



Leader Guide

"When you want a thing done, 'Don't do it yourself' is a good motto for Scoutmasters."

—Sir Robert Baden-Powell

Troop Mission

BSA Troop 1028 is a Scout-led unit. Our very diverse and skilled Scouters provide strong support for boys seeking true self-reliance. We hope that Scouts ultimately become ready and prepared to do the right thing, doing their best wherever they are, whenever they can, with whatever they have.

Leader Guide Overview

BSA Troop 1028 uses this guide to prepare its Scouts to be effective leaders. This guide addresses general leadership policy, principles, structures, and methods, serving as a review document and teaching tool. Thus, it touches on physical, mental, and spiritual preparedness. (Use it with, not instead of, BSA leadership tools.)

BSA Youth Leadership Programs

The *Introduction to Leadership Skills for Troops* (ILST) is the first step in BSA's youth leadership training and development program. The ILST helps Scouts understand their responsibilities and to equip them with organizational and leadership skills to fulfill those responsibilities. We employ ILST as part of our semi-annual election and preparation of new leaders.

Once a Scout completes ILST, he can participate in BSA's more advanced leadership courses: National Youth Leadership Training (NYLT) and the National Advanced Youth Leadership Experience (NAYLE). We strongly encourage all of our First Scouts to attend NYLT, and every senior Scout to consider NAYLE.

BSA Adult Leadership Programs

All registered adults, especially Scouters, must take Youth Protection training every 2 years. We encourage annual YPT, for it is designed to help keep our youth safe from abuse.

We also require all of our adult leaders to complete the general and specific training necessary to their role in our troop. Our Scoutmaster (SM) and Assistant Scoutmasters (ASM) all attend Scoutmaster Training, Outdoor Leadership Skill Training, and various specific skill and activity training programs, so that they can effectively guide our troop and, just as importantly, mentor our youth leaders.

See:

<http://www.scouting.org/training/adult.aspx>



Leadership Overview

"Never do for a boy what he can do for himself."

—Scoutmaster Handbook

Everyone within our troop community should understand our leadership structure, leader roles, and election and transition methods.

Troop Leadership

While elected, the SPL holds absolute power over the troop. He stands atop the pyramid. The PLs in turn hold absolute power over their respective patrols. Still, all of these Scouts must earn respect and develop authority. Here, conduct becomes more important than status.

Troop Elections

Our Scout troop is a small democracy. Twice a year—specifically the second Monday of each May and November—the Scouts elect their peers as their leaders. First, the whole troop gathers and, using a secret ballot, they elect the Senior Patrol Leader (SPL). The new SPL takes command of the whole troop.

The SPL then sends the patrols to their separate stations, where the Scouts in each patrol elect their Patrol Leaders (PLs) via another secret ballot.



Leadership Appointments

The SPL oversees the PLs and delegates tasks to his troop staff. The SPL appoints this staff Assistant Senior Patrol Leader (ASPL), Quartermaster, Scribe, Chaplain's Aide, Historian, Bugler, Instructors, etc. soon after his election. He should complete his appointments within two weeks of his election.

PLs do the same at the patrol level.

Leadership Transition

Youth leaders typically serve a term of 6 months. Then they stand down. They may take on a new leadership position or simply take a break.

Once elected or appointed, leaders receive their given patches. They also receive a written job description, a summary of the material in their Handbook. The SPL and PLs get specific leader guides.

The new troop leadership and PLs form the Patrol Leaders Council (PLC). The first meeting of the new PLC should address Troop Leader Training (TLT) for the new youth leaders. It should also set a schedule for weekly, monthly, and/or quarterly PLC gatherings. In the latter case, the PLC will review troop training, programming, and scheduling plans.

The Patrol Method

"The 'Patrol Method' is not a way of running a Scout troop... It is the ONLY way of running a Scout Troop. Without The Patrol Method, there is no Scouting."

—Sir Robert Baden-Powell

The SPL runs the troop, and the PLs run their patrols, according to the "Patrol Method." This hierarchical system permits the smooth flow of communication up



and down. The SPL communicates through his PLs to reach Scouts in their respective patrols. Scouts communicate through their PLs to reach the SPL. There is a clear chain of command, set responsibility, and related accountability.

Each PL often delegates tasks to his self-appointed staff, including his Assistant Patrol Leader (APL). Scouts always use the "Buddy System."

All PLs report to the Senior Patrol Leader (SPL), who runs the troop. He delegates tasks to his staff.

The SPL relies on his ASPL to serve in his stead when he's absent. When the troop breaks into teams, the SPL may lead one group and the ASPL the other. The ASPL also manages all of the youth leaders other than the PLs. He may also be responsible for specific tasks, such as discipline, scheduling, communication, etc.

The Quartermaster, Scribe, etc. serve in more specific roles. For instance, the Troop Scribe keeps meeting minutes and records of troop plans and programs.

Each PL oversees the same system within his patrol. When patrols combine, the senior (ranked) PL typically takes command.

Patrol Leader's Council (PLC)

The SPL oversees a Patrol Leader Council (PLC). This unit plans troop activities. The PLC meets after most Scout meetings to review progress and set the plan until the next meeting. The PLC also meets on a quarterly basis to review training and plan the troop's annual calendar of activities. They may also decide to meet monthly, in order to better organize and assign activity responsibilities for the weekly troop meetings for the coming month.

The SPL decides who attends the PLC from among his staff. PLs attend, but APLs only attend when they need to represent their absent PL.

The SPL, ASPL, and PLs typically vote. The SPL may decide to include others. He may also decide whether the vote is persuasive or advisory in nature.

The Scoutmaster (SM) or his Assistant Scoutmaster (ASM) delegate, guides, and mentors the PLC. He sits in the background during meetings. He does not lead or control PLC meetings and program-planning.

The SM informs the Troop Committee of the PLC's plans and decisions. Neither the Scoutmaster nor the Committee votes on, approves, vetoes, or otherwise disapproves PLC decisions, except in the event of a potential safety or youth protection violation.

Communication & Information

Our SPL oversees communication to the unit. He typically communicates to the PLs, who then disperse information to their respective patrols. Scouts communicate back up to their SPL in the same manner. Again, this is the BSA's Patrol Method.

During most weeks, the SPL will issue a reminder about the coming meeting and activities on Tuesday or Wednesday, and then



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again on Friday or Saturday.

The SM and Committee support this communication via the odd reminder, and through communications to Scouters and parents.

We provide published information on our troop website (www.troop1028.org) and our secure Facebook page. We also circulate a Troop Newsletter.

Youth Leader Support

Instructors

The SPL may appoint younger Scouts of senior rank, standing, and ability as Instructors. Like the job of ASPL or Quartermaster, this is an appointed position with a term of 6 months.

Instructors support the SPL and PLs with skill training. One of the Instructors also serves as PL of the temporary Phoenix Patrol.

Junior Assistant Scoutmasters (JASMs)

An SPL may—with the Scoutmaster's (SM's) blessing—appoint a distinguished senior Scout as a Junior Assistant Scoutmaster (JASM). A JASM generally needs to have attained Life or Eagle rank, served as SPL, and/or reached the age of 16. Serving until the age of 18, a JASM assists in program support and Scout training.

Patrol Composition

Troop 1028 currently has 3 patrols: the **Cobras**, **Mountaineers**, and **Wolverines**. Each patrol is assisted by a dedicated Assistant Scoutmaster, who serves as Patrol Mentor.

We encourage older Scouts to mentor their younger fellows with a diverse team. We try to integrate new Scouts and younger Scouts into our core patrol structure as quickly as is practical. When a Scout transfers into our troop, we assign them to one of our patrols, minding a good balance of age, character, personality, skills, and experience.

We integrate groups of incoming Webelos through a temporary "**Phoenix Patrol**." Led by an Instructor, who serves as PL, the Phoenix Patrol forms in late February. It dissolves at the beginning of June. In the interim, it provides a transition vehicle for training and integrating new Scouts. The SPL appoints the Instructor's APLs on a rotating monthly basis, drawing from skilled Scouts according to the other patrols' Scout resources.

Troop Leadership Principles

Good leaders understand that good principles underpin good conduct, and ultimately effective leadership.

BSA Principles

We ask that our troop leaders practice their Scout Oath and Scout Law in daily life. At the core, that means "doing the right thing" whenever possible. It means doing one's duty at every level of community:



family, troop, locality, nation, world, and planet.

"Doing your best" is at the beginning of the Oath. A good leader seeks to do the best he can, with what he has, wherever he is. He seeks to carry his own weight... and then some.

Good leadership also means abiding by the Scout Motto—to always "Be Prepared"—in body, mind, and spirit. In other words, leaders need to have the tools to do what needs doing, they have to have the skills to use the tools, and they have to know when it's appropriate to use the tools. Good leaders plan accordingly, for being prepared means working according to a plan.

Leaders always serve as exemplary figures. Their good conduct ultimately rubs off and lends them authority. So, a leader always seeks to help others at all times (and ultimately abides by the Scout Slogan).

Leaders touch the world in a positive way. Be positive. As we like to say: Don't leave a trace. Leave a legacy. Good deeds generate good works. Good works endure. They serve as your legacy.

The Golden Rule

Since good leaders practice what they preach, they should always practice the Golden Rule. This means treating others, and other creatures and things, as you wish to be treated.

Good leaders never confuse "toughness" with "meanness." Again, we look to the Scout Law. A Scout is kind. While a good leader should be firm and purposeful, he is never cruel.

Good leaders have faith. They look within and without themselves for answers. They seek solutions, not problems. They seek victory, not defeat. They see opportunity in every setback, even the worst of disasters.

Earning and Commanding Respect

We're all "mirrors." Trust invites trust. Respect invites respect. Earn and command respect as follows...

First, **respect yourself**. Lead from inside out. It's in everyone to be wise. Have the courage to open your eyes to what's inside. We're all unique, so find and embrace your unique gifts. Take comfort in what you can offer and give of your talent. Conduct yourself honorably, and hold yourself to a high standard, but don't beat yourself up. Foster self respect, for it supports honor. Self respect is



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also necessary to being truly respectful of others.

Second, **respect others**. Being respectful is key to commanding respect. Being respectful means judging others according to their conduct, not their status. Weigh worth according to contribution, not expectation. Someone who adds value is valuable. Embrace the unique gifts of others who add value. Respect their contribution, especially if they strive to do their best.

Adding Value and Strength to Your Team

Leaders add value and encourage others to do the same. Be prepared to work hard as you reach out to your fellow Scouts, build a team, and make it work...

- **Share sacrifice.** Engage. Nothing commands mutual respect like shared sacrifice. Leaders make sure their fellows see a “we” rather than “me” experience. Great leaders say “we did it,” not “I did it.” Rather than “go!” they say “let’s go!”
- **Communicate.** Effective communication is a leader’s greatest tool. Observe! Listen! Seek opinion. Even when it’s non-binding, others appreciate a proper hearing. Find out what’s working or failing, what’s fun or boring, etc. Be careful to state your thoughts clearly, listen hard, and insure that all parties understand one another.
- **Build bridges, don’t burn them.** Connect! Create and maintain hearty connections. Offer your heart and spirit. Seek the same from others.
- **Seek strength in diversity.** Find ways to use each Scout’s individual talents to enhance and strengthen the team. Diverse value creates strength.
- **Empower.** Assist and enable your fellow Scouts to be better, both individually and as a team. Great leaders find ways to unleash talent. Encourage Scouts to do things they enjoy and do well.
- **Reflect and refine.** Regularly review your team’s individual and collective situation. Use the “Stop, Start, Continue” analysis. Continue doing things that work. Stop doing things that don’t work. Start doing things that should work, but you haven’t tried.

Leadership’s “5 Ls”

Good leaders embrace the “5 Ls” in their daily life. Others follow suit. In this vein, a leader should:

- **Listen**— Listen hard. Great leaders are great listeners. They understand that you “have 2 ears and 1



mouth” for a reason. Listening is the best form of research, and the first stage of good preparation. Combined with careful observation, it is the key to laying the foundation for any plan.

- **Learn**— Great teachers are great learners, life-long learners, who learn from everyone and every experience.
- **Laugh**— Great leaders remember that life, like Scouting, should be “fun with a purpose.” Those who have fun stay engaged, learn more, work harder, and accomplish much more than those who don’t. Great leaders laugh. They know that morale is paramount to good performance.
- **Laud (Applaud)**— Praise your crew! Remember that leadership is a “we thing,” not a “me thing.” *Offer praise in public. Criticize in private.*
- **Live**— Experience life. Enjoy yourself, even in toil. Savor your opportunities. Be a good life example.

Leaders Act

Finally, all good leaders embrace the most basic tenet that “action speaks louder than words.” And...

IT’S ALWAYS YOUR MOVE!

Leadership Development

“We must change boys from a ‘what I can get’ to a ‘what I can give’ attitude... The real way to get happiness is to give it to others.”

—Sir Robert Baden-Powell

It’s our junior leaders that set the tone, plan the show, run the show, and mentor their younger buddies.

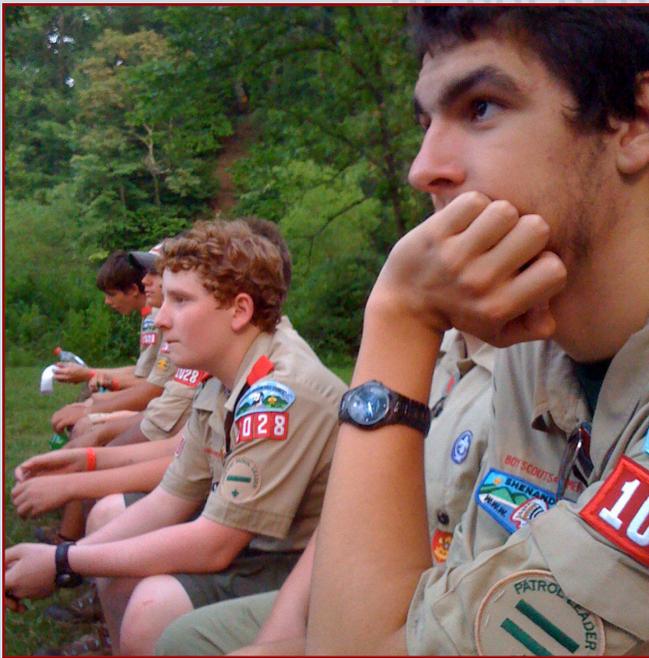
This section focuses on leader training and development.

Teams

Teams are closely-woven communities. Your family is a team. So is your community. You should also think of your state, your nation, and your world as larger teams. In a very real sense, man is also part of “nature’s team,” for our environment is an interwoven and inter-dependent community. Our earth, and everything in it and on it, is our biggest team.



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Always remember that, through good teamwork, we make our world a better place.

Team Dynamics

Teams are dynamic, ever-changing groups. They may wither, fail, or prosper, but they never stay the same. A good leader can promote success and maintain strength, so it's important to understand how teams change. Typical teams go through 4 phases, sometimes retreating, sometimes moving forward:

- **Forming**— Whenever someone joins or leaves a group or a group comes together as a whole, there is "forming." Teammates introduce themselves and see a new team. The same is true when there is a farewell. Then, the team reforms. This is the introductory phase. An election is a forming process.
- **Storming**— Forming begets storming. Once a team forms or reforms, teammates get to know each other. They look at likes, dislikes, talents, handicaps, etc. Conflict ensues. Sometimes, chaos reigns. This is the "feeling out," or educational, phase.
- **Norming**— Norms are standards, practices, and rules. A team starts norming as folks begin to understand how they want to work together, and who will undertake certain tasks. This is the rule and role building process.
- **Performing**— Once a team figures out their rules and roles, there is enough structure and clarity to start operating... ideally well. This is the performance phase, when the team moves forward.

Again, teams remain dynamic, regardless of the phase they happen to be in at a given moment. A performing team may be operating very well, only to lose a member. They must momentarily "form" again. If they're good, they'll reform quickly, with very little "storming." The loss of a key player might create a lot of storming. Where there is a lot of storming, more norming may

be in order, so it may be a while before the team is performing again.

Communication

"The art of communication is the language of leadership."

—Pioneer Lawman James Hume

Communication is a leader's most important tool. Effective communication takes work, but it almost always pays.

Effective Communication

"The ability to express an idea is well nigh as important as the idea itself."

—American Statesman Bernard M. Baruch

To be effective, communication is like a 2-way pipeline. Think of one end as the communicator, the other end as the recipient, and the pipe in between as a vehicle for the message. In other words, good communication requires 3 things:

- **Thought**— First, the speaker, or communicator, needs to conceive and state a thought.
- **Message**— Second, the communicator must send the thought out in the form of a spoken, written, recorded, etc. message.
- **Reception/Response**— Third, the receiver, or recipient, of the message must actually receive the message and let the communicator know accordingly. This acknowledgement affirms the link and completes the loop. It closes the deal. Of course, it doesn't mean that the recipient likes, embraces, or even fully understands the message.

Good leaders are effective communicators. They insure that both parties connect and communication flows. They overcome communication barriers, which include poor articulation, poor messaging, poor listening, and poor response.



Listening

"Understand... and then be understood."

—Ancient maxim

Good communicators are good listeners. They work hard at listening. They engage. They act as both active and empathetic listeners.

Active listeners receive a message and confirm the reception, ideally in a non-judgmental way.

Empathetic listeners put the message in context. They look beyond the words. They study the message and the meaning behind



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it. This means using all of their senses to determine the speaker's tone, body language, emotional state, and even point of view. Sometimes the most important thing in listening is to hear what isn't being said.

Learning & Feedback

"Listen to many, speak to a few."

—William Shakespeare

Good listeners listen to learn. They learn whatever they can. They seek clarity. Sometimes, they ask questions. Other times they offer feedback. They stay engaged.

They also understand restraint. Good listeners remember that they are first an audience. The speaker serves as the actor. It is his stage. The listener's job is to receive and insure that the speaker knows it.

Good leaders seek communication. They invite others to speak. They listen first. They listen actively and empathically and learn. Then, they speak.

Basic Leadership Concepts

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

—Dwight D. Eisenhower

Power Versus Authority

A good leader understands that he plays a role, and than that role may change according to circumstance and team need. He may act as a commander, teacher, coach, or mentor. In some cases, he must act swiftly and firmly, like a dictator. In others, it is better to act as the "first among equals." Good leaders know when to shift gears and adjust to a new leadership role.

This brings us back to power and authority. Good leaders understand the importance and differences in both.

Power is formal, institutional, and rigid because it is rooted in rules and regulations. An SPL holds absolute power because that is how his rank is defined. BSA rules provide him great power. He has the right to command others to do things. He is holds power because he is the SPL.

Authority is informal and borne out of respect, not the rules. An SPL must earn his authority by earning respect. So too will any leader. This is a constant process, for authority grows and wavers according to a leader's standing within the eyes of his team.

Good leaders know when to wield power and when to lean on their authority. They are always mindful of their rank and formal standing—their power—but they always seeks to earn, enhance, maintain, and employ their authority. After all, their team must obey the powerful, but they will respect and willingly follow real authority. If circumstances allow, it's better to delegate (out of authority) than command (out of power).

Leadership Structure

Good leaders do whatever they can with whatever team they have, whatever the circumstance. They



use all of their resources. This means using the whole team efficiently. They act through others using the structure they have at hand. In the BSA that structure is (from top to bottom) the troop, its patrols, its buddy teams, and its individual Scouts.

Lord Baden Powell was an army veteran and war hero. He recognized that a solid structure gave leaders a great communication and command resource. For instance, the Mongol army of the 13th Century conquered most of the known world with its leaders never having to communicate with more than 10 fellows. The Great Khan at the top communicated commands and wishes to only 10 lesser khans. They, in turn commanded 10 subordinates, who each spoke through 10 lieutenants, and so on. Multiplying by 10 at each step, communication flowed down to 1,000,000 men with but 6 steps!

A Scout troop works the same way, but with different numbers. The SPL communicates to the PLs. The PLs communicate to the Scouts. Everyone gets the message quickly and efficiently. Should the leaders communicate well, the messages flow down and feedback flows up, swiftly and clearly. Messages get across and things get done.

Mission Structure

Just as a good leadership structure flows logically, clearly, and efficiently, so too does a good idea structure. Good leaders recognize that they need to organize their ideas and plans using a good structure.

In the BSA, we like to say "work from the general to the specific." First, establish a general foundation. Then, build upon it, layering things ever more specifically until you reach your appointed goal.

Good leaders start by stepping back and determining the most general mission. They create a plan for effecting that mission by developing a general structure or framework. Only then do they start filling in details.

Basic Leadership Methods

"A leader is a dealer in hope."

—Napoleon

Bonaparte

As leaders seek to accomplish goals, teach, solve problems, etc., they take on different



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roles and employ different leadership methods. Good leaders are engaged enough and flexible enough to pair the right method for the right moment.

There are 4 essential leadership methods:

- **Command or Dictation (Tells)**— Leaders command or tell others to act using dictates. A dictator employs this method most or all of the time. He simply commands someone to act, such as in cases of an emergency or where the followers need swift, clear, concise direction. Forming and storming groups need more command or dictation.
- **Demonstration/Exemplification (Shows)**— Leaders sometimes demonstrate by “leading from the front.” They show others what to do, directing their team through action and demonstration. This is important in cases where a leader wants to “share the pain,” instruct with vigor, or serve as a role model.
- **Guidance/Cooperation (Watches)**— Leaders guide their teams as followers start “taking ownership” of the experience. This method is effective when you want others to act voluntarily, to act out of will. Using guidance and cooperation, you educate as you proceed and draw on your crew’s talent and energy. It works well with norming teams.
- **Delegation/Empowerment (Trusts)**— Leaders sometimes empower their subordinates through delegation. They allow others to act and lead in their stead because they trust them. A good SPL knows how to delegate to his ASPL, empowering the ASPL to lead. This doubles the SPL’s reach. Delegation works well in well performing teams.

Note that, as you move from commanding your team to delegating to your team, you begin relying less on your power and more on your authority.

Teaching with the EDGE Method

“It is the supreme art of the teacher to awaken joy in creative expression and knowledge.”

—Albert Einstein

As noted, a good leader is a good mentor and teacher. Related to the 4 essential leadership methods are 4 essential teaching methods, which we collectively refer to as the “EDGE method.”

The BSA incorporates the EDGE Method in both the Tenderfoot and Life rank requirements. EDGE is an acronym for:

- **Explain**— *The trainer explains how something is done.* Ideally, the trainee listens and learns. (But, there is no substitute for “doing,” so trainer and trainee move to the next step.)
- **Demonstrate**— *After the trainer explains, the trainer demonstrates while explaining again.* The trainee begins to see how the skill works before actually trying it himself.
- **Guide**— *The learner tries the skill while the trainer guides him through it.* The trainee actually tries and begins to understand the skill.
- **Enable (or Empower)**— *The trainee works on his own under the watchful eye of the trainer.* The trainer’s role in this step is to remove any obstacles to success, which enables the learner to succeed. The trainee begins to “perform” the skill.

Note that, as trainer and trainee step through the EDGE Method, they feel the effects of forming, storming, norming, and performing.

Leadership Preparation

“Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

—Abraham Lincoln

Personal Preparedness

The Scout Motto is “Be Prepared.” On a very related and specific note, the Scout Oath ends by stating that a Scout will keep himself “physically fit, mentally awake, and morally straight.”

Being prepared means being physically, mentally, and spiritually ready. You must have the body and tools to perform the task before you. You must have the skills to use your body and tools effectively. You must know when, and when not, to act or use those tools.

Being prepared is intrinsic to leadership.

“By failing to prepare, you are preparing to fail.”

—Benjamin Franklin

Personal Engagement

Once prepared, you should be awake to the world around you. By being awake, you can be engaged. Good leaders engage with their community and their environment. They are curious. They observe. They investigate. They learn. They apply themselves.

Planning

“A goal without a plan is just a wish.”

—French Aviator Antoine de Saint-Exupéry

Prepared leaders plan. They strive to succeed, but they plan for success, failure, and most everything in between. Working from the general to the specific, they embrace a vision, determine the related mission, set general goals, develop more specific milestones, list tasks,



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- Communicate
- Build Trust
- Mentor
- Be Inclusive
- Keep it Fun

Troop Leadership Positions

Our troop waxes and wanes in size. So too do its patrols. We strive to give as many Scouts a leadership position as is practical. While we allow insure that our core Scout leadership team is filled, we allow the SPL and PLs to decide when and whether they appoint all positions within the troop and patrol hierarchies.

We also encourage the Scouts to step up and apply for leadership positions, whether they be elected or appointed.

and hone their plan.

They then tackle focused specifics, like a schedule, budget, duty rosters, gear lists, etc. Effective leaders create, and use, checklists.

Effective leaders clearly communicate their plan. If necessary, they refine it and communicate it again. Whatever the case, the team needs to understand the plan in order to embrace and execute it. For instance, if you're conducting a meeting, create and distribute an agenda.

Running the Show

As you lead, you will:

- Plan.
- Check.
- Execute.
- Review.

Planning and checking permit the leader to set the stage for action. Since no plan is perfect, teams often have trouble understanding the plan, and checklists rarely reflect reality, CHECK and DOUBLE CHECK!

Now comes time to execute. There are 5 stages to executing a plan: Overview, Structure, Assignment, Action, Closure. Communicate at every stage.

Finally, review everything. Remember:

"No battle plan survives contact with the enemy."

—Prussian Field Marshall Helmuth von Moltke

No plan is perfect, or even works as expected when executed. A good leader determines what worked, what didn't work, and what was missing. In short, he goes back to the "STOP, START, CONTINUE" process.

Engaging Your Team

Finally, remember to engage everyone on your team. A prepared leader is himself engaged, which is a great start. He also practices the principles, uses the methods, and works with the structures discussed above. And he is mindful to remember to:

Youth Leader Descriptions

We use the following short descriptions as checklists and reminders for most of our youth leaders...

Senior Patrol Leader (SPL)

— Elected by Troop

The SPL is elected by the Scouts to represent them as the top youth leader in the troop. He runs all troop meetings, events, activities, the annual program planning conference, and the patrol leaders' council meeting. He appoints other troop youth leaders with the advice and counsel of the Scoutmaster.

Assistant Senior Patrol Leader (ASPL)

— Appointed by SPL

The ASPL is the second highest-ranking youth leader in the troop. He is appointed by the senior patrol leader with the approval of the Scoutmaster. The assistant senior patrol leader acts as the senior patrol leader in the absence of the senior patrol leader or when called upon. He also provides leadership to other youth leaders in the troop.

Patrol Leader (PL)

— Elected by Patrol

The PL is the elected leader of his patrol. He represents his patrol on the patrol leaders' council and appoints his APL.

Troop Guide

— Appointed by SPL

The troop guide works with new Scouts. He helps them feel comfortable and earn their First Class in their first year. Usually having served as Instructor, he teaches basic Scout skills and works with the patrol leader at patrol leaders' council meetings.

Assistant Patrol Leader (APL)

— Appointed by PL

The APL is appointed by the patrol leader and leads the patrol in his absence. He represents his patrol at patrol leaders' council



meetings when the patrol leader cannot attend. The assistant patrol leader position does not count towards leadership requirements for Star, Life, or Eagle.

Quartermaster

— Appointed by SPL

The quartermaster keeps track of troop equipment and sees that it is in good working order. He keeps records on patrol and troop equipment, makes sure equipment is in good working condition, and issues equipment and makes sure it is returned in good condition.

Scribe

— Appointed by SPL

The scribe keeps the troop records. He records the activities of the patrol leaders' council and keeps a record of dues, advancement, and Scout attendance at troop meetings.

Chaplain Aide

— Appointed by SPL

The chaplain aide works with the troop chaplain to meet the religious needs of Scouts in the troop. He also works to promote the religious emblems program.

Historian

— Appointed by SPL

The historian preserves troop photographs, news stories, trophies, flags, scrapbooks, awards, and other memorabilia.

Librarian

— Appointed by SPL

The librarian oversees the care and use of troop books, pamphlets, magazines, audiovisuals, and merit badge counselor lists.

Instructor

— Appointed by SPL

The instructor teaches Scouting skills.

Den Chief

— Appointed by SPL

The den chief works with the Cub Scouts, Webelos Scouts, and den leaders in the Cub Scout pack. Helps Cub Scouts advance through Cub Scout ranks and encourages Cub Scouts to join a Boy Scout troop upon graduation.

Bugler

— Appointed by SPL

The bugler makes appropriate bugle calls at troop activities. Serving as bugler can apply towards Positions of Responsibility requirements for Star and Life but not Eagle.

Order of the Arrow Representative

— Appointed by SPL

The Order of the Arrow (OA) rep serves as the between the local OA lodge or chapter and his troop, a

programmatic link to and from Arrowmen.

Leave No Trace Trainer

— Appointed by SPL

The Leave No Trace Trainer helps minimize impact on the land by teaching members the principles of Leave No Trace and improving Scouts' outdoor ethics decision-making skills. He must be 14 years or older and have successfully completed the official 16-hour Leave No Trace Trainer training course, to serve as the troop Leave No Trace Trainer. Scouts take the 16-hour Leave No Trace Trainer course from a Leave No Trace Master Educator in order to qualify for this position.

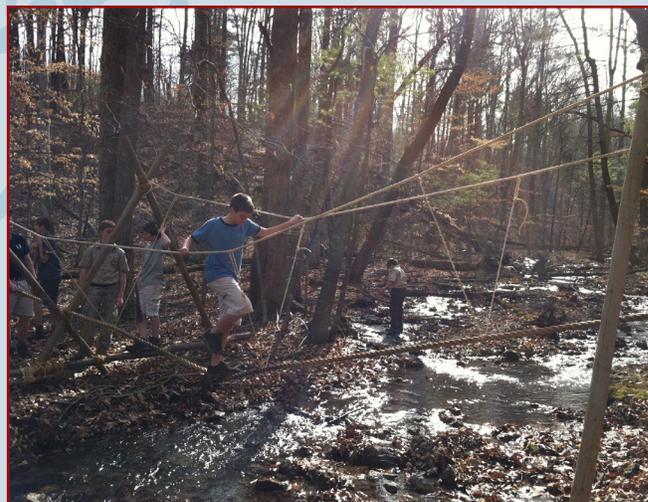
See:

<http://www.scouting.org/scoutsource/BoyScouts/TeachingLeaveNoTrace.aspx>

Junior Assistant Scoutmasters

The Junior Assistant Scoutmaster (JASM) is a Scout of at least 16 years of age who has shown outstanding leadership skills. We expect our JASMs to have served 1-2 terms as SPL or at least 2 terms as PL and 1-2 terms as ASPL. We also prefer that they attend NYLT and, if feasible, NAYLE. In the latter case, we waive some of the position service requirements.

Appointed by the SPL with the advice and consent of the Scoutmaster, a JASM follows the guidance of the SM and ASMs in providing support and supervision to the other boy leaders in the troop. Our troop designates an ASM as "JASM Mentor," for all JASMs serve an especially important role as inspirational youth mentors.



Upon his 18th birthday, a JASM is eligible to become an assistant Scoutmaster. We strongly encourage such transition.

See:

<http://www.scouting.org/filestore/training/pdf/ILST%20FINAL%202011%20-%20Item%20Number%20511-016.pdf>

http://meritbadge.org/wiki/index.php/Positions_of_responsibility



BSA Troop 1028