A resource for people who support Scouters, including: Commissioners, Support Scouters, and committees at the group, area, and council levels.

It starts with Scouts. It starts with us.

It starts with Scouts.
**Promise**

On my honour,
I promise to do my best
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of the Scout Law

**Law**

A Scout is
Helpful and trustworthy,
Kind and cheerful,
Considerate and clean,
Wise in the use of all resources

**Mission**

To contribute to the education of young people
through a value system based on the Scout Promise and Law
to help create a better world where people are self-fulfilled as
individuals and play a constructive role in society.

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**People Who Support Me**

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**My Team**

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Scouts Canada
Scouter Support Playbook
Version 4
9/10/2012
### My Scouts Canada Service Centre

Address

Hours

or 1 888 726 8876 toll free

Phone

Website

E-mail

or helpcentre@scouts.ca

### My Scout Shop

Address

Hours

Phone

shop online 24/7/365 at [www.scoutshop.ca](http://www.scoutshop.ca)

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This playbook touches on three of Scouts Canada’s national priorities:

- child and youth safety
- growth and membership development
- Scouter and volunteer support

Purpose of this Playbook

The purpose of this playbook is to be a key resource for Scouter support. It touches on the other priorities, but does not cover them in great detail.

Child and youth safety is addressed primarily through our policies, procedures, training programs, and program resources. Current child and youth safety information can be found online at [scouts.ca/child-and-youth-safety](http://scouts.ca/child-and-youth-safety).

Growth is supported through the Jumpstart to Growth materials, available online at [scouts.ca/J2G](http://scouts.ca/J2G).

People who will benefit most from this playbook are Scouters who support other Scouters. These people are typically in the role of commissioner (adult or youth), Support Scouter, or committee member; they are working at the group, area, or council level.

Content from program resources, manuals, and other materials (like the New Scouter Welcome Kit) is not duplicated, but is referred to so that you can find the most relevant information on a topic from the best source we have.

Vision for Scouters

Scouting promises youth, parents, and the community that “It starts with Scouts.” We provide youth with opportunities to experience new things and to develop into capable and well-rounded individuals.

Delivering on this promise to Canadian youth requires an unwavering commitment to Scouter support. Our vision for Scouters is that:

- Quality section programming is the primary objective of all Scouters; Scouters know what a quality program looks like.
- Scouters feel empowered, a sense of belonging, and a commitment to Scouting’s Mission.
- Scouters believe that participation in Scouting has value for them as individuals and that they can contribute to Scouting from day one.
- Scouters are not in this alone: there are other Scouters willing and able to support them in achieving success.
- Scouters derive value from developmental experiences attended.
- All Scouters receive the feedback necessary to help them grow.
- Section Scouters understand the Scouting Method and that they are mentors and coaches for youth.

Purpose of this Playbook

Competent and confident leadership is the cornerstone of a high quality and successful youth program that will enable Scouting to attract and retain more members, specifically:

- consistent, high quality youth programming is required to attract and retain youth members
- competent and confident section leadership is the key enabler of consistent, high quality program
- engaged and effective leadership teams improve Scouts Canada’s ability to attract and retain Scouters
- competent and confident leadership is attained through effective Scouter support

Scouts Canada must focus on supporting all section Scouters so that they possess the knowledge, sense of commitment, and enthusiasm they need to thrive.

From Strategy to Action

The primary role of all support Scouters and staff members is to facilitate the delivery of high quality programs. This requires focus on appointing the right people to the right roles, ensuring that Scouters receive clear and meaningful orientations, seeing to it that experienced Scouters are in place and willing to provide regular coaching to others, and meaningful recognition for work well done.

With a constant and steady commitment to our Scouters the number of youth reached by Scouting will increase, the quality of their experiences will improve, and our ability to shape the leaders of tomorrow will grow.
Scouters are people just like you and I, and we all do a much better job and feel happier about helping out when we:

- know what we’re going to be doing
- have the chance to learn and grow in our roles
- are given the tools that we need to do the job well
- have people giving us guidance and support
- are thanked when we do well

But, there is much more to it than just treating others the way we’d like to be treated. It is what our shared values tell us we must do. It is part of how we do our duty to others and live the Scout Law.

Through support, we are:

- being helpful when Scouters new to the movement need help the most
- being trustworthy by following through on our commitments to Scouters
- kindly sharing the lessons we’ve learned
- cheerfully lending a hand
- being considerate in when and how we provide timely, relevant feedback
- encouraging cleanliness of spirit by helping others understand their role in helping youth grow and develop
- being wise in the use of our resources by allowing section Scouters to focus on quality program

Scouter support has **five pillars** that allow our section Scouters to focus on quality program. They are:

- Orientation
- Formal Training
- Program Tools
- In Person Support
- Feedback & Recognition

Each of these pillars has goals and outcomes tied to it that tell us, as a movement, if we are doing well.

### Why?

Scouter Support Playbook: **Why?**

### How?

Scouter Support Playbook: **How?**

### Orientation

- 75% of new Scouters are recruited and registered by August 31st in the previous Scouting year
- orientation and the New Scouter Welcome Kit are provided to all new Scouters within two weeks of when they accept their role

### Formal Training

- 100% of Scouters are Woodbadge I trained for their primary role
- training quality is measured at every course; 60% of participants strongly agree with core quality statements on the standard course evaluation form

### Program Tools

- 80% of all sections achieve the Quality Section Award

### In Person Support

- every section and group receives three service visits annually
- every group committee has at least three non section Scouters to support group activities

### Feedback & Recognition

- every Scouter receives personal feedback three times annually
- 20% of Scouters receive Scouts Canada recognition for outstanding service annually

Throughout this playbook, you will learn how your role helps us achieve these outcomes. It is through your efforts that we will provide effective support to Scouters.

On the toolkit page for each pillar you will find a sidebar with the support strategy statement and outcomes for that pillar.
**Who?**

Every one of us, at all levels of the movement, has a role to play in supporting Scouters.

### Section

Scouters at the section level determine the quality of our programs and how well we achieve our mission.

| Orientation       | • attending an orientation  
|                   | • taking mandatory training  
|                   | • asking questions  

| Formal Training   | • taking role-appropriate training  

| Program Tools     | • focusing on program quality  
|                   | • using available program tools  

| In Person Support | • asking for help when it may be needed  
|                   | • providing mentoring and coaching to fellow Scouters  

| Feedback & Recognition | • providing feedback to each other  
|                        | • accepting feedback and using it to improve  

### Group

Group Commissioners (GCs) have one of the biggest roles to play in Scouter support.

| Orientation       | • identifying gaps in leadership then recruiting and registering new Scouters in a timely way  
|                   | • providing orientation and a New Scouter Welcome Kit to every new Scouter in their group  
|                   | • ensuring that every new Scouter takes mandatory training  

| Formal Training   | • encouraging section and group level Scouters to take role-appropriate training, and sharing options for completing training with them  

| Program Tools     | • working with section Scouters to ensure that program plans are leading to the Quality Section Award  

| In Person Support | • visiting every section three times annually  
|                   | • following up on needs identified during visits  
|                   | • recruiting non section Scouters to fill group support roles  

| Feedback & Recognition | • providing personal feedback to every Scouter in the group three times annually  
|                         | • identifying and helping eligible Scouters receive outstanding service recognition  
|                         | • recognizing Scouter milestones in a meaningful way  

GCs recruit and rely on their non section Scouters to help achieve outcomes within the group.

### Area

It is the task of Area Commissioners (ACs), Area Youth Commissioners (AYCs), and Area Support Managers (ASMs) (in councils that have them) to help groups succeed. They are who groups turn to when they need help.

| Orientation       | • providing groups with training and resources for Scouter recruitment, screening, mandatory training, and registration  
|                   | • helping deliver orientations and mandatory training in groups that need help  

| Formal Training   | • working with groups to identify gaps in Scouter training  
|                   | • working with council to provide enough training opportunities for Scouters in the area  

| Program Tools     | • connecting groups with resources, tools, and people that help sections improve their programs  

| In Person Support | • visiting every group three times annually  
|                   | • helping groups visit their sections  
|                   | • following up on needs identified during visits  

| Feedback & Recognition | • providing personal feedback to every Group Commissioner and area Scouter three times annually  
|                         | • identifying and helping eligible Scouters receive outstanding service recognition  

ACs and AYCs build and rely on service teams to meet the needs of all the groups and sections in their area.
**Council**

It is the task of Council Commissioners (CCs), Council Youth Commissioners (CYCs), and Council Executive Directors (CEDs) to help groups and areas succeed.

**Orientation**
- providing groups and areas with training and resources for Scouter recruitment, screening, mandatory training, and registration
- monitoring registration, screening, and mandatory training, and addressing any gaps
- ensuring that all groups have an adequate supply of New Scouter Welcome Kits

**Formal Training**
- working with areas and groups to identify gaps in Scouter training
- working with areas to provide enough training opportunities for Scouters in the area

**Program Tools**
- connecting groups with resources, tools, and people that help sections improve their programs
- monitoring Quality Section Award applications and addressing any gaps

**In Person Support**
- visiting every area three times annually
- helping areas visit their groups
- following up on needs identified during visits

**Feedback & Recognition**
- providing personal feedback to every Area Commissioner and council Scouter three times annually
- identifying and helping eligible Scouters receive outstanding service recognition

**Area Support Managers**

Area Support Managers (ASMs) are paid staff working collaboratively with ACs and AYCs to:

- make and implement area plans for recruitment, support, and capacity building to support quality programs
- build positive relationships with council, areas, groups, and sections through proactive visits and communication
- facilitate compliance with registration, screening, and safety policies
- encourage areas, groups, and sections to meet and exceed standards for support and program quality
- be a key resource for program knowledge, policies, and Scouter support
- increase awareness and visibility of Scouting
- maintain and grow membership in Scouting

In supporting Scouters, ASMs are:

**Orientation**
- supporting commissioners in succession planning
- working with commissioners to ensure that orientation happens in a timely manner

**Formal Training**
- encouraging Scouters to take role specific training

**Program Tools**
- working with groups to support their sections in achieving the quality section award

**In Person Support**
- working with commissioners to meet support standards at area, group, and section levels

**Feedback & Recognition**
- helping commissioners provide feedback to Scouters
Volunteer Support Cycle

Volunteer recruitment and support is ongoing through volunteers and Scouters time with us. The pillars, outcomes, and servicing standards are tied to this model.

Recruitment
how and when we approach people to become Scouters
Pillar 1,4
Outcome A,G

Screening
ensuring that the right people are in the right roles
Pillar 1
Outcome A

Orientation
sharing key information and setting expectations
Pillar 1
Outcome B

Appoint and Invest
welcoming new Scouters to our movement
Pillar 5
Outcome H

Adult Development
giving Scouters the tools and knowledge needed for success
Pillar 2
Outcome C,D

Feedback and Evaluation
helping Scouters improve
Pillar 5
Outcome H

Service and Support
providing Scouters with support, tools, and feedback
Pillar 3,4,5
Outcome E,F,H
Reassign
moving Scouters into a role they are better suited for
Pillar 1
Outcome A

Retire
thanking and saying goodbye to a Scouter who isn’t staying with the movement
Pillar 5
Outcome J

Renew
keeping a Scouter who is doing a good job in current role for another term
Pillar 1
Outcome A

Pillar | Associated Outcomes
--- | ---
1 – Orientation | A – 75% of new Scouters are recruited and registered by August 31 in prior Scouting year |
 | B – Orientation and NSWK provided to all new Scouters within 2 weeks of accepting role |
2 – Formal Training | C – 100% of Scouters trained with WB I in primary role |
 | D – Training quality is measured at each course; 60% of participants strongly agree with core quality statements |
3 – Program Tools | E – 80% of sections receive the Quality Section Award |
4 – In Person Support | F – Each section and group receives 3 service visits annually |
 | G – Each group committee has a minimum of 3 non section Scouters to support group activities |
5 – Feedback & Recognition | H – Each Scouter receives personal feedback 3 times annually |
<p>| I – 20% of Scouters receive Scouts Canada recognition for outstanding service annually |</p>
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<td><strong>Sign Application Form</strong></td>
<td><strong>Sign Code of Conduct</strong></td>
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Scouter Support Playbook  Screening And Support Timeline

Active Day 1  Active Period Ending August 31

Appoint and Invest  Adult Development

Scouter Becomes Active  Role Specific Woodbadge I
After completing all steps in the screening and orientation process, a Scouter becomes active and may begin to wear our uniform and work with Scouting youth.

75% of Scouters to be active on September 1.

Scouter is Invested  Badge de bois ii
The Scouter makes or renews the Scout Promise and joins the worldwide Scouting movement for the year.

Service and Support  First Aid and Program Skills Training

Service Visits
Minimum 3 schedule service visits per year with follow up work, focusing on helping Scouters achieve support and program standards.

Feedback and Evaluation

Feedback during Service Visits
Scouters receive feedback during regular service visits.

Reappointment Interview
Every Scouter has an interview at the end of the year before reappointment, reassignment, or retirement.

Recognition

Scouts.ca/thanks
Scouters are recognized for doing well throughout the year in a timely and meaningful way.

August 31
Reassignment

When a Scouter is reassigned, ensure that the necessary screening is completed if they are changing group, area, or council.

Begin the orientation and screening process early so they are active on September 1.

Retirement

Advise your registrar if a Scouter is retiring so that the Scouter can be made inactive in myscouts.ca once their retirement takes effect.

Scouters who have not completed role specific Woodbadge I retire on August 31.

Reappointment

When a Scouter is reappointed, begin the orientation and screening process early so they are active on September 1.
Each new Scouter is appropriately screened according to the required process and provided with an orientation to Scouting that is supported by the New Scouter Welcome Kit. The aim of the orientation is to:

- provide a clear understanding of the brand promise and how it relates to program
- clarify expectations, program goals, and standards
- outline the overall volunteer support strategy and approach
- outline local support and opportunities for training

Outcomes

- 75% of new Scouters are recruited and registered by August 31st in the previous Scouting year
- orientation and the New Scouter Welcome Kit are provided to all new Scouters within two weeks of when they accept their role

New Scouter Welcome Kit

This is the key document for a new Scouter just joining the world of Scouting and it’s a welcome to the Scouting family.

It is the first documentation that new Scouters will receive and is designed to provide them with enough information to get them started in their first few weeks with us.

The printed kit contains:

- an orientation checklist
- the top twenty things new Scouters need to know in their first six weeks
- helpful information on the service and support they can expect to receive
- information on how we protect our youth and Scouters
- a “who’s who in the zoo” with names of key contacts to go to for support

In addition, the accompanying website scouts.ca/NSWK has:

- copies of the section handbooks
- “program in a can” Jumpstart packages
- inspirational video messages
- copies of the current issue of Scouting Life
- additional resources and tools

Hard copies of the kit are sent to Group Commissioners in April to give to new Scouters as they are recruited.

The full kit is online at scouts.ca/NSWK.
The Grizzly Creek Solution
A training workshop that includes a video, workbooks, and role-plays. Takes about 2 hours to complete.
Designed for use with group and area teams.
Teaches Scouters how to:
• determine requirements for a role
• make a list of candidates
• prioritize the candidates
• offer a role to a candidate
Materials available from your council.

BP&P Section 3000
Outlines the registration process for new Scouters.
Includes the screening chart, telling us which adults need to be screened to what level, and the list of exceptions to clean PRCs.
Available on scouts.ca under Scouters.

Screening: It’s Our Duty
A training video. About 25 minutes long.
Designed for use with anyone who will be helping with Scouter screening interviews.
Teaches Scouters how to:
• conduct an interview
• follow up on candidate answers
• deal with a “gut-feeling”
• check references
Materials available through e-learning on myscouts.ca

Screening Interview Guide
A booklet of interview questions and tips.
Designed for use by anyone who will be helping with Scouter screening interviews.
Helps Scouters:
• conduct an interview
• ask appropriate questions
• follow up on candidate answers
• identify red flags
Available on scouts.ca/vstk

BP&P Section 4000
Includes job descriptions for most Scouter roles in the movement.
Designed for orienting, coaching, and providing feedback to Scouters.
Most candidates like to receive a copy of their job description at the screening interview and again at the orientation. It helps them understand their new role.
Available on scouts.ca under Scouters.

Mandatory Training
As part of the screening and orientation process, new Scouters must complete child and youth safety, accessibility, and Woodbadge I module 1 training before they can become active.
Available through each Scouter’s e-learning account on myscouts.ca or can be downloaded from scouts.ca/vstk

Training Calendar
A calendar of upcoming Woodbadge I, Woodbadge II, and other courses offered in a council or area. Also includes information on accessing e-learning.
Candidates and Scouters changing roles need to be provided with a copy of the training calendar as soon as possible, preferably during their orientation.
Telling people that training is provided is important. People like to know what they are doing and they feel much more comfortable once they have received training.
Available through your area and council service teams.
Each Scouter has access to relevant and high quality training opportunities that assist him/her in developing the knowledge, skills, and attitude required to function effectively as a Scouts Canada volunteer.

Scouts Canada directly manages content and delivery of training including Woodbadge I and Woodbadge II (program planning and delivery courses) and Outdoor Skills courses.

It is equally important for Scouters to engage in other personal development activities that improve their capacity; these would include accreditation from other agencies (e.g. first aid, recreational canoeing) as well as participation in skill workshops.

Outcomes

- 100% of Scouters are Woodbadge I trained for their primary role
- Training quality is measured at every course; 60% of participants strongly agree with core quality statements on the standard course evaluation form

E-Learning

All mandatory training is available through e-learning, including:

- Child and Youth Safety
- Accessibility
- Woodbadge I Module 1

Scouters can also complete their Woodbadge I through e-learning if their role is with:

- Beaver Scouts
- Cub Scouts
- Scouts
- Venturer Scouts
- Rover Scouts

All Scouters are able to take Woodbadge I through e-learning by logging in to their myscouts.ca account and clicking on training.

Each online course consists of 4 modules, plus the Orientation to Scouting module. The first module of Woodbadge I is completed as part of the mandatory training.

Each module is independent and can be completed at the Scouter’s own pace. Modules take most Scouters about an hour to complete (4-5 hours for the full course).

All courses provide the basic knowledge that a Scouter needs to be an effective member of a leadership team.

E-learning is particularly effective for Scouters who are changing sections/roles.

Upon completion of Woodbadge I through e-learning a Scouter’s council is notified and the council arranges for the Scouter to receive a Woodbadge woggle.

Available online through myscouts.ca

Available online through myscouts.ca

Available online through myscouts.ca
In Person Mandatory Training

People who wish to complete their mandatory training but are not able to do so through e-learning can download all of the required materials from scouts.ca/vstk.

In Person Role-Specific Training

Woodbadge I continues to be offered in person for all sections. These courses offer a rich learner experience, with opportunities to ask questions and network with other Scouters. A typical in person Woodbadge I course includes 10-12 hours of instruction.

Woodbadge II, First Aid, and Outdoor Skills courses are only available in person.

Talk to your area and council service teams for information on upcoming courses and how to register for them.

Trained Scouters

Trained Scouters are invaluable.
When a new Scouter hears from someone who has recently taken training, they hear about the useful knowledge, the new skills, and the great resources that training connects them to.
When talking to a new Scouter about training, share your experiences. Communicate the enthusiasm, confidence, and passion that you picked up from your courses.
Encourage Scouters who have recently taken training to share their experiences with their team.

Trainers

One role of trainers is to assist in section and group support.
Encourage active trainers to share details about upcoming courses that they are helping on.
When a new Scouter hears that they will be learning from someone that they already know and respect, they are much more likely to attend the course.
The trainer is also able to follow up with the Scouters after the course is finished because of the ongoing relationship.

Training Calendar

A calendar of upcoming Woodbadge I, Woodbadge II, and other courses offered in a council or area. Also includes information on accessing e-learning.
Candidates and Scouters changing roles need to be provided with a copy of the training calendar as soon as possible.
Telling people that training is provided is important. People like to know what they are doing and they feel much more comfortable once they have received training.
The training calendar for your council is available through your area and council service teams.

Course Training Standards

A list of all the topics covered in a training course, and the approximate amount of time spent on them.
We can use this information to answer Scouter questions about course content. We can also help them understand what training will do for them.
Current course training standards are available on scouts.ca under Scouters.
Our programs are designed to deliver fun, challenging, outdoor programs to youth of all ages. To ensure that all members receive quality Scouting programs and opportunities to develop themselves we have program standards.

Scouters use the standards to plan and conduct quality programs. It’s a quick reference to make sure we are covering all aspects of our programs. By using the standards, youth have a better program and stay in Scouting longer.

The standards help us ensure quality in:

- number of outings
- number of camping opportunities
- youth input
- community service

We support our Scouters by helping them plan and evaluate their programs using the standards. We also recognize their effort when they meet them with the Quality Section Award.

The program quality standards should be measured at the end of each year and forwarded on to your council, regardless of whether a section meets all of them, so that areas and councils can improve the support and join in programs available to sections.

The current standards for all sections and award application form are available in the New Scouter Welcome Kit and on scouts.ca under Scouters.
Leader’s Handbook

Designed for the section Scouter, these handbooks cover the same material as Woodbadge I with much more depth and with additional resources included.

Every handbook includes:
- tips on working with youth
- ideas and samples for every program element
- ceremony scripts
- Jumpstart materials for the first four to six weeks of program each year
- program ideas for each badge
- templates for program planning

Print copies available through the Scout Shop. E-copies available online at scouts.ca under Scouters.

Youth Handbook

Designed for the youth in each section, these handbooks cover the badge requirements and include tips for the youth on how to complete the badges on their own.

Also included is a wealth of program ideas directly linked to each activity area and some badges.

Youth handbooks are available through the Scout Shop.

Program Builder Online

An online tool that helps Scouters select age-appropriate activities by type, theme, program area, and location and create a weekly program plan. Scouters can also add their own activities to the database.

Plans created using program builder online can be saved, printed, and e-mailed to others.

Requires creating an account so that program plans can be saved. Scouters create their own accounts using a username and password of their choice.

Available online at pbo.scouts.ca/pol

ScoutsTracker.ca

ScoutsTracker is an online portal designed to collect and maintain a Scouting Section’s attendance, badge progress, and events.

Available online for an annual fee at scoutstracker.ca/main/

Scouts Canada Wiki

A site full of Scouter created articles; it includes badge requirements for all program badges and shows links between requirements of different badges.

Scouters can share their knowledge with the rest of the movement by updating and creating wiki articles.

Online at wiki.scouts.ca

Prepared Programming

Annual program calendars with weekly plans for Beaver Scouts, Cub Scouts, and Scouts.

The first document that Scouters will see is an annual calendar. By clicking on activity names, they will jump to the document with the weekly activity plan.

Prepared programming meets program quality standards and Scouters can pick and choose the activities they use.

Available online at scouts.ca under Scouters.

Jumpstarts

Themed prepared programming for Beaver Scouts, Cub Scouts, and Scouts. Jumpstarts cover four to six weeks of program and include:
- weekly program plans with suggested timings
- links to badge requirements
- all program elements
- instructions for all activities and games
- tips and hints

Print copies are available through the Scout Shop. E-copies available online at scouts.ca under Scouters.

Local Program Resources

Talk to your area and council teams about local and regional:
- join in programs
- program tools
- program resources
- events
**Group Self Assessment**

This helps GCs assess the health of their sections before each section in person servicing visit.

The self assessment is used to evaluate and prioritize needs. It gives us key information about where a section is probably heading. It is **not** a report card.

It is **not** comprehensive.

It is **not** meant to be on a clipboard during a visit.

Together with the servicing model, it helps to start conversations during service visits and establishes priorities for follow up actions.

Items marked as **red** are high priority and indicate a significant problem.

Items marked **yellow** are medium priorities that require corrective action and monitoring.

Items marked **green** are good signs and these should be celebrated with the Scouters during the visit.

Available at [scouts.ca/vstk](http://scouts.ca/vstk) under In Person Support.
Group Health Check

This helps ACs, AYCs, and ASMs assess the health of their groups before each group servicing visit. The items are very similar to the group self-assessment.

The health check is used to evaluate and prioritize needs. It gives us key information about where a group is probably heading.

It is not a report card.

It is not comprehensive.

It is not meant to be on a clipboard during a visit.

Together with the servicing model, it helps to start conversations during service visits and establishes priorities for follow up actions.

Items marked as red are high priority and indicate a significant problem.

Items marked yellow are medium priorities that require corrective action and monitoring.

Items marked green are good signs and these should be celebrated with the Scouters during the visit.

Available at scouts.ca/vstk under In Person Support.

Area Health Check

This helps ACs, AYCs, and ASMs assess the overall health of their area, helps to start conversations during the CC’s service visits, and establishes priorities for follow up actions.

Results of group health checks can be inserted into the area health check to provide an overall summary of group operations within the area.

The AC and CC should agree together on the overall area health assessment and action plan sections.

Common Sense

Health checks only go so far in helping us support Scouters.

Whenever we are on a service visit, we need to:

• keep our eyes and ears open
• listen to and talk with the Scouters we are meeting with
• take the time to understand what is happening
• focus on core issues that will improve program quality, youth membership, and retention

Follow Up Actions

Service doesn’t happen just during the visit, it also happens when we follow up on items identified and agreed on during the visit.

Successful follow up is our most effective tool.
Recognition for Outstanding Service

We are committed to recognizing at least 20% of our Scouters for outstanding service every year.

This may seem like a difficult goal, until we remember that all it takes is recognizing one adult in each section each year.

There are few better ways for us to say “thank you” to someone who is doing an outstanding job than by providing them with formal recognition from the movement for their service.

Recognizing outstanding service is as easy as visiting scouts.ca/thanks and filling out a simple form.

Any stakeholder to Scouting (volunteers, youth, parents, the community at large) can fill out a simple form to commend a Scouter for their outstanding act or service to Scouting.

Scouters will receive a certificate every time they are commended by a stakeholder and it will be presented within the Scouter’s section or group.

As Scouters accumulate commendations, they will become eligible for outstanding service awards and will be recognized with a medal and uniform insignia for each award.

When preparing to recognize a Scouter in this way:

- start with the details, like making sure the Scouter’s name is spelled correctly
- be as timely as possible
- be specific in your writeup
Preparing to Provide Feedback

We need to provide feedback to every Scouter at least three times a year. If we don’t, it’s hard for them to know what they’re doing well and what needs to be improved.

When providing planned feedback, compare how a Scouter or team of Scouters is doing to our established standards:

- program quality standards
- self assessments and health checks
- job descriptions found in BP&P Section 4000

By using established standards we have a starting point for our feedback conversations with Scouters. We can clearly identify what they are doing well and provide them with clear, specific guidance on how to improve in areas where they aren’t doing well.

The AID model can help you provide feedback.

- **A – Action**
  - what the person did
  - “I noticed you’ve been doing a lot of program planning recently.”

- **I – Impact**
  - the impact of that action
  - “The impact this has on the youth is that it gives them the opportunity to participate in a quality program and have fun. Looks like you were enjoying it more, too!”

- **D – Do**
  - desired outcome, what you want to see done
  - “I would like to see you continue; it pays off.”

Providing Positive Feedback

1. describe the other person’s behaviour
2. use specific rather than general terms
3. give feedback as soon as possible
4. avoid comparing with or putting down someone else when giving positive feedback
5. “Thank you for…” is an effective way to start positive feedback
6. ask if you can share what the person is doing to be successful with others

Providing Constructive Feedback

1. describe the other person’s behaviour, do not judge it
2. use specific rather than general terms
3. consider the needs of the other person as well as your own needs
4. discuss behaviour that the other person can do something about; frustration grows when you talk about something that a person has no control over
5. be aware that feedback is more effective when requested than when “dumped”
6. give feedback as soon as possible after the behaviour has occurred, however you may want to wait if you need to calm down or to avoid embarrassing the other person
7. check to make sure that what you have said is clear

Adapted from the Rover Program Handbook, p 46

Following Up on Feedback

Following up on feedback is important to make sure that the Scouters understood what you asked them to do.

For positive feedback, we want to check that the good actions are continuing. Acknowledging and monitoring strong areas helps us keep those areas strong.

For constructive feedback, we want to find out if our guidance is being followed and if it is working.

If it’s working, then it’s an opportunity to provide some positive feedback to the Scouter.

If it’s not working, or isn’t being adopted at all, additional in person support may be required to help the Scouter address your concerns.

The timeline for following up on feedback depends on the situation. Urgent situations generally require follow up sooner.

Receiving Feedback

When it is our turn to receive feedback, it is helpful to keep in mind that the person providing us with it is trying to do the same thing you are when you provide feedback to others: support you and help Scouting deliver quality programs.

1. accept both positive and constructive feedback as an opportunity to improve
2. take time to reflect on the feedback you have been given, our initial reaction to feedback isn’t always the best one
3. if the feedback is vague or unclear, ask for more details
The goal of support is to provide regular, in-person support for Scouters so that they are able to deliver on Scouts Canada’s brand promise and offer consistently high quality programs that exceed our program quality standards.

**Personal Responsibility**

Remember when providing servicing and support, that we want to move beyond measuring compliance, and should be helping the Scouters we support develop a sense of personal responsibility for the tasks they are responsible for.

**Notes**

- the self-assessment and health check tools have been designed to expand on the topics covered in servicing visits; they provide the framework that commissioners and staff use to identify trends and support needs
- three visits is the minimum, more than three will be required for some sections, groups, and areas depending on the circumstances
- phone and e-mail contact is supplemental to the visits, visits are face-to-face
- commissioners are expected to recruit a team that will help them achieve these standards
- where standards indicate a commissioner or staff person will do something, that person may appoint a designate to do that task

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**Annual Group to Section Servicing**

- GCs will visit each section at least three times
- one visit is to a planning meeting with the leadership team and at least one visit is to a section meeting
- GC will meet with the group’s sponsor at least once

**Service Visit 1  Initial Visit  August**

- identify section capacity and ways to increase it
- review screening and mandatory training completion
- identify training requirements
- review program plans and make sure that they will lead to the Quality Section Award
- provide orientation and NSWKs
- ensure myscouts.ca information is correct
- identify service and support required

**Service Visit 2  Mid-Year Check-Up  November**

- did the section meet membership goals?
- have training requirements been met?
- review screening and mandatory training completion
- review program plans for quality
- identify service and support required

**Service Visit 3  Wrap-Up  March**

- Scouter satisfaction and performance evaluations
- program quality evaluations
- Scouter recognition
- identify requirements and capacity for next year
- review group growth plan

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**Annual Area to Group Servicing**

- ACs, AYCs, and ASM will visit with each GC at least three times
- one visit is to a group committee meeting that includes section leadership and one is to a section
- ACs, AYCs, and ASM will meet with each group’s sponsor at least once

**Service Visit 1  Initial Visit  August**

- review capacity of each section and growth plans
- review screening and mandatory training completion
- review training plans for Scouters
- identify sections that need help with program planning to achieve the Quality Section Award
- review group financial and fundraising plans
- review orientation and NSWK distribution plans
- review group committee capacity and needs arising from vacancies and gaps
- emphasize need for correct myscouts.ca information
- identify service and support required
### Service Visit 2 Mid-Year Check-Up November
- did the group meet membership goals?
- review retention and growth results
- have training requirements been met?
- review screening and mandatory training completion
- review program plans for quality, discuss program support
- identify service and support required

### Service Visit 3 Wrap-Up March
- ensure Scouter satisfaction, performance, and program quality evaluations take place
- ensure section and group Scouters are recognized
- ensure quality programs receive Quality Section Award
- review spring registration plans
- identify returning members, retention, and growth for next year and plan recruitment process for Scouters and youth
- ensure all Scouters received role specific training, review training requirements for next year
- review group growth plan for next year

### Annual Council to Area Servicing
- CCs, CYCs, and CEDs will visit with each AC, AYC, and ASM at least three times
- one visit is to an area meeting

### Service Visit 1 Initial Visit August
- identify the area’s capacity and growth plans
- identify training requirements
- review screening and mandatory training completion
- review groups needing program planning help and the area’s plan for providing it
- review groups with underperforming commissioners or Scouters and area plans to address
- identify service and support required, includes identification of systemic issues and low value add activities

### Service Visit 2 Mid-Year Check-Up November
- did the area meet its membership goals?
- did the area meet its retention goals?
- review screening and mandatory training completion
- have training requirements been met?
- review quality program planning assistance plan and make sure that follow up support is happening
- identify service and support required; includes identification of systemic issues and low value add activities

### Service Visit 3 Wrap-Up March
- review satisfaction, performance, and program quality evaluations
- recognize Scouters
- discuss early registration
- ensure plans are in place for spring recruitment, orientation, and NSWK distribution
- review retention and capacity for next year
- have training requirements been met?
- financial health check
- review area’s growth plans
- identify service and support required; includes identification of systemic issues and low value add activities
It’s About Building a Relationship

The first visit with someone is special. Because it is special, it has different goals and a different script from normal service visits.

Our first service visit with someone, whether because they are new to their role or we are new to ours, is about relationship building.

It doesn’t matter if you’re visiting a section, a group, or an area, nor does it matter what your title is. Establishing a positive working relationship right away will help you provide better, more effective support sooner.

We need them to feel comfortable enough with us that they will call us when they need help.

The goals for our first visit are:

• to understand the strengths and weaknesses of the other person so that we can begin to understand what type of service and support they are likely to need
• to help the other person understand that your role is to help and support them
• to introduce the tools that we’ll be using to support them

The rest of this page is an agenda that will help you meet these goals during your visit.

Items that you will want to bring to the visit are:

• your job description
• the other person’s job description
• a copy of Code of Conduct
• a blank self assessment / health check
• the program quality standards

Establish Rapport

• briefly share what your role is in Scouting
• share how you first became involved in the movement
• ask how the other person became involved
• ask what other Scouting experiences the person has had

Provide Orientation

• give the other person a copy of your job description, point out what you do to support people
• give a couple examples of what you have done to help people similar to the person you are visiting with
• give the other person a copy of their job description, point out what they do to support others and improve the quality of our section programs
• review Code of Conduct and help the Scouter understand that it, together with the Scout Promise and Law, guides the behaviour of every adult in Scouting
• spend time answering any questions the other person has about your role, their own, or those of other people in the movement
• If the person you are visiting with is new and has not been oriented, please give them their NSWK and orientation.

Establish Expectations

• reinforce that your role is to help and support them
• share the best ways and times for them to contact you
• share that there will be three scheduled service visits during the year, and that there will be ongoing work throughout the year to support them
• reinforce that they can ask for help at any time in the year

Set the Stage

• give the Scouter the program quality standards for the sections they are working with / supporting
• briefly talk about the standards and how both you and the Scouter can help sections achieve them
• review the servicing and support model on pages 20-21 of this playbook
• give the Scouter the self assessment / health check that you will be using to support them, explain how it ties into the servicing and support model by helping your service team prepare for visits and prioritize needs

Handling Objections

Some Scouters may object to the quality standards or to the health check. Help them understand how these tools plan support:

• they are not report cards
• they are not used to compare sections / groups / areas
• they won’t be used during a visit, only before and after
• they are not comprehensive
• they do help us understand needs
• they do help us start conversations
• they do help us provide targeted service and support

Ending the Visit

• review and commit to any follow up items that came up during the visit, including deadlines for completion
• schedule the next visit
• emphasize that you are available between visits to help
• thank the Scouter for their time
Regular Service Visits

Preparing for the Visit

Meet with your service team to fill in, review, and assess needs and priorities using the appropriate health check. While all items need monitoring throughout the year some are more important to the success of the people you support at different times. For sections and groups these are:

Service Visit 1 Initial Visit August
- youth retention rate
- section program plans, youth involvement in planning, communication with parents
- ratio and 2-Scouter, Scouter training, orientations and NSWKs, Scouter retention rate
- Scouter registration and screening, non section Scouter support, financial and human resources planning, sponsor relationship, GC training

Service Visit 2 Mid-Year Check-Up November
- youth membership growth, youth attendance at activities
- section program plans, program quality, communication with parents
- ratio and 2-Scouter, Scouter training, GC service visits to sections, Scouter engagement and enthusiasm
- sponsor relationship

Service Visit 3 Wrap-Up March
- youth attendance at activities
- communication with parents
- ratio and 2-Scouter, Scouter engagement and enthusiasm
- financial and human resources planning, sponsor relationship, Scouter recognition

During the Visit

When it comes time for a service visit:
- do schedule it a few weeks in advance with the Scouters you will be visiting
- do ask if there’s anything they would like you to prepare
- do know what questions you have and what items you would like to follow up on
- do come with updates on anything you promised to do at the last visit
- do come with a friendly, cheerful attitude
- do not show up with a clipboard or checklist

At some point during the visit, you will need to:
- ask “have I done what I promised to do?”
- ask “what’s changed since last time?”
- together with the Scouters, evaluate their progress against their plans and goals
- provide feedback
- set and agree on items for follow up

Remember, health checks only go so far in helping us support Scouters. Whenever we are on a service visit, we need to:
- keep our eyes and ears open
- listen to and talk with the Scouters we are visiting with
- take the time to understand what is happening
- focus on core issues that will improve program quality, youth membership, and retention

Post Visit Follow Up

Service doesn’t happen just during the visit, it also happens when we follow up on items identified and agreed on during the visit.

Successful follow up is our most effective tool.

During the visit you and the Scouters you support agreed on:
- items that you will follow up on with deadlines
- items they will follow up on with deadlines

Following the visit, confirm these commitments and the deadlines with the Scouters. This helps demonstrate your commitment to follow up and helps everyone understand what was agreed to.

As you are doing your follow up, keep the Scouters in the loop. A quick phone call or e-mail every 2-3 weeks will help them know where you’re at and when they can expect follow up to be done.

For urgent items, you may be communicating with the Scouters more frequently.

The key is to say what you’re going to do and then do it.

In most cases, follow up should be complete before the next service visit. If you are having difficulty with follow up, do not hesitate to ask for help from the Scouters who support you.

It is important to be both trustworthy and respectful; because you made a commitment, they are expecting you to follow through. If you are unable to meet a commitment you made to a Scouter then you must let that Scouter know.
Meetings will continue to be an important part of how the various levels of our movement conduct business.

However, the content and structure of those meetings will change. Much less time will be spent on updates and report back, as those items will be dealt with during in person service visits and through follow up activities.

Instead, meetings will focus on:

- efficiently conducting necessary business
- addressing items identified during service visits that involve most of the Scouters attending
- identifying, assigning responsibility, and setting deadlines for follow up action items
- providing training in areas identified as gaps during in person support visits

This type of meeting is respectful of our Scouters and their time. For some Scouters used to using Robert’s Rules of Order, which focus on reports, correspondence, and motions, it may take some getting used to. However, they will be just as enthusiastic as you and I are about this change once they realize that their time will be spent on useful agenda items instead of on mechanical processes.

### Sample Group Committee Meeting Agenda

Circulated before the meeting:
- minutes from last meeting
- agenda for this meeting
- current group self assessment
- group membership and growth report
- group and section financial reports
- upcoming section 1 month plans

Submitted by Scouters before the meeting:
- camping and outdoor activity applications
- section 3 and 12 month plans as appropriate
- expense claims with receipts
- section revenues (dues, activity fees, etc)

During the meeting:
- Scout Promise and a Scouter’s 5
- GC report on area / council / national news 5 minutes
- Treasurer’s high level report, update on where expenses and fundraising activities are against budget 5 minutes
- sections share recent successes and upcoming program highlights 2 minutes each
- thank yous and informal recognition for items that sections have moved into the green category on the group self assessment 5 minutes
- discussion on items that are still red and yellow on the group health check for most groups in the area, focusing on 2 or 3 items that will affect future activities 20 minutes
- identifying, assigning responsibility, and setting deadlines for follow up action items identified earlier 5 minutes
- invited guest speaker, trainer, or service team member providing training on a specific topic 30-45 minutes

### Sample Area Meeting Agenda

Circulated before the meeting:
- minutes from last meeting
- agenda for this meeting
- current group and area health checks
- area membership and growth report
- area training report
- meeting minutes for area support and event committees

During the meeting:
- Scout Promise and a Scouter’s 5
- AC report on council / national news 5 minutes
- groups share recent successes and upcoming program highlights 2 minutes each
- thank yous and informal recognition for items that groups have moved into the green category on the group health check 10 minutes
- discussion on items that are still red and yellow on the group health check for most groups in the area, focusing on 2 or 3 items that will affect future activities 20 minutes
- identifying, assigning responsibility, and setting deadlines for follow up action items identified earlier 5 minutes
- invited guest speaker, trainer, or service team member providing training on a need identified by several groups during recent service visits 45-60 minutes

### Online Meeting Tools

Depending on the nature of your area, you may want to talk to your council about ways to hold some of your meetings online. Your council may have access to tools like Adobe ConnectPro, Skype, and conference call lines.
Most of the rest of this playbook is spent going through the support calendar month by month. This will help you schedule your servicing and support activities, and help you see how your role fits into supporting Scouters and improving the quality of our programs. The calendar starts in March because that’s when we start to prepare for the coming Scouting year.

It is presented in three different formats for each month:

- **table of activities**, sorted by group, area, and council responsibilities and broken down by support pillar
  - provides a mid-level, visual overview of all Scouter support activities happening across the movement each month
- **written description of the activities**, broken down by group, area, and council
  - provides a finer level of detail than the table, allowing you to pick the level of the movement that you are working at and get more information
- **case study narrative**
  - allows you to see how Scouter support happens in a practical way at the group and area levels and how people in your role work to support section Scouters and improve program quality

**Note on the Case Studies**

The case studies are a fictionalized composite of many groups across several service areas with all names and identifying details changed. Any resemblance to anyone you know or a situation that you are familiar with is coincidental. The cases follow two groups in one service area as the Scouters provide support throughout the year to improve the program.

**Characters in the Case Studies**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Group/Service Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nicole</td>
<td>Council Commissioner</td>
<td>Blue Heron Council</td>
</tr>
<tr>
<td>Liam</td>
<td>Council Youth Commissioner</td>
<td>Blue Heron Council</td>
</tr>
<tr>
<td>Tracey</td>
<td>Area Commissioner</td>
<td>Running Water Area</td>
</tr>
<tr>
<td>Gina</td>
<td>Area Youth Commissioner</td>
<td>Running Water Area</td>
</tr>
<tr>
<td>Chloe</td>
<td>Support Scouter</td>
<td>Running Water Area</td>
</tr>
<tr>
<td>Miyu</td>
<td>Group Commissioner</td>
<td>3rd Clear River Group</td>
</tr>
<tr>
<td>Kevin</td>
<td>Beaver Scout Hawkeye</td>
<td>3rd Clear River Group</td>
</tr>
<tr>
<td>Catalina</td>
<td>Cub Scout Akela</td>
<td>3rd Clear River Group</td>
</tr>
<tr>
<td>Trevor</td>
<td>Troop Scouter</td>
<td>3rd Clear River Group</td>
</tr>
<tr>
<td>Davi</td>
<td>Group Commissioner</td>
<td>7th Clear River Group</td>
</tr>
<tr>
<td>Olivia</td>
<td>Beaver Scout Hawkeye</td>
<td>7th Clear River Group</td>
</tr>
<tr>
<td>Suraj</td>
<td>Cub Scout Akela</td>
<td>7th Clear River Group</td>
</tr>
<tr>
<td>Mateo</td>
<td>Troop Scouter</td>
<td>7th Clear River Group</td>
</tr>
<tr>
<td>Darien</td>
<td>Venturer Scout Advisor</td>
<td>7th Clear River Group</td>
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</table>
## March

<table>
<thead>
<tr>
<th>Section Program</th>
<th>Communication</th>
<th>Growth</th>
<th>Orientation</th>
<th>Formal Training</th>
<th>Program Tools</th>
<th>In Person Support</th>
<th>Feedback &amp; Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>This Year</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Good Turn Week</td>
<td>Sections give parents monthly program plan</td>
<td>Organize bring a friend activities for summer programs</td>
<td>Follow up on gaps in section and group training E-learning and in person course promotion</td>
<td>Monitor section program for quality</td>
<td>Service Visit 3:  - preparing for spring registration  - determining capacity for next year  - setting retention, capacity, and growth goals  - recruitment planning  - recognizing Scouters for work done this year  - providing feedback and follow up</td>
<td>Outstanding service award applications  Provide feedback to Scouters during Visit 3</td>
<td></td>
</tr>
<tr>
<td>Working towards the QSA</td>
<td>Each section has at least one outdoor activity</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Getting Ready for Next Year</strong></td>
<td>Groups receive information about spring registration</td>
<td>Decide on adding a new section  - is an existing section large enough to split?  - are there enough older youth ready to move up in an existing section to a Scout, Venturer Scout, or Rover Scout section?  - is there demand in the community for another section?</td>
<td>Assess section and group staffing needs for next year</td>
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<td>Monitor section program for quality</td>
<td>Service Visit 3:  - preparing for spring registration  - determining capacity for next year  - set retention, capacity, and growth goals for next year  - recruitment planning  - recognizing Scouters for work done this year  - providing feedback and follow up</td>
<td>Outstanding service award applications  Provide feedback to Scouters during Visit 3</td>
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March Activities

Group to Section Support

March is when sections and groups begin getting ready for next year. You may find yourself very busy with Scouting if you are still following up on registration, screening, and training issues from earlier in the year.

During the service visit, you will:

- ask each Scouter if they will be returning next year and what role they would like to have
  - do not make any commitments yet, this is just an opportunity for you to figure out what roles you will need to recruit for
- ask Scouters how many new youth members they think they will have room for in their section next year
- ask Scouters what would be necessary to increase capacity in their section
- formally thank Scouters for what they have done this year, may include awards for outstanding service
- provide Scouters with feedback about their program and their thoughts on growing next year
- commit to required follow up

Following the service visit, you will meet with your team to:

- assess human resource and training needs for next year
- assess capacity for next year
- create a growth and recruitment plan for your group
- plan follow up support for your sections

A significant number of groups and sections experience more interpersonal conflict than usual in March. Service visits and support earlier in the year can help reduce this. However, if you find yourself in this situation do not hesitate to ask your AC for help.

Area to Group Support

March is when sections and groups begin getting ready for next year. Area teams have two jobs in March:

- helping all groups prepare for next year working with groups who are still struggling with screening, training, and registration issues from earlier on; these tasks must be wrapped up by now or the group will have difficulty achieving outcomes this year

During the service visit, you will:

- ask the group how many Scouters are returning next year and which roles they will be filling, follow up by asking what the plan is to recruit people for vacant roles
  - ask specifically about non section Scouter group committee support roles
  - keep an eye out for people serving in more than one role at the section level (see BP&P 4008.2)
- ask the group what their growth plan is for next year, including capacity building activities
- formally thank Scouters for what they have done this year, may include awards for outstanding service
- provide Scouters with feedback on their growth plans
- commit to required follow up

Following the service visit, you will meet with your team to:

- assess human resource and training needs for next year
- assess capacity and growth opportunities for next year
- create a growth and recruitment plan to support your groups, may include opening new sections/groups
- plan follow up support for your groups

Council to Area Support

March is when sections and groups begin getting ready for next year. At the council level, there are a few things that you can do to make this easier for them:

- provide registration information, including fees
- provide information on council wide and targeted recruitment and retention programs that will be used in the upcoming registration cycle
- provide guidance and support to areas and groups on communities that are under served by Scouting so that they can include approaches to these communities in their recruitment and growth plans

During the service visit, you will:

- ensure that the area is ready to support spring registration
- ask the area how many Scouters will be returning, with a focus on identifying groups that may require support and training due to an expected high turnover
- ask the area how many service team members will be returning next year
- review the area growth plans
- formally thank Scouters for what they have done this year, may include awards for outstanding service
- provide Scouters with feedback on their growth plans
- commit to required follow up

Following the service visit, you will meet with your team to:

- assess human resource and training needs for next year
- assess capacity and growth opportunities for next year
- update your growth and recruitment plan to include the information received from areas and groups
- plan follow up support for groups

March Activities  Scouter Support Playbook
Calling a group committee meeting was a new experience for Davi. Occasionally, he ran meetings at work, but he had started as Group Commissioner for 7th Clear River group just a month ago. Last week, the last commissioner had dropped off a box full of files, shook his hand, and told him it was all his problem.

Davi didn’t know that training was available, so he’d been trying to figure things out as he went.

He was very happy to get a phone call from Tracey, the Area Commissioner for Running Water Area, offering to help him out.

On the night of the meeting, Olivia was first to arrive. She’d been the contact Scouter for Beaver Scouts since 1991, before that she’d been in a ladies auxiliary supporting the group.

Next was Darien, the Venturer Scout Advisor who also happened to be a Rover Scout in a nearby group.

Third was Suraj, the Cub Scout Akela.

Everyone sat and idly chatted about their families and plans for summer.

Tracey had been keeping an eye on the clock, and noticed it was 10 minutes past 7. The meeting had been called for 7.

“Excuse me, Davi, are we ready to get started?”

“Not yet, we’re still waiting for Mateo, he’s our Troop Scouter”

Finally, at 20 past 7, Mateo arrived.

Davi opened the meeting, “Thank you for coming, I know we don’t usually do this, but I’ve been talking to Tracey and we figure it’s time to start thinking about next year.

“We’d like to start by figuring out who you think is going to be back on your teams next year, and how much room we’re going to have for new youth.”

Before the discussion could go any further, Olivia interrupted, “Why would we want to do that? We’ve always figured that stuff out in September, why change now?”

“Besides, all the Beaver Scout parents that we con into being Scouters quit at the end of every year anyways. I’m the only one you really need.”

Mateo jumped in with, “Con is right! If it weren’t for somebody telling me my son couldn’t join unless I signed up as a Scouter, I wouldn’t be here.”

Davi responded, “I think it’s important for us to change how we’ve been doing things. There’s a lot of new, young families moving into our end of town, and it’s important that their kids get into Scouting.”

Darien, who had been looking like she was ready to jump up and start talking for a few minutes, added, “We absolutely need to grow! I remember when I was little this group was twice the size it is today. Kids have more fun in a bigger group!”

Mateo snorted, “Fun for the kids, sure. What you forget is all the extra work that us adults have to do for your fun. Why should we grow? Or plan? it’s all too much work.”

Tracey could feel that the meeting was starting to get away from Davi, and decided to intervene.

“It seems like more work at the start, I promise that later on it’ll make your lives much easier. For tonight, we just need to know who you think will be back next year, we can figure the rest out later.”

The rest of the meeting was spent going through the adult and youth lists and making a best guess at who would be back.

Tracey and Davi both noticed a pattern: none of the adults were trained for their role.

They also noticed that Olivia was right; none of the Scouters in Beaver Scouts were likely to come back.

After the meeting was over, Tracey pulled Davi aside, “So, how do you think that went? And, what do you think we need to do first?”

Davi thought, and then said, “Training, we need to get everyone trained, including myself.”

“Anything else?” asked Tracey.

“Yes. I’m going to need to deal with Olivia. Mateo too,” Davi replied.

“I agree. I also think you need more new blood in your group, so we should work on your growth plan.

“Let’s work out what we need to do by when, and what you’d like my help with,” finished Tracey.
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<td>Groups and areas meet with group sponsors to sign charter applications for next year</td>
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This Year:
- Scoutrees planting
- Linking activities
- Working towards the QSA
- Each section has at least one outdoor activity
- Possible environmental project:
  - Pitch-In Canada Week
  - Possible environmental project:
  - Disney Friends for Change Clean-up Challenge

Getting Ready for Next Year:
- Groups and areas meet with group sponsors to sign charter applications for next year
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April Activities

Group to Section Support

You will be starting to recruit, screen, and orient new Scouters this month based on the needs you identified last month.

Your group receives New Scouter Welcome Kits this month so that you can orient and give a kit to the candidates when they apply. Encourage candidates to take mandatory training now and WB I before September so that they’re ready to go when the program starts up.

For current Scouters, you will be providing year end evaluations based on their performance so far. Remember to use the program quality standards and the job description as a basis for your evaluation. These evaluations should reaffirm what they have heard throughout the year during service visits and when receiving feedback.

Based on the evaluations and the preferences of the Scouters you will: either reappoint the Scouter to the same role for next year, or reassign to a different role, or the Scouter will retire from Scouting. Reappointed and reassigned Scouters with PRCs expiring in the next 6 months should apply for a new PRC now.

Sections will begin to submit their Quality Section Award applications, monitor these to ensure that all criteria are met. Some of your sections may require a bit of coaching to finish off the last few requirements.

You will meet with your group’s sponsor to renew your charter. Invite your area team to come with you.

Area to Group Support

You will be starting to recruit, screen, and orient new Scouters this month based on the needs you identified last month.

Groups that had difficulty identifying capacity and human resource needs in the last visit will probably need close support in recruiting, screening, and orienting new Scouters. By providing this support now you will avoid a panic to get this done in August.

For current Scouters on your team and GCs you support, you will be providing year end evaluations based on their performance so far. Remember to use the program quality standards and the job description as a basis for your evaluation. These evaluations should reaffirm what they have heard throughout the year during service visits and when receiving feedback.

Based on the evaluations and the preferences of the Scouters, you will: either reappoint the Scouter to the same role for next year, or reassign to a different role, or the Scouter will retire from Scouting. Reappointed and reassigned Scouters with PRCs expiring in the next 6 months should apply for a new PRC now.

As groups begin to forward Quality Section Award applications, begin to track which sections aren’t meeting the standards and what areas they are having difficulty with. Based on this information, you can begin to plan your support and join-in activities for the next Scouting year.

Based on the human resources and training needs identified by groups and areas last month, this month you will start to plan and schedule your WB I, WB II, and supplemental courses for next year.

Council to Area Support

Areas and groups will need support in recruiting, screening, and orienting new Scouters. You can help them do this by ensuring that every group received an adequate supply of NSWKs and providing training and workshops on the orientation toolkit on p 10-11.

For Scouters on your team, DCCs, and ACs/AYCs you support, you will be providing year end evaluations based on their performance so far. Remember to use the program quality standards and the job description as a basis for your evaluation. These evaluations should reaffirm what they have heard throughout the year during service visits and when receiving feedback.

Based on the evaluations and the preferences of the Scouters, you will: either reappoint the Scouter to the same role for next year, or reassign to a different role, or the Scouter will retire from Scouting. Reappointed and reassigned Scouters with PRCs expiring in the next 6 months should apply for a new PRC now.

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Based on the human resources and training needs identified by groups and areas last month, this month you will start to plan and schedule your WB I, WB II, and supplemental courses for next year.
Having met with Miyu, the Group Commissioner for 3rd Clear River group last month, it was time for Tracey to do some follow up work.

Unlike 7th, the 3rd isn’t a large group, and the part of town that it’s in is older, with fewer young families than it used to have. However, a very small percentage of the youth in the community belong to Scouting, so there is plenty of room for the group to grow.

During the service visit, Miyu shared concerns about the programs in all her group’s sections. She’s concerned that they all seem to be recycling the same one year program over and over again. Based on the low retention rate that Tracey saw when he did the group’s health check, he agreed.

The follow up action that Tracey and Miyu agreed on was that Miyu would forward the section Scouters copies of the program quality standards, and Tracey would follow up by phoning them to find out where they thought they were at.

The rest of the call was much better. Like the Beaver Scouts, the Cub Scouts were going to have a Support Scouter out to help them plan spring and summer activities.

After his next phone call with Trevor, the Troop Scouter, was done Tracey gave Miyu a call.

"Hi Miyu, good news! All of your sections are going to plan spring and summer activities with the help of Support Scouters over the next few weeks. That’ll do wonders for your retention. Now let’s talk about that growth and recruitment plan we started on..."
### May

#### Section Program

**This Year**
- Scoutrees planting
- Linking activities
- Working towards the QSA
- Each section has at least one outdoor activity
- Submit June-July-August 3 month plan to group for approval

**Getting Ready for Next Year**
- Groups and areas meet with group sponsors to sign charter applications for next year
- Scouters invite all current youth to register and return next year
- Spring registration promotion and events
- Organize new sections for the fall (sponsor agreement, meeting location, and Scouter recruitment)

#### Communication

**This Year**
- Sections give parents monthly program plan

**Getting Ready for Next Year**

#### Growth

**This Year**

**Getting Ready for Next Year**

#### Orientation

**This Year**
- Follow up on gaps in section and group training
- E-learning and in person course promotion

**Getting Ready for Next Year**
- Confirm intentions of current Scouters for next year
- Recruit Scouters for vacancies
- Orient, screen, mandatory training, and NSWK to new Scouters
- PRC renewals

#### Formal Training

**This Year**
- 3-month program plan approval
- Monitor section program for quality
- QSA application review and submission

**Getting Ready for Next Year**
- Get new Scouters and Scouters changing roles into in-person and e-learning courses
- Identify gaps in QSA applications and plan for next year

#### Program Tools

**This Year**

**Getting Ready for Next Year**

#### In Person Support

**This Year**
- Service visit 3 follow up work

**Getting Ready for Next Year**
- Outstanding service award applications
- Year end evaluations for Scouters
- Milestone recognition events for Scouters

#### Feedback & Recognition

**This Year**

**Getting Ready for Next Year**

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**May Scouter Support Playbook**

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**May Activities**

### Group to Section Support

Much of the work started in April carries forward to May. You will:

- follow up on Service Visit 3
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- confirm appointments of current Scouters for next year
- meet with your sponsor, if you haven’t already

Two very important activities this month have a significant effect on youth retention. First is approval of June-July-August program plans for all sections. Youth who participate in summer Scouting activities are twice as likely to return the following year. By ensuring that every section runs some summer program activities, you ensure that we will impact more youth for more of their lives.

Second are invitations to all current youth members to return next year. By helping your section Scouters personally invite each youth back, and by making sure that this happens in person (not over the phone or by e-mail), you will have a significant and immediate impact on your group’s youth retention.

Your first public spring registration events are this month. You will also start getting your new Scouters and Scouters switching roles into WB I courses appropriate for the role they’ll be in next year. By training our Scouters before they start their roles, we can ensure that they will be confident, capable, and delivering a quality program from the start of the Scouting year.

### Area to Group Support

Much of the work started in April carries forward to May. You will:

- follow up on Service Visit 3
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- confirm appointments of current Scouters for next year
- help your groups meet with their sponsors

As part of your follow up work you will want to monitor which groups and sections are offering summer activities and connect youth in those sections in the area that aren’t able or willing to offer these activities with those that are.

By doing this we can ensure that every youth has an opportunity to experience summer Scouting this year, and you will ensure that we will impact more youth for more of their lives.

Remember, a Scouting membership allows a youth to participate in program in any group in the country. Registered youth participating in another group’s summer programs are already registered and insured.

In preparing for next year, you will spend May talking about training gaps and needs based on next year’s expected number of new Scouters and Scouters changing roles. You will also have a good idea of what program gaps exist in your area by this point.

Communicate your training and program needs to the council team so that they can use them to build next year’s schedules.

### Council to Area Support

Much of the work started in April carries forward to May. You will:

- follow up on Service Visit 3
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- ensure that groups have enough NSWKs and that they are being given to new Scouters
- provide recruiting and screening workshops
- confirm appointments of current Scouters for next year

You will plan and schedule your WB I, WB II, and supplemental courses for next year based on the needs communicated to you by your areas.

You will also plan and schedule join in and support programs for the next Scouting year to meet needs and fill gaps identified by your areas, groups, and sections.

It is very important that these planning activities are done this month. The sections in your council will begin their planning for next year in June, and they will need to know what support is available to them when they do.

Aim to release your training and program calendars in early June.
Recruiting new Scouters to fill the gaps in 7th Clear River’s Beaver Scout colony was tougher than Davi expected. Gloomily, many of the parents had heard about Olivia’s leadership style and weren’t keen on working with her. They also weren’t willing to look for people in their networks to be Scouters.

Davi had planned to have a conversation with Olivia over the summer, but now it was clear that he had to talk to her now for their recruitment plan to work.

He remembered that Tracey had given him a sheet describing the AID model for giving feedback in March. He reviewed that, and the job description for Scouters working with Beaver Scouts, then set up to meet Olivia after a regular program activity.

“Hi Olivia, thanks for staying behind to talk with me. I caught the end of the youth activity, and it looks like they were having fun,” opened Davi.

“The kids really like the end of the year. It’s so nice out that we spend most of the time outside,” said Olivia. “So, you wanted to talk to me?”

“Yes, we’re doing our recruiting right now instead of waiting until September, and we’re having some trouble getting Scouters to sign up for Beaver Scouts,” started Davi.

Olivia interrupted him, “I told you in March, we need to wait until September, parents just don’t want to sign up now.

“We have to wait until their kids are excited, then we can really twist their arms. By October we always have enough Scouters, especially after I tell them that their kids can’t belong until they put on a uniform.”

Davi felt trapped. Olivia was making the same argument she made at the group committee meeting in March. But, he couldn’t brush it off this time. He needed to give her feedback on her attitude, or the group’s spring recruitment effort for Beaver Scouts was going to go off the rails.

He also couldn’t get into an argument with her.

He remembered the AID model of feedback that Tracey had shared with him after the March service visit.

“Olivia, I need to give you some feedback. You may not like what I’m going to say, please remember that I’m trying to help you improve,” he started.

“I have noticed that you tend to make negative comments whenever we talk about spring Scouter recruitment.

“Your comments have a negative impact on our recruitment efforts. Parents aren’t signing up to be Scouters, and they aren’t referring people they know to us either.

“We are trying a new way of doing things, and you had an opportunity to share how you feel in March.

“In public, I need you to be positive and supportive.”

Olivia looked upset. She grabbed her coat, said, “I don’t have time for this, I need to get home,” and left.

That wasn’t the reaction that Davi had hoped for. It was a better reaction than he had feared, though.

A few days later, he called Olivia.

“Hi Olivia, it’s Davi. I’m just calling to follow up on the feedback I gave you a few days ago.”

There was a pause, then Olivia said, “I wasn’t sure how to take what you said. But, I’m not as young as I used to be, and I can be a bit stubborn and set in my ways.

“When I got home I remembered that you started by saying you just wanted to help me improve.”

Davi felt relieved, “Thank you for remembering that, do you have time to talk about how we can recruit new Scouters? Even though we’re trying a new way of doing this, your experience could be very helpful.”

The rest of the phone call went very well, and by the end of it Davi and Olivia had a short list of people that they were going to approach to become Scouters in the section.

During the call, Olivia also agreed to upgrade her training by going through e-learning for colony Woodbadge I. After all, it had been 15 years since she last took training.

Davi hoped this would be enough to get Olivia’s attitude in line with Scouting’s shared leadership model.
## June

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<th>Section Program</th>
<th>Communication</th>
<th>Growth</th>
<th>Orientation</th>
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<th>Program Tools</th>
<th>In Person Support</th>
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<tbody>
<tr>
<td><strong>This Year</strong></td>
<td>Scoutrees planting Working towards the QSA Each section has at least one outdoor activity</td>
<td>Sections give parents monthly program plan</td>
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<td>E-learning and in person course promotion</td>
<td>Monitor section program for quality QSA application review and submission</td>
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<td>Outstanding service award applications Year end evaluations for Scouters Milestone recognition events for Scouters</td>
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<tr>
<td><strong>Getting Ready for Next Year</strong></td>
<td>Begin work on 12 month plan for next year Sections and groups receive council and area training calendar for next year Sections and groups receive council join-in and support program calendar for next year Sections and groups receive notice of program and policy changes affecting next year</td>
<td>Sections and groups invite all current youth to register and return next year Scouters call youth who aren’t returning and hold exit interviews Spring registration promotion and events</td>
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<td>Recruit Scouters for vacancies Orient, screen, mandatory training, and NSWK to new Scouters PRC renewals Job shadowing for people taking over key roles</td>
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<td>Get new Scouters and Scouters changing roles into in-person and e-learning courses</td>
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<td>Course planning and calendaring for next year</td>
<td>Trainer skills and knowledge upgrading</td>
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June Activities

Group to Section Support

Some work from April and May will continue this month:

- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- confirm appointments of current Scouters for next year
- get new and role switching Scouters into courses
- public spring registration events

Anyone taking over a key section or group role begins to shadow the person currently in the role. This includes section contact Scouters and any non section Scout group committee roles.

You and the Scouters you support will receive some key information this month:

- the council and area training calendar for next year
- the council join in program calendar for next year
- changes to programs and policies affecting next year

Make sure that all your current Scouters and candidates receive the training calendar. Encourage those who will need it to sign up for WB I. Encourage anyone who already has the appropriate WB I to sign up for WB II or a supplementary course. Ongoing personal development is important to keeping a Scouter engaged and enthusiastic.

Your section leadership teams will begin to meet this month to work on their year long program plan for next year. Make yourself available to help and answer questions.

Area to Group Support

Some work from April and May will continue this month:

- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- confirm appointments of current Scouters for next year
- get new and role switching Scouters into courses
- public spring registration events

Depending on the geography of your area, consider holding well advertised area wide or multi group registration events.

Anyone taking over a key section, group, or area role begins to shadow the person currently in the role. This includes section contact Scouters, Group Commissioners, and people on your team.

You and the Scouters you support will receive some key information this month:

- the council and area training calendar for next year
- the council join in program calendar for next year
- changes to programs and policies affecting next year

Make sure that all your current Scouters and candidates receive the training calendar. Encourage those who will need it to sign up for WB I. Encourage anyone who already has the appropriate WB I to sign up for WB II or a supplementary course.

Section leadership teams will begin to meet this month to work on their year long program plan for next year. To support this it is critical that you send to section, group, and area Scouters at the beginning of this month:

- the training calendar for next year
- the join in program calendar for next year
- changes to programs and policies affecting next year

To prepare for next year:

- hold workshops for trainers and Support Scouters to upgrade their skills and knowledge
- staff training teams
- ensure that join in and support program committees have enough Scouters and are starting their planning

Council to Area Support

Some work from April and May will continue this month:

- receive and evaluate QSA applications
- ensure that eligible Scouters receive milestone recognition and are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- confirm appointments of current Scouters for next year
- get new and role switching Scouters into courses
- public spring registration events

Depending on the geography of your council, encourage your areas to hold well advertised area wide or multi group registration events.

Anyone taking over a key role begins to shadow the person currently in the role. This includes section contact Scouters, Group Commissioners, Scouters on DCC committees, and your team.

Section leadership teams will begin to meet this month to work on their year long program plan for next year. To support this it is critical that you send to section, group, and area Scouters at the beginning of this month:

- the training calendar for next year
- the join in program calendar for next year
- changes to programs and policies affecting next year

To prepare for next year:

- hold workshops for trainers and Support Scouters to upgrade their skills and knowledge
- staff training teams
- ensure that join in and support program committees have enough Scouters and are starting their planning
June Case Study

Inviting families to an open house was the second step in Miyu, the Group Commissioner’s, plan to grow 3rd Clear River.

Happily, thanks to some help from the area team in April, all of the sections in the group had extended their program into this month. As a result, more than 80% of all the youth currently registered in the group had already registered for next year.

Advertisements for the open house had gone out through the community’s schools, out of school care programs, and churches. It was a simple half page leaflet asking families to come out and try Scouting for a few hours and learn more about next year’s program.

A good number of families who weren’t connected to the group were at the open house.

There were age appropriate games and crafts for youth in Beaver Scout, Cub Scout, and Scout age groups. Youth who were doing well in the program were running the games and sharing their experiences with the new youth.

While this was happening, Miyu and Tracey, the Area Commissioner, were on one side of the hall talking with the parents. They had set up chairs in a circle so that everyone could see and talk to each other.

Every chair had an outline of the program for next year and a copy of the program standards for each section on it.

Miyu was fairly certain that most of the families were ready to sign up their youth tonight.

Now, it was time for the Scouter recruitment talk.

Tracey started, “Here’s the part of the open house that most parents dread: we’re going to ask for volunteers.

“But, we aren’t going to twist your arms, plead, threaten, or cajole.

“Instead, I’m going to let you know what the program is like, the type of person we’re looking for to become a uniformed Scouter, and the screening process that all Scouters go through.

Tracey spent a few minutes going through the program standards for each of the sections, answering questions as he did so.

After, he said, “Scouter help us meet these standards and have a huge impact on your children.

“We are looking for people who like to share responsibility and work as part of a team.

“Scouters should enjoy the outdoors, but don’t need to be skilled. We can teach them the skills they need.

“They need to be willing to make our Promise and live by our Law, and to be a good role model for the youth they are working with.

“They also need to come in with an open mind. We need Scouters who want to take the training they need to be successful in the role.

“Scouters need to be the type of person we can trust with your children. There is a 30-45 minute screening interview and three references are checked. They also need to provide evidence of a police record check clear of convictions.

“After signing a registration form, they complete a couple hours of mandatory training online and sign our Code of Conduct.

“Some of you might be willing to step forward tonight. Some might need to go home and think about it.

“I ask everyone to think of one person they know who fits this description. It doesn’t have to be someone here tonight. It could be your spouse, a friend, a neighbour, or a co-worker.”

After he was done talking to the parents, a few came up to him and said they were ready to sign up right away.

Miyu was excited to see the new blood coming into the group.

She gave everyone who expressed an interest a copy of the New Scouter Welcome Kit, spent a few minutes going through Code of Conduct and the orientation materials, and encouraged them to take mandatory training and Woodbadge I through e-learning over the summer.

After the open house, Miyu and Tracey knew that 3rd Clear River was well on its way to growing in adult and youth membership next year for the first time in many years.
## Getting Ready for Next Year

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<tr>
<td><strong>This Year</strong></td>
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<td>Schedule Service Visit 1 with sections</td>
<td>Outstanding service award applications</td>
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<td>Summer camps and activities</td>
<td>Sections give parents</td>
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<td>E-learning and</td>
<td>QSA application</td>
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<td>Preparing for Service Visit 1</td>
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<td>Working towards the QSA</td>
<td>monthly program plan</td>
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<td>in person course</td>
<td>review and submission</td>
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<td>Each section has at least one</td>
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<td>Work on 12 month plan for next</td>
<td>Scouters invite all current</td>
<td>Get new Scouters and</td>
<td>Creating group</td>
<td>Creating group program</td>
<td>Creating group program support plan:</td>
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<td>Orientation</td>
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<td>Helping groups having difficulty</td>
<td>Outstanding service award applications</td>
<td>E-learning and in person course promotion</td>
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**Note:**
- **Orientation:**
  - E-learning and in person course promotion
  - Schedule Service Visit 1 with groups
  - Preparing for Service Visit 1
  - Review follow up promised at last service visit
  - Fill out and review group health checks
  - Fill out and review area health check

- **Program Tools:**
  - Helping groups having difficulty
  - Job shadowing for people taking over key roles
  - Getting new Scouters and Scouters changing roles into in-person and e-learning courses
  - Course staffing and promotion

- **In Person Support:**
  - Outstanding service award applications

- **Feedback & Recognition:**
  - Outstanding service award applications

- **Council:**
  - E-learning and in person course promotion
  - Schedule Service Visit 1 with areas
  - Getting new Scouters and Scouters changing roles into in-person and e-learning courses
  - Course staffing and promotion

- **Promotion:**
  - For join-in and support programs

- **Job Shadowing:**
  - For people taking over key roles
**July Activities**

**Group to Section Support**

Some work from last month will continue this month:
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- get new and role switching Scouters into courses
- job shadowing for Scouters taking over key roles
- section 12 month program plans

Your sections will begin to flesh out their September-October-November 3 month plans.

Your group will begin to create its support plan for next year based on the preliminary plans of your sections. This includes budgeting, fundraising planning (including Scout Popcorn), and planning group wide program activities like linking events.

It is also time to meet with your team and prepare for Service Visit 1. Fill out your group self assessment, paying close attention to:
- youth retention rate
- section program plans, youth involvement in planning, communication with parents
- ratio and 2-Scouter, Scouter training, orientations and NSWKs, Scouter retention rate
- Scouter registration and screening, non section Scouter support, financial and human resources planning, sponsor relationship, GC training

Contact your sections and arrange to complete Service Visit 1 with them at their August planning meetings.

**Area to Group Support**

Some work from last month will continue this month:
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- get new and role switching Scouters into courses
- job shadowing for Scouters taking over key roles

Your groups will begin to create their support plans for next year. This includes budgeting, fundraising planning (including Scout Popcorn), and planning group wide program activities like linking events. You may be asked for help with this, and you may receive questions from groups about acceptable fundraisers.

It is also time to meet with your team and prepare for Service Visit 1. Fill out group health checks for each of the groups you support, paying close attention to:
- youth retention rate
- section program plans, youth involvement in planning, communication with parents
- ratio and 2-Scouter, Scouter training, orientations and NSWKs, Scouter retention rate
- Scouter registration and screening, non section Scouter support, financial and human resources planning, sponsor relationship, GC training

Based on the Group Health Checks, do an Area Health Check.

Contact your groups and arrange to complete Service Visit 1 with them at their August group committee meetings.

**Council to Area Support**

Some work from last month will continue this month:
- receive and evaluate QSA applications
- ensure that eligible Scouters are nominated for outstanding service awards
- recruit, screen, and orient new Scouters
- mandatory training for new Scouters
- get new and role switching Scouters into courses
- job shadowing for Scouters taking over key roles
- training course promotion
- join-in and support program promotion

Groups will begin to budget and plan fundraisers for next year. You may receive questions from groups about acceptable fundraisers.

It is also time to meet with your team and prepare for Service Visit 1. Remember to review follow up promised at Service Visit 3. Your areas will be sending you a copy of their area health checks, pay close attention to:
- youth retention rate
- Scouter retention rate
- Scouter training
- area service team size and skill set
- AYC engagement
- area communication with groups
- AC training

If an area does not submit their health check, fill one out the best that you can.

Contact your areas and arrange to complete Service Visit 1 with them in August.
Servicing was starting to make sense to Davi, the Group Commissioner for 7th Clear River. He had taken Woodbadge I for his role at an in person course in June, and the support that Tracey, his Area Commissioner, was giving him just made it all so simple.

Ending off the current Scouting year was going to be easy. But, he knew that next month’s service visits at section leadership team planning meetings were going to set the tone for the coming year.

Because these were going to be his first service visits on his own, he called up Tracey for advice.

After talking about their holiday plans, Davi got down to business, “Tracey, I need your help getting ready for next month’s service visits. I know I need to focus on program quality and making sure that my Scouters are getting ready for great program, but I’m not sure how to do that.”

“How about starting your group self assessment?” asked Tracey.

“Not yet, I thought that was for after the visits.”

“Before and after. It helps you figure out what you’re going to focus on during the visit if you’ve filled one out before.”

“That makes sense,” said Davi, “Can you walk me through it?”

“Have you filled out your group self assessment?” asked Tracey.

“Not yet, I thought that was for after the visits.”

“Before and after. It helps you figure out what you’re going to focus on during the visit if you’ve filled one out before.”

“That makes sense,” said Davi, “Can you walk me through it?”

“Yep! Do you have a blank one in front of you?” asked Tracey.

“Sure, the one they gave me at training is still sitting out on my counter.”

“Now,” started Tracey, “the idea with filing this out before is to know what you know and to identify any red flags.

“Don’t worry too much if there are things you don’t know enough about to fill out on the self assessment, you can do that during the service visit.”

“That makes things easier,” said Davi.

“Good. As you fill it out, pay close attention to things that have to do with retention, program planning, adult screening and mandatory training, and role specific training. Your goal for this service visit is to make sure that your sections are ready to start the year off on the right foot.”

“Do I need to do this for every section?” asked Davi.

“It helps,” answered Tracey. “If we only looked at your overall group, we might miss a problem in the Scout troop, or something that’s going very well in the Cub Scout pack.”

As Tracey coached Davi through filling out a group self assessment, Davi began to notice something that bothered him.

“Tracey, after my conversation with Olivia a few months ago, the Beaver Scouts are doing as well as the Cub Scouts on most things. But, I don’t know how my Scout troop is doing. I mean, their membership is okay, but I just don’t know anything about youth involvement in planning, how far they plan in advance, how they communicate with parents, or even if all the Scouters are trained.”

“It just looks like a big blank column for them.”

Tracey paused to look at his notes for the group. “In March, we talked about both Olivia in Beaver Scouts and Mateo in Scouts needing follow up. We know that it was very effective for Olivia. How did it go with Mateo?”

Davi replied, “It hasn’t. Mateo and I just haven’t gotten our schedules coordinated.”

“Well,” said Tracey, “There’s a starting point. Why don’t you talk with Mateo and find out what’s going on?”

“We don’t know if there’s a problem, but if there is it should probably be dealt with sooner rather than later.”

Davi asked, “Can this wait until the August service visit?”

“It probably shouldn’t. Especially since this is follow up from the last service visit in March.”

“Okay, I’ll make sure Mateo and I get together in the next few weeks. Do you want me to let you know how it goes?”

Tracey finished, “Sure, especially if there’s something the area can do to help out. Aside from your follow up work with the Scout troop, do you feel comfortable calling your sections to set up your service visits at their planning meetings?”

“Yes, thanks for your support.”
<table>
<thead>
<tr>
<th>August</th>
<th>Group</th>
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</table>
| **This Year** | **Section Program** | Summer camps and activities  
Working towards the QSA  
Each section has at least one outdoor activity |
| | **Communication** | Sections give parents monthly program plan |
| | **Growth** | E-learning and in person course promotion |
| | **Orientation** | QSA application review and submission |
| | ** Formal Training** | Service Visit 1 at a section planning meeting:  
- ensuring orientation and NSWKs are received  
- determining training needs  
- ensuring section is planning for program quality |
| | **Program Tools** | - providing feedback to Scouters |
| | **In Person Support** | Feedback to sections on program plans |
| | **Feedback & Recognition** | |
| **Getting Ready for Next Year** | Submit 12 month plan to group for approval  
Submit September-October-November 3 month plan to group for approval |
| | Youth registration promotion |
| | Determine remaining capacity in each section  
Schedule recruitment flyer deliveries to schools  
Arrange registration banners and signage  
Promote registration events within the community  
Scouters invite all current youth to register and return next year |
| | Recruit Scouters for vacancies  
Orient, screen, mandatory training, and NSWK to new Scouters  
PRC renewals  
Job shadowing for people taking over key roles |
| | Get new Scouters and Scouters changing roles into in-person and e-learning courses |
| | 12 month and 3 month program plan approval  
Budget and fundraising plan finalization |
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| | | |</p>
<table>
<thead>
<tr>
<th>Area</th>
<th>Orientation</th>
<th>Formal Training</th>
<th>Program Tools</th>
<th>In Person Support</th>
<th>Feedback &amp; Recognition</th>
<th>Council</th>
<th>Orientation</th>
<th>Formal Training</th>
<th>Program Tools</th>
<th>In Person Support</th>
<th>Feedback &amp; Recognition</th>
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<tbody>
<tr>
<td></td>
<td>E-learning and in person course promotion</td>
<td>Service Visit 1 at a group committee meeting:  - ensuring orientation and NSWKs are received  - determining training needs  - ensuring group is planning for program quality  - providing feedback to Scouters</td>
<td>Helping groups having difficulty</td>
<td>Get new Scouters and Scouters changing roles into in-person and e-learning courses  Course staffing and promotion</td>
<td>Feedback to groups on program plans</td>
<td>E-learning and in person course promotion</td>
<td>Service Visit 1:  - ensuring orientation and NSWKs are received  - determining training needs  - providing feedback to Scouters</td>
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<td></td>
<td>Helping areas having difficulty</td>
<td>Job shadowing for people taking over key roles</td>
<td>Promotion for join-in and support programs</td>
<td>Helping areas having difficulty</td>
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**August Activities**

**Group to Section Support**

August is when sections and groups finalize their plans for next year. Activities from earlier in the spring and summer need to be wrapped up so that program can begin smoothly next month.

During the service visit at each section’s planning meeting, you will:

- ask the Scouters how much capacity they will have for new youth members
- work with Scouters on ways to increase capacity
- identify training requirements, including getting every Scouter WB I in their role for the coming year, having at least one Scouter with WB II for the section, and supplementary course requirements like first aid
- ensure that all new Scouters have completed mandatory training and received orientation and their NSWKs
- review their 12 month program plan and September-October-November plan with them and help make sure that the program will lead to the Quality Section Award
- ensure that the information in myscouts is correct
- provide Scouters with feedback about their program
- commit to required follow up

Following the service visit, you will meet with your team to:

- assess capacity for next year
- create a fall recruitment campaign
- identify program support needs
- based on section program plans, finalize your group and section budgets and fundraising plans
- plan follow up support for your sections

**Area to Group Support**

August is when sections and groups finalize their plans for next year. Area teams have two jobs in August:

- ensuring that every section has a quality program planned and that groups are prepared to support those programs
- working with groups who are still struggling with recruitment, screening, mandatory training and orientation issues from earlier on; these tasks must be wrapped up or the group will have trouble starting up

During the service visit at the group’s committee meeting, you will:

- review capacity and growth plans for sections
- review training plans for Scouters
- identify sections that need help with program planning to achieve the Quality Section Award
- review group financial and fundraising plans
- review orientation and NSWK distribution plans
- review group committee capacity and needs
- emphasize need for correct myscouts information
- provide Scouters with feedback about their plans
- commit to required follow up

Following the service visit, you will meet with your team to:

- assess capacity for next year
- identify groups and communities that need help with fall recruitment campaigns
- identify program support needs
- plan follow up support for your groups and sections

This service visit will help you set the tone for the coming year. It will directly affect how many of the sections you support deliver a program that meets the program quality standards.

**Council to Area Support**

August is when sections and groups finalize their plans for next year. At the council level, there are a few things you can do to make this easier for them:

- strongly promote join in and support programs
- strongly promote upcoming training courses
- remember that “put it on the website” is not a communication plan, and provide information to Scouters through multiple mediums and channels
- ensure that every group has enough NSWKs for their fall recruitment plan

During the service visit with your areas, you will:

- identify the area’s capacity and growth plans
- identify training requirements that may have changed
- review groups needing help with program planning and the area’s plan for providing it
- review groups with underperforming commissioners or Scouters and area plans to address
- commit to required follow up

Following the visit, you will meet with your team to:

- review the training calendar and make any necessary changes or additions
- identify groups and communities that need help with fall recruitment campaigns
- connect areas to program resources that will help them provide support to groups and sections
- plan follow up support
The plan to grow 3rd Clear Water was having some good results. Based on the group self-assessment that Miyu, the Group Commissioner, filled out to prepare for this month’s service visits, youth membership was going to be about 10% higher than it was last year.

Realistically, she knew that the growth would only last if the new youth were coming in to a quality program. That’s why this month’s service visits to section planning meetings were so important.

The night before going to the Cub Scout planning meeting she was called by Catalina, the Akela.

“Hi Miyu, it’s Catalina.”

“Hi, what can I do for you?”

“Well, first off I want to thank you for coming to our planning meeting tomorrow night. But, I’m not sure if it will be what you’re expecting.”

Miyu was confused, “What do you mean?”

“They could be,” agreed Catalina, “but, they don’t have any experience, they don’t know what works and what doesn’t.”

“Are you concerned about one of the new Scouters, Catalina?”

“No, but with us having to come up with a whole new program plan for next year, and not using our old plan again, I just don’t think we’re experienced enough to make it work.”

Something clicked in Miyu’s mind, “What program resources will you have at your planning meeting?”

“Our old plan.”

“Anything else?”

“Someone might bring a handbook.”

“Have you looked at any of the online resources?”

“No.”

“Let me bring my laptop, I think we’ll be able to find enough online, that other Scouters have proven works, for you to have a great program next year.”

Miyu had recognized that Catalina wasn’t worried about the new Scouters, she just wasn’t sure how to put together a program plan. At the planning meeting, she brought out her laptop and a wireless internet stick.

“Hi team, Catalina called me last night to talk about what we were going to cover and I thought it would be a good idea to show you some of the online program planning resources that are available before you dive into planning.

“First is the Scouts Canada wiki. It’s great because it shows you the requirements for all the badges and how each requirement lines up with other badges.

“This will help you decide which activity badges to pair with your star activities.

“And, this is the prepared programming calendar and Jumpstarts. You might want to use these at the start of the year to get comfortable. They’re in themes, and they have all the rules and instructions for each activity.

“You can put all of this together in the program builder online. See where you can search for activities that other Scouters have tried? Over here you can put in your own activities to share with others.

“This is the best part, here you can share what you plan with the rest of your team and the parents of your youth by e-mail.”

After seeing how the tools worked, the Scouters dove into planning.

At the end of the meeting, Miyu was able to compare their 12 month plan to the program standards and know that the youth in the Cub Scout section were going to have a quality program this coming year.
<table>
<thead>
<tr>
<th>September</th>
<th>Group</th>
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<tbody>
<tr>
<td><strong>Section Program</strong></td>
<td><strong>Communication</strong></td>
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<tr>
<td>Scout Popcorn sales in some councils</td>
<td>Sections provide parents and families with program plans for the year</td>
</tr>
<tr>
<td>Section Code of Conduct meetings</td>
<td>Section parent meetings to review program, Code of Conduct, and child and youth safety policies</td>
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<tr>
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<tr>
<td>Investiture</td>
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<tr>
<td>Section top youth award planning</td>
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<tr>
<td>Working towards the QSA</td>
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<tr>
<td>Each section has at least one outdoor activity</td>
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<tr>
<td>Possible environmental project: Great Canadian Shoreline Cleanup</td>
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<tr>
<td>Scout Popcorn preparation</td>
<td>Service Visit 1 follow up</td>
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<td>Area</td>
<td>Council</td>
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<tr>
<td><strong>Orientation</strong></td>
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<tr>
<td>Helping groups having difficulty</td>
<td>Helping areas having difficulty</td>
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<tr>
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<tr>
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<tr>
<td><strong>Feedback &amp; Recognition</strong></td>
<td><strong>Feedback &amp; Recognition</strong></td>
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<tr>
<td>- Help promoting and delivering courses</td>
<td>- Help promoting and delivering courses</td>
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<tr>
<td>- Monitor course registrations for gaps</td>
<td>- Monitor course registrations for gaps</td>
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<tr>
<td>- Monitor course registrations for gaps</td>
<td>- Monitor course registrations for gaps</td>
</tr>
<tr>
<td>- Measure and monitor course quality</td>
<td>- Measure and monitor course quality</td>
</tr>
<tr>
<td>- Service Visit 1 follow up</td>
<td>- Service Visit 1 follow up</td>
</tr>
</tbody>
</table>
September Activities

Group to Section Support

It’s program start up and investiture month. This is where the work that you started in March has led to.

Your section Scouters need your help to:

- ensure that every youth who expresses an interest in the movement is able to register
- ensure that every youth creates or updates their personal plan for earning their section’s top award
- invest every youth within a few weeks of when they join
- invest every adult within a few weeks of when they complete the screening and orientation process
- finalize their 12 month program plan
- communicate the section’s program plans to families of youth

To follow up on Service Visit 1, you will:

- recruit, screen, orient, and provide a NSWK to the last 25% of Scouters required
- help every new and role changing Scouter sign up for a WB I e-learning or in person course
- help returning Scouters sign up for WB II and supplementary courses

Expect to receive many questions from families who are new to Scouting. They will want to know what Scouting does for youth and how we operate. Remember all the questions you had when you were new to the movement and how helpful it was when a Scouter answered your questions.

Area to Group Support

It’s program start up and investiture month. This is where the work that you started in March has led to.

Program quality follow up work is critical. If any section doesn’t have a current 12 month and 3 month program plan in place, it will be very difficult for them to deliver a quality program.

Join in and support program promotion will help you provide support to sections having trouble fleshing out their program plans. When promoting these activities, it is helpful for section Scouters if you tie them to badge requirements and help them understand how they fit into the program.

Groups and sections that have retention and growth problems will also need close support from you this month. Some groups will need you to help them run a parent meeting to recruit new Scouters. Some will need help with promotional and registration activities.

For struggling groups and sections, help them twin with a nearby, successful group so that the Scouters can learn from peers who have solved the problems that they are facing.

As groups recruit the last 25% of their Scouters, these new people will be enthusiastic and in need of training. Training course promotion and delivery is an important activity for you and your team this month.

Council to Area Support

It’s program start up and investiture month. This is where the work that you started in March has led to.

Training course delivery and promotion is a critical activity for your council. As groups recruit the last 25% of their Scouters, these new people will be enthusiastic and in need of training.

You will need to monitor course registrations for gaps and let areas know which groups are having trouble getting their Scouters signed up for courses so that they can follow up.

Measuring training quality and monitoring courses for effective, consistent delivery is important. New Scouters need to be sure that in person courses will help them deliver a quality program.

Join in and support program promotion will help you provide support to sections having trouble fleshing out their program plans. When promoting these activities, it is helpful for section Scouters if you tie them to badge requirements and help them understand how they fit into the program.
Organizing tonight’s follow up work was tough, but necessary.

Thankfully, Davi, the Group Commissioner for 7th Clear River, had finally gotten together with Mateo, the Troop Scouter, in August.

When they met, Mateo complained that the Scouters were tired and burnt out from doing all the planning for an active Scout program.

After a bit of prodding, he also shared that none of the Scouters in the section were trained for their roles, that the youth weren’t organized into patrols, and that the youth had no input into the program. Mateo had never heard of a Court of Honour.

Davi’s service visit in August with the full Scout leadership team had reinforced that help was needed for a quality program to be delivered for the 18 youth in the troop.

Davi asked Tracey, his Area Commissioner, to help with tonight. Tracey brought Gina, the Area Youth Commissioner, and Chloe, a Support Scouter, with him.

Davi and Chloe were working with Mateo and the other adult Scouters, getting them signed up for Woodbadge I courses and delivering a Scout specific orientation. Even though most of them had been around for a few years, many hadn’t received basic information about the program they were now responsible for.

Gina and Tracey were working with the youth.

First, Gina divided them into patrols. But, she didn’t do it the way most of the adults were expecting. She divided them by age instead of having a mix of younger and older Scouts in each patrol.

“Why are you doing it that way? Aren’t the older Scouts supposed to teach the younger ones?” asked Tracey.

Gina replied, “Sometimes, but if you read the badge requirements for Scouts, a lot of the badges on the path to the Chief Scout’s Award need them to do activities and camps as a patrol. It’s really hard to earn those in a mixed patrol. More youth will have a chance to earn those badges by organizing patrols by age.

“Also, most of the 11 year olds were Sixers in Cub Scouts last year. Moving up to Scouts doesn’t mean that they’re no longer able to lead their peers.

“Besides, this is the way B.-P. said it should be done.”

Tracey couldn’t argue with Gina on that. Once he saw the patrols gel as youth got to be in the same patrol as their friends, he was sold on this way of doing things.

After the patrols were formed and they had a chance to select their own Patrol Leaders and Assistant Patrol Leaders, Tracey took the other youth outside to play a wide game while Gina helped the PLs and APLs through their first Court of Honour meeting.

Gina explained to the youth, “Your role as PLs and APLs is to help your fellow Scouts be successful.

“The Court of Honour helps you do this by giving you a place to talk about things that affect the whole troop.

“Things like what the program for the year is going to be and what your code of conduct will be.

“It’s also a chance for you to talk about problems that the troop is facing. Not just bad behaviour, either. Also things like how you’re going to pay for the next jamboree, and where you’re going to get canoes and tents from for your summer camp.”

Gina then pulled out some of the Scout Leader Handbooks for the youth, and walked them through writing a code of conduct.

As they were finishing up, the adult Scouters came in. Gina helped the youth explain their code to the adults.

When they were done, the PLs and APLs returned to their patrols and shared what they had done and learned.

The rest of the meeting was spent on helping each youth write a personal plan for achieving the Chief Scout’s Award.

Afterwards, Davi chatted with Mateo.

“You know, as a dad I’m used to kicking kids this age out of bed in the morning; seeing them do all this planning and organizing was surprising,” said Mateo.

“It’s all about setting expectations. Remembering that you’re not here as a dad, but as a Scouter, helps too,” answered Davi.

“Well, I hate to say it, but I’m actually looking forward to taking my Woodbadge training now. We’re also going to work with Gina to get the youth into that FAST training she was telling us all about.”
### October

<table>
<thead>
<tr>
<th>Section Program</th>
<th>Group</th>
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<tbody>
<tr>
<td>Apple Day in some councils</td>
<td>Hold bring a friend activities</td>
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<tr>
<td>Scout Popcorn sales in some councils</td>
<td>Perform a membership reconciliation and make sure that every youth and</td>
</tr>
<tr>
<td>Bring a Friend activities</td>
<td>adult is registered and active on [my scouts.ca](<a href="https://my">https://my</a> scouts.ca)</td>
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<tr>
<td>Working towards the QSA</td>
<td>Wrap up screening and registration</td>
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<tr>
<td>Each section has at least one</td>
<td>Deliver final orientations and NSWKs</td>
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<tr>
<td>outdoor activity</td>
<td>Get new Scouters into in-person and e-learning courses</td>
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<tr>
<td>Possible service project:</td>
<td>Monitor program plans to ensure the sections are successful in using</td>
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<tr>
<td>Poppy sales in support of Legion</td>
<td>if necessary</td>
</tr>
<tr>
<td>Sections give parents monthly</td>
<td>Service Visit 1 follow up</td>
</tr>
<tr>
<td>program plan</td>
<td>Schedule Service Visit 2 with sections</td>
</tr>
<tr>
<td>Hold bring a friend monthly</td>
<td>Service Visit 2 preparation:</td>
</tr>
<tr>
<td>program plan</td>
<td>- review follow up promised at last service visit</td>
</tr>
<tr>
<td></td>
<td>- fill out and review a group self assessment</td>
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<tr>
<td>Hold bring a friend monthly</td>
<td>Service Visit 2 preparation:</td>
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**October Activities**

**Group to Section Support**

You will finish your follow up from Service Visit 1:

- wrap up Scouter recruitment, screening, and registration
- deliver final NSWKs and orientations
- ensure that every Scouter has taken or is signed up for a WB I course for their role
- help sections with capacity hold bring a friend activities
- monitor sections to make sure their program plans are effective and are being used, help Scouters out where necessary

To prepare for next month's Service Visit 2, meet with your team to review any other follow up items you promised your section Scouters. Complete a group self assessment, pay close attention to:

- youth membership growth, youth attendance at activities
- section program plans, program quality, communication with parents
- ratio and 2-Scouter, Scouter training, GC service visits to sections, Scouter engagement and enthusiasm
- sponsor relationship

Contact your sections and arrange to complete Service Visit 2 with them at a program activity in November.

**Area to Group Support**

You will finish your follow up from Service Visit 1:

- ensure that all Scouters are fully screened and registered and that they have received an orientation and NSWK
- ensure that every section has a program plan in place that will lead to the Quality Section Award
- continue to promote join in and support programs
- ensure that every Scouter has taken or is signed up for a WB I course for their role
- help groups and sections with capacity hold bring a friend activities

To prepare for next month's Service Visit 2, meet with your team to review any other follow up items you promised. Fill out group health checks for each of the groups you support, paying close attention to:

- youth membership growth, youth attendance at activities
- section program plans, program quality, communication with parents
- ratio and 2-Scouter, Scouter training, GC service visits to sections, Scouter engagement and enthusiasm
- sponsor relationship

After the group health checks are filled in, fill out your area health check. Forward a copy of this to your council team.

**Council to Area Support**

You will finish your follow up from Service Visit 1:

- monitor course registrations and ensure that areas are following up on gaps
- monitor and measure course quality
- continue to promote join in and support programs
- identify groups and communities significantly under capacity and help them promote bring a friend activities

It is also time to meet with your team and prepare for Service Visit 2. Remember to review follow up promised at Service Visit 1. Your areas will be sending you a copy of their area health checks, pay close attention to:

- youth membership growth
- Scouter training
- AC service visits to groups
- area communication with groups
- AC training completion

If an area does not submit their health check, fill one out the best that you can.

Contact your areas and arrange to complete Service Visit 2 with them during an area meeting in November.
Planning follow up work is sometimes easy and obvious. Yet, for Running Water Area, another conversation was needed. Nicole, the Council Commissioner for Blue Heron Council, arranged to meet with Tracey, the Area Commissioner, for coffee and a chat.

“Hey Tracey, thanks for taking the time to meet with me.”

“No problem, I know that you’re going to end up with more work than me by the time we’re done,” he chuckled.

“We’ll see about that. Anyway, I wanted to follow up with you about something that we talked about during our last service visit. You told me that you’re concerned about training levels in the area,” said Nicole.

“Yep, there aren’t enough in person Woodbadge I courses on the books for our area to get all of our Scouters trained, and people aren’t quite comfortable enough with e-learning for us to be able to rely on that to meet our training goals. But, that’s an issue we deal with every year.

“My real concern right now is Woodbadge II training. We’re trying to get 80% of our sections the quality award, and to do that 80% of our sections need to have a Scouter trained to Woodbadge II in that program.

“We aren’t even measuring that number right now, but I’m certain we’re nowhere near that target.”

“I’ve got 42 sections in my area, so we’re talking about training just over 30 Scouters in my area alone.”

“I know I’m not the only commissioner struggling with this, and I don’t see how we can get all of these people trained with just one multi-section Woodbadge II in the spring.”

Nicole had to stop and think, Tracey’s points were well made.

She said, “I understand your concerns, Tracey. It’s something that we’ve been talking about at the council level, too. Right now, I don’t have an answer for you. Do you have any suggestions?”

“Aside from just putting more courses on the calendar? No, not really,” he answered.

“Well, I’ve made a note of what you’ve said, and I’ll talk to the adult development people to see if we can come up with a solution,” said Nicole.

Tracey paused, then said, “While we’re both here, I thought I’d ask you about something else.”

“Yes,” said Nicole, “I’m here to help.”

“Well, I really need more Support Scouters to make things run smoothly in my area, but I’m having trouble finding people, what do you do to recruit your team?” asked Tracey.

“I use the Grizzly Creek Solution,” she said. “It’s pretty straightforward and, best of all, it works; it’s how I recruited you.

“First, I get together a group of people who know something about the role we’re recruiting for.”

“We start by writing down the job description for the person. I usually take the one out of BP&P and we add the quirks of the role to it. In your case, I had to add familiarity with the United Church to it because of the large number of groups sponsored by that organization in your area.”

“Next we decide which ones are must haves and nice to haves.”

“Then we write down a list of all the possible candidates. We don’t make excuses for anyone, or try to guess if they’ll take the role, that’s for them to decide after we ask them.”

“Once we have our list, we rank our candidates based on the must haves, and anyone without those is dropped from the list. We then look at nice to haves, and rank the candidates again.”

“As soon as we’ve done that, we set up an interview with our top candidate,” finished Nicole.

“That sounds great. Say, you used to be a Scouter in one of my groups, do you know anyone who I should put on my list?” asked Tracey.

“Here, let’s go through the process together…”

By the time their coffee was done, Tracey had a solid list of five candidates to approach to become Support Scouters.
### November

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<td>Possible service project: Poppy sales in support of Legion</td>
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<td>Possible service project: Salvation Army kettle campaign</td>
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- Submit December-January-February 3 month plan to group for approval
- Groups and areas meet with group sponsors to deliver past year’s annual report and share plans for this year
- Sections give parents monthly program plan
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- Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery
- Get new Scouters into in-person and e-learning courses
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- Feedback to sections on program delivery
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**November to Section Support**

November is when sections are hitting their stride. Those who put time and effort into planning over the summer will be running very high quality programs by this point. Sections that are still struggling will need immediate help from your team to achieve a Quality Section Award by the end of the year.

During the service visit, you will:
- find out if the section met its membership goals
- ask Scouters if they have taken or are signed up for a role appropriate WB
- review program plans for quality
- provide Scouters with feedback on their program
- commit to required follow up

Following the service visit, you will meet with your team to:
- identify gaps in membership and create a recruitment plan
- identify gaps in Scouter training, and work with individual Scouters to ensure they receive role appropriate training
- identify gaps in program quality and create a plan for addressing them
- plan follow up support for your sections

If any sections have outstanding issues with ratio, 2-Scouter, registrations, or screening, you must deal with these as soon as possible.

This month, you will also visit with your group’s sponsor to deliver your annual report for the previous Scouting year and to share your group’s program plans for the current year. Invite your area team to attend this meeting with you.

**Area to Group Support**

November is when sections are hitting their stride. Those who put time and effort into planning over the summer will be running very high quality programs by this point. Groups and sections that are still struggling will need immediate help to achieve a Quality Section Award by the end of the year.

If any sections have outstanding issues with ratio, 2-Scouter, registrations, mandatory training, or screening, you must deal with those as soon as possible. Three months is too long to put off dealing with these.

During the service visit, you will:
- find out if the group met its membership goals
- review retention and growth results
- find out if the group achieved the training outcome
- review program plans for quality and discuss program support
- provide Scouters with feedback on their program
- commit to required follow up

Following the service visit, you will meet with your team to:
- identify gaps in membership and create a recruitment plan
- identify gaps in Scouter training and work with groups and council to ensure that Scouters are able to access a course that meets their needs
- identify gaps in program quality and create a plan for addressing them
- plan follow up support for your sections

Your groups will also be meeting with their sponsors this month to deliver their annual reports and share their plans for this year.

**Council to Area Support**

November is when gaps in planning, training, and program quality begin to appear. It is a good time of year for you to review your plans and adapt them to conditions in the field.

During the service visit, you will:
- find out if the area met its membership goals
- find out if the area met its retention goals
- find out if the groups in the area are achieving the training outcome
- review quality program planning assistance plans and make sure that follow up support is happening
- commit to required follow up

Following the service visit, you will meet with your team to:
- identify gaps in membership to create a membership development plan for next year
- identify gaps in Scouter training and work with areas to ensure training opportunities are offered to address those gaps, including non traditional training schedules and delivery methods
- identify gaps in program quality, adapt join in and support program plans to address conditions in the field
- plan follow up support for your areas

Groups will be submitting their annual reports to their sponsors and to you this month. Monitor which reports are received and follow up with groups that are late submitting their reports.
Helping the Scouters in her Cub Scout pack get their program plan ready in August was a great experience for Miyu, the Group Commissioner for 3rd Clear River. So, when Tracey, her Area Commissioner, called to schedule a November service visit with a section, she immediately thought to bring him to a pack activity.

When Tracey arrived at the activity he had Gina, the Area Youth Commissioner, with him. They met Miyu and Catalina, the Akela, in the lobby of the building and waited for youth and other Scouters to arrive. Miyu shared the written program plan with the others. They were planning to play several environmentally themed games and then do a few activities to earn the recycling badge.

The first thing that Tracey and Gina noticed was that there weren’t any gathering activities for the youth. They were left on their own until the meeting started, which meant a fair bit of running around and yelling.

Once the program started up, the Scouters did move right into a game, but it was low energy, and they had trouble getting the youth to focus and pay attention.

Opening ceremonies were skipped, and there wasn’t any inspection. When Gina asked Catalina about it, she said, “We haven’t done that in a few weeks, the kids just don’t have the patience for it.”

The badge activities were supposed to be a quiet craft in small groups. The pack was split in thirds for the activity instead of using sixes. The Scouters were circulating between the groups trying to get the youth to settle down, but very few of the youth actually participated in the activities.

Closing ceremonies weren’t overly good. The youth were uncoordinated, didn’t know the words, and the rock circle was more of a rock lima bean.

Afterwards, Tracey and Gina stayed behind to talk to the Scouters. “Was this a typical meeting?” asked Tracey.

“Yes, and I don’t know how much longer we can do this for. We just can’t handle the youth,” answered Catalina.

“The program plan looks so good on paper, I’m not sure what’s wrong,” added Miyu.

“The kids had too much energy,” observed Gina, “playing some steam off games at the start of the night will help them settle down. They sit around in school all day, they need to run.”

“I hadn’t thought of that,” said Catalina, “Are there any other suggestions?”

“I wouldn’t change your program plans much, the core of them meet the quality standards and help the youth achieve badges and awards; the only thing that needs to change is how you structure your meetings,” suggested Tracey.

He continued, “Gina is right, starting with a high energy game or two will go a long way.

“Using a high energy grand howl at the start of the meeting also helps burn off the steam and helps the youth focus on what’s going to be happening during the activity.

“We also noticed that you weren’t using sixes for your small groups, why not?”

Catalina thought, then answered, “It’s really not a deliberate choice, it’s just how we’ve been doing things.”

Miyu jumped in, “I heard about this during my training. We really need to use sixes to build team spirit in the youth. When we do that, we can start to rely on sixers and seconds to maintain discipline, and that makes our jobs easier.”

Catalina responded, “This is a lot of very valuable feedback. What we really need is someone to come in and show us how to do all this.”

Tracey replied, “I know just the person to ask. In a few weeks, we’ll have you running the program the way you planned.”
### December

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December Activities

Group to Section Support

December is a half month for most section programs. Most schools are off for a week or two and many families are busy with holiday commitments.

This quieter time in the Scouting year is ideal for you to follow up on activities from earlier on:

- check to make sure all Scouters have completed the registration and screening process, including mandatory training; follow up with those individuals who have not
- check to make sure all Scouters have taken role specific WB I, follow up with those individuals who have not, encourage them to take e-learning over the winter break
- work on follow up activities from Service Visit 2

Area to Group Support

December is a half month for most section programs. Most schools are off for a week or two and many families are busy with holiday commitments.

This quieter time in the Scouting year is ideal for you to work with your groups to follow up on activities from earlier on:

- check to make sure all Scouters have completed the registration and screening process, including mandatory training; follow up with those individuals who have not
- check to make sure all Scouters have taken role specific WB I, follow up with those individuals who have not, encourage them to take e-learning over the winter break
- work on follow up activities from Service Visit 2

Council to Area Support

December is a half month for most section programs. Most schools are off for a week or two and many families are busy with holiday commitments.

This quieter time in the Scouting year is ideal for you to work with your areas and groups to follow up on activities from earlier on:

- check to make sure all Scouters have completed the registration and screening process, including mandatory training; follow up with those individuals who have not
- check to make sure all Scouters have taken role specific WB I, follow up with those individuals who have not, encourage them to take e-learning over the winter break
- work on follow up activities from Service Visit 2
December Case Study

Everything had seemed to be going fine for the 7th Clear River scout group.

Right now Davi, the Group Commissioner, felt that he was getting the hang of providing in-person support to his Scouters. His confidence was growing too; he knew that Tracey, his Area Commissioner, was there to back him up, and he was calling on him less often.

The Scout troop under Mateo was running well, and the Beaver Scout colony’s leadership team under Olivia was already starting to talk about next year’s program.

When Suraj, the Cub Scout Akela, pulled Davi aside during the November service visit and said he needed to talk sometime in the next few weeks, Davi thought nothing of it. The pack program and leadership team were strong.

Davi decided to meet Suraj for coffee.

“Hi Suraj, I’ve been curious, what do you need to talk to me about?”

“Davi, I don’t think I can keep being Akela. I would like to step down.”

“Why? What’s going on?” asked Davi.

“I just can’t seem to get the pack to run the way I want it to.”

“Is it a problem with the youth? We can ask a Support Scouter to step in for a bit and help out,” suggested Davi.

“No,” said Suraj, “it’s not the youth. It’s the other adults. They don’t see eye to eye with me on how the pack should run.”

“In what way?”

“Well, I guess I’m just very particular about how the way things should be. I own my own business, so I’m used to being in charge and having others follow what I say. I’m not mean or tyrannical about it, but I am usually right,” explained Suraj.

Davi thought for a bit, then asked, “This is your second year as Akela, and I don’t remember talking about this at the end of last year. What’s changed?”

Suraj thought for a while.

“I guess it’s the emphasis on training. Last year, I was the only one trained for Cub Scouts. Everyone else had come up from Beaver Scouts. They looked to me for answers.

“This year, they’re all taking training. They want to do more of the program planning, and they want to try ceremonies in different ways.

“Like I said, I’m used to being right and in charge. I can’t be that way this year,” finished Suraj.

“I can understand where you’re coming from,” said Davi, “but the quality of the program is higher this year. You did great last year, and the other Scouters are trying to be more like you.”

Suraj laughed, “That’s why I’m the owner at work! Being around people like me drives me crazy!”

“Well,” said Davi, “would you like to move on to a different role entirely, or would you like to stay on with Cub Scouts?”

“I’m going to need to give that some thought.”

After a few days, Suraj gave Davi a call.

“Hi Davi, it’s Suraj. I’ve decided to step down as Akela, but I’d like to stay on with the Cub Scout pack.”

“That’s good to hear, can you think about who should replace you as Akela?”

After the call, Davi made a note to monitor the Cub Scout leadership team. Depending on how the transition went, Davi needed to be ready to have a conversation about reassignment or retirement with Suraj.
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<td>Sections give parents monthly program plan</td>
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- check to make sure all Scouters have taken role appropriate WB I, follow up with those individuals who have not, encourage them to take e-learning over the winter break
- work on follow up activities from Service Visit 2

Work with your section Scouters to make sure that youth are updating their personal plans to earn their section's top award.

It is also important to monitor Scouters for signs of friction. Much of the conflict that appears in March starts as something smaller in January.
Reducing the number of untrained Scouters was a priority for Miyu, Group Commissioner for 3rd Clear River, especially after her November service visits with her sections.

In the past, she had always assumed that since the Scouters in the Scout Troop all had Woodbadge woggles, they had training appropriate for their roles. After talking to them, she realized that only one did and the rest had earned a Woodbadge I in colony or pack, and not for the role they were in now.

Not even Trevor, the Troop Scouter, was trained for his role. He always wore his Gilwell necker to meetings; she found out it was a necker from a Beaver Scout Woodbadge II.

During the service visit, he had promised Miyu that he would take training in the next few months. In the training report that she had just received from her area service team, she noticed that he still hadn’t followed through on that commitment.

She decided to give him a call.

“Hi Trevor, it’s Miyu, how are things in the Scout Troop going?”

“Pretty good, we’re just getting ready for a winter camp. What’s up? Do you have a question about our paperwork?”

“No, I’m actually calling to follow up on the training you promised to take.”

“Oh yeah, it’s on my to do list,” answered Trevor.

The conversation wasn’t going quite how Miyu had hoped. She felt like Trevor was trying to blow her off.

“Trevor, it’s important that you get trained for your current role. Your section can only earn the quality award if every member of the leadership team has the right training.

“You also need to complete role specific Woodbadge I if you want to come back next year – you can’t be active for a second year without training.

“Is there anything I can do to help you get into a course?”

Trevor responded, “I know that training is important. I just don’t have time, with all the camping we’re doing this year my family would disown me if I gave up a weekend with them to go to a course”

“You don’t have to give up a weekend,” said Miyu.

“What do you mean? The courses are 12 hours long, that’s at least a day and a half.”

“You can take e-learning to earn your Woodbadge I.”

“I’d heard about e-learning. I think there was something about it in Scouting Life. I haven’t looked at it though,” said Trevor.

“It’s broken down into five modules, and each module takes about an hour to complete. You actually finished the first module as part of the colony Woodbadge I you did a few years ago, and new people finish it as part of their mandatory training.

“It doesn’t cost you anything to do, and it gets your section that much closer to a quality award,” explained Miyu.

“So it takes about five hours? How long do I have to complete it? That’s a long time to sit in front of a computer for.”

“You don’t have to do them all at the same time, you can spread it out over a week.”

Trevor thought, then said, “What if I have questions, though? One of my favourite parts of training is getting to meet other Scouters and learning from the trainers.”

Miyu replied, “That is the tradeoff for convenience and saving some of your time. However, we can arrange for you and the other Scouters in the troop to meet with a Support Scouter and ask questions.”

Trevor said, “You know, I think I have time to get this done after we get back from camp, thanks for letting me know about this option, Miyu.”

After taking his Woodbadge I through e-learning, Trevor was so happy with the experience that he convinced the other Scouters in the section to complete their training that way too.
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February Activities

Group to Section Support

You will have a good opportunity to monitor program quality, as sections work on their 3 month March-April-May plans.

If you would like to provide Scouters with formal recognition during national volunteer week in mid April, you should submit outstanding service award commendations through scouts.ca/thanks this month.

Scout-Guide week is an ideal opportunity to provide informal recognition to your Scouters. Consider presenting small thank you items during a family event.

It is also time to meet with your team and prepare for Service Visit 3. Remember to review follow up promised at Service Visit 2. Fill out your group self assessment, paying close attention to the following items:

- youth attendance at activities
- communication with parents
- ratio and 2-Scouter, Scouter engagement and enthusiasm
- financial and human resources planning, sponsor relationship, Scouter recognition

Contact your sections and arrange to complete Service Visit 3 in March.

You may find yourself very busy with Scouting next month if you are still following up on registration, screening, and training issues from earlier in the year. If any of these items are an issue, ask your area service team to help you complete them now.

Area to Group Support

If you would like to provide Scouters with formal recognition during national volunteer week in mid April, you should submit outstanding service award commendations through scouts.ca/thanks this month.

Talk to your groups about screening, training, and registration and find out if they have any outstanding issues. These items must be wrapped up now, next month we will be getting ready for next year.

It is time to meet with your team and prepare for Service Visit 3. Remember to review follow up promised at Service Visit 2. Fill out group health checks for each of the groups you support, paying close attention to the following items:

- youth attendance at activities
- communication with parents
- ratio and 2-Scouter, Scouter engagement and enthusiasm
- financial and human resources planning, sponsor relationship, Scouter recognition

After the group health checks are filled in, fill out your area health check. Forward a copy of this to your council team.

Contact your groups and arrange to complete Service Visit 3 with them in March.

Attending a Scout-Guide week activity or B.-P. banquet during February does not count as a service visit.

Council to Area Support

If you would like to provide Scouters with formal recognition during national volunteer week in mid April, you should submit outstanding service award commendations through scouts.ca/thanks this month.

Next month groups and areas will begin to prepare for next year. They will be expecting communication from you on a number of key items. You can help them this month by:

- setting registration details, including fees
- deciding on a council wide recruitment and retention plans
- doing community research to find out which communities are underserved by Scouting and putting together preliminary outreach plans

It is also time to meet with your team and prepare for Service Visit 3. Remember to review follow up promised at Service Visit 2. Your areas will be sending you a copy of their area health checks, pay close attention to:

- Scouter formal recognition
- AC service visits to groups
- area service team size and skill set
- AYC engagement
- area communication with groups
- AC training completion

If an area does not submit their health check, fill one out the best that you can.

Contact your areas and arrange to complete Service Visit 3 with them during March.
Debriefing the year so far was the first item on the agenda when Tracey met with his area service team.

Tracey, the Area Commissioner, Gina, the Area Youth Commissioner, and Chloe, a Support Scouter, were there.

Tracey started the meeting, “I think we’ve had a good year so far. I’m particularly happy with the progress that both 3rd Clear River and 7th Clear River have made.

“That being said, we need to make sure that we’re caught up on registration, screening, and training this month.”

“Right,” said Chloe, “Next month we start getting ready for next year. Davi at 7th is already asking about registration details.”

“So, let’s go through the group health checks and see where we’re at,” said Tracey.

As the team went through the health checks, they noted yellow scores. The number of red scores was much lower than it was even in October.

It seemed to them like it was just a matter of plugging a few gaps and most of the groups would achieve their targets for the year.

Even better, because of the quality and frequency of in person servicing the area team had done, they knew the answers to all the questions on the health check. There were no blank scores.

As they wrapped up, Gina remarked, “All we have to do is keep this up, and soon we’ll have the largest membership in the country!”

February Case Study

Debriefing the year so far was the first item on the agenda when Tracey met with his area service team.

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Cheat Sheet: Youth Growth

There are no silver bullets for growth. These are some options for youth growth that have worked for others across the country. Pick, adapt, and use the option that best fits the conditions in your community. More youth growth resources are at scouts.ca/JS2G.

### New Member Registration Events

**best time of year:** May, June, and September  
**prep time:** 2 months  
**led by:** groups or areas

<table>
<thead>
<tr>
<th>2 months before the event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- decide on a date and time for the event, book location</td>
</tr>
<tr>
<td>- book signage for the event</td>
</tr>
<tr>
<td>- book Scouters to help you run the event</td>
</tr>
<tr>
<td>- create an event program plan</td>
</tr>
<tr>
<td>- let Scouters who support you know about the event</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1 month before the event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- get promotional materials from your council</td>
</tr>
<tr>
<td>- send notice of the event to current members</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2 weeks before the event</th>
</tr>
</thead>
<tbody>
<tr>
<td>- send notice of the event out through local schools</td>
</tr>
</tbody>
</table>

**At the event**

- provide fun Scouting activities for youth to try
- be prepared to provide details of upcoming program
- be prepared to talk about how families can be involved with their children
- have all the forms people might need handy
- take down names and contact info of everyone that comes

<table>
<thead>
<tr>
<th>1 week after the event</th>
</tr>
</thead>
<tbody>
<tr>
<td>call everyone who attended, thank them for stopping by, and ask if they have any other questions about program</td>
</tr>
</tbody>
</table>

### New Member Bring a Friend Events

**best time of year:** October, February, and March  
**prep time:** 2 months  
**led by:** sections or groups

<table>
<thead>
<tr>
<th>2 months before the event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- decide on a date and time for the event</td>
</tr>
<tr>
<td>- create a fun program plan for the event that is:</td>
</tr>
<tr>
<td>- flexible</td>
</tr>
<tr>
<td>- scalable</td>
</tr>
<tr>
<td>- representative of Scouting at its best</td>
</tr>
<tr>
<td>- let Scouters who support you know about the event</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1 month before the event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- get promotional materials from your council</td>
</tr>
<tr>
<td>- confirm program plans</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2 weeks before the event</th>
</tr>
</thead>
<tbody>
<tr>
<td>- send notice of the event out through local schools</td>
</tr>
<tr>
<td>- send notice of the event to current members, and let them know that they are welcome to bring a friend to it</td>
</tr>
</tbody>
</table>

**At the event**

- run a great program
- be prepared to provide details of upcoming program
- have all the forms people might need ready
- take down names and contact info of everyone that comes

**A few days after the event**

- invite everyone who came to return next week and register
Retention Through Communication

| best time of year: | every month |
| preptime: | not very much |
| led by: | sections and groups |

Regular, proactive communication with youth and their families is one of the most important things you can do to keep youth interested and engaged in Scouting after they have joined.

Communicating about program:
- as 12 month, 3 month, and 1 month program plans are developed and finalized, they should be shared with youth, families, and group committees
- families and youth should know in advance how you are going to communicate any last minute program changes to them

Communicating about youth:
- whenever communicating with parents and families about youth, remember to be specific, timely, supportive, and non judgmental
- parents and families like to know what’s happening with their youth, share positive and supportive feedback throughout the year about how each youth is progressing through the program and what their challenges are
- ask parents for advice on how to approach discipline

Communicating with other adults:
- be proactive and supportive in providing feedback to other adults, including Scouters and parents of youth
- when in doubt, use the AID model described on page 19 of this playbook to structure your feedback

Retention Through Quality Program

| best time of year: | every month |
| preptime: | depends, but less if everyone is trained |
| led by: | youth, sections, and groups |

Quality programming is how Scouting delivers on its brand promise to youth and their families. Without quality programs, we cannot impact the lives of young people. Key elements of a quality program are:

The Scouting method:
- Scouting has a specific method that includes small groups, youth leadership, and use of the outdoors. Our method gives us unique tools in developing young people

Youth involvement:
- youth involvement in program planning, program delivery, and leadership at all levels of the movement is one of the most important parts of our method
- both WB I and WB II include topics on youth involvement
- AYCs and CYCs are key resources for improving youth involvement in sections and groups

Program quality standards and the planning cycle:
- use of the program quality standards when creating a section 12 month plan can go a long way towards ensuring a quality program for youth in your community
- use of the 12 month, 3 month, 1 month planning cycle allows sections to plan a quality program well in advance while still maintaining a degree of flexibility
There are no silver bullets for growth. These are some options for adult growth that have worked for others across the country. Pick, adapt, and use the option that best fits the conditions in your community. More adult growth resources are at [scouts.ca/JS2G](scouts.ca/JS2G).

You will notice that every one of these suggested methods works best before the current Scouting year is over.

Some people are used to recruiting adults in September, after programs have started, and when they are in a panic. Experience has taught us that this doesn’t work very well.

By focusing on adult recruitment when we have time to follow rigorous processes, we can ensure that we have the right people in the right roles and have their screening completed in time for when programs start in September.

For ideas on how to overcome objections from people who insist that adult recruitment can only happen in September, please check out the March Case Study on page 29 and the May Case Study on page 37 of this playbook.

**Cheat Sheet: Adult Growth**

### Succession Planning

**best time of year:** March, April, and May  
**prep time:** 1 month  
**led by:** groups, areas, or councils

**March:**
- assess staffing needs for next year

**April:**
- hold year end reviews with all Scouters on your team, determine what role they’ll be returning to next year
- determine vacant roles that need to be filled

**May:**
- recruit for next year’s vacant roles

### Public Appointment Process

For certain key roles, we use a public appointments process to ensure that all interested and qualified candidates are given the opportunity to apply. Use of this process is required when recruiting for CCs, CYCs, ACs, and AYC leaders. Commissioners should consider using this process to fill assistant and deputy roles.

The highlights of this process are:
- use a nominating committee to guide the process
- advertise the vacancy publicly
- recruit the best person for the role from the applicants using a competitive, standards based screening process

The full process is in Council Operating Procedures 014

### The Grizzly Creek Solution

**best time of year:** March, April, and May  
**prep time:** 1 month  
**led by:** groups, areas, or councils

Recruiting Volunteers: The Grizzly Creek solution is a process supported by a training video and workbook that can be used at any level of the movement to identify and approach candidates for a role. It works best when used together with succession planning and the public appointment process.

The Grizzly Creek Solution process is:
- define the job
- determine the qualifications required to do the job
- develop a list of candidates in order of preference
- interview the best candidate
- hire the successful candidate

The training materials, including video and workbooks, for the Grizzly Creek Solution are available through your council.
Friendstorming
best time of year: February and March
prep time: 1 month
led by: groups, areas, or councils

Friendstorming is a process that we have borrowed from the Boy Scouts of America, and it is best used to generate long lists of names that can be fed into the succession planning, public appointments, or Grizzly Creek processes.

Before the event:
• invite people who aren’t normally involved in recruiting Scouters to the event, look to sponsors, community organizations, churches, and schools (the more people with different social and professional circles, the better)

At the event:
• ask people for names of people who would make good Scouters
• don’t say “no” for anyone
• don’t think about broad groups of people, stick to individual names of people that can be contacted and asked to help out
• record every name that is mentioned on a flipchart (where everyone can see it), together with the name of the person who suggested them (you’ll need to get contact information from somewhere)
• spend only an hour or so collecting names
• commit to following up with every person on the list

After the event:
• transcribe the names
• work with commissioners and committees to recruit as many people as possible from the list into vacant roles that they are suited for

Parents Meetings
best time of year: June (or, after campfire at the year end camp)
prep time: 1 month
led by: groups

Parents meetings need to focus on program first and recruiting the right adults second. Twisting arms to get torsos into red shirts should not be on the agenda at all.

Before the event:
• tell parents you would like to talk to them about next year’s program
• also tell parents that you’re going to talk about ways that families can be involved and help out

At the event:
• share the section’s program plans for next year, talk about all the great and wonderful things their youth will be doing, trying, and accomplishing
• share the Program Quality Standards, and indicate how the section’s program will be meeting those
• share which Scouters will be helping their youth accomplish all of these great things
• state that there is a need for more help
• specifically list how many of which positions need to be filled, together with a short, positive summary (4 or 5 sentences) of what each role involves
• describe the qualities Scouting looks for in Scouters
• ask parents who they know that have the qualities we are looking for and who may be interested, remind them to think about people who aren’t at this meeting

Adult growth resources available at scouts.ca/JS2G include:
• retaining and recruiting volunteers
  ○ Scouting volunteer recruitment guide
  ○ volunteerism and the workplace
  ○ parent/guardian resource survey
  ○ newsletter template
  ○ welcome to Scouting powerpoint
Representing Scouting

Before going out and doing a community display, giving a talk, or approaching somebody to join Scouting, it is helpful to think through how you represent the movement.

Ask yourself some simple questions:

- **who am I representing?**
  - you may be somewhere or speaking on behalf of your section, group, or area, but when you are in public and in uniform, remember that you also represent Scouts Canada and the worldwide Scouting movement

- **what is my key message?**
  - while the phrasing and details of your message might change depending on who you are talking to, your key message must be the Scouts Canada Brand Promise (on the right)

- **who am I talking to?**
  - how you talk to someone changes based on who they are – is your audience a young child? a teenager? a service club? a school principal?

- **am I the best person?**
  - knowing the answer to the questions above, think if you’re the right person; would a youth member or someone with a personal connection to your audience be better?

WOSM’s document reminds us that many preconceived notions worldwide about Scouting are our own fault. Take a good look in the mirror to check if what you see is the image we want to project.

Adapted from the WOSM publication *Representing the Scout Movement*, available on scout.org

Our Brand Promise

Our brand promise is what youth, families, and communities expect from Scouting. It answers the question: what does Scouting do for young people in Canada?

It tells people what the end result of our mission, principles, and method is for individual young people. When communicating about Scouting, our brand promise should be the core of your message.

Scouts Canada’s Brand Promise is:

- Kids in Scouts have fun adventures discovering new things and experiences they wouldn’t have elsewhere.
- Along the way, kids develop into capable, confident and well-rounded individuals, better prepared for success in the world.
- Scouts is the start of something great.

Scouts Canada Brand Guide

Scouts Canada produces a Brand Guide to help you produce written and electronic documents that do a good job of representing the brand promise.

It includes information like proper logo placement, font choice, and colour usage so that documents look and feel consistent and professional regardless of who produces them.

Get your copy of the Brand Guide from the Brand Centre at scouts.ca/brandcentre/

If you are ever contacted by the media about an incident or negative story, state that you are not the best person to talk to and refer them to the national office communications department.

Positive stories about Scouting in the media are a great way to promote what Scouting does and the impact it has on young people.

Here are some tips shared during the 2011 Group Media Challenge by Brenda Sweeney, a Cub Scout Leader and partner in a public relations firm:

- get to the point – media people want to know what makes your story newsworthy. Be sure to quickly and directly by cover the Who, What, When, Where and Why and How of your event (5Ws + 1H)
- plan ahead – send your local newspaper an advisory about your upcoming event and suggest that they send a photographer; again, be sure to list the 5Ws of your event
- look professional – if you want to send in a media release, use the template found on the Scouts Canada website (don’t forget to include a picture!)
- get permission – if you send in a photo of a person, especially a child or youth member, be sure to get a photography release form signed to get their parent’s/guardian’s permission (also on the website)
- build relationships – get to know your local newspaper’s editor and the reporter who usually covers community events, ask what their deadlines are and what they’re looking for in terms of stories

If you are ever contacted by the media about an incident or negative story, state that you are not the best person to talk to and refer them to the national office communications department.
Photos and Logos

Photos and logos can make promotional activities much more effective, especially if the photos show Scouting at its best.

When taking photos:

- ensure that everyone in the photo has consented to having their picture taken during the registration process, especially if you intend to use the photo to promote Scouting
- ensure that everyone in the photo who should be wearing safety equipment is wearing it properly (for example, life jackets in a photo of canoeists, helmets on bicyclists)
- focus on finding action shots that show people participating in quality programs
- focus on photos that show smiling faces and active hands
- focus on photos that show both youth members and adult Scouters participating in an activity together, in addition consider looking for gender and ethnic diversity
- focus on photos where people are identifiable as Scouts and that show people wearing the current uniform well
- avoid using set or staged photos, especially if they just show a clump of people looking at your camera
- avoid photos of the backs of peoples heads or where people are walking away from the camera
- avoid photos that show people sitting around a table, picnic bench, or camp fire

When using one of Scouting’s logos, be sure that you follow the policies in Section 16001.1 of BP&P. Generally, using logos in a document you produce yourself is fine, but having an outside company produce a product with a logo on it for you requires permission (except when using an authorized supplier).

Websites and Social Media

The Scouts Canada Social Media team has produced a guide called Social Media for Scouting, available under Scouters on scouts.ca

Some of the key points from the guide are:

- remember that Code of Conduct applies any time you are interacting with Scouting youth, this includes anything that is online or through social media
- Facebook and Twitter can be great tools for both promoting Scouting and for organizing activities and events; sections, groups, areas, and councils are welcome to set up pages, groups, and profiles and should spend some time thinking about how they intend to use social media before deciding what type of account to set up on which service(s)
- photos posted to websites and social media require parental permission – for youth, make sure that parents gave this permission when they registered their child
- “friending” youth on Facebook can make youth feel uncomfortable – if they request to be your friend on Facebook first, then it’s okay; avoid sending friend requests to youth members
- Scouts Canada’s 2-Scouter policy applies in all situations, including online; adults should avoid engaging in private conversations with youth online and when communicating with youth using social media, include other Scouters in the message, or post publicly on the youth’s profile
- encourage youth to abide by age restrictions set by social media services. For example, Facebook and Twitter do not allow members under the age of 13
- be aware of privacy settings and what youth might share and see on social media accounts

Scouts Canada Brand Centre

Scouts Canada’s Brand Centre, online at scouts.ca/brandcentre/ is your one stop shop for communication resources, templates, and an on demand print centre.

Some available free resources and templates are:

- Scouts Canada logo source files in various formats
- letterhead templates
- PowerPoint presentation templates
- volunteer and sponsor appreciation certificate templates
- public service announcement (PSA) videos
- print ad templates
- special event PR toolkits for selected events

Some available on demand print centre materials are (there is a charge at a very competitive rate for ordering most of these items):

- advertisements
- posters
- flyers
- stationery (letterhead, business cards, envelopes, forms)
- banners
- pull-up displays
**Our Principles**

**Duty to God** the responsibility to adhere to spiritual principles, and thus to the religion that expresses them, and to accept the duties therefrom.

**Duty to Others** the responsibility to one’s local, national and global community members to promote peace, understanding and cooperation, through participation in the development of society, respect for the dignity of one’s fellow-beings, and protection of the integrity of the natural world.

**Duty to Self** the responsibility for the development of oneself to one’s full potential physically, intellectually, spiritually and socially.

**Our Method**

The Scout Method is an approach unique to Scouting throughout the world and includes each of the following seven elements:

1. Scout Law and Promise
2. learning by doing
3. the team system
4. a symbolic framework
5. nature
6. personal progression
7. adult support

**Our Mission**

To contribute to the education of young people through a value system based on the Scout Promise and Law to help create a better world where people are self-fulfilled as individuals and play a constructive role in society.

---

**Beaver Scouts**

*ages 5-7*

**Beaver Scout Promise**
I promise to love God and help take care of the world

**Beaver Scout Law**
A Beaver has fun, works hard and helps family and friends

**Beaver Scout Motto**
Sharing, Sharing, Sharing

**Organization & Key Standards**

<table>
<thead>
<tr>
<th>unit name</th>
<th>colony</th>
</tr>
</thead>
<tbody>
<tr>
<td>small group name</td>
<td>lodge, 5</td>
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<tr>
<td>top youth award</td>
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<table>
<thead>
<tr>
<th>forest names</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Keeo</td>
<td>Cub Scout youth on leadership team</td>
</tr>
<tr>
<td>AL</td>
<td>14-15 year old youth on leadership team</td>
</tr>
<tr>
<td>SI&amp;T</td>
<td>16-17 year old youth on leadership team</td>
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<table>
<thead>
<tr>
<th>adult to youth ratio</th>
<th>2 Scouters and 1:5</th>
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</thead>
<tbody>
<tr>
<td>monthly outdoor meetings</td>
<td>1</td>
</tr>
<tr>
<td>annual nights camping</td>
<td>1</td>
</tr>
<tr>
<td>annual service projects</td>
<td>1</td>
</tr>
<tr>
<td>annual environmental projects</td>
<td>1</td>
</tr>
</tbody>
</table>

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**Cub Scouts**

*ages 8-10*

**Cub Scout Promise**
I promise to do my best
To love and serve God;
To do my duty to the Queen;
To keep the Law of the Wolf Cub pack;
And to do a good turn for somebody every day

**Cub Scout Law**
The Cub respects the old wolf,
The Cub respects him/herself

**Cub Scout Motto**
Do Your Best

**Organization & Key Standards**

<table>
<thead>
<tr>
<th>unit name</th>
<th>pack</th>
</tr>
</thead>
<tbody>
<tr>
<td>small group name</td>
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<tr>
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<table>
<thead>
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<tbody>
<tr>
<td>Sixer</td>
<td>Cub Scout youth leading a six</td>
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<tr>
<td>Second</td>
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<tr>
<td>Kim</td>
<td>Scout youth on leadership team</td>
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<tbody>
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</tr>
<tr>
<td>annual nights camping</td>
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<td>annual service projects</td>
<td>2</td>
</tr>
<tr>
<td>annual environmental projects</td>
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</tr>
</tbody>
</table>
Scouts

Scout Promise
On my honour, I promise to do my best
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of the Scout Law

Scout Law
A Scout is
Helpful and trustworthy,
Kind and cheerful,
Considerate and clean,
Wise in the use of all resources

Scout Motto
Be Prepared

Organization & Key Standards

Scout Promise
On my honour, I promise to do my best
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of the Scout Law

Venturer Scouts

Venturer Scout Promise
On my honour, I promise to do my best
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of the Scout Law

Venturer Scout Law
A Scout is
Helpful and trustworthy,
Kind and cheerful,
Considerate and clean,
Wise in the use of all resources

Venturer Scout Motto
Challenge

Organization & Key Standards

Rover Scouts

Rover Scout Promise
On my honour, I promise to do my best
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of the Scout Law

Rover Scout Law
A Scout is
Helpful and trustworthy,
Kind and cheerful,
Considerate and clean,
Wise in the use of all resources

Rover Scout Motto
Service

Organization & Key Standards
**Short Term: SCOUTSabout**  
ages 5-10

SCOUTSabout is everything Scouting knows about programming for children ages 5 – 10, but packaged differently.

Offered in 3 month modules, SCOUTSabout runs after school in schools or community centres, or sometimes during school breaks and summer vacation.

Participants enjoy the same kinds of activities as Beavers and Cubs, but with a focus on structured play and learning by doing less the traditional aspects of uniform, ceremony or badge programs.

SCOUTSabout participants sometimes sign up for a second module, and in some cases decide to enroll in a core program because they’ve had so much fun!

**Short Term: Extreme Adventure**  
ages 14-17

Extreme Adventure offers the opportunity for young men and women from 14 – 17 years of age to plan and participate in one or more of a variety of short term adventure based activities. The types and duration of adventures are limited only by the imagination and skills of the participants and leaders.

Some typical adventures include: hiking expeditions along historic trails, cycling tours, water based trips, adventure racing, travel to other provinces or countries, attending major events like jamborees, long term camping excursions, or travelling to other countries to participate in humanitarian projects.

**Schools and Scouting**  
grades 4-7

Schools and Scouting is an innovative 3-day outdoor education program that takes place at a Scouts Canada campground facility. Teachers can choose from two program options, both of which are designed to supplement and complement grade 4, 5, 6, and 7 curriculum topics.

The outdoor program reinforces classroom work and provides valuable return on investment of students’ time. Assistance and resources are available every step of the way to customize program modules to fit the needs of schools and students.

We make it easy for schools by providing in-class camp preparation sessions, as well as, organize and run the in-camp program.
Cheat Sheet: Policy

This is not a comprehensive list, this is a cheat sheet for the most commonly requested policies and procedures.

BP&P Bylaw, Policies, and Procedures
available online under Scouters at scouts.ca

COPS Council Operating Procedures
ask your council for a copy of the relevant procedure

NSWK New Scouter Welcome Kit
available online at scouts.ca/NSWK

Please note that all references are current as of the date this playbook was last updated (9/10/2012). Since all of these documents are living and updated regularly, the exact page and policy numbers may have changed.

Job Descriptions

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Child and Youth Safety

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Occasionally you will need to deal with a Scouter who does not respond to your constructive feedback. Progressive discipline is a coaching process that will help them improve.

Sometimes it also helps us identify when a person is not a good fit for their current role or for Scouting in general.

A Conversation

The first step in progressive discipline is a conversation. It does not have to be long. It should be firm but not confrontational. The AID model on p 19 will help you decide what to say:

- identify the specific behaviour or choice that is a problem
- identify the impact that it is having on others
- request a specific change in behaviour together with a reasonable timeframe for the change to happen in
- allow the other person to respond

Many problems and conflicts in Scouting go unresolved because nobody talks to the person about the problem. By starting with a conversation, you are giving the Scouter an opportunity to improve.

A Conversation and a Letter

If the problem or situation does not improve, it may be necessary to hold a second conversation. Use the same format as the first one.

In addition, provide the Scouter with a letter outlining: your concerns, what needs to be done to resolve the problem, and a reasonable timeframe for the change to happen in.

If you find yourself at this stage, involve the next senior commissioner to ensure that the problem is resolved appropriately.

Reassignment or Retirement

A third conversation about the same problem should be a conversation about reassignment or retirement with the Scouter. Involve the next senior commissioner in setting this up.

Serious Incidents

Progressive discipline is not for:

- criminal acts
- acts of instability
- acts of disrepute, where a person’s conduct will prejudice or bring disrepute on Scouts Canada
- acts placing Scouts Canada at risk
- acts which are contrary to Scouting’s principles and practices

In any of these cases, contact your Council Commissioner or Council Executive Director immediately to report the incident.

Child and Youth Safety

Nothing is more important to Scouts Canada than the safety of our members.

Our brand promise is to help create well rounded youth, better prepared for success in the world. We deliver on this promise through well trained, capable, and dedicated Scouters.

Any compromise to the safety of our members prevents us from delivering on our promise.

If you become aware of a minor who has been or is at risk of being abused, the laws of your province/territory oblige you to report this to the police. Visit for contact information

The Child Abuse Prevention policy in Section 7002 of BP&P provides specific instructions on handling these situations. Visit for more information.
AODA Accessibility Training one of the mandatory training courses required under the screening and orientation process, covers how to work with accommodate people with disabilities

Active a registration status for people who are fully registered and who are eligible to wear our uniform and act as a Scouter and/or participate in our programs

AL Activity Leader 14 or 15 year old youth on the leadership team of a colony or pack

Akala contact Scouter in Cub Scouts

Area a geographic organizational unit responsible for supporting groups

AC Area Commissioner principal point of contact for an area, responsible for servicing groups

ASM Area Support Manager staff person working on growth and servicing, works primarily at the area level

AVC Area Youth Commissioner youth member, works with an AC to service an area

BP&P Bylaw, Policies, and Procedures Scouts Canada’s governing documents and policies

Council a geographic organizational and administrative unit of Scouts Canada

CC Council Commissioner principal point of contact for a council, responsible for groups, areas, and growth

CED Council Executive Director staff person responsible for day to day operations of a council, works with the CC and CYC

COPS Council Operating Procedures supplemental operating procedures for use at the council level

CYS Child and Youth Commissioner youth member, works with a CC to service a council

CYS Child and Youth Safety one of the mandatory training courses required under the screening and orientation process, covers recognizing, responding to, and reporting child abuse

DCC Deputy Council Commissioner a Scouter appointed by a CC and delegated responsibility for a portion of the council’s operations

Group an organizational unit responsible for administering several sections

Group Committee the team of Scouters recruited by the GC to administer the group

Hawkeye Investiture contact Scouter in Beaver Scouts

Jumpstart to Growth package of prepared growth techniques for groups scouts.ca/js2g

Key 3 the key Scouters at the national, council, or area level; consists of the adult commissioner, the youth commissioner, and a professional staff member

Mandatory Training a set of three courses required as part of the screening and orientation process before an adult can become active

NSWK New Scouter Welcome Kit print and web materials provided to new Scouters within two weeks of joining scouts.ca/NSWK

Pending a registration status for people who have started registering with Scouts Canada, but have not yet completed all of the required steps; may not wear the uniform or act as a Scouter

PBO Program Builder Online online resource that facilitates program planning pbo.scouts.ca/pol

Program Quality Standards minimum standards that each of our sections are expected to meet annually

PRC Police Record Check a step in the screening process, a check for a criminal record conducted by police

QSA Quality Section Award recognition given for meeting the Program Quality Standards

Scouter a registered adult

SIT Scouter in Training 16 or 17 year old youth on the leadership team of a colony, pack, or troop

Section an organizational unit delivering one of Scouts Canada’s programs

SS Support Scouter a Scouter appointed by a commissioner to provide support to other Scouters

Service Visit a scheduled visit to help Scouters improve the quality of our programs

Troop Scouter contact Scouter in Scouts

VRAD Volunteer Recruitment and Development national model for managing the volunteer lifecycle

VSS Vulnerable Sector Search a step in the screening process for new applicants; a search done with a PRC for certain pardoned offences

VSS Volunteer Support Strategy national strategy for improving Scouter support

VSTK Volunteer Support Toolkit web materials for the five pillars of volunteer support scouts.ca/VSTK

Wiki national online program encyclopedia that anyone can edit wiki.scouts.ca

WB I Woodbadge I basic training giving Scouters the knowledge needed to be effective, available in person or online; required within a Scouter’s first year

Woodbadge I Module I one of the mandatory training courses required under the screening and orientation process, covers our mission and principles, our organization, risk management, and spirituality in Scouting

WB II Woodbadge II advanced training giving Scouters further leadership, planning skills, and knowledge a registered member aged 26-
Kids in Scouts have fun adventures discovering new things and experiences they wouldn’t have elsewhere.

Along the way, kids develop into capable, confident and well-rounded individuals, better prepared for success in the world.

Scouts is the start of something great.

It starts with Scouts.