in our District. I know because I help run it. You mean a Den Chief gets more training than an adult Leader ? How <very> silly.

**> For similar reasons much of the training has been reduced to video to make
> it more transportable.**

Personally I have most of the videos lacking in reality. I know the Boy Scout ones better, but I guess the Cubbies are similar. Yeah, there probably are Scout troops who have regulation activity dress and BSA issue kit , who wear immaculate uniform and have brilliant youth leaders who really do run the show ... it's just I've never met anybody who will admit to having seen one. Reality it is not ! I would like a video about camping in the rain , the QM forgot half the tent stakes , you've got one homesick kid and an ADD kid who left his Ritalin on the bus, and the Wombat patrol decide they want to sack their P/L and elect a new one. Now that's reality!

>

**> In my own District we have just over 20 people on our Cub Scout Leader
> Training Team and usually run 40-60 people six times a year. We've not
> experience the problems that other Districts have. Perhaps, like our
> District, yours is one of the fortunate ones with a strong training**

> program.

>

Here in UK there are three levels of training :

(a) Informally within the Pack / Group (one of my roles as AGSL is pushing training , motivating etc.)

(b) District level - Introductory training , Personal Training Adviser, skills training

(c) County Level - formal courses (similar to BSA Fundamentals and Wood Badge)

The numbers are a lot less , as without Den Leaders most Packs would only have three or four adult Leaders. I think our County trains about sixty or so Cub Scouters per year. The maximum course size would be 25 - 30.

> Unfortunately, this is not the case universally. My contacts from Wood

> Badge in other Councils tell me that in their Districts they have had

> great problems in getting training teams together, have had problems with

> distance, and have had trouble getting people to sit through 8 hours. For

> some of them the changes will mean training, where little or no training

> took place before.

> Now, while you certainly have a basis to be irritated and while I may

> personally agree that less training is not an answer, it appears that for

> the time being we are going to have to face the reality of shorter

> training courses. As a Cub Scout Leader Trainer, I too have had a hard

> time covering the basics in the short times allotted and many of our

> leaders in their evaluations have wanted more. More of what?

>

I would have a problem covering the requirements in EIGHTY hours if we were

to include the advancement program , the various extra programs (sports, academics) , the role of the adult leader , using Denners and Den Chiefs effectively, health and safety, youth protection , kids with special needs etc. and give the trainees experience of actually <doing> a few of the activities from the various electives and activity pins.

> What they wanted more of was the extras we threw in; e.g., cheers, songs, stunts, walk-ons, games, q&a with experienced leaders, and practical stuff

> All of which weren't really on the Syllabus per se, but which we worked

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- > topics such as Scouting Rules and Regulations.
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- > that more of them have gotten hands on training OJT style by going with
- > their Dens on a Camporee sharing a site with a sponsoring Troop or by
- > having a campout with a Troop, than by going to the Outdoor Training.
- > Maybe we can strengthen this a bit and offer some specialized training at
- > Camporees show and do style.

OJT ? - please explain

Again, I have to allow for the differences in style between Cub Camping BSA

style and that to which I am used to , but I would say that the Leader ought to be able to :

- be aware of the psychological needs of the child - homesickness, fear of the dark , being away from home in a strange environment ;
- have a good knowledge of first aid , what to bring in the way of first aid equipment , medications etc. and what to treat and what to send for help ;
- deal with common problems like bed-wetting , sleep-walking etc., conflicts
- in camp (fighting , discipline problems)
- cater for a large group to a budget, including menu planning , religious dietary considerations etc.
- explain the different types of equipment (tents, stoves, cooking gear) their advantages and disadvantages , operation , maintenance, emergency repairs and safety precautions ;
- plan a program for a weekend that has a balance of adventure, skills training , quiet time for nature study, spiritual growth etc. <and> a standby in case of wet weather ;
- cope with boys with special needs or disabilities in the camp setting.

... I could probably think of more if I tried. When I did my Pack Holiday Certificate we spent two residential weekends on these issues. And a pre-requisite for the course was that we were all experienced Leaders who could light fires, put up tents etc. The course was not how to camp , but how to look after little boys in camp and keep them safe , healthy and happy.

I was explaining to some Webelos Leaders why we made our British Cubs lay out their kit for inspection. It gives the leader a chance to check for damp sleeping bags and pyjamas if kids have had an " accident " ; to check that the kids have <used> their soap, face cloth , toothbrush etc ; to make sure that kids have not put their wet swimming costume in with their dry underwear, etc. They found this a novel idea.

> Again, Chris, I share your disappointment in the change. However, before
> throwing in the towel, I think there are some real possibilities that can
> be pursued to take up the slack. I think that most of our community is
> creative enough to find many solutions to the problems you envision. I'
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> offer positive suggestions on improvement.
>

Ian N Ford
AGSL 25th Greenwich (Our Lady of Grace) Scout Group
London, England

Date: Sat, 20 Aug 1994 22:02:52 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: Ian Ford <ianford@dircon.co.uk>

Ian,

Thanks for the Posting. Its refreshing to hear that other Scout movements have not abdicated on quality. I also appreciate your discretion in a private posting.

This is a terribly difficult time for our Cub Scout Leader Trainers. In my personal honest opinion, I think our National Office has made one of its biggest ever blunders and will suffer severe program consequences. Many of those wise idiots are only concerned with numbers and finances and can't see the forest for the trees. They are making the same mistake as the U.S. Army did in Southeast Asia with a focus on body counts. It will catch up to them sooner or later.

Cub Scouting and Tigers are our most important program element. Approximately 2/3 of our Scouts are found here. These leaders are always new, in dire need of training and eager. By not offering the opportunity we are mortgaging the future for short term gain.

I won't stay on the soap box or trudge over to Marble Arch further in this posting, but you get the idea.

The reason behind my posting despite my personal feelings is somewhat complex. Let me start with some background and try to give a short version of my goals here.

As things currently stand our Cub Scout Training Program is in three phases none of which are obligatory:

- 1. Basic Training - 8 hours (District Level)**
- 2. PowWow (Advanced Training) - 8 hours (Council Level)**
- 3. Ongoing Training - 18 hours/yr (District Roundtables)**

Some leaders never attend any training and there is no requirement that they do so. However, we make every effort to try and get them through the

full round of training. Our best leaders will end up with about 60 hours of training in three years and be recognized in the process.

In addition there is almost always OJT (On the Job Training) as one leader passes on knowledge to another - a week link at best and not always the best to convey new information.

Culturally, this Country's folk abhor mandated activity and nearly worship volunteerism. The training strategy is based on that sociology/psychology.

Given this background, the loss of four hours seen in perspective may be rationalized a bit. But I'm still for giving as much training as possible, because of the need. Which brings me to the question of why my posting?

I am greatly concerned that a lot of very able and experienced Scouters in Cub Scout Leader Training positions and a number who might join in training later are going to be absolutely thunderstruck into deep despair and do what leaders have done with past dramatic program changes - quit! All too often I've seen leaders get fed up with this sort of change and personalize it too much. They forget that we are here to serve a greater purpose and let their anger and irritation (emotion) cloud their judgment. They respond by walking out. Instead of being part of the solution, they magnify an already bad problem by abandoning new leaders to less experienced trainers causing the Scouts to suffer in years to come. While I'm just as much concerned as the next chap, I wanted to be a voice for reason and try to arrest the early stirrings of this same sort of exodus.

In our own district, switching objectives has helped the group psyche and prevented the dreaded fallout of lost leadership. I don't know how far my voice will go in this direction, but I hope that it will have some positive effect on people on our list and those whom they discuss Scouting issues at home.

Regarding the videos - They are produced using actors with a carefully controlled script to present idealized situations to motivate. They haven't always worked. However, the most recent round of Cub Scout Training videos before this batch was much improved. Hope the improvements continue.

Any words of encouragement to our Scouters in such a trying time probably

will do much good, eventhough we share their gut feelings.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

Date: Sat, 20 Aug 1994 16:32:19 BST
From: Ian Ford <ianford@DIRCON.CO.UK>
Subject: UK Cub Scouter / Commissioner / Trainer Training
X-To: scouts-l@tcubvm.is.tcu.edu

International readers , especially in USA, might be interested in the Cub Scout Leader training here in UK.

The pattern is an evening initial orientation , followed by an Introductory Course (one morning and one full weekend, non-residential) . Then comes Cub Scout Leadership I (two residential weekends) and Leadership II (full day plus one weekend, non-residential). You have a Personal Training Adviser (coach/counselor) to guide you through training , and to help you with your projects, a series of assignments which intersperse the training courses. Projects range from reading manuals to visits , attending Scouters' Meetings (round tables) to actual program planning and some quite detailed strategic planning. All in all you are talking about seventy five hours or more of on-course training, and at least another twenty five hours in project work. A MINIMUM HUNDRED HOURS is the level on would reasonably expect to produce a trained Cub Scout Leader. However , we don't have a " trained " patch because we take the view that none of us is ever " trained " ... we always have something to learn. The symbol of a trained Leader is the Wood Badge.

In our County it was felt that basic outdoors skills were still not being covered adequately, so there is an <additional> weekend Camping Skills course which Scouters in our County (Council) must complete before they are authorised to lead a camp. When I trained as a Cub Scout Leader in the 70s the Pack Holiday training was two weekends plus attendance at a week-long camp or holiday as an Assistant, after completion of Basic Training !

Having completed that training , if a Leader then moves sections , say from Cub Scouts to Scouts , they have to complete the relevant training

(Leadership One) and earn the appropriate Wood Badge. This is about fifty hours additional training for each Section.

Group Scout Leaders and Commissioners are required to complete Wood Badge

within two years , and their training consists of thirteen modules , part taught over four weekends , and partly based on prior experience. I was able

to count previous Scouting experience and some of my postgraduate management

training towards some of my modules. I should imagine that all in all a hundred hours of training would be a reasonable level of commitment.

Most of the GSLs and Commissioners in my District (Greenwich, South London)

have done two Wood Badges, sectional advanced training and Commissioner

training. For a sectional ADC (in BSA terms that would be roughly the same

as Roundtable Commissioner) that would be regarded as a minimum training requirement.

I'm an Assistant Group Scout Leader (very roughly Unit Commissioner) and

I have done Cub Scout Wood Badge , Commissioner Wood Badge , and Scout Leader Advanced training plus additional courses such as special needs , training techniques , etc. I would say that I was probably fairly typical in terms of training background to the majority of experienced GSLs and Commissioners in South London.

I would seriously worry about the motivation and commitment of any adult who

was not prepared to spend a minimum of three days and two or three evenings

a year to complete obligatory training, and then to have a program of personal development after that. My personal view is that adults who look after other people's kids <need> to be trained. Parents have a right to expect that adults who look after their kids are trained - whether they are paid or volunteers.

Here in UK when you sign up as a Leader you undertake two things :

- to abide by the Law and Promise and Religious Policy, and

- to undertake obligatory training

That's the deal, and when you get your Warrant you sign to that effect. If you don't want to take the training - don't bother applying. (Instructors and Pack Helpers are NOT required to take Wood Badge , although it is encouraged , so we are only talking about actual Leaders and Assistants here.)

I take the view that just because Scouters are volunteers we ought not to be less qualified than our counterparts in other parts of the Youth Service. I am, incidentally, also qualified as a part-time professional Youth Worker having taken training through the local Education Authority, so I can speak for the training which paid staff get. That training was quite interesting, but far inferior to that which I received as a Scouter.

When I was at college I was employed by a local authority to help on a Children's Camp , and was appointed Assistant Camp Director on the basis of having completed Cub Scout Leader Wood Badge and Pack Holiday/ Camping Certificate. The Assistant Director of Leisure Services was amazed at the thoroughness of Scouter training, which was more than many of his permanent staff had taken !

I am at present working through the Scout Association's program for training trainers. I've done the weekend course on Training Techniques , and have just signed up for another weekend on Tutor training (in BSA terms this would be training for Patrol Counselors on WB.) If I complete this satisfactorily I hope to be nominated for further training , which I believe is three or four weekends plus a series of in-service projects. I'm not sure because the syllabus is being re-written and should be out in September. I am expecting to spend something like two hundred and fifty hours being trained before I qualify (hopefully) as an Assistant Leader Trainer in 1995/6 .

The Scout Association trainer training is, incidentally, regarded as being of sufficiently high standard to qualify for Associateship of the Institute of Personnel and Development , the professional body for personnel and training officers in government, industry and commerce. Gaining three beads is the equivalent of obtaining a postgraduate qualification in training and

development , and meets the criteria for entry onto almost any University Postgraduate Diploma in Training Management.

The Scout Association has a certificate which is issued to Leaders who complete Wood Badge which can be used to support applications for employment. In today's economic climate this can be a real advantage.

We do something similar for kids leaving school , where they have a " Record of Achievement " and I encourage my Scouts to put their award certificates and a short resume of their Scouting history in as part of their Record. I have also said that I am prepared to write a testimonial to go in with the Record of Achievement.

I think that The Scout Association has a very positive attitude to Leader Training , and that Scouters are amongst the best-trained of any youth workers in the Youth Service , volunteer or paid. But perhaps I'm prejudiced ...

Ian N Ford
AGSL 25th Greenwich (Our Lady of Grace) Scout Group
London, England

From: ianford@dircon.co.uk (Ian Ford)
To: mfbowman@cap.gwu.edu
Subject: Yes, we ARE about to make TRAINED meaningless
Date: Sun, 21 Aug 94 16:19:52 BST

Michael -

Thanks for the info.

> Cub Scouting and Tigers are our most important program element.
> Approximately 2/3 of our Scouts are found here. These leaders are
always
> new, in dire need of training and eager. By not offering the opportunity
> we are mortgaging the future for short term gain.

>

This is the same problem we have in UK - wastage in the older sections.
In

my Group we have close working relationships between sections , and we
had

all the 8 year-old Beavers join the Pack , and twelve out of thirteen
eligible Cub Scouts went up to the troop this year. But nationally the
Pack/Troop wastage is around 60% !

Our success has been involving Scouts as instructors with the Pack , and
having the Cubs camp as patrols with a few Scouts on their last Cub Camp.
Where possible they are with Scouts from the patrol they will be joining.
(We don't have New Scout patrols - they integrate into existing patrols.)

Here in London Pack 175 also has a fairly good record, with most of the
kids

who stay in country joining Troop 401. This year we only got three
Webelos

as the rest of the den are returning Stateside , but they <all> say that
they want to join a troop in the US when they get settled, which is
promising.

I would like to see BSA putting a much greater emphasis on the use of Den
Chiefs, and giving the Den Chiefs real responsibility , not just as a gopher
for the adult Den Leaders. I also get the impression that many of the Cub
Scouters do not know much about Boy Scouting, certainly not as it is now
as
opposed to what it was when some of them were Boy Scouts.

Are BSA Cub Scouters made aware of the <whole> training scheme through to

Eagle ? On the British training courses there is a handout which explains skills development, e.g. the Beaver Scout learning how to put on a bandaid

, the Cub Scout learning basic first aid right through to the Venture Scout's service with a mountain rescue team or Red Cross branch. I can't recall having seen anything similar from BSA, at least not in Boy Scout training.

>

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>

I'd be interested in knowing more about what PowWow and ongoing training

involves. I'll try to get hold of the guides, but in the meantime can you please email me a summary ? I've been to PowWow here in England to conduct

Den Chief training , and what I've seen has mainly been crafts , songs and skits etc. with very little on leadership skills. But I know I missed a lot of stuff whilst I was teaching my class.

Also, what do your Roundtables do ? Again we are not typical in Channel District , in that a full district meeting may involve a thousand mile round trip to Belgium. (Our district covers five European countries !) We tend to have area Roundtables , but even these involve perhaps two or three hundred miles of travelling, and are infrequent and mainly business / info. oriented, at least on the Boy Scout side. We get a pretty good service from our ADC, but it tends to be by phone and fax or by visits to the troop. Our London Area ADC has a patch that covers over two thousand square miles but

just four packs and four troops. I guess that is typical in rural USA too.

>

> Some leaders never attend any training and there is no requirement that
> they do so. However, we make every effort to try and get them through
th

> full round of training. Our best leaders will end up with about 60 hours

- > of training in three years and be recognized in the process.
- > Culturally, this Country's folk abhor mandated activity and nearly
- > worship volunteerism. The training strategy is based on that sociology/
- > psychology.
- >

That is an interesting comment. I guess I take the view that as a Scout Leader you are an educator. Would you have an untrained teacher teach your kid ? Or an untrained sports coach ? Or a swimming teacher who was not water safety trained ? So why accept an untrained Scouter who may well fill <all> these roles and more ?

I know BSA requires its Leaders to have some additional certification in some cases, e.g. Safe Swim Defense before taking kids swimming , but apart from that the additional requirements are minimal. I would have thought that given the litigious tendency of Americans that BSA would regard mandatory training as important from the risk-management angle if not from any other.

I really wonder if a four hour trained leader would be regarded as a properly " competent and trained " supervising adult in the event of litigation over, say, an accident with a gas stove in camp in which a kid got injured ?

I chose this example because we had a kid hospitalized on Summer Camp this year when a Coleman stove flared up unexpectedly and set fire to his shirt. Fortunately he was not seriously injured, although he did have about 1 % second degree burns, which was bad enough. Fortunately the Scout Leader did all the right things and cooled the burn straight away. Fortunately it also happened that the Program Director was passing the troop site and was able to radio for the camp paramedic. I must admit that I broke the site speed limit getting the medic to the unit campsite in my van. We had a good response from the local ambulance service, and the lad was in the emergency

room in about half an hour, and back on his site in time for dinner looking apparently not too much the worse for wear. But it could have been a <lot> worse. As it was we had a visit from the Yorkshire Police. Within two hours

of the incident an Accident Investigator arrived, photographed the site, inspected the stove and took statements. Fortunately he was satisfied that it was a genuine accident and that the troop had taken reasonable safety precautions. In fact he was quite impressed with the unit's arrangements. Although the officer was very friendly it was still somewhat disconcerting for all concerned, including myself as the Camp Commissioner responsible for

the unit. [I am not sure how much of the above is common knowledge so your discretion would be appreciated.]

But at least the troop had a Unit Fireguard Plan, adhered to the Liquid Fuels Policy and had proper first aid arrangements. I wonder if we could be

confident that <every> Leader in charge of a Den or troop campout has been

properly trained in these ? I couldn't help wondering what if ...

I guess that is the argument for <requiring> training, even if it does go against the grain a bit. I see it as a protection for the organization and the individual Leader.

Unfortunately most of us who have been around a bit know of cases where kids

have been injured, or even killed , during a Scouting activity. Having seen one kid nearly die on a district Cub Camp because his leader (who knew the

kid's medical history) did not know how to deal with a major asthma attack I

feel <very> strongly on this point. Being a volunteer and an all round nice guy is not enough when you are in the witness box at the Coroner's Court because you took one kid less home than you started out with.

Sorry, but if anybody says he has no time for training my answer is that I don't want him as a Leader. He's very welcome as a Pack Helper, on the Group Executive Committee or whatever , but not in any position with a real responsibility of looking after kids. OK, it's tough, but I know I am probably the one who will get to clear up the mess. I don't want to be the one to tell a parent that her kid is dead or disabled because a Leader

screwed up because he didn't know what he was doing.

- > Given this background, the loss of four hours seen in perspective may be
- > rationalized a bit. But I'm still for giving as much training as possible, because of the need. Which brings me to the question of why my posting?
- >
- > I am greatly concerned that a lot of very able and experienced Scouters in
- > Cub Scout Leader Training positions and a number who might join in
- > training later are going to be absolutely thunderstruck into deep despair
- > and do what leaders have done with past dramatic program changes - quit!

Aren't trainers involved in these decisions ? I only know the UK situation where each County (council) has an Assistant County Commissioner (Leader Training) who liaises with the Director of Leader Training and his team at Gilwell Park. Here at least there is consultation on proposed changes and often a field test in one or two districts or counties before a new program is implemented. Are Council training Chairmen , which I guess is the BSA equivalent , not involved in policy formulation ? Or does the word just come down from on high that thou shalt ... ?

> In our own district, switching objectives has helped the group psyche and prevented the dreaded fallout of lost leadership. I don't know how far my voice will go in this direction, but I hope that it will have some positive effect on people on our list and those whom they discuss Scouting issues at home.

- >
- > Any words of encouragement to our Scouters in such a trying time probably
- > will do much good, eventhough we share their gut feelings.
- >

I agree. I think that those of us who have been around a bit need to be sensitive in selecting those with whom we share our accumulated wisdom

-
hence this private email - and those with whom we need to advocate the " party line " whilst biting our tongues furiously.

Perhaps the answer is to try to encourage informal training opportunities at unit and district level, and to try to get the information over in that way,

whilst hoping that those who have the ear of National will make sense prevail.

Regards,

IAN F.

Date: Sun, 21 Aug 1994 22:34:36 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Yes, we ARE about to make TRAINED meaningless
To: Ian Ford <ianford@dircon.co.uk>

Ian,

Retention is not very good on this side of the pond. About 70% make it through all four years of Cubs and about 80% of them join a Troop. Then the problems start - the average tenure for a boy is about 14 months in a Troop. I'm afraid that's why there are only about 800,000 Boy Scouts and some 2.7 million Cubs in the U.S. with a few more in Tigers and Exploring to bring the total to just over 4.1 million.

The size of this organization has changed its method of operations over the year to more closely resemble a multi-national corporation with direction coming from the top. Many, many moons ago there was consultation and consideration of front line opinion. This last change hit us cold and with all the force of a roller-coaster just tipping over an unexpected precipice.

This failure to anticipate front-line reaction is not a good sign, any more than when the French relied on "elan" to beat machine guns in the First World War. And in a society so well populated with lawyers and people willing to use them, it seems a bit dangerous to cut back on training, especially in areas where safety is an issue. Of the four hours, some 40 minutes will be on Youth Protection. These folks will be asked to sign on for additional Youth Protection training as a condition of getting an awards or recognitions in the future. That may address one area, but leaves a lot of room for trouble with knives, stoves, etc. And while our Cub program limits camping to the older ranks, there's plenty of room for problems.

As a former trial attorney/barrister (soon to be again), I can well imagine a Cub leader on the witness stand faced by a dour attorney. "Now let me see, according to your statement to the police, you are a trained Scout leader. And just how much training have you had?"

"Four hours!"

"FOUR HOURS! Did I hear you correctly? Would you repeat your answer for the benefit of the jury?"

"Gulp, . . . ffffffffour hours."

"And in this exceedingly lengthy training period, just what did you learn?"

"Well most of it was on protecting kids from child molesters and an overview of the Scout organization, you know - uniforms, meetings, dues and the like."

"In your training, did you receive instruction on how to conduct a safe field trip, I mean rules for safety walking along the road, preventing lost children, what to do when separated?"

"Well not exactly."

"Well that's my point exactly, your Scouts didn't have any idea how to act on a field trip and its not a real surprise that one of them got separated and in panic ran across six lanes of traffic only to become a hood ornament trying to find you, is it?"

"Objection."

"Sustained. The jury will disregard the last remark. Counselor please rephrase your question."

. . .

And so it would go.

Now, if learned counsel for the defense had his wit about him he might rehabilitate the witness by going into the ongoing training at Roundtables and pull it off.

Our District has about 6000 Scouts and holds six Roundtables a month (Two for Cubs, Two for Boy Scouts, One for Venture, One for Exploring). We reach about 300-350 leaders a month, which is good considering we have about 95 Packs, 85 Troops and Six Posts.

At the Cub and Boy Scout level the Roundtables are structured to last about an hour and half (usually two hours).

*** Pre-meeting displays, handouts, coffee, etc.**

- * 15 minutes of administrative announcements
- * Program ideas for the month ahead (ideas for October in September)
- * Sample Ceremonies
- * Training exercises - how-to's
- * Sometimes a talk on a Scout topic - mountain hiking - planning, precautions, preparations
- * Training on Scout Skills; e.g. training leaders how to teach safety to Cubs as they begin to carve pinewood derby cars.
- * Discussions
- * Awards and recognitions for leaders
- * Songs, stunts, skits, etc. (Cub RT only)
- * Commissioner's comments
- * Dist. Exec. comments
- * More one-on-one as people pack up and leave

In addition the Roundtable Staffs usually present a separate course at least once a year on Firemanship (stoves, fuels, lanterns, etc.).

Our PowWow is a Council event that draws about 1500 Cub Scout Leaders. It

is almost always a major project to find a site large enough with the right facilities. About 60 courses are offered ranging from the traditional crafts (not well populated) to motivation, to leadership, to management, to religious awards, to hiking trails, to camping and much more. At the same time a Den Chief training school is held at the same site. Districts usually have a second Den Chief training school as well.

PowWow attendees can pick up to six courses of one hour each, less if a longer course like Den Leader Coach. Takes a computer to organize this miniture university effort. Anyway a leader might typically spend time on how to run a successful program, learn some skills, try role-playing on problem solving, learn how to use a den chief, figure out a budget for a Pack, learn about program opportunities like hiking trails, or a similar mix.

Teaching is two to four deep in each course to assure that opinion and personality are not major factors. Instructors are carefully screened and evaluated. Almost all are either Wood Badge or very experienced with successful unit programs with training at Philmont or other sites.

Its a trainer's heaven.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA

Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

Date: Sun, 21 Aug 1994 21:40:52 -0700
From: Bob Eskridge <bob@DOUG.NMSU.EDU>
Subject: Re: Are we about to make TRAINED meaningless?

Chris,

I had not heard about this change. I fully concur with your concerns. I too have had similar experiences not only in the military (ex-nuclear missile launch officer) but also within industry. I have always had the opinion that the more and better training we have for the adults the more kids we would have join the Scouts. As a district training chairman at one time I was able to put this to the test. My team went out of our way to survey the current leadership, both Cub Scouts and Boy Scouts, to find out what difficulties they had in coming up to speed when they took their current positions. We were amazed at how many little things that were mentioned. For instance, one scouter lamented that he wished he had a "comprehensive" package for new scouts. We worked with him with input from others and developed a generic package for Cubs and one for Scouts with suggestions on how to personalize it. Another problem was confusion on all the requirements for a Scout outing. We developed a training syllabus covering from tour permits to final trip reports (my suggestion). There were many requests that were readily available but what they needed was hands-on experience. For instance, how many of you have actually built a fire using the Official Boy Scout flint and steel kit, the bow-saw method, steel wool and a battery, etc. I still get letters and e-mail from people we have helped in understanding many of the concepts of Boy Scouting.

Well I didn't mean to get so long winded. I hope that all of you who agree with Chris call their local council staff and express their concern about these changes. We need more training not less training. Maybe some of those training knots we all wear will take on new or renewed meaning.

Yours in Scouting,

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Date: Mon, 22 Aug 1994 00:25:09 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
Bob,

You asked - I'm one of those who learned and has taught fire-by-friction (bow method), flint & steel, fire by battery and fire by magnifying lens. And when I became an ASM in 1971 I took Cornerstone Training and believe me it was a lot longer than Scoutmaster Fundamentals.

I don't think that anyone disagrees with the concept that more training is better and that it will tend to foster leadership than can help Scouts to have a better program. And I'm glad to see that you and Chris are willing to give action to our concerns by giving Councils feedback to pass on Texas.

While that feedback loop is working, I think we're faced with changes and challenges similar to those that confronted Boy Scout Trainers when Cornerstone Training was phased out in favor of a shorter version.

The difference then was that dedicated Scouters stuck it out and filled in gaps, adapted, and used other resources to achieve the same end. The Troops I see today aren't a whole lot different from the Troops of the early 70's when Boy Scout Leader training was longer.

This change will certainly make things a bit more difficult and I also would rather see more training. But in the meantime I see the issue as one of how we can still get training to new inexperienced leaders. I've suggested a possible partial solution and would like to hear your views and the views of others on the list on practical ways of dealing with this situation, while we try to get National to reconsider.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

Date: Mon, 22 Aug 1994 00:59:43 -0500 (CDT)
From: lollman karen j <lollma@acc.wuacc.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: "Michael F. Bowman" <mfbowman@CAP.GWU.EDU>

I'm on the Pow Wow committee for our local council. Although no one here is talking about it yet, I feel certain the "shortened version" is on the way. Our professional staff will all be "out of town" next week, and I expect they will come back with the "news".

Anyway, one of the things we're going to try is a panel discussion. Experienced and trained leaders "on-call" all day to answer questions from new and inexperienced leaders. It is my hope that it can serve as a "drop-in" area. Ideally, people who have trained, but still feel insecure, can come listen, ask questions, get answers, and walk out feeling better prepared.

My own experience was as follows: I volunteered (yes it does occasionally happen) to be a bear den leader. I spent the summer reading everything I could get my hands on in the way of Scout Resource Material. I spent a ton of money at the scout office, as our pack didn't have a "library". In the end, I still felt unprepared, so I went to Fast-Start (gee, what a waste of time, I told myself, I knew all of that stuff); then I went on to basic (gee, at least I know what to teach the boys regarding commands for flag ceremonies; and I hadn't really thought too much about the reasons behind 2-deep leadership; but otherwise, I was better trained through my reading than some of the "trainers".) Next thing I knew, I was recruited for "Train the Trainer". So I attended Pow Wow, (now I've finally found a great resource). I tried a couple of roundtables (too much time spent away from home and not many benefits that I didn't have in my huge library at home).

All in all, my "official" training certified my self-taught training. It also increased my self-confidence when I realized I already knew 99% of what training had to offer! Unfortunately, training can't provide creativity, and that is what most effective leaders have an abundance of. Not craftsmanship, mind you, but the ability to look at a monthly theme, look at what requirements of badges can be worked in around the theme, other than the ones provided in program helps, and then adapt games, walk-ons, stunts, scout-skills, etc., to tie up the package! Our pack has a tradition of two 1.5 hour meetings a month and a 1-hour pack

meeting.

The boys keep busy, get projects started and sometimes finished, and are able to relate a lot of fun stuff to the theme. I couldn't do 4 hours a month! 3 hours is a lot easier for me, and we are able to spend adequate time on everything without rushing through, touching base, and moving on. Our pack has had 100% advancement for 3 years now :)! This year we were also a quality unit and a premier unit! In addition, we doubled our pack size with the addition of 20 Tigers out of 30 possible boys. At last count 17 of the 20 are staying with the program, and 5 more are joining!

Interestingly enough, many of our den leaders resisted training beyond Fast Start, and we said "fine". The second year, they looked to Basic, then Pow Wow, and finally admitted they would have been better off if they had had Basic to begin with.

With new leaders coming in, all of the trained leaders are sharing their feelings of success after completing basic. Hopefully, we won't have as many frustrated leaders coming up!

Date: Mon, 22 Aug 1994 23:22:03 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: lollman karen j <lolma@acc.wuacc.edu>

Karen,

I too volunteered, err was shoved into being a bear den leader. I had had experience and read ahead. With a resolve to do it right I went to training with gritted teeth and felt much better knowing that I had gleaned a lot from the books. More important the enthusiasm and creativity was electric and I got the bug, again.

Anyway, I appreciate the suggestion from your PowWow for a drop-in area.

I pass it on. We've already sent a mailing to every registered Cub Scouter and have lined up somewhere between 40 and 50 of the courses we'll offer. PowWow is really one of our best Training events each year attracting about 1500 Cub Scouters. We've got a midway and a large snack lounge area that would be great for an open forum. Like the idea.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

Date: Mon, 22 Aug 1994 09:51:56 -0400
From: Susan Ganther <susan@gibbs.oit.unc.edu>
Subject: Re: UK Cub Scouter / Commissioner / Trainer Training

On Sat, 20 Aug 1994, Ian Ford wrote:

- > International readers , especially in USA, might be interested in the Cub
- > Scout Leader training here in UK.
- >
- > A MINIMUM HUNDRED HOURS is the level on would reasonably expect to produce a
- > trained Cub Scout Leader. However , we don't have a " trained " patch
- > because we take the view that none of us is ever " trained " ... we always
- > have something to learn. The symbol of a trained Leader is the Wood Badge.

Ian, this is a long post and most of my comments are in response to remarks made by others, so I will apologize in advance for both the length and the intensity of my reply.

One of the things European Scouters need to remember about American Scouters is that we do not have as much vacation time available to us. Some of us need to be at our current place of employment for a full year before we get any time off at all, and after that it is often only one week per year for the next five years then it becomes two weeks per year. Given the current business climate in the USA there are a large percentage of us who do not stay with a single employer for five years.

Unless Scouting is our only interest outside of our employment, there is little chance that we will be willing to devote much more than the one weekend per month for Scout outings and 2 weeknights per week for other meetings. As I have said before, with the folks I have been working with, every additional weekend you require them to spend in training is one less weekend they will have available for spending with the Scouts. It would be squandering a valuable resource (adult time for the kids) to have people attending training that is not strictly needed.

The trained patch which BSA Scouters wear indicates only the introductory level of training for us. It is the required minimum for running a "quality unit". It is by no means all that we are offered or encouraged to take. I have seen units with advanced training and plenty of it wearing quality unit patches and in my book they were anything but quality units,

that is because the leaders chosen to run the program were jerks to put it mildly. And as someone once said on the net, what you get when you train a jerk is a trained jerk. There are some people out there that are never going to be able to run a worthwhile program, regardless of how many hours of training they get. There are likewise many people who are capable of giving children a good experience in Scouting with a minimal introduction to policy and where to find more information at their leisure. The real opportunity to make the difference in what kind of program it will be comes when you are choosing whom to ask to lead the group.

I had 10 years as a Scouter before being asked to take the Cubmaster position, and after 10 years in the field, there are few things I need to go to camping school to learn. I don't pretend that there is nothing new under the sun for me to learn that I can share with my Cubs, but there are other ways to come by that learning than by required training courses. Camporees come to mind, we have the opportunity to visit other units and see what they are doing, we also have the ideal opportunity to supplement training for adults at summer camp while the Boy Scouts are in their merit badge classes. We have already made the time commitment to be there, we are essentially a captive audience, offer a more comprehensive training program for the adults then, and even if you are covering material they already know, at least you are not taking their time away from something else that they could be doing with the Scouts.

There are a lot of ways to get the job done. There seem to be a lot of people on the net who think the sky is falling because we are going to try a new approach. Most of those people seem to be looking at it from the perspective of trainers who will have to implement the changes. Looking at it from my perspective it looks like National has responded to people like myself who are in a position to have to try to find people to help run units and convince them that they do have the time. Lets face it, running a Cub program is an enormous time commitment for anyone to take on. There are plenty of people who would like to be able to do it and simply cannot for lack of time. I have several people right at this moment who want to lead dens but are sitting on the fence because of the time issue. A full weekend of training before being allowed to lead would get them off the fence for sure, but it would not get them into the program, and where does that leave the Cubs?

Is no program at all better than one led by people who are having to learn as they go? Not to the Cubs it isn't, just ask them. It matters

little to them that their leaders are wearing patches or knots, and they really don't give a hoot if it took someone 8 hours to earn their patch and someone else came along and got the same patch for only 4 hours. Give a kid a uniform and a wolf book and an adult who is willing to spend a few hours a week with them and you have a Cub Scout. Whether you have great leaders or a great program or not, you still have a Cub Scout. To the Cub, just getting that chance is a worth something.

All of us would prefer to have trained leaders. The more training, the better. But I for one would rather have had a troop that continued to meet and allowed my youth Scouting experience to run it's course until I aged out, than to have had a troop that folded for lack of adult leaders. Even poorly trained adult leaders running a boring program and teaching few skills would have at least kept the connection to the council programs open to me. Summer camp would have done a lot to make up for what was lacking in my unit. Instead I had to stop being a Scout in 8th grade and not take it up again until my own child entered a Pack. Whether the council trainers felt good about having top notch units with mine closed down makes little difference to me.

The whole idea that it is better to close down units than to have poorly trained ones is inexplicable to me.

Date: Mon, 22 Aug 1994 09:12:46 CST
From: Jim Sleezer <JHS8%OSUVM1.BITNET@pucc.Princeton.EDU>
Subject: Adult Leader Training

It seems to me that a shortened initial training opportunity for adults is important. If we hit people with the fact that they need to participate in a two or three day training program, they may choose to avoid ANY participation. I would much rather have people attend a four-hour initial training session where they got some good basic material than have NO training.

However, I do not think a four-hour session should qualify a person to list themselves as TRAINED. In four hours, I believe it would be difficult to give leaders both an introduction to the program and position specific training. Personally, I would like to see a basic training program that took place over several sessions, each building on the previous session. I would NOT award a TRAINED patch until the appropriate sessions had been completed for the position. For some, such as committee member, this might be a four-hour basic and a four-hour committee specific session. For a unit leader it might be a four-hour basic, a four-hour intermediate, and a four-hour unit leader specific session for a total of twelve hours.

The revised (shortened) training programs might be wonderful. Perhaps we need a new patch

**PARTIALLY
TRAINED**

It could go along with those UNTRAINED and UNTRAINABLE patches some leaders are so proud to wear as an example for their scouts.

I also have a bit of trouble giving attendance awards for training. We assume that attendance constitutes training without measuring learning. And you all know what happens when we ASS/U/ME.

jim Sleezer
Roundtable Commissioner, Pawnee Bill District, Will Rogers Council
Assistant Scoutmaster, Troop 18

Stillwater, Oklahoma
JHS8 at OSUVM1.BITNET

JHS8 at VM1.UCC.OKSTATE.EDU (Internet)

Date: Mon, 22 Aug 1994 08:33:53 -0700
From: Bob Eskridge <bob@DOUG.NMSU.EDU>
Subject: Revised Training Procedures

With the current reductions in training hours, many have requested ideas on how to best compensate for the reduction and still have "qualified" leaders. Has anyone considered a correspondence course for the policies and fundamentals of Scouting. Then the four hours allotted for training could be used for more reinforcement and hands-on training as well as advanced training. If the course was a prerequisite for the four-hour training then the training staff would have a better idea of what level all the participants are at. Comments?

Bob

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Date: Mon, 22 Aug 1994 12:19:41 NDT
From: Jim Butler <ajb@ZEPPO.GEOSURV.GOV.NF.CA>
Subject: Re: Adult Leader Training

With regard to adult leader training, in our region we have had problems getting leaders to attend the regular weekend training sessions. This year we are trying something a little different. During the fall, from September to late November, we are running a series of three hour workshops. There will be about one every two weeks.

These workshops will cover the basics required to inform leaders about the section in which they will be working, including ceremonies, meeting organization, program elements, games, campfires, badges and awards, winter camping, youth protection, discipline, etc.

We are hoping that it will spark interest for leaders to take more detailed training when it is offered in the spring. At best we will have more leaders who understand the program.

Jim Butler - ARC Training, Northeast Avalon Region (Scouts Canada)
e-mail: ajb@zeppo.geosurv.gov.nf.ca

Date: Mon, 22 Aug 1994 09:57:20 CST6CDT
From: Christopher Strauss <Chris_Strauss@UNT.EDU>
Subject: More on new Cub Training syllabus

We still do not have a copy of the new syllabus in hand to review, but we did get a look at it Saturday when most of our district training team attended Longhorn Council Train-the-Trainer. We went "in strength" because some of our team were doing the training, and several like myself had last attended TTT six years ago and needed a refresher. That was helpful, as we got a chance to discuss strategy with some who had already seen the syllabus, or had previewed the videos at Philmont.

On the balance, we may have traded training time for improved training materials. The "one day" schedule is actually five hours (7:30-12:30 or 11:30- 4:30 recommended), with the most noticeable deletion at first glance being the mock Pack meeting. I guess we will have to stress that more in roundtable now. The actual syllabus appeared to have some improvements in content, but I will reserve judgement until I can do a page-by-page comparison... whenever I can get my hands on a copy. It did, for example, have a special section on "personal coaching" that is new. The posters, which we did see, are improved. One of our members saw previews of the videos at Philmont, and said the same about them. Again, we will not know for sure until we get copies in hand, but that should happen soon.

My district training chairman has already endorsed the idea I saw echoed on the list this morning, that of offering an optional "roundtable" session immediately after the morning training to cover areas we feel got short shrift in the new syllabus. Again, we will determine content after a more thorough review of the syllabus. The topic was discussed with all the Cub trainers present, and the general feeling was that the TRAINED patch would mean a little less now than before, and we would have to redouble our efforts to get leaders to the supplemental training.

The biggest concern of many trainers was the loss of leverage on getting Webelos leaders to outdoor training. Most were uneasy with that because the first few camping experiences that boys and leaders have often determine whether or not they continue into Boy Scouts. It just increases the odds against the boys that their early experiences will be good ones. Again, we will just have to devise new

Date: Mon, 22 Aug 1994 09:53:20 PDT
From: Rick Clements <rickcl@POGO.WV.TEK.COM>
Subject: Re: Are we about to make TRAINED meaningless?

Having just spent 4 years with a Pack, I can tell you why our pack had all our Cubmasters, Committee chairmen, Den Leaders and most of our asstants trained. It's because the people who had been to training said it was worth while. If people don't feel that they are learning anything, the attendence will go down not up.

I do like the idea of the four hour training followed by a four hour workshop that was already suggested. That would allow the the course to be four hours and still have time to go into more detail for those who want it.

I think this is similar to the question people ask when they first start. "How much time will this take?" My answer is 1 hr/week for Cubmaster and 3 hr/week Den Leader MINIMUM. But, many people find they WANT to spend more time. They don't have more time than the rest of us; they just feel it's worth the time.

Many people think 8 hrs is a long time for training, but at the end of the year how many things did they wish had been covered in the training? If they are left with too many things that they wish had been covered, they will stop seeing training as worth the time. If we see a drop off in people being trained next year and the year after, it will be because the unit leaders are saying that the training isn't worth their time. It's the unit leaders that affect how many new leaders get trained.

Rick.Clements@tek.com
OR USA

Committee member/Troop 721/Reedville,

Date: Mon, 22 Aug 1994 17:15:16 -0400
From: Susan Ganther <susan@GIBBS.OIT.UNC.EDU>
Subject: Re: "painless" training ideas

On Mon, 22 Aug 1994, Don Izard wrote:

- >
- > **One idea that I have seen work very well in Greater Niagara Frontier**
- > **council, is to include ADULT training sessions in the camporee program!**

:-) :-) :-) :-) :-) :-) :-) :-) :-) :-) :-) :-) :-) :-) :)

Inviting Cub parents attending camporees to attend a training session might do wonders for adult recruiting too. Once they know what kind of support to expect and what the aims and methods are they might realize that they are ready and able to implement what they have learned.

This thread has taken a decidedly more constructive turn and I am glad to see it.

YIS, Susan

Date: Mon, 22 Aug 1994 11:07:17 +0200
From: gregor herrmann <Gregor.Herrmann@uibk.ac.at>
Organization: University of Innsbruck, Austria
Subject: Re: Are we about to make TRAINED meaningless?

> Unfortunately, this is not the case universally. My contacts from Wood
> Badge in other Councils tell me that in their Districts they have had
> great problems in getting training teams together, have had problems
with
> distance, and have had trouble getting people to sit through 8 hours. For
> some of them the changes will mean training, where little or no training
> took place before.

i know the problem of getting leaders to training from my own
experience here in austria. but this can IMO never be a reason to
shorten training. i would even prefer if a pack/troop/whatever had to
close down instead of having some ill-trained guys. that is not
responsible if you think of the kids.

gregor

gregor herrmann *
* e-mail gregor.herrmann@uibk.ac.at
boy scouts and girl guides *
of austria * university of innsbruck
* austria europe

Date: Tue, 23 Aug 1994 00:38:18 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: gregor herrmann <Gregor.Herrmann@uibk.ac.at>

Gregor,

Our training methods probably aren't all that different from yours, its just that we have a lot of separate training opportunities:

- * **Fast-Start Video (1 hour for brand new leaders)**
- * **Basic Training (Brief Overview and Introduction - 8 hours soon to be 4)**
- * **Roundtables (1 1/2 hours a month on program)**
- * **Youth Protection Training (3 hours)**
- * **Safety - Stovemanship, Lanterns and Fuels**
- * **Other special one subject courses**
- * **Join Scouting Orientation (membership raising)**
- * **POWWOW (Like a mini-university with several specialized courses in one day)**
- * **Wood Badge**

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

Date: Tue, 23 Aug 1994 05:31:35 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: gregor herrmann <Gregor.Herrmann@uibk.ac.at>

Gregor,

BSA tends to publish great amounts of literature for every training course or offering. There is a training syllabus of over 200 pages for the Cub Scout Leader Basic Training, over 100 pages for Scoutmaster Fundamentals, about 50 pages for Cub Scout Trainer Wood Badge (restricted to Wood Badge course attendees) and more for Roundtables.

Describing the old Cub Scout Leader Training Course is not too hard, but we are still waiting on the official literature for the new 4-5 hour version.

The old version covered:

- * **BSA Organization**
- * **BSA Aims and Goals**
- * **BSA Rules and Policies**
- * **Youth Protection**
- * **Ethics**
- * **Activities**
- * **Resources**
- * **Finances**
- * **Unit Administration**
- * **Uniforms**
- * **Advancement**
- * **Awards**
- * **Ceremonies**
- * **Meetings**
- * **Leadership**
- * **Outings**
- * **Duty to God & Country**
- * **Family Involvement**
- * **Understanding Boys and Stages of Development**
- * **Health & Safety**
- * **Planning**
- * **Practical Stuff for Meetings**

Methods Used Include:

- * **Videos**

- * **Talks**
- * **Discussions**
- * **Role Playing**
- * **Demonstrations**
- * **Charts & Posters**
- * **Staged sample meetings**
- * **Staged ceremonies**
- * **Audience participation exercises**
- * **Group moral building exercises - cheers, songs, etc.**
- * **Question and Answer Sessions**
- * **Displays**
- * **Handouts with specific information for the local area on field trips for Cubs, local organization, calendar of events, awards, meeting ideas, etc.**

This is still a bit brief. It would take hours to go into much detail.

Those of us who have participated in Wood Badge have learned training methodologies and leadership. The course is one week in length with a 6 to 24 month period for practical applications (the Wood Badge Ticket of 16 projects to improve training and leadership). I'm bound by the rules of the course however, not to discuss specifics. It would tend to diminish the impact of the course for future participants.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

From: "gregor herrmann" <Gregor.Herrmann@uibk.ac.at>
Organization: University of Innsbruck, Austria
To: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Date: Tue, 23 Aug 1994 11:51:08 +0200
Subject: Re: Are we about to make TRAINED meaningless?

> Describing the old Cub Scout Leader Training Course is not too hard, but
> we are still waiting on the official literature for the new 4-5 hour version.
>
> The old version covered:

[...]

> Methods Used Include:

[...]

that's what i was looking for. BTW it sounds similar to our trainings.

> Those of us who have participated in Wood Badge have learned training
> methodologies and leadership. The course is one week in length with a 6
> to 24 month period for practical applications (the Wood Badge Ticket of
16
> projects to improve training and leadership). I'm bound by the rules of
> the course however, not to discuss specifics. It would tend to diminish
> the impact of the course for future participants.

interesting rules! in austria we try to tell to participants in
advance what will be going on at woodbadge trainings (as far as this
is possible -:))

i guess it should be possible that you tell me more 'cause no one
else (esp. no BSA woodbadge participants) will read my private e-
mails and i myself have already completed my woodbadge training.

> Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver

YIS gregor

gregor herrmann *
* e-mail gregor.herrmann@uibk.ac.at
boy scouts and girl guides *
of austria * university of innsbruck
* austria europe

Date: Tue, 23 Aug 1994 05:59:18 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: gregor herrmann <Gregor.Herrmann@uibk.ac.at>
Gregor,

In the U.S. we have two types of Wood Badge courses:

- * Cub Scout Trainer Wood Badge
- * Boy Scout Leader Wood Badge

Cub Scout Trainer Wood Badge is intended to teach trainers how to train and present information, while the Boy Scout Wood Badge teaches leadership and Scouting skills.

Why so secretative? Both courses have a subject matter emphasis, but that's only about half of what the courses are about. They both use a Pack/Troop approach with participants divided into Dens/Patrols and function as Gilwell units. This is where the other half of the course comes in and that's building motivation, spirit, confidence, and a special esprit d'corps. Everything in the courses is structured to build the motivation and enthusiasm of the participants. Experience has taught that the courses work much better if participants do not have advance knowledge of how the motivation part is integrated into the program. When it was public information, people came to the courses with preset attitudes that prevented the courses from being effective.

I guess the best way to describe how these courses operate is to say that they work like human relations laboratories, capitalizing on interpersonal relationships similar to corporate and some religious retreats.

Please respect the fact that each of us in completing the practicum (one week resident portion) part of the program has pledged on his/her Scout's honor to respect the need to refrain from disclosing the contents of the course. It's a matter of personal honor not to go into the details. It may sound elitist or pompous, but it's not intended that way.

By the way what patrol/den were you in at Wood Badge?

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA

Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

From: "gregor herrmann" <Gregor.Herrmann@uibk.ac.at>
To: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Date: Tue, 23 Aug 1994 12:30:18 +0200
Subject: Re: Are we about to make TRAINED meaningless?

> Why so secretative? [...] When it was public
> information, people came to the courses with preset attitudes that
> prevented the courses from being effective.

okay i can understand that reason.

> I guess the best way to describe how these courses operate is to say that
> they work like human relations laboratories, capitalizing on interpersonal
> relationships similar to corporate and some religious retreats.

yes that's what i meant with "informing" - not to tell people about
each and every aprt of the program but to generally say what it's
about.

> Please respect the fact that each of us in completing the practicum (one
> week resident portion) part of the program has pledged on his/her
Scout's
> honor to respect the need to refrain from disclosing the contents of the
> course. Its a matter of personal honor not to go into the details. It
> may sound elitist or pompous, but its not intended that way.

of course i respect this pledge. i am only wondering how any exchange
of ideas and experiences concerning woodbadge training is possible
between bsa and the rest of the world if nobody is allowed to talk
about it.

> By the way what patrol/den were you in at Wood Badge?

i used to be a raven ...

> Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver

YIS gregor

gregor herrmann *
* e-mail gregor.herrmann@uibk.ac.at
boy scouts and girl guides *

of austria

university of innsbruck
austria europe

Date: Tue, 23 Aug 1994 22:10:00 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: gregor herrmann <Gregor.Herrmann@uibk.ac.at>

Gregor,

The policies of BSA do make it difficult to exchange ideas regarding Wood Badge, that I'll have to admit. There may be some relaxing of the policies though. BSA just ran a feature article on Cub Scout Trainer Wood Badge in Scouting Magazine without going into too much detail about the inner-workings of the course - a real change from the usual closed lip routine. If you'd be interested in a copy, please post your snail mail address and I'll send a copy to you.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

From: "gregor herrmann" <Gregor.Herrmann@uibk.ac.at>
Organization: University of Innsbruck, Austria
To: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Date: Wed, 24 Aug 1994 11:37:11 +0200
Subject: Re: Are we about to make TRAINED meaningless?

> The policies of BSA do make it difficult to exchange ideas regarding Wood
> Badge, that I'll have to admit. There may be some relaxing of the
> policies though. BSA just ran a feature article on Cub Scout Trainer Wood
> Badge in Scouting Magazine without going into too much detail about the
> inner-workings of the course - a real change from the usual closed lip
> routine. If you'd be interested in a copy, please post your snail mail
> address and I'll send a copy to you.

yes i'd be very glad to get a copy of this article. my snail mail
address is:

gregor herrmann
andreas-ragglweg 12
a-6410 telfs
austria europe

you could also send me a fax is this is more convenient for you. the
number is:

+43 5262 63876 24

(i guess the code from the usa to austria 011[43] or something like that).

thanks a lot!

YIS gregor

Date: Wed, 24 Aug 1994 23:45:43 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Are we about to make TRAINED meaningless?
To: gregor herrmann <Gregor.Herrmann@uibk.ac.at>

Gregor,

I copy the article tommorrow and post it by snail mail over the weekend.
I'm told that Air Mail is about a week or so.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

Date: Fri, 26 Aug 1994 00:30:02 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Outdoor Webelos Leader Training
To: "Beaumont, Arthur" <AJBEAU%WVNVM.BITNET@pucc.Princeton.EDU>

John,

With a slap of the tail, I send you greetings from another Beaver (NE-CS-41). And remember that the Beaver is the only animal that ever did anything constructive - grin. By the way Crown Books just started carrying a photo book called BEAVER by Hope Ryden retailing at \$2.95. Great inexpensive gift for a beading of a fellow beaver. I hope your experience was a good one and that your den's bonds stay strong. Our Den still gets together. We've been to each of our members' beading ceremonies. Now that we're all duly beaded, we couldn't resist and are having a family campout at Beaver Hill Campground, New Jersey this week-end, where no doubt many beaver items will be exchanged. Still have the Wood Badge disease . . .

Good luck on your ticket. I see that the list has given you some leads. One thing that we do is to use the coach/counselor concept and organize the participants into dens and the dens into two packs. We have about 120 at a WLOT (Webelos Leader Outdoor Training) session. Similar to Wood Badge the coach stays with the den and gives advice and helps the bonding process.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

Date: Wed, 31 Aug 1994 02:39:22 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Scooping the Professionals and Zaire
To: Kathie Cervený <kathie@DELTA.EECS.NWU.EDU>

Kathie,

Good to see you back on-line. Knowing that it was a National release does make a difference. >From the earlier posting, I guess I wasn't clear that it was. In any case, I don't take my SDE too seriously and yes I have had a laugh or two at what he's posited. I've also managed to put a number of items from the List in our District Newsletter with credits to SCOUTS-L. He didn't like it, but then he had the same shorts to get glad in.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

Date: Sat, 10 Sep 1994 01:01:11 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Troop Leadership & Adventure

Cliff,

Glad you're aboard and not just lurking anymore. I have a few ideas that I hope may be helpful to you:

- 1. If your District or Council has a fall Junior Leader Training (JLT) course available, try to get as many of your potential leadership Scouts as possible to sign up. I've seen Scouts with little or no leadership interest leave the one day course totally pumped up, when the course leadership was good.**
- 2. If you can't find a JLT course, try to get a copy of the course syllabus and run your own (unless approved by Council they won't get to wear the trained strip or JLT patch, but they will learn skills). Some Councils have a Troop version of the course available as well.**
- 3. Try a special senior leader's retreat and planning week-end where the new youth leaders get to spend part of the weekend doing something that's a lot of fun mixed with a few stops at local pizza/hamburg type joints. The rest would be a year long planning session. Give them the lure, then watch 'em swim.**
- 4. For the older Scouts that are beginning to leave, think about starting a venture crew for some really challenging outings.**
- 5. If the interest in girls is picking up steam, think about starting an Explorer Post, which can be coed and separate from the younger Scouts that they are beginning to want to get away from. A Post can specialize in almost anything from High Adventure to Space Exploration.**

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .

_____ mfbowman@CAP.GWU.EDU _____

Date: Tue, 13 Sep 1994 13:56:31 -0500
Subject: Re: Team Building

Bill, there are a couple of sources.

**Junior Leader Training, great package for forming a troops leadership.
Availabale via the Training Comm or buy it at the TP.**

**Team Building, Outdoor Skills Instruction book, a 24 hour walk-about
for the troop leadership. Also Rock Climbing and Rappelling
from the same series. Available at the TP**

**Rec.Scouting has a Frequently Asked Question (FAQ) that had a series
of patrol based team building excercises (10-12).**

**COPE courses run by your council are availbale in the Spring/Fall
seasons. There is one in Three Rivers Council, CT. Mead Base
in Daniel Webster may also.i**

Yours in Scouting, Jay Bemis

Date: Thu, 15 Sep 1994 11:47:42 -0400
From: Doug Flewelling <dougf@GROUSE.UMESVE.MAINE.EDU>
Subject: Communicator & LEGO & Team Building

Peter Van Houtens post on his Webelos meeting gave me an idea for our meeting last night. I went to Toys For Us (as my youngest used to call it) and got a couple of those little LEGO vehicles. The instructions for LEGO are some of the best in the world because they are visual. I paired off the boys and gave each pair a set of LEGO, one got the instructions and the other pieces. They sat back to back and using verbal instructions only they had to assemble the vehicle.

After each pair had finished we swapped vehicles and positions and did it again. It took the boys about 15 minutes to complete some of the 'simple' vehicles. The boys loved it and they sat still for about a half an hour really concentrating. Over snack we discussed what can get in the way of communicating: too much information, distractions, only one channel (verbal), no feedback, etc.

This was one of those meetings where things turned out almost perfect. :-)

I would recommend this to any group including Boy Scouts to illustrate how difficult communicating and functioning as a team can be. To complicate it even more you might try using the telephone game where the instructions get passed down the line of boys in the patrol and the model is built out of sight of the instructor.

Doug Flewelling
Webelos Den Leader, Eagle Den
Pack 301, Bangor, ME

Date: Sun, 18 Sep 1994 00:11:18 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Problematic den allocation (Long Post)

On Wed, 14 Sep 1994 jacobi.PARC@XEROX.COM wrote:

- > **Maybe somebody has experiences with this problem,**
- > **It could be a common problem?**
- >
- > **Deleted . . .**
- > **The problem is that it left the pack with many second**
- > **grader Wolves, slightly too much for 1 den, not quite**
- > **enough for splitting them into 2 dens. On the other side,**
- > **the 3rd grade Bear den is too small for my comfort (4).**
- > **In addition, the two new 3rd graders (ah, their moms,**
- > **not the kids) have asked whether the boys could join**
- > **the Wolf den instead. (One because of a younger**
- > **sibling, one because the mom feels uncomfortable**
- > **with the Bear den)**

It sounds like you shouldn't stop with your successful recruiting efforts yet. You may end up with a few more in each age group with a little more effort and parents to volunteer in the bargain.

Keeping two siblings together may not be a good idea. Remember that the program is based on age appropriate activities for each rank. It would be likely that the older sibling would get bored and that could lead to Trouble.

The older boys should definitely not be working on Wolf requirements, unless a disability or special circumstance (e.g. boy held back in School) is involved. In that case you can work out suitable arrangements through your Council's professional staff. Otherwise Bear aged Cubs should be working on Bear requirements.

Why does one mom feel uncomfortable with the Bear den? Maybe she could assist in the den activities.

- > **Would it make sense to shuffle the dens and have two**
- > **mixed Bear/Wolf dens?**
- > **The number of required leaders should not be an**
- > **argument, enough have volunteered.**

Many Packs have found that mixed dens can work between Bear and Wolf. But what happens next year? The difference between Bear and Webelos is much greater and a split is almost inevitable. If you have enough boys to make the dens work, even if a bit small or large, it may be for the best to keep them separate.

**> Deleted A
> very nice and capable father volunteered to step up
> and be den leader and we did set our hope into
> recruiting for this year. He now continues to be den
> leader, but, he is absent for two months (including
> recruiting night).**

Sometimes it is inevitable that business and jobs will cause a leader to have to travel. Two months sounds like a long time though. You may want to ask whether, he still can be a den leader the rest of the year and find out what his travel requirements are going to be like the rest of the year now. Could be that you really need to recruit a new primary Den Leader and ask him to be an assistant when he can. The Scouts in the Den need leadership and not a vacuum from the very beginning. Do you have a Den Leader Coach or another Pack leader that can step-in, if no other Parents are willing . . . one that can recruit a couple of assistants? Of course one of those assistants can then take over when comfortable and trained.

**> I personally believe that mixing boys from multiple age
> groups is natural and good for the kids. However, using
> different books for Bears and Wolves in the same den
> might make the job for the den leaders impossible. My
> packs committee certainly thought that way, at least in
> the past. Most our leaders are not sufficiently trained
> yet and use the books quite strictly for making the
> program.**

Start with Fast Start Videos. They're much better than no training. Then invite each of these leaders to training and roundtable. See whether any need transportation. Make sure they have good directions. Call and remind them a couple days ahead of each training opportunity.

> Deleted . . .

- > Does anybody have good advice?
- >
- > Chris

Chris, I don't know how good the above advice is, but hope it provides some help. I think that once the new parent-leaders begin to understand the program through training, they will want to see the Scouts stay in age appropriate activities. If after all is said and done, it becomes necessary to run a split-den, try to see that it has at least two Assistant Den Leaders and that the den program is split between the two with one Assistant working with each group. Openings, presentations, and closings can be common program offerings. Activities related to achievements should be separate. A lot of fun activities can be shared including sports, tours, and games.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

Date: Mon, 26 Sep 1994 02:30:26 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: TEAM BUILDING
To: Paul Whitfield <paul.whitfield@DAFBBS.COM>

Paul,

Sounds like a lot of hard work. I'd sure be interested in getting a copy.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____

From paul.whitfield@dafbbs.com Ukn Sep 26 12:15:09 1994
Date: Mon, 26 Sep 94 07:14:18
Subject: TEAM BUILDING
To: mfbowman@cap.gwu.edu

Thanks for you interest Michael, you are right about it being a lot of hard work. I sometimes regret the day my colleague said 'You have a book about 90% done why don't you you get it published' After that I learned, yet again, the to get something 90% finished takes about 10% of the effort - the last 10% takes about 90%!

The book is presently being made into galley proofs. It is about 90 pages in length and is comprised of 10 chapters - each dealing with a different aspect of leadership and teamwork. It also describes 'exercises' which allow you to teach the concepts without lecturing. The appendixes include a course outline, participant exercises, and the relationship between the course and the Canadian Scout Arrowhead requirements.

The intent was to put enough information in one place to let a leader who was not an expert on this topic learn enough to teach the material to youth.

All things going well it should be available in late October - I expect the cost to be about \$10CAN plus postage.

Chapters: Introduction, Learning through Games, Leadership, Teamwork, Trust, Situational Leadership, Problem Solving, Getting Along with others, Patrol leaders Roles and Responsibilities, Scout Leaders, Reference Material, Appendixes - Course and Arrowhead, Leadership Activity Instructions, Course Worksheets and Review Material, Weekend Course Outline, Appraisal Sheets.

paul.whitfield@dafbbs.com
ARC-Environment Fraser Valley Region - Scouts Canada

Date: Mon, 26 Sep 1994 22:39:02 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: TEAM BUILDING
To: paul.whitfield@dafbbs.com

Paul,

You have my complete empathy and understanding. I and another Wood Badger authored a 150+ page book entitled A Scout's Duty To God and Country. We're in the process of going into the third revision. BSA did not take the bait. Now we're thinking of private publishing and guessing the book will go at \$12-16 US. Over 800 copies are out and getting great reviews. Now that BSA is not going to adopt it, we've got to go back and get copyright permissions, etc., and revise a few things to make it more marketable. Arghhh. Three years ago it seemed to be so simple an idea.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

Date: Fri, 30 Sep 1994 20:31:35 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Leadership position

Bob,

JLT used to be primarily a Council or District event with a complete syllabus. National has changed it to a troop run event. However, many Districts provide the one day course as supplemental training. A very few may still have the week-long course. I think it would make more sense to have the courses run by the Districts or Councils. Most of the Troops that would benefit the most from JLT are in no position to conduct their own course. But that's not how National sees it.

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .**

_____ mfbowman@CAP.GWU.EDU _____

Date: Wed, 12 Oct 1994 01:06:26 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: New Cub Scout Basic Leader Training Package
To: John Bemis <jbemis@CASS.MA02.BULL.COM>

Jay,

A little while back we had quite a thread on the subject of the new 4.5 hour Cub Scout Leader Basic Training with some good suggestions, as well as heated discontent. I've not tried it, but understand that you can query the listserver for past exchanges and postings. The discussions were at their best from about 19 August to 26 August 1994. One of the better ideas was to follow-up immediately with an especially tailored CS Leaders' Roundtable with a focus on "Ideas You Can Use" to get leaders initialized into going to Roundtable for continued training, assuming that the Roundtable gives good monthly support.

We are plunging ahead with all due speed towards using the new training program at the required time next September keeping our preferred longer course until then. I'm the Vice-chair for Cub Scout Training and took this line after reading hundreds of evaluations of previous courses where the attendees wanted more, more and still more. But then again we've got a District with 6000 Scouts and 20 CS Trainers with more than half Wood Badge trained. Some of my fellow Beavers from NE-CS-41 are already doing the shorter version because they are servicing areas that are more geographically challenging with less personnel to help in training. For them its much better to have the shorter version, which allows more training on the road.

Keep on Beaver'in with a slap of the tail and a might hail.

Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .

_____ mfbowman@CAP.GWU.EDU _____

Date: Thu, 20 Oct 1994 05:07:44 -0400 (EDT)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: WDL Trained ?
To: John Mira <mira@HP-AND.AN.HP.COM>

John,

We are in a transition period. Some Councils have already adopted the new training program. If yours has, then the outdoors experience is no longer required for the trained patch. If your Council is still using the old program (which it can until Sept 95) then you'll need the outdoor training to qualify. Best to ask your District Cub Scout Training Chairperson or Roundtable Staff.

Do you work for Hewlett-Packard? If so, do you know whether HP offers any discounts to Scouting?

**Yours in Scouting, Michael F. Bowman, a/k/a Professor Beaver
Deputy District Commissioner Exploring, GW Dist., NCAC, BSA
Speaking only for myself, but with Scouting Spirit . . .
_____ mfbowman@CAP.GWU.EDU _____**

From: John Mira <mira@hp-and.an.hp.com>
Subject: Re: WDL Trained ?
Date: Thu, 20 Oct 94 9:38:04 EDT

Michael,

Thank you for your reply. The policy now seems to beg the question "What are these ldrs. now trained for?". Of course I'm sure we could spend a good deal of time discussing the subject of training. It kind of reminds of my time spent in the army and later in the National Guard (20+yrs.). The subject of effective training was always foremost in our minds.

I guess I ought to introduce myself. It's always nice to know something about the person you're talking to.

In adult scouting, I once had a Webelos den in the mid '80's with my first son. That stopped when he wouldn't join the local troop because when we took the Webelos to visit the troop, they were having uniform inspection and for each "violation" the boys were made to do pushups. He said to me "Dad I don't think that's fair because what if a boy can't afford a full uniform?". I thought about that for a while and reasoned that he was right because I wouldn't have done that to my men in my Infantry company never mind to Boy Scouts (I was a 1SG at the time). So consequently didn't push him to join. If I only knew then.....

Now-a-days, with my youngest son, I have been the WDL for his den (same pack). He has since moved over to the troop and I am a MC there (and they don't do pushups anymore). I have also taken on a position as Unit Comm. and been assigned to a very big (100 boys) pack that has a committee that could use Henry Kissinger as a mediator as well as another pack that only has about 20 boys. I also do may part in council level training as staff for things like Cub Leader, OWL, and Den Chief training. I am currently considering or should I say agonizing over a new choice. I am being considered

for the position of District Training Chair as the current chairperson is moving. To make matters worse, the SM of my son's troop is also the ADC.

From what I read on Scouts-I, only a person like yourself would understand all this:) There seems to be so much need in the program and so few who are willing to fill these needs that I'm afraid those of us who are willing to help the boys are just spreading ourselves too thin and thereby reducing our effectiveness and consequently the quality of the program.

Well anyway Michael, thanks for putting up with that, now I'll get off my soapbox and answer your question. Yes, I do indeed work for Hewlett Packard Company. I don't know if there is a policy regarding discounts for scouts but, I'll sure try to find out. This is a huge company (some 95,000 employees) so it may take a while ! That's one skill that the army taught me that I can use here, wading through the red tape. You might tell me what specific type of products you're interested in (we have over 14,000)!

YiS,John

Date: Sat, 3 Dec 1994 05:34:04 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: CSBLT & Webelos Leaders
To: John Bemis <jbemis@CASS.MA02.BULL.COM>

Jay,

"'Nevermore' quote the raven." No longer do Webelos Leaders have to complete the outdoors training to wear the trained strip. No one particularly likes the idea and when we discussed this before it got a little heated (back in August). Nor do most folks particularly like the 4.5 hours to teach 12 hours of course work. But that's what we have. :(

Speaking only for myself in the Scouting Spirit, Michael F Bowman
Used to be a Beaver, National Capital Area Council, B.S.A.
mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)

From: "Christopher Strauss" <Chris_Strauss@unt.edu>
Organization: UNT Computing Center
To: kathie@delta.eecs.nwu.edu, mfbowman@cap.gwu.edu
Date: Mon, 21 Nov 1994 10:45:57 CST6CDT
Subject: Webelos Program presentation

Kathie and Michael:

I am working on a continuing project for Webelos program training, and have reached a point where I would like your comments on it. This is a further extension of a Pow Wow session that I have given twice in Aloha Council (1990 and 1991) and once in Longhorn Council (two weeks ago). As you will see, the session lays out a detailed roadmap for the Webelos Den leaders, from Bear graduation to crossover to Boy Scouts, that gives unambiguous guidance about what to and when to do it. It also presents a solution for the new (to Cub Scouting) fifth-grader who joins an existing Den at September roundup and needs to go from Bobcat to Arrow of Light in seven to eight months. The session is presented in a highly visual manner, with each "slide" being a posterboard hung from a rope or rack around the classroom (covers about 40 feet), and each graphic a 5 to 10 inch printout mounted on card stock and colored. I "build" a program by adding the graphics to the calendar boards physically, as I discuss them. I always get an experienced Webelos leader as my assistant (never had the same one twice), and we do a "mutt n' jeff" style presentation until the calendar building starts, whereupon he becomes the scorekeeper on the advancement requirement boards. This session never fails to get rave reviews, but with one caveat; the students always wish they had received this training at the beginning of the school year, or earlier, since they are already many months down a "side road."

I have proposed to my District training team that I present this session, with added coverage of the unique problems faced by LDS units and those with mixed Webelos dens every year, as a supplement session after basic training. We are beginning to review the new "abbreviated" syllabus in detail so that we can implement it in January, and see it now as an opportunity to offer immediate supplemental training in the afternoon, covering the kinds of things that we have always wished basic included. We would focus on sessions like this one, specific instructions on how to plan and execute the program, that new leaders need to hear much earlier in the game.

The original session takes a minimum of one hour to present. This rules out presenting it in my Webelos session at Roundtable, although I have been using pieces of it as a "teaser" before Pow Wow. The Aloha Pow Wow gave me that hour, and I used it ALL. Longhorn Pow Wow gave me less, and we were quite rushed. I consider the new session best timed for 90 minutes, to allow questions. This is especially true after adding the schedule that an LDS unit might follow (I have talked to it before, but never presented it). 60 minutes is the minimum for an effective presentation with an assistant; longer without one. I want to target brand new Webelos Den leaders in the fall, immediately after roundup, and new leaders taking over graduating Bear dens (or advancing with them) in the Spring. This is not possible if we wait until Pow Wow in November (it was even worse in Hawaii; Pow Wow was in January).

The presentation is in Microsoft PowerPoint for Windows 4.0; I use the notes page printouts for a teaching guide, and give out handouts since the presentation is done manually. I also have the six pages that I put in the Pow Wow book in Word for Windows 6.0 format. I can zip these up and send them to you electronically, or send you hard copy by snail mail (give me an address) IF you are interested in reviewing them and have the software to look at them. If you do not have the time, just say so, but I wanted to get some opinions from knowledgeable Scouters on the list who might be interested... and your names came to mind based on my reading of Scouts-L for the past year.

PS: To avoid any confusion, NO, this is NOT a Cub Wood Badge project; I never got to go, and have already done everything you typically see on a Cub Wood Badge ticket several times over, so I doubt if I will ever go. I earned my beads on the Boy Scout side in Aloha council in '90 with the Beaver Patrol. This is just something I see as a real need that the current training program does not adequately address.

YiS, Chris.

Christopher E. Strauss **Internet:strauss@unt.edu**
Computing Center Support Services Coordinator **(817) 565-4979/2324**
University of North Texas, Denton, Texas 76203 **FAX 565-4060**
{ GRADUATE!!!, School of Library and Information Sciences }

Date: Tue, 22 Nov 1994 01:30:15 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Webelos Program presentation
To: Christopher Strauss <Chris_Strauss@unt.edu>
cc: kathie@delta.eecs.nwu.edu

Chris,

Just wanted to let you know that I've looked at your project and think its great conceptually. Sounds like a presentation I would've loved to have seen! Now you've got me scratching my head to get the gray matter in high gear. Let me think on this one a bit and look over some notes from my Wood Badge course where a similar presentation was made as an example. In the meantime please send hard copies via snail mail to me at:

5832 Valley View Drive, Alexandria, Virginia 22310-1625.

I'm still working with Word 2.0 and have had trouble with 6.0 files. My home Power Point program is a limited demo version. Sure be a lot easier to see hard copy. Argh - I'm still trying to get up to date.

I really like the idea of optional supplemental training! This is an area where Webelos Leaders really are receptive and usually appreciative of any help they can get.

**Speaking only for myself in the Scouting Spirit, Michael F Bowman
Used to be a Beaver, National Capital Area Council, B.S.A.
mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)**

Date: Sat, 3 Dec 1994 05:42:44 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Webelos Program presentation
To: Christopher Strauss <Chris_Strauss@unt.edu>

Chris,

Just wanted to let you know that I just got your mail and will look it over during the weekend and get back to you soon.

Speaking only for myself in the Scouting Spirit, Michael F Bowman
Used to be a Beaver, National Capital Area Council, B.S.A.
mfbowman@CAP.GWU.EDU (mfbowman@CAPACCESS.ORG after 12/13/94)

Date: Tue, 13 Dec 1994 01:23:54 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Webelos Program presentation
To: Christopher Strauss <Chris_Strauss@unt.edu>

Chris,

Your Webelos Program presentation package evidences a great amount of thought and effort - something not enough trainers do well. As it is now constituted, I'd be happy to have someone do the same thing here for our Webelos leaders. That said, let me offer some thoughts for your consideration with the understanding that these thoughts are intended to improve an already good idea:

1. Be careful of about making too much of earning a religious emblem (note: award is not a good term here and should not be used. Many faiths are particular about the term for theological reasons).
 - a. It is NOT required - there is an alternative set of requirements.
 - b. Some religious emblems take a Webelos over a year to earn, which doesn't fit in well with your timetable - result many Scouts could get behind in awards and feel penalized by their faith - not a desired outcome.
2. Characterize this as a suggested set of goals and discuss flexibility based on each den's needs, talents, resources and parents. No one model will work for everyone.
3. Before you get started, make sure the folks know why a balanced program over 18 months or more is needed; e.g. to prevent Scouts from running out of things to do and getting bored; allow room for Pack, District, and Council events; allow room for things that are just for fun; and to allow flexibility in case something doesn't go exactly as planned - and you can bet at least some of these dens will have major problems that cause schedule changes.
4. Make sure to leave room for questions and answers in the presentation.
5. Ninety minutes is awfully long for a single presentation - consider shortening the program to 40 minutes max! I'd recommend just going over your model program and using handouts to give the additional information

with a resource phone number for questions, which may be mostly unique anyway. Similarly you could include a write up of a recommended LDS program, unless most of your units are predominately LDS, in which case I would reverse this with the model. The idea being to show one good way of doing things and keeping it short and simple.

Chris, it sounds like you've had a lot of success in doing this presentation and that you've been doing a good job of evaluation to fine tune it. I have no doubt that with a few more adjustments, it will serve well and fill a need that most Webelos Leaders experience. As you work on this, I wish you continued success. If my comments are of value to you, please feel free to use them as you see fit.

Your enthusiasm to spread this to other districts and councils is commendable - most need more emphasis in this area and its a natural for roundtables, augmented training with the new basic training, Pow Wow or Webelos Leader Breakout sessions in the old basic course, if shortened in time to forty or less minutes.

My strong feeling is that this topic must be addressed in basic training where you may have the one and only opportunity to reach some leaders, who will not go to Pow Wow, augmented training or roundtables for a variety of reasons that you and I would not have - we'd be there.

Under the new basic course schedule you only have 25 minutes for Webelos Advancement and Planning during the breakout session. 25 minutes more are allotted to Understanding Webelos Scouts, Den Activities and Den Administration.

This suggests to me a need for a more radical alteration of your presentation to make things work for these leaders. You know your subject well, you have great props and great handout resources. If you prioritize what you want to communicate and use the KISS (Keep It Simple Stupid) principle you probably could adjust what you say and streamline enough to meet this need too.

On the other hand you may want to have two different approaches depending on your audience. In the case of a longer session, what you have should do nicely. In the case of basic you may want to have a different package (has the advantage that the same folks won't be bored by your longer course later).

If you consider a different shorter package for basic as a viable alternative, consider which approach and what methods might be best.

Let me share an idea or two with you on a second approach for shorter sessions at basic:

Start with pitch on understanding Webelos. Then go to a short version of your explanation of advancement (same props will work) and discuss planning goals and why advancement should be spread across the 2 year period.

For planning, substitute a large felt board 24 month calendar for your props.

Use your computer pictures mounted on felt to stick to the board (use individual pictures vice groups). Prepare the board in advance to show key events (Blue & Gold, District Camporees, Scouting for Food, Pack Activities, Summer Camp) program start time and cross-over. Explain that these parts of the calendar are pretty rigid and the rest is up to them.

Then:

- 1. Walk the group backwards from cross-over asking what needs to be done to make it happen on time; e.g. troop visit, campout, Arrow of Light ceremony, etc. Place picture symbols in appropriate months.**
- 2. Have them help you identify activity awards are more age-appropriate for first year Webelos and which for second year Webelos.**
- 3. Have them help you identify when the best time for particular activity awards is.**
- 4. Arrange the activity award symbols on the calendar as discussion progresses.**

Hope this helps a little as well. Let me know how you progress. I have no doubt from what I've seen that you'll do well. By the way I am going to share your approach with our Cub Scout Training Committee and Roundtable Staff. Bravo Zulu on a job well done.

**Speaking only for myself in the Scouting Spirit, Michael F. Bowman
Prof. Beaver, Nat. Capital Area Council, BSA mfbowman@CAPACCESS.ORG**

From mfbowman Tue Dec 13 02:19:53 1994
Date: Tue, 13 Dec 1994 01:23:54 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@cap.gwu.edu>
Subject: Re: Webelos Program presentation
To: Christopher Strauss <Chris_Strauss@unt.edu>
In-Reply-To: <48D478384A@cc1.unt.edu>
Message-ID: <Pine.3.07.9412130151.A5213-d100000@cap.gwu.edu>
MIME-Version: 1.0
Content-Type: TEXT/PLAIN; charset=US-ASCII
Status: RO
X-Status:

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**Speaking only for myself in the Scouting Spirit, Michael F. Bowman
Prof. Beaver, Nat. Capital Area Council, BSA mfbowman@CAPACCESS.ORG**

From: Jonathan Holman <jrh19@PSU.EDU>
Subject: Northern Tier Training

Hello out there-

I recently told you about my upcoming trip to the Northern Tier. I have just returned from our second training weekend and I'll tell ya it was killer. The weekend was the absolute best, for training. For training we went up to the Allegheny Reservoir, by the NY-PA border, and canoed and canoed and canoed...I think you get the idea. The weather was great yesterday, clear blue skies, beautiful sunset and the calm of the water putting you to sleep. Which I desperately needed after being up for 18-

hours straight working myself to death in a canoe. But today was the "peace a-la resistance." THE WEATHER STUNK!!!!!! It was good for training but it sucked

to be in a humongous body of water with horrible weather. Here is a quick synopsis of what happened this morning:

6:05 wake-up, 6:06 listen to the water outside the tent. 6:07 the Crew Chief and I said to each other to get a move on it, with the water crashing against the shore it means trouble is brewing. 6:10 get out of tent and talk with Advisor about what to do. He agrees with us and says forget breakfast break down camp and get packed up we are heading for the

dock (one catch the dock where are cars at is 4-5 miles up-stream:keep in mind it took us 1:23.27 to get to our campsite). 7:42 crew is packed up and ready to go, shove off as soon as it starts to rain. I say to myself this is going to be a lot of work. 7:45 wind is up to 10 MPH directly IOF (in our face) and rain is beginning to drizzle onto the water. 8:00 1/4 mile upstream raining harder and 15 MPH wind IOF and lightning is starting to crash all around us so we have to come off the water because we are in aluminum canoes (not good to be in water in a metal craft far from help) 8:15 wind is up to 18 MPH IOF but the lightning is gone but the rain is harder, too bad we have to move on. 8:30 20 MPH IOF 1/2 mile upstream rain

is starting to subside but not much, there is a bridge ahead which we feel will give us shelter. 8:45 23 MPH IOF wind and rain is not letting up 3/4 mile upstream bridge is near 9:00 25+ MPH IOF wind and we are under the

bridge, bad idea. you see when wind blows through a restricted area it increases in intensity. right now we are in a wind-tunnel with winds exceeding 50 MPH IOF and I am trying to paddle a * CANOE into the wind not

good!!!! 9:15 finally through the bridge and moving on. Slowly but surely

still 25+ MPH IOF wind but rain is gone (HALELUJAH!!!!) 9:30 Have reached half-way through our journey home there is wake the size and larger than our canoe and guess what I am in the Bow (I am soaking wet and I don;t feel

rain anymore but at least we can still sing!!!, we love to sing in our canoes) 20 MPH IOF wind still no rain. 9:45 we take a rest to clean out the water in our canoes still windy and we have only covered 1/4 more terrain

wind has deminished to 18 MPH IOF. 10:00 we are 1 1/2 miles from home wind

is down to 10 MPH IOF and wake is still high. 10:15 fianlly the wind is gone and we are on the home stretch 1 mile to go. 10:25 Mother Nature decides she wants us to stay out longer wind dramatically increase to 15 MPH IOF out of no where but at least we are 1/4 mile from dock. 10:40 WE MAKE IT TO

THE DOCK and unload, the crew is soaked as well as all of our paks (the stuff inside is waterproofed)WE decide to distribute what should have been

distributed during the morning and then we get in the cars and go home soaked tired and reasy to pass out. All in all it took us 3 hours to do a 4-5 mile stretch of water not too bad conserning our weather conditions.

Sorry if I rambled on forever but this was our most gruelling days and it is nice to let it out so other people know what we have been through.

Although I really don;t want pity because I know it is good for me and if I can make it through this I can make it through anything. Thanks for your ears.

Jonathan Holman

jrhl9@psu.edu

SPL Troop 32

Member of the 1995 Northern Tier crew

From: John Edwards <edwardsj@ANNAP1.JSC.MIL>

Subject: Leader Training

With regards to Rick Clements' reply to my post...

Right on Rick! Good wisdom all of it! I'll never forgive you for disagreeing with me, but you very clearly make the fundamental point that I

was trying to put across -- communication, leadership, and the development

of strong relationships with a common set of goals needs to come FIRST.

Once that has been accomplished, the training naturally follows! Additionally, the CORRECT training occurs, because there is a healthy organization that is capable of critically reviewing its own strengths and weaknesses, and addressing those problems in an appropriate way -- including training in the obscure, embedded issues like the legal-eze of Boy Scouts if that's the best solution for achieving success. A unit leader may not wish to attend a course with a dry, uninteresting curriculum, but understands that it is a responsibility he has undertaken on behalf of the unit, and accepts the "importance of the course for the group" as "importance for himself." This behavior is a by product of a healthy organization. To expect it to be a precursor is very ambitious.

A quick addition -- Michael F. Bowman had a post on this subject in the 5/18 digest that was right on the money, from the opposite point of view! The topic was "Training, Enthusiasm & What Next." It's worth a second read. It might be worth a third.

John L. Edwards
Annapolis, MD, USA
edwardsj@jsc.mil
410.573.7592 Voice
410.573.7634 Fax

Date: Tue, 15 Aug 1995 23:34:20 -0500
From: Steve Tobin <srtobin@MIRAGE.SKYPOINT.COM>
Subject: Re: JLT

I ran the video tape JLT program last year for the first time and liked it. The tape sessions were accepted o.k. by the boys, although there was some feeling that the setup was a little corny. As long as the SPL and myself focused on the lessons that was eventually forgotten. It gave me an outline, material and activities to run my first TJLT session. In past years I had an outside trainer come in and do the session, which worked well (not the BSA video package), but wasn't available that year.

However, my conclusion as to reusing it was about the same as yours. It just will not fly a second time for the same scouts. In a couple of years it could be reused for a new group, though.

Which led me to choose designing a TJLT course as a WB ticket item. My goals are:

1. There will be a main "jump start" segment that will cover the basics to get the newly elected leaders off to a good start. There will also be another segment that would cover more advanced/detailed leadership topics.

I'm thinking a 3-year cycle, with the BSA video course being one element, with 2 unique sessions the following years to build on it.

2. There will also be a series of "mini training sessions" that will be held at PLC meetings and weekend campouts throughout the year. These will deal with a single leadership concept or principle, and topic ideas could be selected from the ideas in the Wood Badge 11 leadership elements. Games, DELTA activities or campout activities could be used to illustrate and practice the topic as appropriate. These topics could be changed and tailored to current troop needs during the year, and need not be fixed.

I am still pulling ideas together for this, so I appreciate this discussion. Junior leader training is supposed to be our (Scoutmasters) main job, but there is not nearly as much assistance for this from the BSA as there is for the outdoors skills area. Although much, if not most, of this training happens as a result of daily activities, contact and interactions, there is still a need for formal training also. The real challenge is to keep it from being the lecture, "talking at" kind of training, and making it an action, hands-on, discovery kind of experience for them.

How about some TJLT topic ideas? These are some ideas for the basic session.

- 1. Troop organization and structure.**
- 2. Resources available; equipment, materials, people.**
- 3. Review of job descriptions. Discussion of how these jobs relate to each other.**
- 4. Discussion of leadership styles, shared leadership.**
- 5. Team and trust building exercises; team games, trust fall, rope square exercise and such.**
- 6. Problem solving techniques.**

Any more ideas or comments?

Steve

Steve Tobin, SM | Troop 39 Cannon Falls, MN
srtobin@skypoint.com | Wakpaota District, Gamehaven Council
Visit the Virtual Campsite at:
<http://www.skypoint.com/members/srtobin/index.html>

Date: Mon, 4 Sep 1995 10:16:12 -0400
From: Jack Weinmann <aa855@cleveland.Freenet.Edu>
Subject: Re: Outdoor Webelos Leader Training

Reply to message from horvath@COMM.MOT.COM of Mon, 04 Sep

>

>I'll be taking Outdoor Webelos Leader training (OWL) soon as a first year
>webelos leader. Can someone explain what is taught at the session?

There are a lot of things that you will be doing at the outdoor training
that will be fun and exciting.

You will be setting up tents (many Webelos leaders have never done this)
Learning outdoor cooking methods (my favorite is foil-wraps...YUMMM!)
Discussing First Aid techniques (Very necessary when working with boys!)
Learning about skits, songs, etc... (for CAMPFIRES)
Discussing/learning outdoor skills.

This is a large part of the course as we have done it here in Cleveland.
We have plant and tree identification sessions (so THAT'S poison ivy!)
Fire building techniques.

It is a fun-filled and informative overnighter that most experienced
Scouters will find some new hints and methods. The NEW Scouters will
really get a great deal of valuable information.

Personal observation:

Although I have done tent camping when my boys were in a troop, I was
at an
outdoor training to videotape what was supposed to be just the first half
of the course for my friend that was running the training. I started to
tape the sessions, and the fun that ensued as the leaders put up their
tents in the field behind the shelter.

Having more tape left, I stayed after lunch and taped more of the fun.

Supper time came and I was about to leave when Susan, the training Chairperson, said, "But you can't leave NOW ... we've made foil wraps for you!" As I indicated before, I LOVE foil wraps! 8-) ... So I stayed!

I then taped the skits, songs, games, etc... and wound up participating in the staff's skit and got home about 12:30 AM. I had told my wife that I would be home around lunch time, but there were no phones in the Metropark that we were in, so I was not greeted too friendly when I got home. Fortunately my wife knows how I get when I'm around fellow Scouters and let me in the house! <grin>

Have fun!

Jack W. Weinmann aa855@cleveland.freenet.edu

Date: Sun, 1 Oct 1995 23:02:30 -0700
From: CHUCK BRAMLET <chuckb@aztec.asu.edu>
Subject: In Troop Troop Leader's Training. Syllabus/questions

Hello, all. One of the items on my Wood Badge ticket was to plan and implement an in Troop training class for new Troop leaders and interested parents.

The class is supposed to start at the next Troop meeting, on Wed, 10/4. Below is the course outline that I have so far, that will be presented to the Troop Committee tomorrow night (Mon. 10/2). If anyone has any ideas for additions or corrections, please e-mail me.

Several things to note: some of the Committee positions named exist only in our Troop. This program will be presented in 25 - 45 minute segments, and will extend into November. Because of that, some of the later sections are not yet complete.

Thanks in advance for your help and suggestions.

GENERAL ADULT LEADER TRAINING OUTLINE

- I. Troop Operations (Part one)
 - A. What do those letters mean? (Acronym List). 5 min
 - B. How should the Troop run? 30 min
 - 1. Show "Troop Visit".

 - II. Troop Operations (Part two)
 - C. The Aims and Methods of Scouting. 10 min
 - D. The Patrol Leaders Council 10 min
 - E. "The Mystery Books" 5 min
 - 1. Boy Scout Handbook
 - 2. Scoutmaster's Handbook

 - III. The Troop Committee
 - A. What is the Troop Committee? 5 min
 - B. What does the Committee do? 30 min
 - 1. Show "The Barbeque".
 - C. How does OUR Committee work? 10 min
 - 1. Committee Positions as used by Troop 323

 - IV. Advancement in the Troop
 - A. How does a Scout advance?
 - 1. Scout to First Class
 - a. The "Target 1st Class" Program
 - B. On Thru EAGLE
 - 1. The "Star/Life" Co-ordinator."
 - 2. The "Eagle Co-ordinator"
-
- IV. The Merit Badge Program
 - A. What are Merit Badges?
 - B. What does a Merit Badge Councillor do?

YiS,

Chuck Bramlet, ASM Troop 323
Thunderbird District, Grand Canyon Council, Phoenix, Az.

I "used to be" an Antelope! (and a good ol' Antelope, too...) WEM-10-95
Please E-mail any replies to: >> chuckb@aztec.asu.edu <<

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to", said the Cat. Lewis Carrol, "Alice's Adventures in Wonderland"

**Date: Fri, 1 Dec 1995 07:53:16 -0500 (EST)
From: "Paul H. Brown" <phbrown@CAPaccess.org>
To: "Michael F. Bowman" <mfbowman@CAPaccess.org>
Subject: Training topic suggestion**

I'd like to know more about the risks of negligence (and other tort) suits for things I (and the scouts) are likely to do from time to time. I don't know if this is a topic for which training has been provided, or not.

for example, a scout cuts himself. Can I do first aid without a parent's permission, or have I committed a battery? can the scouts do first aid on each other with greater/lesser legal consequences? If a first aid technique was taught that is out of date (or, otherwise, not thought proper), what is the risk to the teacher?

Are there "Good Samaritan" laws in VA, WV, MD to protect passers-by who help? What is their scope?

A related matter: in what circumstances will BSA defend a scouter who gets ssued for these and similar actions?

I carry a decent umbrella policy to protect myself, but I don't know if others do. Nor, I suspect, do many of us know that our own homeowners policy is the primary policy to protect us from such liabilities.

yis,

**Paul H. Brown, UC, GW District, National Capital Area Council
phbrown@capaccess.org**

**Date: Fri, 1 Dec 1995 23:08:47 -0500 (EST)
From: "Paul H. Brown" <phbrown@CAPaccess.org>
To: "Michael F. Bowman" <mfbowman@CAPaccess.org>
Subject: Training Agenda (fwd)**

Just in case you were unaware of neighboring activities...

Paul H. Brown, UC, GW District, National Capital Area Council

phbrown@capaccess.org

----- Forwarded message -----

Date: Fri, 1 Dec 95 16:14:28 EST
From: Ed Guy - Loral Defense Systems East
<guy@stars.reston.unisysgsg.com>
To: phbrown@CapAccess.org
Subject: Training Agenda

The first two agenda items are related directly to Special Needs issues. An opening panel discussion will include a medical authority, a Scouting authority (someone at Council level), a Scoutmaster who has worked with Special Needs Scouts, and an Eagle Scout who has a Special Need. Through the panel discussion, we hope to raise awareness of the issues from the viewpoint of each of the speakers.

The break-out sessions will address "Awareness", "Helps for Scouters", "Helps for Scouts", and "Program Considerations". These interactive discussions, will allow Scouters to share their experiences in the subject area. I will be handing out copies of forms we have developed in our Troop and collecting as many ideas as I can. I haven't put my presentations together, yet, but I'll send you a copy when they are done.

I'd enjoy exchanging ideas and materials.

=====
=====

COME JOIN US FOR A DAY OF POTPOURRI TRAINING TOPICS
Saturday, January 20, 1996 at Know Presbyterian Church, Falls Church, VA
Registration begins at 8:00 a.m. and training sessions will begin at 8:30 a.m.

**** Scouts With Special Needs - Awareness ****
8:30-9:30

Lord Baden-Powell intended Scouting to reach ALL boys. Many scouts receive a less than optimal scouting experience because they have limitations due to mental capacity, physical condition, emotional disorders, and/or a medical condition. This kickoff session will discuss how we as leaders can better

reach ALL Scouts by understanding how to work with their Special Needs. Speakers will include a team of Scout leaders and professionals who deal with Special Needs boys as trained counselors and medical professionals. In-depth sessions on tips and techniques will follow.

Improving the Troop Program for Scouts with Special Needs
9:45-11:45 and 1:00-3:00

A 2-hour session continues from the Awareness session to directly address leader tips and techniques on how to have scouting better reach scouts with limitations, disorders, and disabilities that are physical, mental, emotional, or medical in nature. Topics to be presented will include: techniques in increasing awareness with scouts and families, teaching/leading Special Needs scouts, advancement, medicine management, troop awareness, the extra need for family participation, tracking, and more.

Youth Protection Training for Leaders
8:30-10:00, 10:15-11:45, 1:15-2:45

The full Youth Protection Training course will be taught for leaders of Troops. This will complete the upcoming requirement for top leaders to be youth protection trained.

BSA Insurance and Liability
12:00-1:00 with lunch

This bring-your-own-brown-bag lunchtime discussion will address what BSA insurance does and does not cover, supplemental insurance needs, liability and litigation support available to scout leaders.

Tracking the Troop Advancement
8:30-9:15, 10:15-11:00, 1:15-2:00

What should be tracked at the Troop level to effectively manage advancement.

Topics will include requirement completion tracking for Tenderfoot through Eagle Palms, participation, demographic information, leader training, adult participation, Order of the Arrow, Service, leadership, and lots more.

Troop Junior Leader Training
9:15-10:00, 11:00-11:45, 2:00-2:45

The how, when, where, and why of holding the NEWLY REVISED Troop Junior Leader Training. Tips and techniques for holding the training during this session will surely build your PLC's effectiveness.

Merit Badge Counseling
10:15-11:00, 1:15-2:00, 2:00-2:45

This informative session will discuss how your Troop can support your scouts in their quest for Merit Badges. Topics to be discussed will be how the District Merit Badge Counselor program works, how to recommend good counselors by tracking those Blue Cards, awareness for using Youth Protection guidelines with Merit Badge Counselors and more. Additionally, the latest tips from the Eagle Board of Review will be presented.

How Supporting the Order of the Arrow Can Improve Your Troop
9:15-10:00, 11:00-11:45, 1:15-2:00

The session will address the questions: Why should the Scoutmaster support the OA? What does supporting the OA mean? How to hold an OA election? What can the OA do for the Troop?

Adding Advanced Skills into the Troop Program
Rock Climbing - 9:15-10:00, 11:00-11:45
Orienteering - 8:30-9:15, 10:15-11:00

A pair of special session will discuss how the Scoutmaster can work with the Patrol Leader's Council to add advanced outdoor programs. Sessions will

cover how to seed the PLC's thinking on program components, local neat places to go, and health/safety considerations. Sessions will be held for adding Rock Climbing/Rappeling and Advanced Orienteering with Search & Rescue.

Firebuilding "Magic"!

11:00-11:45, 1:15-2:00

Just for fun, learn how to build a fire by flint/steel and by rubbing two sticks together. A good skill for the Scoutmaster to know to amaze and impress senior scouts and skeptical parents with a feat of Scoutcraft magic.

Date: Fri, 19 Jan 1996 01:30:23 -0500 (EST)

From: "Michael F. Bowman" <mfbowman@CapAccess.org>

To: SCOUTS-L - Youth Groups Discussion List <SCOUTS-L@TCUBVM.IS.TCU.EDU>

Subject: Re: Coathanger Gadget

Years ago when I was a Camp Program Director (back in the old days story)

during camp staff training we used to divide the staff into groups of three or four and provide each group with a wire coathanger, a piece of wood, and some string. Each group was challenged to come up with 17 different gadgets that could be made with these items. We also told them that if they were not innovative enough to make 17 items, they would be given freeze dried food to take back to the staff area and cook. Those that made the 17 items could eat what the cook had prepared. To get a piece of the famous dutch oven cherry cobbler, they had to reach 20 items and demonstrate one. We gave them an hour.

Each group managed to earn the right to have cherry cobbler. :-)

We used this exercise solely for the purpose of encouraging creativity and innovative problem solving techniques. All during the summer staff members would remember this when faced with problems and frequently used

the lesson of cooperation to get other opinions and map out alternatives.

How many things could you make with these items?

Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman

a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle Scout '67, Serving as Deputy District Commissioner for Training, G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org

Date: Sat, 20 Jan 1996 03:33:37 -0500 (EST)
From: "Michael F. Bowman" <mfbowman@CapAccess.org>
Multiple Recipients of the List SCOUTS-L <SCOUTS-L%TCUBVM.BITNET@PUCC.PRINCETON.EDU>
Subject: Re: Camp gadgets...

Mariano asked for examples of how to make gadgets. I thought I'd share just a few to get you started, but you'll have to think of a few on your own. :-)

Using the hanger, string, and wood the staff members came up with items that were useful, silly or just fun. Oh, you don't have to use all three items - you can use one, two or three. Some examples are:

- 1. Hot dog cooking stick**
- 2. Poncho hanger with one end of the wire hooked over a tree branch**
- 3. Hanging shelf inside a tent with the wire bent over the string and attached at both ends of the wood**
- 4. Food hanger**
- 5. Water jug hauler with the wood broken into two handles on each end of the wire going through the jug handle**
- 6. Toilet paper dispenser at the latrine**
- 7. Fishing pole with the wood being used as a reel for the string going through loops at both ends of the wire hanger**
- 8. Fire-by-friction kit with the wire and string used as a bow with the wood being used as a spindle**
- 9. Campsite sign - wire stuck in ground with loop at end and wood suspended from top by string to make sign.**
- 10. Long distance fire starter - tie the wood (feathered with a knife to one end of the wire) the fire will burn the string allowing you to remove the wire and use it for a hot dog stick later**
- 11. Wind-vane**
- 12. Emergency tent pole and stake**
- 13. Spit for cooking a small bird (split wood into four pieces, using two for uprights and two for stakes. Tie wire in place and rotate.**
- 14. Lacrosse stick with wood as blade and wire as handle**
- 15. Flashlight holder for hands free in-tent reading**

16. Mini-flag pole for patrol flag on camp table with wood as base, wire as pole and string to affix flag.
17. Portable sun-dial to tell time with wire stuck in wood base
18. Swingset - wood seat with wire bent until it breaks used on either side to make set of triangular seat holders. String to suspend from a branch. Great for visiting elves, dangerous for adults.
19. Pry-bar for when the SM locks his/her keys in the car
20. Clothes rack/dryer - suspend straight wire from a branch with string and hang towels to dry, etc.

Now where's the cherry cobbler?

Anyway, I warned you that some were silly and made no representations that any of them would be practical. The idea is to foster creative thinking and small group cooperation in problem solving. You can use it on a dreary, rainy day for fun too. Now lets hear some more innovative uses for these items! :-)

Speaking Only for Myself in the Scouting Spirit, Michael F. Bowman
a/k/a Professor Beaver (WB), ASTA #2566, OA Vigil Honor '71, Eagle Scout '67, Serving as Deputy District Commissioner for Training, G.W.Dist., Nat. Capital Area Council, BSA - mfbowman@capaccess.org

Date: Sun, 14 Jan 1996 14:20:14 EST
From: OLAN WATKINS <76207.3431@COMPUSERVE.COM>
Subject: Philmont Training Center

Since it is about time for folks to start signing up for the Philmont Training Center courses for this coming summer, I will post the schedule for this year.

YIS, Olan

**PHILMONT TRAINING CENTER
1996 SCHEDULE**

**Period 1 - June 9-15
District Key-3
District Committee
Administration of Commissioner Service**

**The Unit Commissioner
Health & Safety/Risk Management
Council and District Activities
Concepts in Fiscal Management**

Period 2 - June 16-22

**Council Key-3
District Key-3
District Committee
Administration of Commissioner Service
The Unit Commissioner
Training Management Seminar
Special Needs
Council Management by Computer**

Period 3 - June 23-29

**Membership/Relationships Committee
Scouting in the Catholic Church
Scouting and the Church s Ministry
United Methodist Scouter s Workshop
Scouting Serves the Jewish Community
Urban Emphasis
Human Relations**

Period 4 - June 29-July 5

LDS Conferences

Period 5 - July 7-13

**Boy Scout Leader Training
Boy Scout Advancement
Scoutmaster Camping Skills
Outdoor Skills Instructor
High Adventure Training
COPE Instructor/Inspector Training
Scouting the Environment
Order of the Arrow Advisors
National Junior Leader Instructor Camp**

Period 6 - July 14-20

**Boy Scout Leader Training
Boy Scout Advancement
Scoutmaster Camping Skills
Outdoor Skills Instructor**

High Adventure Training
COPE Instructor/Inspector Training
Boy Scout Roundtables
Working with Older Scouts and Junior Leaders
National Junior Leader Instructor Camp

Period 7 - July 21-27

Cub Scout Roundtable Planning
Training Cub Scout Leaders
Cub Scout Outdoor Program
Cub Scout Pow Wow Leadership
Quality Pack Program
Cub Scouting in the District and Council
Cub Scout Growth
Advanced District Administration

Period 8 - July 28-August 3

Cub Scout Roundtable Planning
Training Cub Scout Leaders
Family Camp Administrators
Successful Supplemental Training
Strictly for Cubmasters
Tiger Cub Program
Webelos Scout Program
Council Administration

Period 9 - August 4-10

Endowment
Financing Scouting (SME/FOS)
Learning For Life
Hispanic Awareness
People Management I
People Management II
International Programs
Working with Older Scouts and Junior Leaders
National Junior Leader Instructor Camp

Period 10 - August 11-17

District Key-3
District Committee
The Unit Commissioner
Administration of Commissioner Service
Training Management Seminar

**Utilizing Camp Properties
Exploring
Exploring Administration**

Invitation to these conferences is upon recommendation of the local council or one of the BSA's National Committees. Participants may earn 2.8 continuing education units.

The conference schedule permits ample time for family activities, day hiking, and recreation. Families check-in on Sunday afternoon, and depart on Saturday morning. Conferences and family programs begin early Monday morning. Family programs are planned for all ages - infant through adult. Your family will enjoy a staff-led program of hiking, tours, handicrafts, games, campfires, and outdoor activities. A Cub Scout Day Camp, Boy Scout program, and a 5-day backcountry camping adventure for Explorer-age youth is included.

All meals are provided in Philmont's dining halls. Housing for participants is in a tent city environment in large, two-person wall tents on platforms with twin beds and electricity. Towels and bedding are provided. Modern restrooms with showers are located in the tent cities. Support services are provided by a medical facility, chapels, laundry, trading posts, and a handicraft lodge. Full details on programs, facilities, and services are sent to conference participants upon registration.

Fees for Conference Participants are \$245 for the week. For Spouses and Children over 18, \$175. Children ages 6 to 18 are \$155. Children ages 3-5 are \$95. And Children 2 and under are \$20. NJLIC and Mountain Trek fees are \$180. Fees include meals, conference and program materials, and lodging.

**Date: Thu, 18 Jul 1996 12:28:58 -0700
From: "Timothy J O'Leary" <tjo@CPTCHR.AFIP.MIL>
Subject: Leadership (was "Pack Leadership")
To: Multiple recipients of list SCOUTS-L <SCOUTS-L@TCUBVM.IS.TCU.EDU>**

About ten years ago, I heard a talk that General Carl Vuono, then Chief of Staff of the Army, gave frequently to senior Army officers and civilians. In a nutshell, the message was that

"Your most important job is to train your successor."

He wasn't referring, necessarily, to the person who would fill the precise job you had at the moment, but rather to those who would fill similar positions of leadership and responsibility.

The same holds true for Scout leaders. When we fail to "train our successors" before we leave the pack, we set the pack up for future "rough times" or even dissolution.

The typical Cub Pack has adult leadership provided by the parents of existing Cubs. If we recruit as Tigers and keep them for all five years of the program, that is about as long as we can expect to keep these adults in the pack. There are two positions which we absolutely must fill and fill well to keep the pack running smoothly - the Cubmaster's position, since he is the "most visible" leader, and that of the Committee Chair, because it is the most critical position, and the one for which continuity is crucial to success.

I don't have the answer for how to "keep the continuity up," but I have some thoughts.

1. The Cubmaster and Committee Chair should never hold these positions until the time they are ready to "leave the pack." Ideally, new parents, with at least two or three years to "do the job" should be in place a year before the old leave. The former CM and CC are then available to give advice - only when asked - over the difficult first year. I am convinced that this is absolutely required for the CC job; it is a "would be nice" for CM.
2. We must identify potential candidates during the Tiger year when possible, and should especially keep in mind folks that have more than one son, spaced to "keep them in the program" for more than the usual five years. This group is somewhat smaller, but has a bit more time to "digest the program" and get comfortable considering these roles.
3. We should get people trained for these roles before they take them on. These leaders should be people we can count on to obtain not only CSBLT, but also to go to roundtable, Pow Wow and other training opportunities.

The only people who can do this job are the CM, CC and COR. All three need to do it. The CM is critical for recruiting adult leaders, since he is the "visible head." The CC and COR, though, are the folks with the real responsibility to make sure that they have "trained their

successors," and stuck around for a while to fill in the holes they missed.

I'm not ready to claim success in employing these techniques, but they make sense, and I should have some "data" within the next year or so.

Tim O'Leary, former CC, former CM and present WDL, Pack 1072, NCAC