

# UNIT LEADERSHIP ENHANCEMENTS

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## PURPOSE

**U**nit Leadership Enhancements are short training discussions intended to help better equip pack leaders to conduct a quality Cub Scout program. These do not replace, but complement, the more formal Basic Leader Training, Cub Scout leader roundtable, and Cub Scout leader pow wow or University of Scouting offered in the district or council. All of these training experiences are a vital part of each leader's personal growth and effectiveness and should be included in his or her plans.

## METHOD

Conduct a short discussion and exercise during each pack leaders' meeting as a regular new business item. These discussions should be based on the *Cub Scout Leader Book*, and each leader should own a copy.

Each month, the designated leader, such as the pack trainer, uses one of the Unit Leadership Enhancement outlines to lead a discussion with the other leaders following along in their copies of the *Cub Scout Leader Book*.

Conduct the associated exercise and then follow through with the action plan you develop. The exercises and action plans are intended to immediately improve pack program in the chosen area.

Choose the topic and designate the leader for next month's pack leaders' meeting. All leaders should have input on the choice. All leaders then read the preparation assignment before the next pack leaders' meeting.

## RESULT

You should see immediate improvement in your area of choice. These discussions will strengthen your pack's program. With a better program, Cub Scouts and their families will become more involved and supportive. Ultimately, the boys' character will be affected positively, and they will more likely transition to Boy Scouting.

## TOPICS

Fifteen topics are present below from which pack leaders can choose. In some cases, a topic is more appropriate for discussion at a particular time of the year, so review them all before deciding.

### 1—Advancement

#### *Purpose*

This discussion will help Cub Scout leaders understand the purpose of the advancement program and their responsibilities in carrying it out. A properly planned advancement program builds character in boys and helps achieve the purposes of Cub Scouting.

#### *Preparation*

Read Chapter 18, "Advancement."

## Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Various leaders take turns reading aloud the introductory paragraphs of Chapter 18. Include the first paragraph under “How the Advancement Program Works.” Reemphasize that advancement is a means to an end, not an end in itself.
- Review the responsibilities of each leadership position as described under “How the Advancement Program Works.”
- Review the material under “How Fast Should a Boy Advance?” Reemphasize that advancement is *doing*, not *getting*.
- Review the material under “Ranks and Badges.” Emphasize the principle of Cub Scouting ranks being set up by age and grade.

## Exercise

Conduct a discussion of the Advancement Checklist found in Chapter 18.

## Action Plan for Advancement

Ask participants to do the following:

- From the results of the exercise, list three areas to improve over the next few months.
- Discuss concrete steps for implementing improvement in each of the three areas.
- Identify who should be involved in each improvement area.
- Set deadlines and begin working on improving your pack’s advancement program.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 2—Annual Program Planning

### Purpose

This discussion will give leaders additional tools to use when planning their pack program. It will help them make the program fun and exciting and ensure that each den has a coordinated contribution to make. *Note:* Cover this topic in May or June.

## Preparation

Read through Chapter 24, “Program Planning.”

## Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Take turns reading aloud the introductory paragraphs of Chapter 24. Note that the prime objective is to deliver a balanced, high-quality Cub Scouting program to each boy.
- Review “Ten Elements of Planning.” Discuss any points that bring up questions.
- Turn to “Program Planning Steps.” Review the three planning meetings and have leaders discuss the use of these meetings in the pack.
- Under “Annual Pack Program Planning Conference,” read aloud the first four paragraphs and the “End Result.”

## Exercise

Review the steps listed under “Preparing for the Conference.” Discuss how these can be accomplished.

## Action Plan for Annual Program Planning

Have participants do the following:

- Set a date for the annual pack program planning conference.
- Make leader assignments based on the exercise.
- Make sure the pack committee chair and Cubmaster begin planning the conference according to “How to Conduct the Conference.”
- Hold the conference and implement the resulting plans.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 3—Character Development

### Purpose

This discussion will help leaders understand how Cub Scouting is designed to help boys develop good character traits and learn positive core values.

## Preparation

Read Chapter 4, “Character Development.” Review a few Character Connection advancement requirements in the boys’ handbooks.

## Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Various leaders read aloud the introductory paragraphs of Chapter 4.
- Review the information under “What Is Character and How Is It Developed?”
- Name the 12 core values and discuss how they can be emphasized in the program.
- Review the three parts of a Character Connection and find some Character Connection advancement requirements in the boys’ handbooks.
- Read the three myths about character development.

## Exercise

Role-play four Character Connection advancement requirement discussions. Use one in each of the boys’ handbooks: *Tiger Cub*, *Wolf*, *Bear*, and *Webelos*.

## Action Plan for Character Development

- Decide which core value will be emphasized at the next pack meeting.
- Review *Cub Scout Program Helps* for the theme of the month and determine which core values relate to the theme. Plan to do the suggested activities that emphasize the value.
- Determine a time when parents will be told about the importance of Character Connections in working with their boys’ advancement.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 4—Cub Scout Camping

### Purpose

This discussion will help pack leaders be aware of camping opportunities approved for Cub Scouts and review the health and safety guidelines related to Cub Scout camping.

### Preparation

Read Chapter 33, “Cub Scout Camping.”

### Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.

- Read the positive effects of camping for Cub Scouts in “Introduction to Cub Scout Camping” in Chapter 33.
- Review the guidelines under “Camping Health and Safety” and “Standards for Privacy on Trips or Outings.”
- List the six types of Cub Scout camping opportunities.
- Review and discuss information under “Planning the Pack Overnighter.”
- Review the six Leave No Trace frontcountry guidelines found in Chapter 32.

## Exercise

Briefly plan a pack overnighter for your pack. Set the date and place.

## Action Plan for Cub Scout Camping

- Determine the attendance dates for day camp or resident camp for dens in your pack.
- Appoint a leader to attend the next Basic Adult Leader Outdoor Orientation (BALOO) held in your council.
- Appoint a planning team to plan and conduct the pack overnighter.
- Identify the Webelos den leaders who need Outdoor Leader Skills for Webelos Leaders training, which they should attend before holding any Webelos den overnight campouts.
- Get commitments from Webelos den leaders to hold a Webelos den overnight campout.
- Plan how the pack will support the Webelos dens holding the den overnight campout.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 5—Family Involvement

### Purpose

This discussion will help leaders find ways to strengthen parents’ involvement in den and pack activities. Communication among family members will be improved.

### Preparation

Read Chapter 5, “Family Involvement.”

### Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.

- Read aloud the introductory paragraphs of Chapter 5.
- Read aloud the first paragraph in “The Family’s Responsibilities.” Have various leaders read aloud the examples of family involvement.
- Have leaders read aloud the main points of “Pack Responsibilities.”
- Discuss the main points of “Developing Family Cooperation.”

### *Action Plan for Family Involvement*

- Choose a date to hold a pack adults’ meeting. The Cubmaster, pack committee chair, and pack trainer should plan this meeting. Include in your plans the videotape *Cub Scout Orientation*.
- Encourage Tiger Cub, Cub Scout, and Webelos den leaders to plan and hold a den adults’ meeting.
- Assign two pack leaders as a team to make an in-house visit to at least three new families to discuss Cub Scouting and their roles as new Cub Scout families.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

- Mention that this series of Unit Leadership Enhancements is supplemental training for all pack leaders.

### *Exercise*

Make a list of all your leaders, and list the training courses they have completed.

### *Action Plan for Leadership Training*

- Determine which leaders have not completed Fast Start Training. Within the next week, arrange for them to borrow the Cub Scout Leader Fast Start videotapes, with the *Viewer Guide*, and watch the section that pertains to their position.
- Determine which leaders have not completed Basic Leader Training. Get a commitment from them to meet with the pack trainer for position-specific Basic Leader Training or to discuss attending the next scheduled Basic Leader Training course held in the district or a neighboring district.
- Plan for all leaders to attend the next monthly Cub Scout leader roundtable. Arrange car pooling now.
- Plan for all leaders to attend the next pow wow or University of Scouting.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 6—Leadership Training

### *Purpose*

This discussion will make leaders more aware of the district’s and council’s leadership training programs and the benefits to leaders and the pack from their full participation.

### *Preparation*

Read Chapter 26, “Cub Scout Leader Training.” Get a schedule of the training courses offered in your district and council.

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Various leaders read aloud the introductory paragraphs of Chapter 26.
- Review “Fast Start Training” and “Basic Leader Training.”
- Review roundtable and pow wow information under “Supplemental Training.”

## 7—Membership

### *Purpose*

This discussion will help the pack grow in an organized and thoughtful way. Pack leaders will be able to plan for leadership needs and be prepared for shifts in your neighborhoods. *Note:* This topic should be discussed before the district membership drive in the fall or spring.

### *Preparation*

In Chapter 10, “Den and Pack Management,” read “Recruiting Youth Membership.” In Chapter 23, “Leadership,” read the information on the membership and reregistration chair under “Pack Committee.”

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting in Chapter 2.
- Review the membership and reregistration chair function in Chapter 23. Confirm that someone on the pack committee is handling this function.

- Have someone read aloud the first paragraphs of “Recruiting Youth Membership” in Chapter 10.
- Discuss the information under “Rally Night for Cub Scouting and Roundup” in Chapter 10. Review the “Suggested Roundup Agenda” and “Organizing Dens.”

### *Exercise*

Complete the “Pack Leadership and Membership Inventory Tally Sheet” in Chapter 10. Note the number of boys, dens, and leaders that need to be recruited.

### *Action Plan for Membership*

- On the basis of the exercise, decide which recruiting emphasis is the highest priority. (Having enough pack leaders should be the first consideration; bringing existing dens up to ideal size is the easiest to accomplish; forming additional dens brings the greatest overall results.)
- If someone does not already function as the membership and reregistration committee member, appoint one now.
- Set dates for conducting a census and any other recruiting meetings.
- Execute the recruiting plans and bring the pack to a new level of excitement.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 8—National Awards

### *Purpose*

This discussion will help the pack implement fun, year-round programs for its dens. As a result, the dens will be stronger.

### *Preparation*

Read the requirements for the Centennial Quality Unit Award application (No. 14-190), which is found in your pack’s charter renewal packet. Read the requirements for the National Den Award, found in Appendix 1 (page 34-33). Read the requirements for the National Summertime Pack Award found in Appendix 1 (page 34-35).

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Have leaders read aloud the requirements for the Centennial Quality Unit Award.

- Review the information under “National Den Award” in Chapter 29, “Den and Pack Activities.” Review the requirements for the award.
- Review the information under “National Summertime Pack Award” in Chapter 29. Review the requirements for the award.

### *Exercise*

Discuss the requirements for the Centennial Quality Unit Award. Determine how your pack can earn the award.

### *Action Plan for National Awards*

- Decide to earn the Centennial Quality Unit Award this program year.
- Decide to earn the National Summertime Pack Award this program year.
- Decide on the 12-month period during which dens can earn the National Den Award.
- Get commitments from den leaders to earn the National Den Award and to help their den earn the den participation ribbon for the National Summertime Pack Award.
- Plan how the pack will support dens in earning each of these three awards.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 9—Pack Budget Plan

### *Purpose*

This discussion will help pack leaders gain control over pack finances and provide for required expenses; it will also allow for planning and carrying out a pack program that achieves the purposes of Cub Scouting. *Note:* This topic should be covered during the month after the annual pack plan has been discussed.

### *Preparation*

Read Chapter 11, “Pack Finances.”

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Take turns reading aloud from “Financing the Pack” in Chapter 11.

- Discuss the first two paragraphs of “The Pack Budget Plan.” Pay particular attention to the second one, and discuss the real purpose of the budget plan—to teach boys to handle money and accept financial responsibility.
- Review “Suggested Budget Items.”
- Discuss the information under “Collecting Den Dues.”
- Review the points covered in “Pack Money-Earning Projects.” Review the Unit Money-Earning Application in Appendix 1 (page 34-45).
- Discuss the donation opportunities under “World Friendship Fund” and “Friends of Scouting (FOS).”

### *Exercise*

Take a few minutes to run through some estimates of a budget, using the budget worksheet found in Chapter 11.

### *Action Plan for Pack Budget Plan*

- Assign one member of the committee to work with the pack treasurer to begin gathering information to use with a final budget worksheet.
- If a weekly den dues collection is not already in place, agree to start one with the adoption of the new budget.
- Present the budget to pack parents and the chartered organization.
- Follow the budget to offer a quality program for boys and to have the necessary funds on hand for expected expenses.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 10—Pack Committee

### *Purpose*

This discussion will make leaders aware of the various responsibilities that a fully functioning pack committee should carry out. It should be easy to identify functions that are not currently being handled. Develop an action plan to secure the necessary leadership to bring the committee to full strength.

### *Preparation*

Read Chapter 23, “Leadership.” Pay particular attention to “Cub Scout Leadership Qualifications and Responsibilities.” Read Chapter 9, “Pack Relationships.” Get a copy of “Selecting Cub Scout Leadership” (No. 13-500) from the local council service center or Scout shop.

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Have the leaders turn to Chapter 23 and read the first paragraphs.
- Have them turn to “The Leadership Team” and read the first paragraph.
- Review the “Problem-Solving Tips” under “The Leadership Team.”
- Read the headings of the different relationship functions in Chapter 9.
- Turn to “Cub Scout Leadership Qualifications and Responsibilities” in Chapter 23. Have each leader find the information for his or her position.
- Read the first two paragraphs of “Pack Committee Functions” (Chapter 23). Have various leaders read aloud the points under “Responsibilities.”
- Review the pack committee functions of secretary, treasurer, advancement chair, public relations chair, outings chair, and membership and reregistration chair in Chapter 23.
- Review the brochure “Selecting Cub Scout Leadership.”

### *Exercise*

Identify the “most important” unfilled function on the pack committee. List the most likely candidates for the position.

### *Action Plan for Pack Committee*

- Choose one or two other leaders to work with the pack committee chair as a “selection team.”
- Contact the chartered organization representative and set an appointment to discuss pack leadership needs.
- Follow the steps outlined under “Selecting Leaders” in Chapter 10 and in the “Selecting Cub Scout Leadership” brochure to secure a new pack committee member.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 11—Pack Meetings

### *Purpose*

This discussion will help leaders find ways to make monthly pack meetings more fun and interesting. As a result,

parents will be more interested and involved, and Cub Scouts will look forward to each meeting.

### *Preparation*

Read “The Pack Meeting” in Chapter 24, “Program Planning.”

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Have various leaders read aloud the introductory paragraphs of Chapter 24.
- Review “Who Is Responsible?” under “The Pack Meeting.” Discuss the last paragraph.
- Various leaders read aloud the “Elements of a Good Pack Meeting.” Discuss any items that spark interest.
- Briefly review the parts of a pack meeting listed in “Seven Parts of a Pack Meeting.”

### *Exercise*

Test an upcoming pack meeting against the Pack Meeting Planning Sheet in Appendix 1 (page 34-35).

### *Action Plan for Pack Meetings*

- Plan to have leaders attend next month’s Cub Scout leader roundtable to get ideas for the following month’s pack meeting.
- Arrange for the Cubmaster to attend the pack meeting of an established pack.
- Use the “Elements of a Good Pack Meeting” and the Pack Meeting Planning Sheet to make changes to a typical pack meeting. Remember to involve parents in the plans.
- Conduct the next pack meeting according to this plan.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 12—Planning Special Events

### *Purpose*

This discussion will make pack leaders aware of several special events that can enhance the pack program. Special planning steps will be discussed.

### *Preparation*

Read “Planning Special Pack Activities” in Chapter 29, “Den and Pack Activities.” Review Chapter 32, “Outdoor Activities.” Read “Elements of Planning” in Chapter 24, “Program Planning.”

### *Discussion*

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Review the “Elements of Planning” in Chapter 24.
- Review the 15 guidelines under “Planning Special Pack Activities” in Chapter 29.
- Review activities that could be held during Scouting Anniversary Week.
- Discuss the parts of a blue and gold banquet.
- Review the four kinds of Cub Scout derbies.
- Briefly discuss outdoor activities appropriate for Cub Scouts. (See Chapter 32.)

### *Exercise*

Make a list of special pack activities or events that a pack could conduct or attend.

### *Action Plan for Planning Special Events*

- Choose one of the special activities from the annual pack plan or from those discussed.
- Appoint a planning team to use the steps reviewed in the exercise.
- Plan and conduct the special activity.
- Determine whether any special training is required for any leaders of the planned activity, such as training in Basic Adult Leader Outdoor Orientation (BALOO), Safe Swim Defense, or Safety Afloat.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 13—Policies of the BSA

### *Purpose*

This discussion will help alert leaders to the significant policies that guide actions and activities for all leaders and members of the Boy Scouts of America.

## Preparation

Read through Chapter 8, "Policies of Cub Scouting." Review Chapter 13, "Health and Safety," and Chapter 12, "Uniforms and Insignia."

## Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Read and discuss the introductory paragraphs of Chapter 8. Remember: The program is flexible; the policies are not.
- Review the following in Chapter 8: "Trips and Outings," "Tour Permits," "Drug, Alcohol, and Tobacco Use," "Commercialism," "Unit Money-Earning Projects," "Contributions," "Political Questions," "Religious Principles," "Members With Disabilities," "Uniform Rules and Regulations," and "Unit Membership."
- If time permits, review Chapter 13, "Health and Safety."
- If time permits, review Chapter 12, "Uniforms and Insignia."

## Exercise

Reflect on current activities as they relate to these policies.

## Action Plan for Policies of the BSA

- Plan and conduct a pack uniform inspection.
- List any deficiencies in current pack activities and procedures.
- Bring activities and procedures into compliance with stated BSA policies.
- Decide on next month's Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 14—Program Evaluation

### Purpose

This discussion will help pack leaders evaluate the pack program objectively so that the pack can build on its strengths and strengthen its weaknesses.

### Preparation

Read "Evaluating the Den and Pack Programs" in Chapter 24, "Program Planning."

### Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.

- Have various leaders read aloud the introductory paragraphs of "Evaluating the Den and Pack Programs."
- Review the "General Evaluation Principles" at the end of the introductory paragraphs.
- Discuss several of the points under each of the following: "Evaluating From the Boys' Point of View," "Evaluating Program," "Evaluating Leadership," "Evaluating Advancement," and "Evaluating Management." Record any "no" responses.

### Exercise

Review the "no" responses from the discussion. Explore which seem to be the most important, and choose one from each subsection.

### Action Plan for Program Evaluation

- Choose one important "no" from each subsection referred to above.
- Appoint a team of at least two leaders for each "no" response to research and report back at the next meeting on potential plans for improvement.
- Follow through on the plans in each area.
- Decide on next month's Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

## 15—Youth Protection

### Purpose

This discussion will help pack leaders become more aware of their responsibilities as leaders and help them provide a sense of safety and security for the boys in the pack.

### Preparation

Read Chapter 27, "Youth Protection." Inquire about the next scheduled Youth Protection training in the district. Find out about the availability of the videotape *It Happened to Me*. Review an adult membership application.

### Discussion

- Have all leaders read aloud the purposes of Cub Scouting found in Chapter 2.
- Discuss the various definitions and descriptions of child abuse listed in Chapter 27.
- Read aloud the first two paragraphs of "Indicators of Child Abuse."

- Take turns reading aloud the headings under “Responding to an Abused Child.”
- Review an adult membership application and discuss how it is a tool to help maintain BSA leadership standards.

### *Exercise*

Read and discuss “BSA Youth Protection Policies” in Chapter 27.

### *Action Plan for Youth Protection*

- Ensure that all leaders are registered and have completed an adult membership application.
- Schedule attendance for all leaders at the next Youth Protection training in the district.
- Plan and conduct a meeting centered around the videotape *It Happened to Me*. Use the meeting guide in Chapter 27.
- Evaluate your program. Bring all activities and procedures into compliance with BSA Youth Protection policies.
- Decide on next month’s Unit Leadership Enhancement topic and choose the discussion leader. Encourage everyone to read the preparation assignment.

