



# Scouter Support Playbook

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.**

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

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

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.

Version 4  
9/10/2012

Name	Phone	E-mail

[illegible][illegible]

My Scouts Canada Service Centre

Address

Hours

Phone

or 1 888 726 8876 toll free

Website

or [helpcentre@scouts.ca](mailto:helpcentre@scouts.ca)

E-mail

My Scout Shop

Address

Hours

Phone

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

Table of Contents

Our National Priorities	4	July Case Study	47
Vision for Scouters	4	August	48
Why?	5	August Activities	50
How?	5	August Case Study	51
Who?	6	September	52
Volunteer Support Cycle	8	September Activities	54
Screening and Support Timeline	10	September Case Study	55
Toolkit: Orientation	12	October	56
Toolkit: Formal Training	14	October Activities	58
Toolkit: Program Tools	16	October Case Study	59
Toolkit: In Person Support	18	November	60
Toolkit: Feedback & Recognition	20	November Activities	62
Servicing and Support Model	22	November Case Study	63
Your First Visit	24	December	64
Regular Service Visits	25	December Activities	66
What About Meetings?	26	December Case Study	67
The Support Calendar	27	January	68
March	28	January Activities	70
March Activities	30	January Case Study	71
March Case Study	31	February	72
April	32	February Activities	74
April Activities	34	February Case Study	75
April Case Study	35	Cheat Sheet: Youth Growth	76
May	36	Cheat Sheet: Adult Growth	78
May Activities	38	Cheat Sheet: Promotion	80
May Case Study	39	Cheat Sheet: Program	82
June	40	Cheat Sheet: Policy	85
June Activities	42	Progressive Discipline	86
June Case Study	43	Serious Incidents	86
July	44	Child and Youth Safety	86
July Activities	46	Glossary	87

# OUR NATIONAL PRIORITIES

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](https://scouts.ca/child-and-youth-safety)

Growth is supported through the Jumpstart to Growth materials, available online at [scouts.ca/JS2G](https://scouts.ca/JS2G)

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.Strategy to Action

## 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.

# Why?

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:

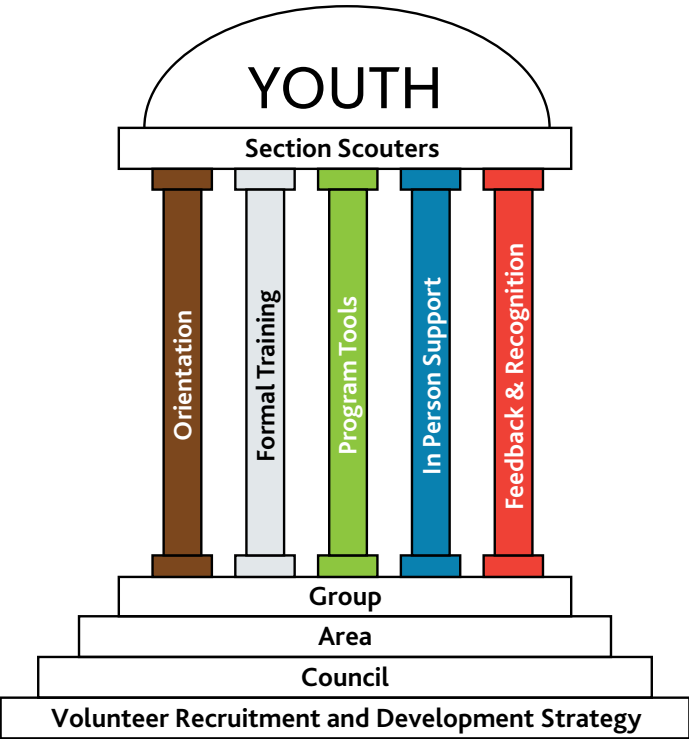
- being **helpful** when Scouters new to the movement need help the most
- being **trustworthy** by following through on our commitments to Scouters
- **kindly** sharing the lessons we’ve learned
- **cheerfully** lending a hand
- being **considerate** in when and how we provide timely, relevant feedback
- 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

# How?

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.



## ORIENTATION

- 75% of new Scouters are recruited and registered by August 31<sup>st</sup> 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

CCs and CYCs build and rely on service teams to meet the needs of areas, groups, and sections.

In particular, Deputy Council Commissioners (DCCs) are recruited to help achieve support outcomes. Some common examples of DCCs are:

#### DCC – Adult Development

- ensuring that enough training opportunities are available
- working with groups and areas to address gaps
- monitoring and improving training quality
- ensuring that trainers are also providing service and support to groups and areas between courses

#### DCC – Program

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

#### DCC – Recognition

- identifying and helping eligible Scouters receive outstanding service recognition
- ensuring that sections, groups, and areas have the resources to recognize their Scouters
- monitoring formal recognition and addressing any gaps

#### DCC – Fundraising

- providing opportunities for sections to finance and support quality programs through Scout Popcorn and Scoutrees

## 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

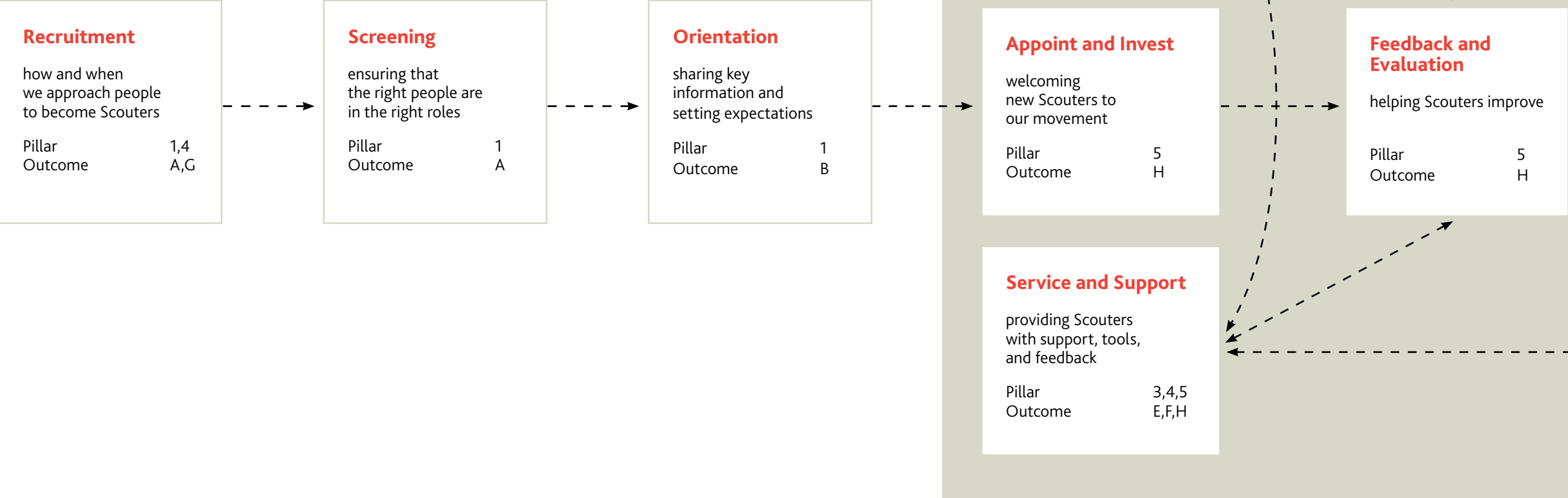
- working with commissioners to meet support standards at area, group, and section levels

### 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.





# service visits and follow up

## Recognition

formally thanking  
Scouters for the work  
they have done

Pillar 5  
Outcome J

## 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

## Renew

keeping a Scouter  
who is doing a good  
job in current role for  
another term

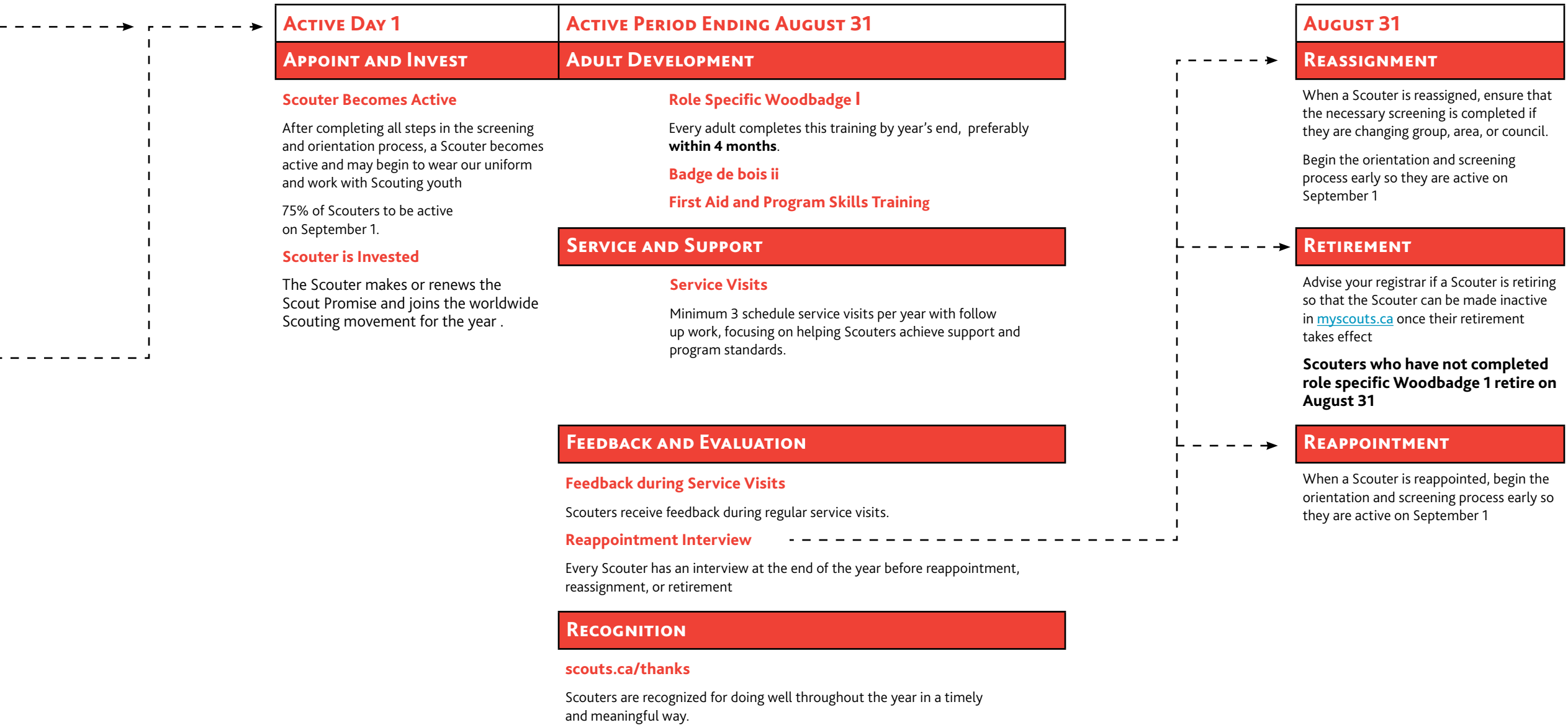
Pillar 1  
Outcome A

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
	I – 20% of Scouters receive Scouts Canada recognition for outstanding service annually

SCREENING AND SUPPORT TIMELINE

PENDING DAY 0	PENDING DAY 1 – 10	PENDING DAY 11 – 20	PENDING DAY 21 – 30	PENDING DAY 31 +
RECRUITMENT	SCREENING AND ORIENTATION			
RETURNING Adult Scouters, Rovers, YCs, SITs, and ALs				
<div>Sign Application Form</div> <div>Physical applications must be entered into myscouts within 10 days</div>	Sign Code of Conduct			
	Screening			
	SApply for PRC every 3 years (if aged 18 +)	IF CENTRALIZED: PRC application submitted to police by council service centre		
		ELSE: PRC collected from police by individual then completed documents sent to council service centre.		
	IF NEW GROUP/AREA/COUNCIL: 3 References Checked			
IF NEW GROUP/AREA/COUNCIL: Screening Interview conducted by commissioner and one other experienced interviewer				

PENDING DAY 0	PENDING DAY 1 – 10	PENDING DAY 11 – 20	PENDING DAY 21 – 30	PENDING DAY 31 +
RECRUITMENT	SCREENING AND ORIENTATION			
NEW ADULT SCOUTERS, ROVERS, YCS, SITs, AND ALS				
<div>Sign Application Form</div> <div>Physical applications must be entered into myscouts within 10 days</div>	Receive New Scouter Welcome Kit and in-person orientation			
	Sign Code of Conduct			
	Screening			
	Apply for PRC + VSS (if aged 18 +)	IF CENTRALIZED: PRC + VSS application submitted to police by council service centre		
		ELSE: PRC + VSS collected from police by individual then completed documents sent to council service centre.		
	3 References Checked			
	Screening Interview conducted by commissioner and one other experienced interviewer			
	Mandatory Training			
	Child and Youth Safety			
Accessibility				
Woodbadge I Module I				





## Support Strategy Link

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 31<sup>st</sup> 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](https://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](https://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](https://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](https://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](https://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](https://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](https://myscouts.ca) or can be downloaded from [scouts.ca/vstk](https://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 (eg 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](https://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.

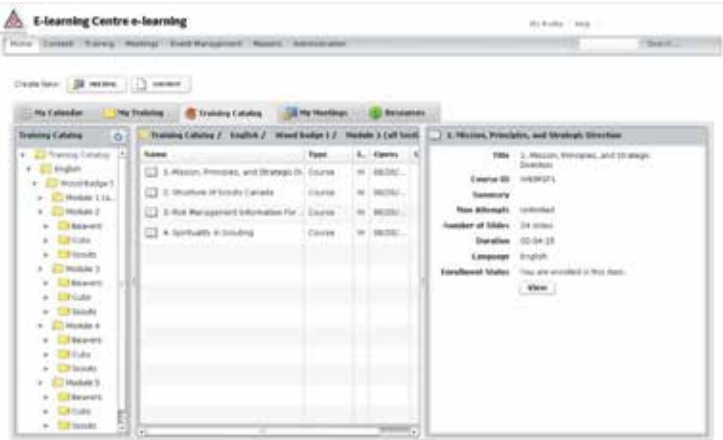
Each module is independent and can be completed at the Scouter's own pace. Modules take most Scouters about an hour to complete (4-5 hours for the full course).

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](https://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](https://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 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.

## TRAINED SCOUTERS

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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](https://scouts.ca) under Scouters.



Support Strategy Link

Each Scouter has access to relevant and high quality program resources that enable him/her to plan and execute high quality programs that are aligned with Scouts Canada's standards.

Examples of these resources include:

- program leader handbooks in both electronic and paper formats
- section specific Jumpstarts
- program planning aids including the prepared programming calendar and Scouter wiki
- Scouts Canada program quality standards and the accompanying Quality Section Award

Outcomes

- 80% of all sections achieve the Quality Section Award

PROGRAM QUALITY STANDARDS

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](https://scouts.ca) under Scouters.

**Scout Program Quality Standards and Awards Application**

Scouts Canada is committed to quality programs. This checklist will help you meet program standards. Upon successful completion, forward this form to your Group Commissioner (GC) for submission to your Area Commissioner (AC). Your Section will be recognized with the Program Quality Award.

**Program Planning**

The Troop has:

- ☐ Short-range (one month)
- ☐ Medium-range (three months)
- ☐ Long-range (one year) program plan which will reflect the program goals, as outlined in the B.P. & R.
- ☐ Weekly programs that are typically conducted as described in the Scout Leader's Handbook, and incorporate appropriate safety precautions.

**Outdoors**

Opportunities are provided for Scouts to participate in outdoor activities as often as possible. All activities follow Policies and Accepted Practices, as outlined by Camping/Outdoor Activities, Section 10000, B.P. & R.

Scout minimum standards require:

- ☐ One regular meeting per month outdoors
- ☐ One weekend outing every two months
- ☐ Six nights at camp annually
- ☐ Youth are provided opportunities to earn Year Round Camper badges.

**Youth Input**

- ☐ Scouts are regularly consulted and participate, when and where appropriate, in program planning and delivery.
- ☐ Patrol leaders and assistants form essential parts of the leadership team.
- ☐ A Court of Honour is employed during each medium and long term planning session at minimum and more frequently as required.
- ☐ Youth are actively engaged in the creation of their section's Code of Conduct.

**Badge/Award Program**

- ☐ The program provides Scouts with regular opportunities to engage in and complete requirements of the Scout Badge/Award system.
- ☐ Using the information from "My Path to Chief Scout's Award", all Scouts are encouraged to create personal plans.

**Environmental Awareness**


Opportunities are provided for Scouts to participate in activities which increase their understanding and awareness of their role in preserving the environment. All activities are conducted in a manner that reflects appropriate environmental awareness and "leave no trace" principles.

- ☐ Minimum standard: one project/activity annually.

**Spiritual Emphasis**

Spiritual emphasis is regularly incorporated throughout the program. Examples may include, but are not limited to:

- ☐ Opening and Closing Ceremonies, Use of Promise, Law and Motto, Scouts Oath and Scouter's Five
- ☐ Religion in Life Award or Spirituality Award programs.

  
It starts with Scouts.



## 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](https://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](https://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/](https://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](https://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](https://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](https://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



Support Strategy Link

Each Scouter receives the personal face-to-face support required for him/her to thrive. This support can take many forms and be provided by a variety of individuals including: section Scouters, Group Commissioners, service team members, and staff.

The focus of in person support is to assist Scouters in planning for success and identifying skills and resources that would help to increase the capacity of their leadership team with the aim of enhancing overall program quality. In person support is further defined by:

- a desire to lead by example and support shared leadership
- minimum servicing standards
- tools for effective Scouter support by Group and Area Commissioners

Outcomes

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

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](https://scouts.ca/vstk) under In Person Support.



It starts with Scouts.

### Group Self-Assessment

The Group Self Assessment tool is designed to help Group Commissioners assess the health of their various Sections and the whole Group. The Self Assessment should be based on the outcomes of the Group Commissioner's visits to each Section and should be completed at least 3 times annually. The purpose of the health check is to facilitate the development of resourcing plans for the Group as well as the development of Group plan that can be reviewed with the Area Commissioner.

Group	Reaver Scouts	Cub Scouts	Scouts	Venturer Scouts	Boys Scouts	Group	Date	Green	Yellow	Red
Youth Membership & Participation										
Youth membership in the Section/ Group has grown this year	%	%	%	%	%	%		0-2%	3-5%	+6%
Youth retention rate (% of youth who returned this year)	%	%	%	%	%	%		70%+	62-79%	+62%
Average youth attendance at regular section activities	%	%	%	%	%	%		90%+	80-89%	+90%
Program										
Sections have 1, 3, and 12 month program plans that meet all program standards								All	Some	None
Youth in each section are engaged in program planning and leadership (e.g. Squire Councils, Courts of Honour, Kites/Flags) in an age appropriate way								All	Some	None
Sections are working to earn the Scouts Canada Quality Section Award								All	Some	None
Sections communicate monthly with parents								All	Some	None
Leadership										
All sections meet youth-leader ratio and 2-deep requirements at every activity								All		+100%
100% of volunteers are trained for their role (min 1 volunteer with WSL)	%	%	%	%	%	%		100%	75-100%	+75%
Group Commissioner has completed visits to each section								All	+100%	+50%
Each new volunteer has received an orientation and New Scouter Welcome Kit								All	+100%	+100%
Volunteer retention rate (% of volunteers who returned this year)	%	%	%	%	%	%		70%+	62-79%	+62%
Section and Group volunteers are engaged and enthusiastic								All		All

## 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](https://scouts.ca/vstk) under In Person Support.

 **Group Health Check**

The Group Health Check is designed to help Area Commissioners assess the health of their various Groups. The Health Check should be based on the outcomes of the Area Commissioner's visits to each Group and should be completed at least 3 times annually. The purpose of the health check is to facilitate the development of support action plans for each Group in the Area.

It starts with Scouts.

Group	Date	Green	Yellow	Red
<b>Youth Membership &amp; Participation</b>				
Youth membership in the Group has grown this year	%	5% +	5.5% + 5%	6%
Youth retention rate (% of youth who returned this year)	%	70% +	67-70%	66%
Average youth attendance at regular section activities	%	80% +	80-85%	80%
<b>Program</b>				
Sections have 1, 3, and 12 month program plans that meet all program standards		Yes	Some	No
Youth in each section are engaged in program planning and leadership (e.g. Sixers, Councils, Courts of Honour, KinkKink) in an age appropriate way		Yes	Some	No
Sections are working to earn the Scouts Canada Quality Section Award		Yes	Some	No
Sections communicate monthly with parents		Yes	Some	No
<b>Leadership</b>				
All sections meet youth-leader ratio and 2-deep requirements at every activity		Yes	Some	No
100% of volunteers are trained for their role	%	100%	75-100%	75%
Group Commissioner has completed visits to each section		Yes	Some	No
Each new volunteer has received an orientation and New Scouter Welcome Kit		Yes	Some	No
Volunteer retention rate (% of volunteers who returned this year)	%	70% +	67-70%	66%
Section and Group volunteers are engaged and enthusiastic		Yes	Some	No
<b>Administration &amp; Support</b>				
All section volunteers are fully registered and 'ACTIVE'		Yes	Some	No
The Group has a minimum of 3 volunteers supporting Group Operations that are not Section Scouters (e.g. Treasurer, Registrar)		Yes	Some	No
The Group has a financial and human resources plan		Yes	Some	No
The Group has an active sponsor relationship and is involved in the community		Yes	Some	No
Group volunteers receive formal Scouts Canada recognition		Yes	Some	No
The Group Commissioner has completed Group Commissioner Wood Badge 1		Yes	Some	No

## 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.**



Support Strategy Link

Each Scouter receives feedback and recognition commensurate with their contributions to Scouting. Each and every Scouter feels appreciated and understands how their individual performance relates to the overall goals of the movement.

Effective feedback and recognition is supported by:

- ongoing feedback in the form of coaching and mentoring by support Scouters and commissioners
- frequent informal recognition of contributions
- formal Scouts Canada recognition programs: milestone recognition for years of service and outstanding service recognition for quality of service
- assessment of results against overall program and organizational objectives

Outcomes

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

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](https://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



# SERVICING AND SUPPORT MODEL

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

## 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

## ANNUAL AREA TO GROUP SERVICING

- ACs, AYCs, and ASMs 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 ASMs 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

# YOUR FIRST VISIT

## 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.

# WHAT ABOUT MEETINGS?

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 5 minutes
- 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 self assessment, 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 5 minutes
- 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.

# The Support Calendar

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

Nicole	Council Commissioner	Blue Heron Council
Liam	Council Youth Commissioner	Blue Heron Council
Tracey	Area Commissioner	Running Water Area
Gina	Area Youth Commissioner	Running Water Area
Chloe	Support Scouter	Running Water Area
Miyu	Group Commissioner	3 <sup>rd</sup> Clear River Group
Kevin	Beaver Scout Hawkeye	3 <sup>rd</sup> Clear River Group
Catalina	Cub Scout Akela	3 <sup>rd</sup> Clear River Group
Trevor	Troop Scouter	3 <sup>rd</sup> Clear River Group
Davi	Group Commissioner	7 <sup>th</sup> Clear River Group
Olivia	Beaver Scout Hawkeye	7 <sup>th</sup> Clear River Group
Suraj	Cub Scout Akela	7 <sup>th</sup> Clear River Group
Mateo	Troop Scouter	7 <sup>th</sup> Clear River Group
Darien	Venturer Scout Advisor	7 <sup>th</sup> Clear River Group

March				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	<p>Good Turn Week</p> <p>Working towards the QSA</p> <p>Each section has at least one outdoor activity</p>	Sections give parents monthly program plan	Organize bring a friend activities for summer programs		<p>Follow up on gaps in section and group training</p> <p>E-learning and in person course promotion</p>	Monitor section program for quality	<p><b>Service Visit 3:</b></p> <ul style="list-style-type: none"> <li>- preparing for spring registration</li> <li>- determining capacity for next year</li> <li>- setting retention, capacity, and growth goals</li> <li>- recruitment planning</li> </ul>	<p>Outstanding service award applications</p> <p>Provide feedback to Scouters during Visit 3</p>
Getting Ready for Next Year		Groups receive information about spring registration	<p>Decide on adding a new section:</p> <ul style="list-style-type: none"> <li>- is an existing section large enough to split?</li> <li>- are there enough older youth ready to move up in an existing section to a Scout, Venturer Scout, or Rover Scout section?</li> <li>- is there demand in the community for another section?</li> </ul>	Assess section and group staffing needs for next year	Based on staffing needs, determine training needs for next year, share these needs with the area		<ul style="list-style-type: none"> <li>- recognizing Scouters for work done this year</li> <li>- providing feedback and follow up</li> </ul>	Provide feedback on growth plans

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	Follow up on gaps in section and group training  E-learning and in person course promotion	Monitor section program for quality	<b>Service Visit 3:</b> <ul style="list-style-type: none"> <li>- preparing for spring registration</li> <li>- determining capacity for next year</li> <li>- set retention, capacity, and growth goals for next year</li> <li>- recruitment planning</li> <li>- recognizing Scouters for work done this year</li> </ul>	Outstanding service award applications  Provide feedback to Scouters during Visit 3		Follow up on gaps in section and group training  E-learning and in person course promotion	Monitor section program for quality	<b>Service Visit 3:</b> <ul style="list-style-type: none"> <li>- preparing for spring registration</li> <li>- determining capacity for next year</li> <li>- setting retention, capacity, and growth goals for next year</li> <li>- recognizing Scouters for work done this year</li> </ul>	Outstanding service award applications  Provide feedback to Scouters during Visit 3
Assess section, group, and area staffing needs for next year	Based on staffing needs, determine training needs for next year, share these needs with the council		<ul style="list-style-type: none"> <li>- providing feedback and follow up</li> </ul>	Provide feedback on growth plans	Assess section, group, area, and council staffing needs for next year	Based on staffing needs, determine training needs for next year		<ul style="list-style-type: none"> <li>- providing feedback and follow up</li> </ul>	Provide feedback on growth plans

# 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 CASE STUDY

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 7<sup>th</sup> 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.

April				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	Scouttrees 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	Sections give parents monthly program plan	Organize bring a friend activities for summer programs		Follow up on gaps in section and group training E-learning and in person course promotion	Monitor section program for quality QSA application review and submission	Service visit 3 follow up work	Outstanding service award applications Year end evaluations for Scouters
Getting Ready for Next Year		Groups and areas meet with group sponsors to sign charter applications for next year Groups receive NSWKs for next year's new Scouters	Organize spring registration for May and June Organize new sections for the fall (sponsor agreement, meeting location, and Scouter recruitment) Update section capacity, meeting dates, meeting times, and meeting location on <a href="https://myscouts.ca">myscouts.ca</a>	Confirm intentions of current Scouters for next year Recruit Scouters for vacancies Orient, screen, mandatory training, and NSWK to new Scouters PRC renewals	Get new Scouters and Scouters changing roles into in-person and e-learning courses	Identify gaps in QSA applications and begin planning for next year	Service visit 3 follow up work	





AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	Follow up on gaps in section and group training  E-learning and in person course promotion	Monitor section program for quality  QSA application review and submission	Service visit 3 follow up work	Outstanding service award applications  Year end evaluations for Scouters  Milestone recognition		Follow up on gaps in section and group training  E-learning and in person course promotion	Monitor section program for quality  QSA application review and submission	Service visit 3 follow up work	Outstanding service award applications  Year end evaluations for Scouters  Milestone recognition
Confirm intentions of current Scouters for next year  Recruit Scouters for vacancies  Orient, screen, mandatory training, and NSWK to new Scouters  PRC renewals	Get new Scouters and Scouters changing roles into in-person and e-learning courses  Course planning and calendaring for next year	Identify gaps in QSA applications and begin planning for next year	Service visit 3 follow up work		Confirm intentions of current Scouters for next year  Recruit Scouters for vacancies  Orient, screen, mandatory training, and NSWK to new Scouters  PRC renewals	Get new Scouters and Scouters changing roles into in-person and e-learning courses  Course planning and calendaring for next year	Identify gaps in QSA applications and begin planning for next year  Determine join-in program and support needs for next year, begin planning	Service visit 3 follow up work	

## 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. This will help you later, as you plan support activities for next year.

Your groups will invite you to attend their charter renewal meetings, these are an important part of the group/sponsor relationship, and our support is helpful.

### 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.

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.



## APRIL CASE STUDY

Having met with Miyu, the Group Commissioner for 3<sup>rd</sup> Clear River group last month, it was time for Tracey to do some follow up work.

Unlike 7<sup>th</sup>, the 3<sup>rd</sup> 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.

Tracey decided to start by calling Kevin, the Beaver Scout Hawkeye.

"Hi Kevin, this is Tracey calling, I'm your Area Commissioner. I think that Miyu let you know that I'd be calling."

"Hi Tracey, she did when she asked me to look at the program standards with the other Scouters."

"Great! So, where do you think your section is at on the standards?"

"Well, this is the first time I've looked at these. They were in the welcome kit I got when I started, but I didn't pay much attention to them then. I wish I had."

"We're only going to meet about half of these by the end of the year. The old Hawkeye gave me a plan that covered the whole year and told me to just use that, I didn't realize that we should be doing environmental and service projects, or that we were supposed to be having family involvement activities."

Tracey paused, then said, "So, if you got some help, do you think you could meet the standards by the end of the year?"

"No. We finish next week, that's when our one year plan runs out."

Tracey paused again, this was more challenging than he thought it would be, "What if you ran your program into May and June? Could you meet the standards then?"

This time, it was Kevin's turn to pause, "I think so. Can we do that?"

"Of course! When's your next Scouter's meeting? We can have someone there to help you plan out the rest of your year."

The rest of the call was very positive, with Tracey and Kevin setting up a day and time when a Support Scouter could meet with most of the section Scouters to help them plan out the rest of the year.

The next phone call was to Catalina, the Cub Scout Akela.

It started off much the same way that his call with Kevin had. Until he suggested running the program longer.

"If your Cub Scout pack met into May and June, with maybe a couple of summer break activities, do you think you could meet the standards?"

"No. We don't meet past April."

"Why not? The best weather for camping and outdoor activities is in the summer months."

"We've got our outdoor activities done. We play tag outside once a month. We do two camps at the natural history museum every year too. We're only missing these standards because Miyu says they don't count," explained Catalina.

Tracey replied, "It sounds like you might be able to tick off those boxes. But, that's not what I asked. You agreed that your retention is low. Having activities over the summer doubles the chance that a youth will return the next year."

"There's no way we'll get everyone out for those," objected Catalina.

"That's fine, those who do come out will have a great time."

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				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	Scouttrees 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	Sections give parents monthly program plan			Follow up on gaps in section and group training E-learning and in person course promotion	3-month program plan approval Monitor section program for quality QSA application review and submission	Service visit 3 follow up work	Outstanding service award applications Year end evaluations for Scouters Milestone recognition events for Scouters
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)	Confirm intentions of current Scouters for next year Recruit Scouters for vacancies Orient, screen, mandatory training, and NSWK to new Scouters PRC renewals	Get new Scouters and Scouters changing roles into in-person and e-learning courses	Identify gaps in QSA applications and plan for next year	Service visit 3 follow up work	

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	<p>Follow up on gaps in section and group training</p> <p>E-learning and in person course promotion</p>	<p>Monitor section program for quality</p> <p>QSA application review and submission</p>	<p>Service visit 3 follow up work</p>	<p>Outstanding service award applications</p> <p>Year end evaluations for Scouters</p> <p>Milestone recognition events for Scouters</p>		<p>Follow up on gaps in section and group training</p> <p>E-learning and in person course promotion</p>	<p>Monitor section program for quality</p> <p>QSA application review and submission</p>	<p>Service visit 3 follow up work</p>	<p>Outstanding service award applications</p> <p>Year end evaluations for Scouters</p> <p>Milestone recognition events for Scouters</p>
<p>Confirm intentions of current Scouters for next year</p> <p>Recruit Scouters for vacancies</p> <p>Orient, screen, mandatory training, and NSWK to new Scouters</p> <p>PRC renewals</p>	<p>Get new Scouters and Scouters changing roles into in-person and e-learning courses</p> <p>Course planning and calendaring for next year</p>	<p>Identify gaps in QSA applications and plan for next year</p>	<p>Service visit 3 follow up work</p>		<p>Confirm intentions of current Scouters for next year</p> <p>Recruit Scouters for vacancies</p> <p>Orient, screen, mandatory training, and NSWK to new Scouters</p> <p>PRC renewals</p>	<p>Get new Scouters and Scouters changing roles into in-person and e-learning courses</p> <p>Course planning and calendaring for next year</p>	<p>Identify gaps in QSA applications and plan for next year</p> <p>Determine join-in program and support needs for next year, begin planning</p>	<p>Service visit 3 follow up work</p>	

# 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.



# MAY CASE STUDY

Recruiting new Scouters to fill the gaps in 7<sup>th</sup> 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?”

“Yeah, 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				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	Scouttrees planting Working towards the QSA Each section has at least one outdoor activity	Sections give parents monthly program plan			E-learning and in person course promotion	Monitor section program for quality QSA application review and submission		Outstanding service award applications Year end evaluations for Scouters Milestone recognition events for Scouters
Getting Ready for Next Year	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	Scouters 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	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	Identify gaps in QSA applications and plan for next year		





AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	E-learning and in person course promotion	Monitor section program for quality QSA application review and submission		Outstanding service award applications Year end evaluations for Scouters Milestone recognition events for Scouters		E-learning and in person course promotion	Monitor section program for quality QSA application review and submission		Outstanding service award applications Year end evaluations for Scouters Milestone recognition events for Scouters
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 Course planning and calendaring for next year Trainer skills and knowledge upgrading	Identify gaps in QSA applications and plan for 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 Course planning and calendaring for next year Trainer skills and knowledge upgrading	Identify gaps in QSA applications and plan for next year Determine join-in program and support needs for next year, begin planning		

## 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 Scouter 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. Make yourself available to help and answer questions.

### 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 3<sup>rd</sup> 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, "Scouters 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 3<sup>rd</sup> Clear River was well on its way to growing in adult and youth membership next year for the first time in many years.

July				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	Summer camps and activities  Working towards the QSA  Each section has at least one outdoor activity	Sections give parents monthly program plan			E-learning and in person course promotion	QSA application review and submission	Schedule Service Visit 1 with sections  Preparing for Service Visit 1 <ul style="list-style-type: none"> <li>- review follow up promised at last service visit</li> <li>- fill out and review a group self-assessment</li> </ul>	Outstanding service award applications
Getting Ready for Next Year	Work on 12 month plan for next year  Work on September-October-November 3 month plan		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	Creating group program support plan: <ul style="list-style-type: none"> <li>- budgeting</li> <li>- fundraising plans</li> <li>- group join-ins</li> </ul>		

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	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	Outstanding service award applications		E-learning and in person course promotion		Schedule Service Visit 1 with areas Preparing for Service Visit 1 - review follow up promised at last service visit	Outstanding service award applications
Helping groups having difficulty Job shadowing for people taking over key roles	Get new Scouters and Scouters changing roles into in-person and e-learning courses Course staffing and promotion	Promotion for join-in and support programs			Helping areas having difficulty Job shadowing for people taking over key roles	Get new Scouters and Scouters changing roles into in-person and e-learning courses Course staffing and promotion	Promotion for join-in and support programs		

# 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.



## JULY CASE STUDY

Servicing was starting to make sense to Davi, the Group Commissioner for 7<sup>th</sup> 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."

"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 filling 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."



August				GROUP				
	SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
This Year	Summer camps and activities  Working towards the QSA  Each section has at least one outdoor activity	Sections give parents monthly program plan			E-learning and in person course promotion	QSA application review and submission	<b>Service Visit 1 at a section planning meeting:</b> <ul style="list-style-type: none"> <li>- ensuring orientation and NSWKs are received</li> <li>- determining training needs</li> <li>- ensuring section is planning for program quality</li> </ul>	
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	<ul style="list-style-type: none"> <li>- providing feedback to Scouters</li> </ul>	Feedback to sections on program plans



AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	E-learning and in person course promotion		<b>Service Visit 1 at a group committee meeting:</b> <ul style="list-style-type: none"> <li>- ensuring orientation and NSWKs are received</li> <li>- determining training needs</li> <li>- ensuring group is planning for program quality</li> <li>- providing feedback to Scouters</li> </ul>			E-learning and in person course promotion		<b>Service Visit 1:</b> <ul style="list-style-type: none"> <li>- ensuring orientation and NSWKs are received</li> <li>- determining training needs</li> <li>- providing feedback to Scouters</li> </ul>	
Helping groups having difficulty Job shadowing for people taking over key roles	Get new Scouters and Scouters changing roles into in-person and e-learning courses  Course staffing and promotion	Promotion for join-in and support programs		Feedback to groups on program plans	Helping areas having difficulty Job shadowing for people taking over key roles	Get new Scouters and Scouters changing roles into in-person and e-learning courses  Course staffing and promotion	Promotion for join-in and support programs		

# 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

## AUGUST CASE STUDY

The plan to grow 3<sup>rd</sup> 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?"

"Well, we've got a few new Scouters that you recruited over the summer coming," said Catalina.

"Yes, they're quite keen. I think they've already taken Woodbadge I through e-learning. They should be a great help tomorrow, don't you think?" asked Miyu.

"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.

September			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Scout Popcorn sales in some councils Section Code of Conduct meetings Section parent meetings to review program, Code of Conduct, and child and youth safety policies Investiture Section top youth award planning Working towards the QSA Each section has at least one outdoor activity Possible environmental project: Great Canadian Shoreline Cleanup	Sections provide parents and families with program plans for the year  Sections give parents monthly program plan	Recruit last 25% of Scouters for vacancies  Orient, screen, and NSWK to new Scouters	Recruit last 25% of Scouters for vacancies  Orient, screen, and NSWK to new Scouters	Get new Scouters into in-person and e-learning courses	Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary  Scout Popcorn preparation	Service Visit 1 follow up	

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Helping groups having difficulty	Promote and deliver courses Monitor course registrations for gaps	Promotion for join-in and support programs	Service Visit 1 follow up	Feedback to groups on program plans	Helping areas having difficulty	Promote and deliver courses Monitor course registrations for gaps Measure and monitor course quality	Promotion for join-in and support programs	Service Visit 1 follow up	

# 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.





## SEPTEMBER CASE STUDY

Organizing tonight's follow up work was tough, but necessary.

Thankfully, Davi, the Group Commissioner for 7<sup>th</sup> 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			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
<p>Apple Day in some councils</p> <p>Scout Popcorn sales in some councils</p> <p>Bring a Friend activities</p> <p>Working towards the QSA</p> <p>Each section has at least one outdoor activity</p> <p>Possible service project:</p> <p>Poppy sales in support of Legion</p>	<p>Sections give parents monthly program plan</p>	<p>Hold bring a friend activities</p> <p>Perform a membership reconciliation and make sure that every youth and adult is registered and active on <a href="https://myscouts.ca">myscouts.ca</a></p>	<p>Wrap up screening and registration</p> <p>Deliver final orientations and NSWKs</p>	<p>Get new Scouters into in-person and e-learning courses</p>	<p>Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary</p> <p>Scout Popcorn sales</p>	<p>Service Visit 1 follow up</p> <p>Schedule Service Visit 2 with sections</p> <p>Service Visit 2 preparation:</p> <ul style="list-style-type: none"> <li>- review follow up promised at last service visit</li> <li>- fill out and review a group self assessment</li> </ul>	

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Helping groups having difficulty	Promote and deliver courses Monitor course registrations for gaps	Promotion for join-in and support programs Scout Popcorn sales	Service Visit 1 follow up Schedule Service Visit 2 with groups Service Visit 2 preparation: <ul style="list-style-type: none"><li>- review follow up promised at last service visit</li><li>- fill out and review group health checks</li><li>- fill out and review area health check</li></ul>	Feedback to groups on program plans	Helping areas having difficulty	Promote and deliver courses Monitor course registrations for gaps Measure and monitor course quality	Promotion for join-in and support programs Scout Popcorn sales	Service Visit 1 follow up Schedule Service Visit 2 with areas Service Visit 2 preparation: <ul style="list-style-type: none"><li>- review follow up promised at last service visit</li></ul>	

# 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 the following items:

- 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.

Contact your groups and arrange to complete Service Visit 2 with them during a section program activity in November.

## 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.

## OCTOBER CASE STUDY

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.”

“Sure,” 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			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
<p>Scout Popcorn sales in some councils</p> <p>Scout Popcorn delivery in some councils</p> <p>Submit December-January-February 3 month plan to group for approval</p> <p>Working towards the QSA</p> <p>Each section has at least one outdoor activity</p> <p>Sections attend Remembrance Day ceremonies</p> <p>Possible service project:</p> <p>Poppy sales in support of Legion</p> <p>Possible service project:</p> <p>Salvation Army kettle campaign</p>	<p>Groups and areas meet with group sponsors to deliver past year's annual report and share plans for this year</p> <p>Sections give parents monthly program plan</p>	<p>Perform a membership reconciliation and make sure that every youth and adult is registered and active on <a href="https://myscouts.ca">myscouts.ca</a></p>	<p>Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery</p>	<p>Get new Scouters into in-person and e-learning courses</p>	<p>3 month program plan approval</p> <p>Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary</p>	<p><b>Service Visit 2 to section meetings:</b></p> <ul style="list-style-type: none"> <li>- ensure programs are being delivered to a quality standard</li> <li>- provide feedback to Scouters</li> </ul>	<p>Feedback to sections on program delivery</p>

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery	Promote and deliver courses  Monitor course registrations for gaps	Promotion for join-in and support programs	<b>Service Visit 2 to section meetings:</b> <ul style="list-style-type: none"><li>- ensure programs are being delivered to a quality standard</li><li>- provide feedback to Scouters</li></ul>	Feedback to groups and sections on program delivery	Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery	Promote and deliver courses  Monitor course registrations for gaps  Measure and monitor course quality	Promotion for join-in and support programs	<b>Service Visit 2 to an area meeting:</b> <ul style="list-style-type: none"><li>- ensure programs are being delivered to a quality standard</li><li>- provide feedback to Scouters</li></ul>	Feedback to areas on program support



# NOVEMBER ACTIVITIES

## GROUP 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 I
- 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, 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.

## NOVEMBER CASE STUDY

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 3<sup>rd</sup> 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."

Tracy replied, "I know just the person to ask. In a few weeks, we'll have you running the program the way you planned."

December			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Scout Popcorn delivery in some councils Winter break Working towards the QSA Each section has at least one outdoor activity Possible service project: Salvation Army kettle campaign	Sections give parents monthly program plan		Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery	Get new Scouters into in-person and e-learning courses  Identify gaps in training, follow up with untrained Scouters	Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary	Service Visit 2 follow up	

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery	Promote and deliver courses Identify gaps in training, follow up with untrained Scouters	Promotion for join-in and support programs	Service Visit 2 follow up		Follow up on gaps in registration, screening, mandatory training, orientation, and NSWK delivery	Promote and deliver courses Identify gaps in training, follow up with untrained Scouters Measure and monitor course quality	Promotion for join-in and support programs	Service Visit 2 follow up	

# 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 7<sup>th</sup> 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.

January			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Top section youth award plan updates Working towards the QSA Each section has at least one outdoor activity	Sections give parents monthly program plan			Get new Scouters into in-person and e-learning courses  Identify gaps in training, follow up with untrained Scouters	Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary	Service Visit 2 follow up	



AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	Promote and deliver courses Identify gaps in training, follow up with untrained Scouters	Promotion for join-in and support programs	Service Visit 2 follow up			Promote and deliver courses Identify gaps in training, follow up with untrained Scouters Measure and monitor course quality	Promotion for join-in and support programs	Service Visit 2 follow up	

## JANUARY ACTIVITIES

### GROUP TO SECTION SUPPORT

January 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 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.

### AREA TO GROUP SUPPORT

January 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 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

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.

### COUNCIL TO AREA SUPPORT

January 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 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

## JANUARY CASE STUDY

Reducing the number of untrained Scouters was a priority for Miyu, Group Commissioner for 3<sup>rd</sup> 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, that 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 Woodabadge 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.

February			GROUP				
SECTION PROGRAM	COMMUNICATION	GROWTH	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
Scout-Guide Week Submit March-April-May 3 month plan to group for approval Working towards the QSA Each section has at least one outdoor activity	Sections give parents monthly program plan	Hold bring a friend activities Areas evaluate need and potential for new groups		Get new Scouters into in-person and e-learning courses Identify gaps in training, follow up with untrained Scouters	3 month program plan approval Monitor program plans to ensure the sections are successful in using them, identify gaps, intervene if necessary	Service Visit 2 follow up Schedule Service Visit 3 with sections Prepare for Service Visit 3: <ul style="list-style-type: none"> <li>- review follow up promised at last service visit</li> <li>- fill out and review a group self assessment</li> </ul>	

AREA					COUNCIL				
ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION	ORIENTATION	FORMAL TRAINING	PROGRAM TOOLS	IN PERSON SUPPORT	FEEDBACK & RECOGNITION
	Promote and deliver courses  Identify gaps in training, follow up with untrained Scouters	Promotion for join-in and support programs	Service Visit 2 follow up  Schedule Service Visit 3 with groups  Prepare for Service Visit 3: <ul style="list-style-type: none"><li>- review follow up promised at last service visit</li><li>- fill out and review group health checks</li><li>- fill out and review area health check</li></ul>			Promote and deliver courses  Identify gaps in training, follow up with untrained Scouters  Measure and monitor course quality	Promotion for join-in and support programs	Service Visit 2 follow up  Schedule Service Visit 3 with areas  Prepare for Service Visit 3: <ul style="list-style-type: none"><li>- review follow up promised at last service visit</li></ul>	

## 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](https://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](https://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 starting to get 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](https://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.

## FEBRUARY CASE STUDY

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 3<sup>rd</sup> Clear River and 7<sup>th</sup> 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 7<sup>th</sup> 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!"



# 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](https://scouts.ca/JS2G)

## NEW MEMBER REGISTRATION EVENTS

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

### 2 months before the event:

- decide on a date and time for the event, book location
- book signage for the event
- book Scouters to help you run the event
- create an event program plan
- let Scouters who support you know about the event

### 1 month before the event:

- get promotional materials from your council
- send notice of the event to current members

### 2 weeks before the event

- send notice of the event out through local schools

### 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

### 1 week after the event

call everyone who attended, thank them for stopping by, and ask if they have any other questions about program

## NEW MEMBER BRING A FRIEND EVENTS

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

### 2 months before the event:

- decide on a date and time for the event
- create a fun program plan for the event that is:
  - flexible
  - scalable
  - representative of Scouting at its best
- let Scouters who support you know about the event

### 1 month before the event:

- get promotional materials from your council
- confirm program plans

### 2 weeks before the event

- send notice of the event out through local schools
- send notice of the event to current members, and let them know that they are welcome to bring a friend to it

### 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  
prep time: 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  
prep time: 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
- AYC's and CYC's 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



Youth growth resources available at [scouts.ca/JS2G](https://scouts.ca/JS2G) include:

- retaining and recruiting youth
  - growth plan template
  - year at a glance program plan template
  - it starts with Scouts newsletter template
- how to host an open house
  - open house agenda
  - open house flyer
  - open house poster
- run a bring a friend event
  - bring a friend invitation
  - parent/guardian letter
  - visitor package
- how to run a registration event
  - talking points for speaking to parents
  - Scouts Canada registration flyer
  - suggested registration activities

# CHEAT SHEET: ADULT GROWTH

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](https://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.

## 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 AYCs. 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](https://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

### Scouting and the Media

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.**

### 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](http://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/](http://scouts.ca/brandcentre/)



## 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 people's 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](https://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/](https://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

CHEAT SHEET: PROGRAM

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

unit name	colony
small group name, size	lodge, 5
top youth award	TBA
forest names	adult Scouters
Keeo	Cub Scout youth on leadership team
AL	14-15 year old youth on leadership team
SiT	16-17 year old youth on leadership team
adult to youth ratio	2 Scouters and 1:5
monthly outdoor meetings	1
annual nights camping	1
annual service projects	1
annual environmental projects	1



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

unit name	pack
small group name, size	six, 6
youth leadership course	FLEX
top youth award	TBA
jungle names	adult Scouters
Sixer	Cub Scout youth leading a six
Second	Cub Scout youth helping a sixer
Kim	Scout youth on leadership team
adult to youth ratio	2 Scouters and 1:6
monthly outdoor meetings	1
annual nights camping	4
annual service projects	2
annual environmental projects	1







**SCOUTS**

ages 11-14, option to remain to 16

**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**

unit name	troop
small group name, size	patrol, 8-12
youth leadership course	FAST
top youth award	Chief Scout's Award
Counsellors	adult Scouters
Patrol Leader	Scout youth leading a patrol
Assistant PL	Scout youth helping a patrol leader
adult to youth ratio	2 Scouters and 1:6
monthly outdoor meetings	1
annual nights camping	6
annual service projects	2
annual environmental projects	1



**VENTURER SCOUTS**

ages 14-17

**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**

unit name	company
small group name, size	company, 6-18
youth leadership course	FOCUS
top youth award	Queen's Venturer Award
Advisors	adult Scouters
President	Venturer Scout youth leading a company
Executive	group of youth in charge of company operations
adult to youth ratio	2 Scouters
monthly outdoor meetings	1
annual nights camping	6
annual service projects	3
annual environmental projects	1



**ROVER SCOUTS**

ages 18-26

**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**

unit name	crew
small group name, size	crew, 6-18
youth leadership course	FOCUS
top youth award	TBA
Advisors	adult Scouters
President	Rover Scout leading a crew
Executive	group of youth in charge of crew operations
adult to youth ratio	2 Scouters
monthly outdoor meetings	1
annual nights camping	6
annual service projects	3
annual environmental projects	1







## 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](https://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](https://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

	SECTION
Public Appointments Process	COPS 014
Council Commissioner	BP&P 4000 p 9-10
Council Youth Commissioner	BP&P 4000 p 11-12
Area Commissioner	BP&P 4000 p 16-17
Area Youth Commissioner	BP&P 4000 p 18-19
Council Support Scouter	BP&P 4000 p 20
Area Support Scouter	BP&P 4000 p 21-22
Group Commissioner	BP&P 4000 p 23-24
Scouters – Beaver Scouts	BP&P 4000 p 31-32
Scouters – Cub Scouts	BP&P 4000 p 33-34
Scouters – Scouts	BP&P 4000 p 35-36
Scouters – Venturer Scouts	BP&P 4000 p 37-38
Scouters – Rover Scouts	BP&P 4000 p 39-40

## PROGRAM

	SECTION
Program Quality Standards	NSWK
Adult to youth ratios	BP&P 4008.2 & 10001
Section age exceptions	BP&P 5001.1
Uniform diagrams	BP&P 8001.7
Area and council events	COPS 007

## RISK MANAGEMENT

	SECTION
Activity categories	BP&P 10000.1
Prohibited activities list	BP&P 13001
Lethal weapons restrictions	BP&P 13016
Crisis response	talk to your CC and CED

## CHILD AND YOUTH SAFETY

	SECTION
Code of Conduct	BP&P 7000
Bullying / Harassment	BP&P 7001
Child Abuse Prevention	BP&P 7002

## GROUP ADMINISTRATION

	SECTION
Group financial requirements	BP&P 11003
Fundraiser approvals	BP&P 11001
Adult appointment process	updated for 2012, see <a href="https://scouts.ca">scouts.ca</a>
Adult screening chart	updated for 2012, see <a href="https://scouts.ca">scouts.ca</a>
PRC exceptions	BP&P 3001.1 (i) 4
One youth facing role per Scouter	BP&P 4008.2
Area and group websites	COPS 406
Closing a group	COPS 109

## OTHER

	SECTION
Privacy	BP&P 12000
Use of logos	BP&P 16001.1
Authorized suppliers	COPS 410

# PROGRESSIVE DISCIPLINE

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 [here](#) for contact information

The Child Abuse Prevention policy in Section 7002 of BP&P provides specific instructions on handling these situations. Visit [here](#) for more information.

GLOSSARY

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	DCC	Deputy Council Commissioner	a Scouter appointed by a CC and delegated responsibility for a portion of the council's operations	QSA	Quality Section Award	recognition given for meeting the Program Quality Standards	
							Scouter	a registered adult	
	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	GC	Group	an organizational unit responsible for administering several sections	SiT	Scouter in Training	16 or 17 year old youth on the leadership team of a colony, pack, or troop	
				Group Commissioner	principal point of contact for a group, responsible for servicing sections		Section	an organizational unit delivering one of Scouts Canada's programs	
AL	Activity Leader	14 or 15 year old youth on the leadership team of a colony or pack		Group Committee	the team of Scouters recruited by the GC to administer the group	SS	Support Scouter	a Scouter appointed by a commissioner to provide support to other Scouters	
	Akela	contact Scouter in Cub Scouts							
	Area	a geographic organizational unit responsible for supporting groups		Hawkeye	contact Scouter in Beaver Scouts		Service Visit	a scheduled visit to help Scouters improve the quality of our programs	
				Investiture	ceremony in which a youth or Scouter makes their Promise and officially joins Scouting		Troop Scouter	contact Scouter in Scouts	
AC	Area Commissioner	principal point of contact for an area, responsible for servicing groups	JS2G	Jumpstart	package of themed prepared programming	VRAD	Volunteer Recruitment and Development	national model for managing the volunteer lifecycle	
ASM	Area Support Manager	staff person working on growth and servicing, works primarily at the area level		Jumpstart to Growth	package of prepared growth techniques for groups <a href="https://scouts.ca/js2g">scouts.ca/js2g</a>	VSS	Vulnerable Sector Search	a step in the screening process for new applicants; a search done with a PRC for certain pardoned offences	
AYC	Area Youth Commissioner	youth member, works with an AC to service an area		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				
BP&P	Bylaw, Policies, and Procedures	Scouts Canada's governing documents and policies				VSS	Volunteer Support Strategy	national strategy for improving Scouter support	
	Council	a geographic organizational and administrative unit of Scouts Canada	NSWK	Mandatory Training	a set of three courses required as part of the screening and orientation process before an adult can become active	VSTK	Volunteer Support Toolkit	web materials for the five pillars of volunteer support <a href="https://scouts.ca/VSTK">scouts.ca/VSTK</a>	
CC	Council Commissioner	principal point of contact for a council, responsible for groups, areas, and growth		New Scouter Welcome Kit	print and web materials provided to new Scouters within two weeks of joining <a href="https://scouts.ca/NSWK">scouts.ca/NSWK</a>		Wiki	national online program encyclopedia that anyone can edit <a href="https://wiki.scouts.ca">wiki.scouts.ca</a>	
CED	Council Executive Director	staff person responsible for day to day operations of a council, works with the CC and CYC		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	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	
COPS	Council Operating Procedures	supplemental operating procedures for use at the council level		PBO	Program Builder Online	online resource that facilitates program planning <a href="https://pbo.scouts.ca/pol">pbo.scouts.ca/pol</a>		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
CYC	Council Youth Commissioner	youth member, works with a CC to service a council		Program Quality Standards	minimum standards that each of our sections are expected to meet annually				
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		PRC	Police Record Check	a step in the screening process, a check for a criminal record conducted by police	WB II	Woodbadge II	advanced training giving Scouters further leadership, planning skills, and knowledge
							Youth	a registered member aged 5-26	



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.**