Deep Bench Scouting
Support Volunteer Recruitment on the Unit Level

December 2010

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Deep Bench Scouting

Introduction.

What if scout units never folded? How about if all packs, troops, and crews were always strong and healthy. Imagine if unit commissioners never had to rescue units from collapse. Scout unit distress is often the result of what one leader jokingly called “emergent volunteer deficit syndrome”. Though the Boy Scouts of America (BSA) has done little direct research on the subject, every seasoned commissioner knows the importance of quantity and quality of unit adult volunteers.

The BSA formula is sound and time tested. Units that follow the program are successful. The breakdown occurs when units do not have the amount or quality of volunteer help to administer the program. Often, quality and quantity of leadership suffers during the pressure of recharter. As the authors of The New Breed put it, volunteer recruiters often fall prey to B.I.C. (Butt in Chair) syndrome. The desperation to fill the position short circuits the qualification process.

The answer to providing continuity and quality of adult volunteer leadership in Scouting is to properly train current volunteer leaders in the techniques of year round recruiting. Unfortunately, most of the training and material provided by the BSA focuses on the mechanics of securing a top leader. Little effort is made to help units fill their volunteer ranks.
Scout units must have a deep bench of qualified and motivated volunteers if a tenured, consistent quality program is to develop. The team with the deepest bench usually wins the game. Leaders will stay longer, participate better, seek training, and transition smoothly if continuous quality recruiting is part of the unit’s plan.

This paper will explain why deep bench unit recruiter training is a needed tool for the commissioner’s resource kit. Included will be an explanation of what changes can be easily made to existing BSA standard material and a draft of deep bench training will be provided. This training is flexible enough to be used by a unit commissioner to help an individual unit. It can be run at a roundtable, a Pow Wow, a Super Saturday, or even to kick off a new unit drive.

**The Current Situation**

Volunteer recruiting is a key to continued success in the Scouting Movement. A stream of new, qualified leaders is essential to expanding the reach of Scouting. The BSA could not have celebrated 100 years without a continuous flow of new leaders. Though Boy Scouting has marked a major milestone, the program is not in the best health. Membership is declining, leaders refuse training, and units have to find creative solutions to overcome volunteer shortages. The motivation to serve has shifted in America with a new type of 21st Century volunteer. Today’s volunteer, even scout parents, must be directly identified and developed. Families are more likely to be single parent or two earner households. Individualism is more important than community. Schedule flexibility is important. Volunteers need to feel a passion for the cause and that their valuable time is being used wisely. They need to feel connected and in touch with the organization.
The Commissioner Helps for Packs, Troops, and Crews states that to help every unit become a quality unit, a commissioner must; teach unit adults several ways to recruit additional leaders, help unit adults recruit additional leaders, and help the charter organization inventory its manpower resources. The commissioner is presented with this task, but is not given adequate resources to accomplish the job.

The BSA does provide resources. Commissioner Helps, The Cub Scout Pack Leader Book, Selecting Quality Leaders¹, The Venture Leader Book, and The Scoutmaster Handbook, are some of the resources that touch on leader recruiting. These publications are good for what they provide, but address mostly a recruiting framework to recruit top leaders. This process should always be followed for securing top leaders, even when a qualified replacement has been groomed and is ready in the wings.

The process as developed in Selecting Quality Leaders and reflected in the other leadership materials is too cumbersome to use each time a den leader, Blue and Gold Chairman, assistant Scoutmaster, crew committee member, or advancement chairman is needed. The material is also lacking in the detailed techniques of evaluating and approaching individuals necessary to fill unit posts with quality people. Many scout units resort to making announcements or publishing openings in a newsletter.

**Reap What You Sow**

Two-deep leadership is a minimum standard. The leadership required to charter a unit is a basic requirement meant only to kick start a small unit just starting out. Units need

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¹ Same as Selecting Cub Scout Leadership.
large pools of motivated volunteers to increase supervision, quality of program, ease leadership transition, and prevent burnout.

Some units cannot recruit the number of adult leaders they need to properly operate their scout unit. Either the current leaders take on extra roles or the program suffers. Eventually the active leaders fall off and there is no one in the wings to replace them. Recruiting new leaders at this point is difficult because everyone has seen how hard the former leaders had to work to run the program. The unit may fold at this point.

Some units recruit numbers, but fail to seek the best candidate or match volunteers with the proper jobs. Tenure in these cases is often short. Modern volunteers do not want to be involved in a program that is unrewarding. Doing it just because one is asked is not an option for many. These cattle call volunteers who do step up are often unmotivated to support the cause. They are the volunteers that will not get trained, or read the materials, or plan programs, or attend district functions.

The typical youth leader will put 14 to 25 hours a month into meetings and planning. When camping and other weekend activities are included, an adult youth volunteer may donate 200 to 500 hours a year to Scouting. If a leader has to fill in for a lack of volunteers in the unit, those hours could sky rocket. An unmotivated leader who is recruited into a post that they do not really want will either ignore the responsibility or quickly become discourage and quit when required to dedicate so many hours to the program.

The motivation to recruit a deep bench is there. Active leaders want and deserve quality assistance. The BSA does not provide these unit leaders with the information and training necessary to acquire the volunteer help they need. If unit leaders do not learn proper
recruiting techniques on their own, they have to rely on luck as a key tool for developing unit leadership.

**Fixing the Problem**

Scout leaders have a natural advantage in the art of volunteer recruiting. They have built in prospects both within and outside their scout unit. Parents and alumni are natural prospects in a unit that are usually very accessible to recruitment. They favor the program and have a vested interest in its success. The charter partner is a ready source outside the unit that can also produce very good leader prospects. The charter partner has a similar mission to that of the scout unit. It is likely that there are members of the charter partner organization that have a scouting background.

The prospects within and outside the unit each require a different approach. Proper training can help a unit leader develop long-term strategies for recruiting these resources.

Jonathan and Thomas McKee wrote a great deal about volunteerism in their book *The New Breed*. They suggest a two-step process for recruiting today’s volunteer. Stage One is selling the prospect on the program and Stage Two is finding the right fit for each prospect for unit leadership.

The prospects within the program should already be sold on Scouting. No one puts their child into an organization they hate. These parents or alumni will need only to be matched up with the proper project and amount of commitment. The prospects outside of Scouting will need to first develop an interest in the program beyond the superficial. They can be cultivated through involvement with special scout activities, helping with
advancement, attending outings, or serving as guests during special programs. Only after they develop an interest in scouting should they be talked to about specific areas of interest.

The New Breed lists seven deadly sins of recruiting. Many of these sins could also be called the most common recruitment techniques of scout volunteers. The first sin is the biggest, “Expecting announcements to get volunteers”. That is Scouting’s bread and butter, but what could be worse for a youth serving organization? Few people volunteer because of an announcement. People generally wait to be personally asked to help. People do not want to put their time and energy where they are not wanted. Even if a person is willing to volunteer from an announcement, it generally takes 5 repeats of an announcement for it to sink in for a response.

More importantly for Scouting, one is far less likely to get the right person for the job through a cattle call. Taking what you get is not a good policy for building a successful scout program. The general announcement also dilutes the BSA screening procedures. The Boy Scouts of American encourages selective recruiting. It is wise to support that policies at all program levels.

There is a 60 minute training outline developed by the BSA to support the Selecting Quality Leader plan. This outline is very useful for its intended purpose and can be retro-fitted to meet the needs of commissioners helping scout units with their adult recruiting program. The plan will evolve nicely into a workshop that can be used by commissioners, districts, or council level training. Attached to this paper is a draft training workshop and support materials.
*Selecting Quality Leaders* is broken down into several steps that take a unit search committee through the process of selecting a new top leader. The process is deeply thoughtful and time consuming so to provide for the best quality candidates from the perspective of the unit and charter partner. The process continues through the first steps of developing the leadership of the new volunteer.

The deep bench volunteer recruiting should start in the same way. Instead of a steering committee appointed by the institutional head of the charter partner, a volunteer support chairman should be appointed to the unit committee by the unit chairman. This chairman should start their process by gathering parent resource surveys, contact information, and directories from the unit, charter partner, and school.

The foundation of the work will be at the unit’s annual planning conference. The volunteer support chairman should be allow 20 minutes or so at the conference to go over with the committee all the jobs that need to be filled and the time frame in which they will be needed. Prospecting should be done at this time. Immediate and longer range needs should be considered. This should be looked at for an 18 month span. This is also the time for the volunteer support chairman to give the committee some recruiting instruction. The unit committee members need to understand that they are all part of the recruitment team.

The second step in selecting quality leaders is holding a steering committee meeting. Deep bench recruiting encourages year round recruiting. This translates into using a small amount of each monthly committee meeting to work on recruiting. The volunteer support chairman can take ten minutes at the end of the meeting to review man power needs and use the collective brains of the group to prospect people. The second sin in *The New Breed* is
“going it alone”. Use a group to help prospect and your pool of candidates will increase. Always remember to prospect from within and outside the unit.

Once the prospects are chosen, the chairman can solicit help in approaching the candidates. The approach should be tailored to the prospect, their interests, and their current involvement in Scouting. A short, easy to read page on duties and expectations is important to use both when selecting the candidate and in recruiting. When making the “ask”, it should always be done in person and never by phone, e-mail, text, or letter.

If the person is new to Scouting, first find the right introduction to interest them in the program. The prospect may first be asked to come to a Blue and Gold Banquet, or serve as a merit badge counselor. Find what will draw the person’s interest.

Prospective volunteers are quickly turned off by shop jargon. Scouting is famous for its insider lingo. There are even books printed explaining the language of Scouting. Avoid this jargon at all costs. A new volunteer will rarely join up if they are confused about what they are being asked to do. Who wants to learn a new language just to donate time to Scouting?

When the “ask” is made, a definitive answer is needed. If the prospect cannot give an answer at that time, a solid date when an answer can be expected should be given. If the answer comes back “no”, it may just mean “not now”. One of the Mckee’s recruiting sins is taking “no” as meaning “never”. The recruiter should find out. The person may be over committed at that time, but may be available in a few months. It may also be that the person does not want to do the job they are being recruited for, but might be good in another job that needs filling.
The last part of the *Recruiting Quality Leaders* plan involves the follow up after getting the yes. Once the person agrees to do the job, recruiting becomes sustaining. Many of the posts being recruited will need an application filled out. Explain the application and why it is important. Offer to help with the process and be sure to follow up with the references if the candidate is not well known to the group.

It is also important to enable the new volunteer to do a good job. The new recruit must be supported with training or private coaching. A mentor should be provided as well as other resource to help through the learning curve.

The unit commissioner should be familiar with this process. It is the commissioner’s role to encourage leader recruiting and support recruitment efforts. The annual unit program planning meeting is a good place for a unit commissioner to get involved. The commissioner might even be asked to help approach a candidate or provide support material.

**Summary**

Filling all the adult leadership positions in a unit with interested and qualified leaders is vital to the health of a unit. It is also critical to the continued success of the Scouting movement. The BSA has valuable recruiting resources available to volunteers. These resources are excellent for their intended purpose, but barely address the techniques necessary for a unit leader to recruit a deep bench of motivated adult volunteers. Recruiting should be seen as a primary committee function and should be year round.

A training outline that addresses the volunteer needs of a unit and the changing character of volunteerism is necessary. Training should follow the general format of BSA approved training and provide specific information to support unit volunteer recruiting.
This paper includes a training syllabus to assist the commissioner in meeting the volunteer needs of the units. It is the recommendation of the paper that the attached syllabus be used by district commissioner staffs to conduct periodic unit training and strengthen unit volunteer recruitment.
Footnotes

1 *The New Breed*, Page 17 – 24

2 *Keeping Volunteers*.

3 *Barriers to Volunteering*. 
Bibliography

*A Study of Boy Scouts and Their Scoutmasters*, University of Michigan. 1959


*Commissioner Helps for Packs, Troops, and Crews*, BSA. 2007

*Cub Scout Leader Book*, BSA 2001

District Nominating Committee Guidebook, BSA. 2009


*Selecting Cub Scout Leadership*, BSA. 1998

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Appendices
Recruiting Deep Bench Unit Leadership.

Training Summary

(Based on Selecting Quality Leaders, BSA)

Recruiting is an ongoing responsibility. This session will provide an overview of recruiting volunteer help in the scout unit.

Target Audience

- Chartered Organization Representatives
- Scoutmasters and Assistant Scoutmasters
- Varsity Team Coaches and Assistant Coaches
- Troop or Team Committee Chairs
- Troop or Team Committee members
- Commissioners

Learning Objectives

At the end of this lesson, participants will be able to identify and recruit new volunteers for unit involvement.

Required Materials

- Flip chart and markers,
- For each participant:
  - Recruitment Work Sheet (two per participant)
  - Prospect Profiles handout
  - Role-Play Script handout
Training Resources

- Adult Registration Application, No. 28-501B
- Selecting Quality Leaders, No. 18-981
- Scoutmaster Handbook, No. 33009C
- Troop Committee Guidebook, No. 34505B
- Varsity Scout Guidebook, No. 34827A

Opening

Open training with a pledge and a short reflection.

Welcome participants and thank them for their dedication.

Recruiting Unit Volunteers

Often when we need to recruit a new leader for our units, we use one of two methods. The first method is thinking of everyone that we know who we think would fit the bill. By recruiting new unit leaders this way, we either run out of people to recruit or we start asking the same people over and over again to fill our units’ needs. The second method is simply hoping that a new Scout joins the unit and one of his family member’s volunteers to become a new leader. The problem with these methods is that we either do not fill our unit’s leadership needs or we recruit people who might not be the ideal match to the position. This training is designed to help units build their ranks of engaged volunteers. Everyone from den
leader to refreshment chairman has to be recruited. Remember, the top spots – Unit Leader and Committee Chairman should still be recruited using the Boy Scouts of America plan.

**Securing Quality Leader Plan**

The deadly sins of recruiting volunteers, based on *The New Breed*, by Jonathan and Thomas McKee. There are a number of recruiting sins that are commonly committed by Scout volunteers. Let’s go over them.

**Sin Number 1 – Expecting announcements to get volunteers.**

What is wrong with this method? It sure is easy, but does it work well?

(Some answers) The results are disappointing, get few volunteers, and get the wrong volunteers, people often feel forced to do a job they do not want to do.

When an announcement is made, the prospect must then make the contact. People hate doing that and it takes the action out of the recruiter’s hands. Many people believe that if you wanted them for a job, you would have asked them. It is flattering to be asked. There is an old rule of communication “You must communicate the same message five times, five different ways, and the fifth time people often say ‘I never heard that before.’” When recruiting, nothing beats a personal invitation.

**Sin Number 2 – Going it Alone.**

Use the power of numbers to recruit. A group, like a unit committee, has more contacts, ideas, and time than one person. This also goes for approaching a prospect – it takes two.
**Sin Number 3 – Recruiting only Long-Term Commitments.**

Different people are at different levels of volunteer commitment. Some are interested only in projects that have a set start and finish. If you recruit only for long-term commitments, you cut your pool of prospects.

Ask the group to name some projects that might be interesting to a commitment sensitive volunteer.

**Sin Number 4 – No means Never.**

When you ask a prospect and get a no, you need to find out why. You can do this by listening to their answer or asking them directly. No may mean not right now or it may be a no to the job and not to the idea of volunteering with the unit. Don’t cross a prospect off your list until you are sure.

**Sin Number 5 – Get that B.I.C. (Butt in a chair)**

Many people seek to fill the spots so that their recruiting job is done. They may not take time to make sure the right butt is in the right seat. Filling the spot with any butt is easier, but easy won, easy lost. If you do not have the right person or they are not right for the job, you will be filling that spot again shortly.

Modern volunteers need a modern approach. People need to know and appreciate Scouting before they will agree to help. Dedicated parents may be to this point already, but other volunteers will need a warm introduction. Scouting is easy to love, let prospects experience the program. Find something interesting that is happening and invite the prospect to participate.
Ask the group for their ideas to introduce Scouting to prospects.

Talk a little about what motivates today’s volunteer – get the group’s thoughts by dividing them into buzz groups. Give them three minutes to build a list and then ask for reports. Some points to make: they are very busy and need flexibility, they expect to be empowered to do the job (training, mentors), they don’t tolerate incompetence, they are tech savvy, they want to make a difference, and they will not be micromanaged.

Parent Resource Survey (handout and have participants fill them out. This may also be a good time for a bio-break).

A parent resource survey should be filled out by every parent. Grandparents are welcome too. The BSA provides a survey, but units can create their own if they like. The idea is that a unit needs to find out the interests, talents, and resources of its parents so that they can be matched with the proper unit job for them. It would have been nice to know that Mr. Jones is a CPA when the Pack was looking for a treasurer. Get these surveys filled out, keep them, and use them. They can even be used to poll groups outside the scout unit.

Now, on to the Process of Recruiting

Step One – Units should appoint and empower a volunteer support chairman.

Discuss the importance of this person as a member of the unit committee. Have the group come up with a list of the desired traits for someone in this post.

Outline Step one of Deep Bench Recruiting. Allow a 20-30 minute recruiting mini-workshops as part of the unit annual program planning conference. The volunteer chairman should run this part of the program. The goals are: to identify the volunteer needs of the unit for the next 12 to 18 months. List short-term and long-term needs. Prospect on possible
candidates and ways to successfully recruit them. Impress on unit committee that recruiting is part of their responsibility. Recruiting from within (unit parents, alumni) and recruiting from outside (charter partner, school, and community). What resources should the committee have on hand to help recruit.

Goal for Step One - Develop a List of volunteer needs for the next 18 months.

Before you can recruit new unit leaders, it is important to know what you need. Recruits will want to know their responsibilities and your expectations for them. Having the answers to those questions at hand also will help you naturally avoid a common problem: recruiting a person without defining what their job is about. A group of Assistant Scoutmasters who are given no specific tasks will do exactly what they are asked to do—nothing. Ask participants: What are some positions that you would like to fill within your unit?

List answers on the flip chart. Possible answers include: • Scoutmaster or Coach • Assistant Scoutmaster or Coach • Troop Committee Chair • Troop Treasurer • Outdoor/Activities Chair • Advancement Chair • Training Chair • Membership Chair • Equipment Chair • Secretary • Treasurer • Chaplain

Step Two – Monthly Recruiting -

Each month at the unit committee meeting, the volunteer support chairman should be given 10 minutes at the end of the meeting to prospect and brainstorm with the other committee members. A plan can be set at this time for recruiting over the next month.
Practice

This lesson will allow participants to take a step-by-step practice run through the Recruiting process. Distribute the Recruitment Work Sheet and have participants answer question.

Listing a specific position that needs to be filled within their unit.

Tell participants: Now that you have a title, you need a position description and a list of skills that an ideal prospect would possess.

Ask: Position descriptions can be found in various BSA literatures. What are some of those?

List answers given on flip chart, possible answers include:

- The Scoutmaster Handbook
- Troop Committee Guidebook
- Varsity Scout Guidebook

Distribute copies of these resources, and ask the participants to review the position descriptions for the positions they want to fill. Have them list their unit needs for that position on the Recruitment Work Sheet (questions 2 and 3).

Once you have defined the position you’re looking for, you can begin the recruiting process. Remember that when approaching a prospect that does not already have a love and understanding of Scouting, they will need to be cultivated before an ask is made.

Step Three – Make contact with the prospect.

Ask participants: Who should contact the prospect and what type of contact should it be?
Explain that contact should be made by a member of the unit leadership team (committee, or top leader) who is also personally acquainted with the prospect, if possible. If the prospect is a parent who is already engaged in Scouting, the meeting can be informal. They can be invited for coffee or casually approached after a meeting. Use the parent interest survey as a spring board for why they would be successful at the job you are asking them to take on. If the parent is not well known to the committee, make an appointment and meet the prospect on their turf. Don’t ask them on the phone.

If the person has little or no direct contact with Scouting they should first be invited to participate in something small. They can offer a prayer at a meeting, attend an awards ceremony, or teach flag respect. The arrangements usually can be made over the telephone, but do not try to recruit the prospect in this initial call.

A good start for recruiting outside the group is to conduct a program at a church adult’s group or for the local American Legion Post. Provide newsletters and be sure to mingle and talk to members. Prospects might pop up right away. It is okay to take names and numbers. Call the group’s leader next time something fun comes up (Blue and Gold, Pinewood, Court of Honor) and ask that some representatives of the group be sent as guests to the event. The people chosen to attend will likely have an interest in youth. They can be prime volunteers.
APPENDIX C - Role-Play: Schedule the Appointment

Distribute the Role-Play Script and have groups of participants practice making the call to a prospect. Then lead participants in a review of the role-play. Ask them:

- How did you feel when making the call?
- How about when you were receiving the call?
- Was this exercise helpful? If so, in what ways?

Step 4: Making the Ask.

The committee members making the ask coordinate in advance what each will say. It is important to have two people. Ask the prospect to serve in the desired position. Tell the candidate that he or she is the top choice for this position. Let them know that they will not be in it alone and that the job is important to the success of the scout unit. The leadership will support and train them. Give them a one page sheet of volunteer expectations for the job. Keep it simple. Wait for an answer. If they cannot give one, ask for a date an answer can be expected. Remember to thank prospect for their time. When they give an answer, listen. A no may not be a never. If they say they are too busy right now, find out more about it. They may be open to another position in a few months. If they say they do not feel comfortable or don’t have the skills to do the requested job, ask them what things in the unit interest them. There might be a fit.

If the top prospect cannot accept the position, the committee should repeat the process with the number 2 prospect. Do not be discouraged if the prospect turns you down. If you exhaust your list of prospects, go back to Step 2.
Role-Play: Call On the Prospect (feel free to adlib a bit). Divide the participants into groups of four and assign the following roles:

- An acquaintance of the prospect
- A Scouter with the troop
- The prospect
- An observer

Have the groups use the sample script from Selecting Quality Leaders to recruit a top prospect. When participants have had a few minutes to practice the role-play, lead the reflection time by asking:

- How did you feel about making the pitch?
- How about when you were receiving the pitch?
- Was this exercise helpful? If so, in what ways?

Hopefully, your visit to recruit the prospect will be successful. If the prospect does agree to serve as a leader, the next step is to seal the deal.

**Step 5:** Complete the Membership process.

Now that you have successfully recruited the prospect, a big thank-you is in order! The next step is to have the prospect complete the Adult Registration Application form. Help them fill it out if they are new.

Hand out the Adult Registration Application for discussion. Be sure to cover how to properly fill out the following:

- Position code
- Names and addresses of references
- Signatures of committee chair and chartered organization representative
The completed application is returned to the committee to review. If the individual has lived in the community for three or more years and is known to the steering committee, little additional screening would be required other than to obtain the appropriate signatures. If the individual is new to the area and/or unknown to the steering committee, be sure to check references and confirm previous Scouting experience.

The new leader will need to complete Youth Protection Training and get a copy of the certificate to the committee.

Demonstrate to participants how to conduct a reference-check phone call.

1 - Introduce yourself and explain the purpose of the call.

2 - Ask how long the reference has known the prospect and what kind of relationship they have (i.e., work, school, family friend, etc.).

3 - Ask about how the prospect’s positive attributes could help the prospect in this leadership role.

4 - Ask for personal observations, especially interacting with youth if this position requires it.

5 - Ask if the prospect has any qualities or behaviors relating to the welfare of youth about which the steering committee should be concerned.

6 - Ask if the reference would feel comfortable having his or her own child supervised by the prospect.

7 - Always thank references for their assistance. Be sure to make notes of the reference’s responses to take back to the committee. When the application has been approved by the chartered organization, submit it as soon as possible to the council service center.
Step 6 – Include - Every step should be taken to ensure that the new leader is recognized for accepting this important position. Introduce them around and announce their new role. The chartered organization representative should personally send a welcome letter. Empower through training. Have a veteran member of the unit coach or mentor the new volunteer. Make sure they have everything they need to do their job. See that they go on-line and take the appropriate training. Even if that training is not required it will help the person feel like they belong to the group. Help them sign up for any district training that would be helpful and offer to take them to a roundtable so that they see the bigger Scouting community.

Commissioners Role – Commissioner need to be familiar with this process and be willing to help unit leaders develop a culture of deep bench recruiting in the units they serve. Make sure that recruiting is part of the unit’s annual plan. Help provide this training when needed.

Summary

Recruiting new leaders is a continuous process. We always need to be on the lookout for opportunities to expand the Scouting family, but we need to do so by recruiting the right person for the right position. We need to be aware, though, that the person we want to serve in a leadership position may not be available to serve at that time.

Avoid the “sins of recruiting” and following the steps practiced in this training. Through a team effort to recruit quality leaders year round. You can have a deep bench unit.
APPENDIX B

Recruitment Work Sheet (BSA)

1. What position does the unit need to fill? __________________________

2. Is the position description prepared? Yes _____ No _____

3. What are the desired skills and resources of a candidate?
   a. __________________________
   b. __________________________
   c. __________________________
   d. __________________________

4. Who are members of the steering committee? Name Address Phone
   a. __________________________
   b. __________________________
   c. __________________________
   d. __________________________

5. Who are prospects for the position? Name Address Phone
   a. __________________________
   b. __________________________
   c. __________________________
   d. __________________________

6. Who should make the approach?
   a. __________________________
   b. __________________________
   c. __________________________
   d. __________________________
7. What could be some of the prospect’s objections?

a.  

b.  

c.  

d.  

8. When is the appointment the prospect?

Date: _______________  Time: _______________

Location: ___________________________________________

9. Recruitment Follow-up:

a. Welcome letter sent

b. Newspaper announcement sent

c. Induction and patch presentation

d. Support materials provided

e. Fast Start and Youth Protection Training completed online

f. Leader-specific training attended
APPENDIX C

Role-Play Script (BSA)

Scheduling an Appointment with a Prospect

Three Players:

• Steering Committee Member

• Prospect

• Observer

Steering Committee Member: Hello ____________, this is _________________. Would it be possible for you and me to get together next Tuesday evening around 7 p.m. at your house to discuss something of importance to the youth in our community?

Prospect: Well ____________, Tuesday will not work for me because of ________________, but how about Wednesday at 8 p.m., if this is really important.

Steering Committee Member: Wednesday at 8 p.m. fits my schedule, and I will be bringing a couple of friends along.

Prospect: Wow! This sounds serious. What’s up?

Steering Committee Member: Well, I really cannot go into it right now, but yes, it is important—in a positive way—and it involves the youth of our community. I promise you’ll enjoy the discussion. It will not take too long to explain it to you in person.

Prospect: Well, OK.

Steering Committee Member: Great, see you Wednesday at 8 p.m.
Rotate the role-play and feel free to vary your responses; this is only a guide. The observer is free to comment on the phone call with helpful suggestions.
APPENDIX D

Prospect Profiles

Prospect Profile 1

Fred Smith is an elementary school principal. He is married and has a son (age 14), who is a Star Scout in the troop, and a daughter (age 16). Fred is approximately 50 years old, has lived in the community for 30 years, and is well-known and respected by his fellow citizens. Fred is an avid fly-fisherman and enjoys singing in the church choir.

Prospect Profile 2

Mary Jones is a single mother with three children—two sons (a 9-year-old Cub Scout and an 11-year-old who is a Tenderfoot Scout in the troop) and a daughter. She works at the local bakery and on weekends takes care of her elderly mother. Mary has served as a den leader for two years and is the only fully uniformed adult in her pack. Mary never had the opportunity to complete high school, so finding adequate paying work is always a challenge for her. In spite of all the demands on her time, she still is active in the PTA, church, Scouts, and MADD. Mary is outgoing, cheerful, and fun to work with.

Prospect Profile 3

George Green is the local branch manager for a large regional bank. He is 35, single, and a college graduate. George has been with the bank for only 6 months, having moved to the area from New York. George recently joined the Rotary Club that sponsors your troop, and his bank sponsors a local Little League baseball team. George was never a Scout and has no Scouting experience.
**Prospect Profile 4**

Julie Hannock has a son in the troop and serves as a member of the troop committee. Occasionally, Julie will go on troop camping trips, but she mostly helps out with troop advancement and fund-raisers. Julie’s career requires her to travel a great deal, so attending troop meetings consistently is difficult. Julie is a friendly person and always greets people with a smile. Julie has volunteered to serve as a merit badge counselor for Disabilities Awareness and Computers.

**Prospect Profile 5**

John Crankshaft is a retired auto mechanic with 15 grandchildren, two of whom are in the troop. When he was younger, he was active in the local Scouting program, even serving as a Scoutmaster for two years. Currently, John helps at the local food bank and with a tutoring program. He contributes annually to the district Friends of Scouting campaign, but he has no other affiliation with Scouting.
APPENDIX E:

PARENT AND FAMILY TALENT SURVEY SHEET

Each parent or adult family member should fill out a separate sheet and turn it in at this meeting.

Pack ____________________ Chartered Organization ___________________________ Date ________________

Welcome to the Cub Scout family of our pack. As explained to you, Cub Scouting is for parents as well as boys. We have a fine group of families who have indicated a willingness to help, according to their abilities. We invite you to add your talents and interests so that the best possible program can be developed for your boy and his friends. Den leaders are always busy with den activities. Our pack leaders and committee members know you have some talent that will help in the operation of our pack. Although your help may not be on a full-time basis, whatever you can do will be appreciated.

In making this survey, your pack committee wants to uncover ways you can enjoy giving assistance. Please answer the following as completely as possible:

1. My hobbies are: ___________________________________________________________________________________

2. I can play and/or teach these sports: ____________________________________________

3. My job, business, or profession would be of interest to Cub Scouts: ____________________________

4. I am willing to help my boy and the pack as: _Pack Committee Member, _Cub Scout Den Leader or Assistant, _Tiger Cub Coach, _Assistant Cubmaster, _Webelos Den Leader or Assistant, _Cubmaster.

5. My Scouting experience: Cub Scout_________________Boy Scout _______________Girl Scout _______________
   Explorer ___________________________ Rank attained ___________________________
   Adult leader ______________________________________________________________________________________

6. I can help in these areas:

**General Activities Special Program Assistance**

- Carpentry
- Swimming
- Games
- Nature
- Sports
- Outdoor Activities
- Crafts
- Music/Songs
- Bookkeeping
- Typing
- Drawing/Art
- Radio/electricity
- Dramatics/Skits
- Cooking/Banquets
- Sewing
- Transportation
- Other ____________

**Webelos Activity Areas**

- Aquanaut
- Artist
- Athlete
- Communicator
- Craftsmen
- Engineer
- Citizen
- Scholar
- Explorer

Name ___________________________________________________________________ Home phone ________________

Street address ___________________________________________________________ Business phone ________________

City ___________________________ State __________ ZIP_____________________

Your cooperation and help are appreciated.

- Family Member
- Handyman
- Scholar
- Traveler

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APPENDIX F:

SELECTING QUALITY LEADERS

The mission of the Boy Scouts of America is to prepare young people to make ethical choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

BOY SCOUTS OF AMERICA

Chartered Organization Briefing:

The head of the chartered organization or the chartered organization representative meets with the representative of the local council to discuss the process of selecting and recruiting quality leaders. This Scouting professional can provide recruiting techniques, videos, and other support materials. It is important at this time for the chartered organization to understand its responsibility for operating a troop or team, and particularly its responsibility for selecting and recruiting new leaders.

Action. In forming a new troop or team, the organization head appoints a steering committee of knowledgeable and influential people to select the very best individual to serve as Scoutmaster or Varsity Scout Coach. Existing troops or teams should already have a troop or team committee in place to assist with this process.

Steering Committee Meeting:
The head of the steering committee selects a date and time for the meeting and notifies the steering committee members. For existing troops or teams, the committee chair should set the meeting date and time, and notify the troop/team committee members.

**Action.** At the meeting, the following tasks should be accomplished.

**A.** Review part one of the videotape Selecting Quality Leaders.

**B.** Develop a list of prospects who closely fit the descriptions you heard in the videotape. Be prepared with lists of chartered organization members and parent rosters.

Choose prospects who live up to the values of the Scout Oath and Law in their daily lives. Do not make assumptions about whether prospects will accept or have time to do the job. Give them the opportunity to make their own decision.

**C.** Rank the prospects. The committee should agree on and rank the top three prospects, in preferential order.

**D.** Clear the list of prospects with the head of the chartered organization before making any contact.

**E.** Preview part two of the videotape Selecting Quality Leaders. It explains the vision of Scouting to the prospective Scoutmaster. Become familiar with the points made in the video.

**F.** Select at least three people from the committee to call on the number one prospect.

These persons should know the prospect quite well and have influence in the prospect’s decision.

**Message to Chartered Organizations:**
Your organization has joined with the Boy Scouts of America to deliver a program of citizenship training, character development, and personal fitness to the young men of your community.

Critical to the success of your Scouting program is the selection of quality leaders who represent the values of the Boy Scouts of America and your organization. The chartered organization has the responsibility for the selection of these individuals.

The Process:

Scoutmasters, assistant Scoutmasters, Varsity Scout Coaches, and assistant Varsity Scout Coaches must be identified and recruited by the chartered organization when a new troop/team is organized or when there is a leadership change in an existing Boy Scout troop or Varsity Scout team. The chartered organization may seek advice from the BSA local council about the process.

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You will find the following information contained in this brochure:

■ A selection and recruiting process that has proven successful for many years

■ A sample presentation for the recruitment of new leaders

■ The traits of a successful Scout leader

■ Position descriptions for a new Scoutmaster and Varsity Scout Coach

Make an Appointment with the Prospect:

The committee member who knows and has the respect of the number one prospect should make the appointment with the prospect.
**Action.** The appointment usually can be made on the phone. Do not try to recruit the prospect over the phone. Your objective at this point is to set a time and date to meet, preferably at the prospect’s home. You will want to involve this person’s spouse since it will affect the prospect’s time at home. If the prospect questions the purpose of the meeting, frankly state that it is to discuss a matter important to the youth of the community. Confirm the date and time with the other members who will be making the visit.

**Call On the Prospect:**

The committee members making the call should gather at a convenient place and arrive at the prospect’s home as a group.

**Action.** Ask the prospect to serve in the desired position, subject to approval of the membership application. If for some reason the prospect is unable to accept the position, you should repeat the process with the number two prospect (who now becomes number one).

**Have the Prospect Complete a Membership Application:**

Have the prospect complete a BSA adult volunteer leader application.

**Action.** It is the responsibility of the committee to review and screen the application. Individuals who have lived in the community for three or more years and are known to members of the committee well enough for them to serve as a reference should require little additional screening. Conduct a reference check on those who are new to the community as well as those who may be new to volunteer Scouting. References should be checked in a discrete, nonthreatening manner, and previous Scouting experience should be confirmed. Upon approval, the application is signed by the chartered organization head or chartered
organization representative, and is submitted to the local council. All leaders registered with the Boy Scouts of America must meet its standards for leadership.

**Welcome the New Leader:**

Every step should be taken to ensure that the new leader is recognized for accepting this important position.

**Action.** Once the prospect has accepted the position and has been approved as a leader, the head of the chartered organization should personally welcome the new leader. An announcement should be placed in the local newspaper and the chartered organization’s publication, if applicable. A formal induction ceremony should take place as soon as possible at a meeting of the chartered organization.

**Fast Start Training:**

A representative from the BSA local council will contact the new leader and schedule Fast Start training.

**Action.** The Fast Start counselor conducts Fast Start training using the video and accompanying booklet. Attendance at the next roundtable is encouraged as well as participation in New Leader Essentials, Scoutmaster and Assistant Scoutmaster or Varsity Coach Leader Specific Training, and BSA Youth Protection training.
**Types of Objections Likely to Be Encountered and Responses:**

**Why me? I am sure there are many more qualified people!**

That’s not true. We looked at a lot of people, but your name came up at the top of our list.

**I don’t have enough time.**

We’ve found that our most successful (Scoutmasters/Varsity Scout Coaches) are very busy people, but they have made time for Scouting.

**I don’t have the knowledge or experience to be a (Scoutmaster/Varsity Scout Coach).**

The Boy Scouts of America has been in existence for more than 90 years. We have excellent training programs that will give you all the knowledge you need to be successful. On a regular basis, we will also check on your progress and offer a helping hand as needed.

**That’s an awful lot of work for one person.**

That’s correct. The (troop/team) committee is responsible for the administrative functions of the (troop/team)—such things as equipment, finances, and transportation. Assistant (Scoutmasters / Varsity Scout Coaches) can help when you might be away, but more importantly, they manage key parts of the (troop’s/team’s) program. It has to be a real group effort.

**Sample Presentation:**

**OPENING COMMENTS:**

(After introductions) (Name), you must be wondering why all of us are here. (Response) It’s as I told you over the phone. We are here to talk to you about something very important to the youth of our community. As you may know, our (type of organization) (has been/is in the process of organizing) a (Boy Scout troop/Varsity Scout team).
**Short History**: (Knowledgeable Person)

(This is a good time to describe what has happened with the troop/team organization up to this point or with a short history of the current troop/team. If this is a replacement for a Scoutmaster/Varsity Scout Coach, then comments related to that person’s departure would be appropriate.)

**Why We Are Here** (Key Person)

Now, (name), that brings us to why we are here. A group of knowledgeable people met recently to determine who would be the best person to lead our young men. We went through a very detailed process that involved making a list of everyone we thought qualified based on some very strict BSA standards. We then rated them as to who we thought would be the best for our young men. Your name rose to the top of the list. (Pause for acceptance of that fact.)

**Describe the Role of the Scoutmaster or Varsity Scout Coach**: (BSA Representative)

(Show part two of the video Selecting Quality Leaders. It was designed to give the prospective Scoutmaster or Varsity Scout Coach the vision of what we are trying to accomplish in our program. Be prepared to answer questions at the end of the video. The position descriptions found in this brochure might be helpful if the prospect has questions about duties.)

**Note: You might encounter objections at this point, so be prepared with the answers.**

Well, (prospect’s name), you have heard our story, and we hope we have answered your questions. You are our number one prospect. This group, the members of the troop committee, and the membership of the chartered organization promise you our support if you will assume this important position.
(Wait for answer. This is very important. The prospect will accept the position or present objections to accepting. If this person accepts, move on to the next step in the process, which is the completion of an adult volunteer leader application. If this person objects, then we must answer the objections and close the presentation again. This might occur several times before you receive a final response.)

**Varsity Scout Coach:**

**Varsity Scout Coach Duties:**

- **Conduct the Varsity Scout program according to the policies of the Boy Scouts of America.**
- **Conduct, through the team youth leaders, all Varsity Scout team meetings and activities.**
- **Work with the team committee chair in developing a monthly committee meeting agenda that will address the needs of the team.**
- **Participate in Varsity Scout Leader Fast Start Training, New Leader Essentials, and Varsity Coach Leader Specific Training.**
- **Conduct a monthly team leadership meeting to plan the team business meeting and team activities.**
- **Conduct Varsity Scout Coach conferences for all ranks.**
- **Conduct an annual team program planning conference to assist youth leaders in planning a well-rounded team program utilizing all five program fields of emphasis.**
- **Conduct a special high-adventure activity annually.**
- **Provide the necessary framework (using the BSA’s Youth Protection program) for protecting the young people in your team from abuse.**
See that activities are conducted within BSA safety guidelines and requirements.

Position Description:

The Varsity Scout Coach is responsible for training and guiding youth leaders in the operation of the team, and works with the team committee to support the functions of the team.

Scoutmaster:

Scoutmaster Duties:

- Conduct the Boy Scout program according to the policies of the Boy Scouts of America.
- Train youth leaders by conducting, at least yearly, an introduction to leadership and a team-building workshop.
- Conduct an annual troop program planning conference to assist youth leaders in planning the troop program.
- Conduct a monthly patrol leaders’ council meeting to plan weekly troop meetings and conduct troop business.
- Conduct, through the patrol leaders’ council, weekly troop meetings.
- Provide a minimum of 10 days and nights of camping yearly, including participation in a local council resident camp.
- Assist in selecting and recruiting assistant Scoutmasters to work with the new-Scout patrol and the Venture patrol for older Scouts.
- Work with the troop committee chair in developing a monthly meeting agenda that will address the needs of the troop.

Position Description:
The Scoutmaster is responsible for training and guiding youth leaders in the operation of the troop, and for managing, training, and supporting his or her Assistant Scoutmasters in their role.

- Conduct Scoutmaster conferences for all ranks.
- Participate in Boy Scout Leader Fast Start Training, New Leader Essentials, and Scoutmaster and Assistant Scoutmaster Leader Specific Training.
- Provide the necessary framework (using the BSA’s Youth Protection program) for protecting the young people in your troop from abuse.
- See that activities are conducted within BSA safety guidelines and requirements.

**Characteristics of Successful Scoutmasters and Coaches:**

The following ten characteristics are important to the success of a Scout leader.

- Commitment to the ideals of Scouting
- High moral standards
- Ability to relate to boys
- Ability to keep a cool head under pressure
- Good organizational skills
- Ability to relate to and interact with adults
- Flexibility and the ability to compromise
- Good planning ability
- High energy level
- Good attention to detail
Reference Check Guidelines for the Chartered Organization:

Introduce yourself and explain the purpose of the contact.

- Ask how long the reference has known the applicant and what is the nature of their relationship.
- Ask about the applicant’s positive attributes—why would the individual make a good Scout leader?
- Ask the reference to describe personal observations of the applicant interacting with children.
- Ask if the applicant has any qualities relating to the welfare of children about which the committee should be concerned. Are there any reasons the reference could explain that the applicant should be denied membership in the Boy Scouts of America?
- Ask if the reference would feel comfortable having his or her own child supervised by the applicant.

✔ Here are some tips to use when checking personal references for Scoutmaster, Assistant Scoutmaster, Varsity Scout Coach, and assistant Varsity Scout Coach

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