
THE
PATROL
SYSTEM
THE BOY SCOUT SERIES
NO. 2

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Editor's Note:

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FOREWORD

To you Patrol Leaders we dedicate this book in the hope that it will prove of service and inspiration in your role of leadership. We sincerely believe that it will help you to feel more strongly the responsibility of the work you have undertaken and the joy that goes with it.

Leadership is demanding in the world in which we live today. Many of our country's leaders were once Patrol Leaders. Now, as a Patrol Leader, you have the opportunity to train yourself in leadership for the tasks that are ahead. May this booklet be a pleasant and helpful companion for your journey, and may good Scouting attend you as you go!



CHAPTER I

HOW IT ALL BEGAN

The principles of the Patrol System were first introduced by the Founder, Baden-Powell, when he was with the British Army in India. The system he devised enabled soldiers to operate in small groups and use their own initiative within the overall plan of campaign.

To advance the idea within the Army B.-P. wrote a small book “Aids to Scouting”. It was so novel and at the same time practical that many members of the teaching profession adapted these principles to teaching.

When the Movement was founded and “Scouting for Boys” was published, the Patrol System became one of the basic elements of Scouting. The Patrol System not only gave a real adventure aspect to the programme and responsibility to boys themselves, but it also blended perfectly with the natural desire in boys to form into gangs in their neighbourhoods and schools. It was these very gangs which met in the streets who spontaneously formed themselves into Patrols and started Scouting.

What was it then which so appealed to boys and accounted for the phenomenal growth of the Movement? It was a combination of the appeal of real adventure offered by the programme, coupled with the challenge it offered to the “Gang” to plan it’s own activities and to be responsible to itself for discipline, without interference from adults.

The Patrol System on its own will not work because of itself. For the Patrol System to have meaning, adventure must be supplied also.

The Patrol System allows boys to form themselves into self-selected gangs and allows members of the Patrol to choose their own boy leader.



The Patrol and the Patrol Leader carry a responsibility to plan and conduct the activities and to take care of discipline within the Patrol. Your Patrol must know the fun of planning and executing its own adventures, it must make its own decisions and learn to profit by its own mistakes.

Thus, collectively, the Patrols are responsible for Troop standards and behaviour. Responsibility for this falls squarely on the shoulders of you, the Patrol Leader, although each member of the Patrol must play his part.

When the first Scout Patrols were formed, there was no such thing as a Scoutmaster, but boys soon found they needed help and advice from so me one older in order to carry out the more adventurous activities.

It is important that your Patrol makes its own plans and works out its own problems; turning only to the Troop Scouters for advice, new ideas and guidance; someone who can do things for you which are beyond the Patrol's powers.



CHAPTER II

PATROL SPIRIT

You can't define Patrol spirit in so many words.

It's like personality, character or leadership. You recognize it when you see it. You know when it's there. But you can't exactly tell what it is.

Patrol spirit is that element that gets zip and go into everything the Patrol sets out to do. It's Patrol spirit that puts fun and fellowship into Patrol meetings, real meaning into the life of the

Patrol. It's Patrol spirit that makes it seem worthwhile for a fellow to sacrifice some of his own comforts for the good of the whole Patrol… that keeps down personal bickerings… that makes discipline a simple matter because each fellow wants to do what's right… that makes every boy feel the fineness of standing together through thick and thin, rain or shine.

With Patrol spirit a Patrol becomes strong and permanent. Without it a Patrol is just a bunch of boys that may fall apart at any minute.

How It Grows

Patrol spirit doesn't spring up like a mushroom overnight. It can't be made to order. But it can be developed in the same way that a small tree can be helped along by giving it rich soil in which to grow, by tending it faithfully, by letting plenty of sun and air get to it, by pulling up the weeds that threaten to choke it.

Many little and big things go into the making of Patrol spirit. It grows from the way you, as a Patrol Leader, welcome the new boy into the Patrol. How you get to know him and keep in touch with him between meetings and help him along in the first few weeks of his membership in your Patrol.

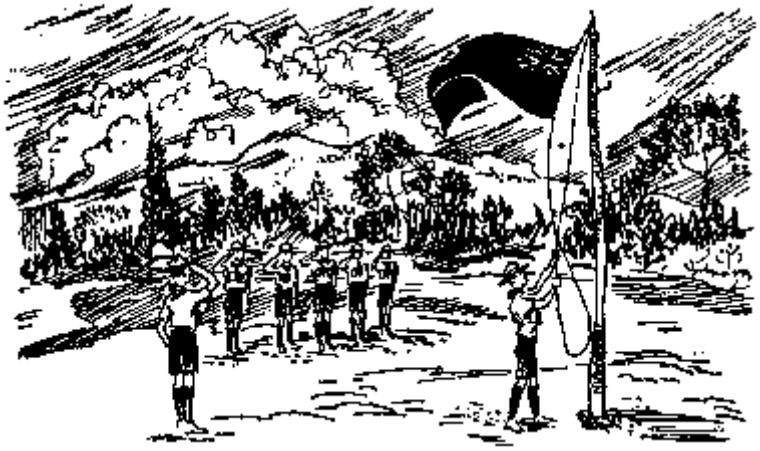
Patrol spirit grows in the things that distinguish your Patrol from the others in the Troop; your Patrol name, your flag, your emblem, your call, your song and yell. Patrol spirit grows in the things that you make for your Patrol: your Patrol corner or Den, your Log Book, your camping equipment, your Patrol Box, the unique way that you decorate your Patrol flag and staves. Patrol spirit grows by the things that you do together: your Patrol meetings and hikes and camps and your taking part as a unit in the activities of your Troop.

The Patrol Leader is the key man in the Patrol, so it naturally follows that the first steps to acquire Patrol spirit must come from him. He should have absolute belief in his Patrol in spite of occasional disappointments. The good Patrol Leader will work towards having a well controlled, self-controlled Patrol – every fellow in the Patrol doing the right thing because he wants to do it, not because the Patrol Leader makes him do it.

One of the best ways to promote Patrol spirit is to conduct Patrol meetings. These will be dealt with later, but keep in mind that there is no better way to get your fellows working together as a team.

Centre interest on your Patrol corner as much as possible. For instance you might have a Patrol notice board, and notices of Troop activities could be posted there; Patrol Progress chart, interesting charts and pictures. In small ways like this, the Scout life of the fellows in your Patrol will centre in your Patrol corner and this is all to the good.

Finally, keep in mind that you cannot learn anything about Patrol spirit except through experience – it is like Topsy in Uncle Tom's Cabin – it just grows – but only with help and attention from you as the Patrol Leader.



CHAPTER III

PATROL ORGANIZATION

Making your Patrol a successful one is mostly a matter of organization and having the right people to handle the jobs involved.

The well organized Patrol gets more done, has more fun and gets farthest ahead.

Three basic things are involved in Patrol organization. 1. Size of the Patrol, 2. The kind of fellows in it. 3. The jobs to be done.

The Size Of The Patrol

What's the right size of a Patrol? That depends.

When we discuss Patrol method in general, we often talk about eight boys as a suitable number for a Patrol; Patrol Leader, Second and six other Scouts.

That number is not necessarily ideal. It is more important for a Patrol to be a really co-operative gang.

Six might be just the right size for your outfit. As a matter of fact, if you start looking around at other Troops you will probably find more good Patrols of six boys than of eight. So you see, it is impossible to lay down any hard and fast rule.

Generally speaking the best number seems to be between six and eight. Fewer than six makes it tough for the gang to keep up with the other Patrols in games and projects and at Camp. A gang larger than eight may be too large.

The Boys in The Patrol

What kind of fellows are they? You need to know what makes them tick to make them an effective Patrol.

There are many different kinds of boys as you will have found out. In most cases you will find that if you follow these few simple rules you can handle most of your boys most of the time; 1. Be patient and understanding. 2. Keep the boys busy with things that interest them. 3. Make them responsible for specific things to do for the Patrol.

Be Patient

Time and time again you'll get impatient in your Patrol job. Things don't move fast enough to suit you! Well, you won't get anywhere by pushing or by yelling. That will only put the boys on the defensive and do the opposite of what you wish to accomplish.

"Slowly, slowly catchee monkey"! was one of Baden-Powell's slogans. Take it easy, and you'll eventually have everyone co-operating to the best of his ability.

Co-operation, working together, everyone doing his part. That's the thing to aim for in the Patrol. There is quite a difference between discipline and co-operation. Discipline is getting work done by outside pressure. Co-operation is getting it done because each fellow is willing to do his share.

If you can get your gang to the point where they do the right thing in the Patrol, not because you make them do it, but because they want to do it and see the sense of doing it, you have taken an important step towards successful leadership!

By explaining the "why" of a situation or of a job that needs to be done, you'll eliminate difficulties before they start. If your boys don't know what is expected of them, you'll soon be pestered with questions and excuses.

A wise Patrol Leader takes his boys into his confidence and in turn, earns theirs.

Keep Them Busy

Keeping your boys busy is simply a matter of planning – of lining up things to do in which they are interested. The boys joined your Patrol to get Scouting. So give it to them! But let them in on the plan from start to finish.

Give Them Responsibilities

A Patrol organization that divides the duties and gives each boy a job to do will mean a lot in creating real Patrol spirit. Running a Patrol is not a one man job. You won't get far if you try to do everything yourself. But it is not only for the Patrol's sake and for your own that you need to share your leadership. By giving each Scout an opportunity to do something in the Patrol, you

give all of your fellows a chance to grow in leadership and all-round ability – and that's one of the things we want to accomplish through Scouting.

Lining Up The Jobs



When it comes to applying a plan of jobs in your Patrol don't be in too much of a hurry. You may not need to get all the things done from the very start. Also, it would be better to wait and decide upon the jobs and the boys for them after you have worked with the fellows for a month or more. By that time you know each boy's special abilities.

To have a basis for our organization plan, let's assume that you have eight Scouts in your Patrol. If it's smaller, you'll simply combine two of the jobs and assign both of them to one boy or perhaps delete one of the jobs.

Patrol Leader – well that's your job.

Second – He's your right hand man and a fellow who knows almost as much as you do about the things that make a Patrol hum and can take over the Leadership in your absence.

Treasurer – he collects dues and keeps the Patrols accounts.

Scribe – he handles Patrol reports and Log Book.

Quartermaster – takes care of your equipment.

Hikemaster – arranges for hikes and camps.

Chief Cook – lines up menus and purchases food.

First Aider – looks after first aid equipment and takes care of all first aid on hikes and camps.

These responsibilities will vary according to individual choice and ability and they may be changed and varied as often as is thought necessary. A few other suggestions which may fit into your Patrol are Naturalist, Engineer, Artist and so on. A smart Patrol Leader will see that opportunities are frequently provided for each boy to play an active role according to his speciality. In this way, even the newest member may feel that he is a useful part of a Patrol and

occasionally may have the opportunity to take the lead. These special responsibilities are not the exclusive privilege of the boys concerned, for example the Patrol Cook doesn't do all the cooking – each boy will take his turn, but will seek the advice of the Patrol Cook in the preparation of certain dishes.

Fitting A Scout To A Job

Now to put each boy into the job for which he is best suited. That will require some study and thought. Watch how your Scouts react to things that come up. Find out something of their interests.

It might be as well to say a word about the Patrol Second at this point. It is the most important post in the Patrol next to your own. Your Second should not just wear his stripe. He should definitely be your assistant. He assists in everything you do in the Patrol.

To do this, he needs to have your complete trust and to know why you do things the way you do them. Unless he understands you and your particular way of leading he won't be able to take your place when you are prevented from being present, nor will there be the right kind of co-operation between you. So consider your choice of a Second carefully. Your Second should have all the qualifications of a full fledged Patrol Leader – be a good all-round Scout, and have a certain amount of leadership ability. He must work well with you, and must, like yourself, have the confidence of the rest of the Patrol. Your Second is your main helper in planning the Patrol's work and in training the boys. In your absence he takes over the Patrol at Troop activities, runs Patrol meetings and hikes, represents you at Court of Honour meetings.

But he can only perform if he knows what is expected of him. You have to give him a chance to learn and to practice leadership by having him lead the whole Patrol regularly, even when you are present. Let your Second relieve you of a lot of detail work, give him a chance to show his ability. Let him really assist in the leadership of the Patrol.

All For One, One For All

Well, there's the set up. There you have a type of organization that will get the work done, even the most ambitious plans of which you can think.

Take another quick look at the various jobs, and you will see that they fit together like the wheels of a watch. You're the main spring that starts the works. Then, as one wheel starts moving, the rest of them move too.

Take It Easy

Don't get the idea that you have to follow to the letter this type of organization. There are lots of other ways of doing it. In any event some organization is necessary to get things done. Follow the outline if you want to – then develop your own system to fit your special needs.

Whatever you do, you'll naturally begin on a small scale, with the most important jobs filled first. Even these jobs, in the beginning, will be much simpler than suggested. It will take weeks and months to get everything to work out the way you expect it to.

The whole secret in getting the Patrol organized is simply to ask certain boys to do certain tasks, then assign the same tasks to the same fellows the next time they come up. Then one day the boys will be doing the jobs without being asked – and you're well on your way to having an organization established.

Now remember that the big idea of having the Patrol organized is to give every boy an opportunity to share in the work in the leadership of the gang. When everyone moves ahead, each Scout doing his job effectively and cheerfully, you have proven yourself a Leader: Your Patrol has become a team!



CHAPTER IV

PATROL MEETINGS

The really successful Patrols are those which are able to hold Patrol meetings at some time other than during Troop meetings. A regular schedule for Patrol meetings will make all your ambitions for your Patrol come true. One of your main jobs as a Patrol is to make these meetings profitable, so that every fellow in the Patrol will gain the Scout experience from them.

It's at Patrol meetings that you have a chance to instruct your boys in Scout requirements, and help them to understand the meaning of the Scout promise and law. Its here you choose the activities on which you want to concentrate. Here you plan big things for the future. It's here that you train yourself and your boys for the jobs ahead. It's at Patrol meetings that your Scouts begin to pick up Patrol spirit – begin to stick together as a gang.

You have four main points to consider: where? when? what? how?

Where?

It is not necessary and perhaps it is not even desirable to have the Patrol meetings indoors. It shouldn't be difficult to find some outdoor spot where you can have your meetings. The back-yard or corner of the garden. In a large city you may be able to meet in a section of a playground,

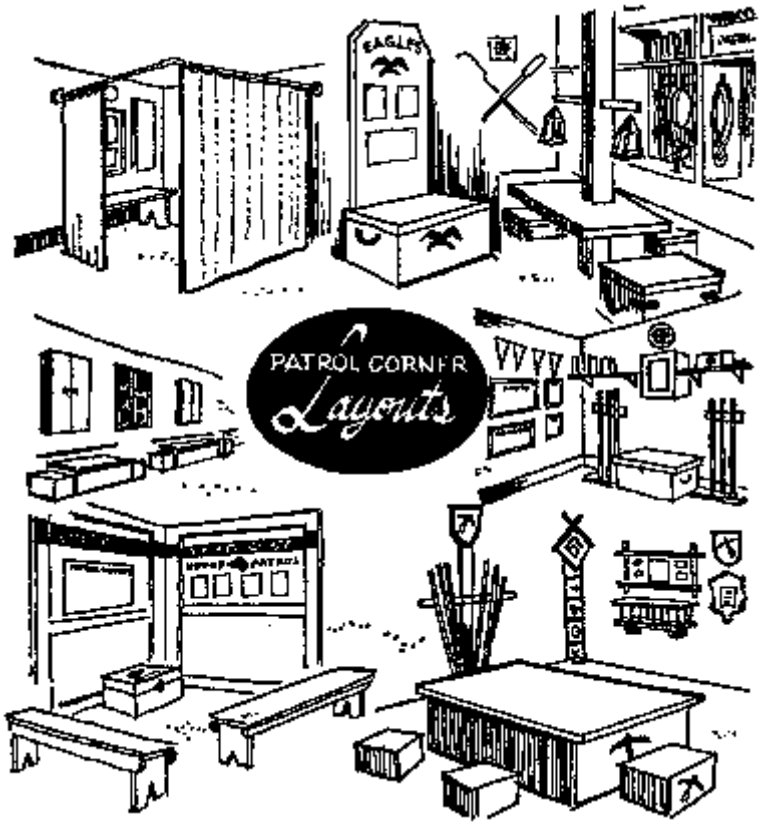
or somewhere in a city park. If you live in a small town, it should be easy for you to locate a place on the outskirts of town where you can get together for your meetings.

Some of your meetings, however, will probably have to be indoors. Start off by having them in the homes of the boys. You may invite them to your own home for the first indoor meeting and later arrange to rotate the meetings among the homes of the other Patrol members.

In addition to having some place to meet, there are two other good reasons for meeting in the different homes; you get to know the parents of your boys, and the parents get to know you and the other members of the Patrol. When the Patrol has become acquainted with all the homes, and the parents have come to know the Patrol members, then is the time to get ambitious and to think of a permanent place for your indoor meetings. A real Patrol will go all out to have a Den of it's own. It may not be much of a place – a small shack, a corner of a garage or a basement, a room in the attic or part of a loft. With such a place you'll keep your Patrol meetings humming with work on the Den – painting it, decorating it, making knot boards and charts and many other things to hang on the walls. In doing all of this, you will add to the spirit of your Patrol.

When?

Ideally, the Patrol should hold weekly Patrol meetings but, if for a very good reason the ideal cannot be achieved, you should hold at least two Patrol meetings a month.



Get together with your boys and settle on the best day of the week and the best time for your meetings.

First of all, pick a day that doesn't conflict with Troop meetings.

Any day of the week may be acceptable to your boys. Friday may be a specially good day – there is no homework to do and it's not just a matter of Friday evening – what about Friday afternoon? There is no law that says a Patrol meeting must be held in the evening. You also have all day Saturday – but that day is better used for hikes than for meetings.

When you have found the best time for your meetings, stick to that time. If it is decided that it's to be 7 o'clock on Thursday night, keep it 7 o'clock and every Thursday night in the future. In that way, there will not be any confusion. Your boys will know that Thursday evening is Patrol evening – their parents will know it, and everyone can plan accordingly.

Be punctual. Whatever the day or the hour, be punctual.

What?

What should the meeting contain? Perhaps this leads to another question – what do you expect to accomplish?

Look ahead: You want your Patrol to be the best in the Troop in regards to Scouting knowledge – that means training in all kinds of Scoutcraft. You want to be tops in Scout spirit – that requires imagination for firing the enthusiasm of the boys, and inspiring them. You want your boys to learn to do things – to work hard when there's work to be done, to play hard when play's the thing. And then, there will be Patrol business and planning for the future.

Patrol activities can be roughly divided into six categories:

1. Training for activities in which the Troop will be working.
2. Training for personal advancement.
3. Group interest activities, e.g., woodwork, hiking, model railroading, inventing gadgets, etc.
4. Straight fun, quizzes, non-athletic games.
5. Athletic games, hockey, swimming etc.
6. Good turns.

How?

You can line up all these activities into a beautiful programme, yet your Patrol meeting maybe a complete fizzle. It isn't just what goes into a meeting it's how the things are presented and how the meeting is run that count.

For a successful Patrol meeting, you'll need to pay attention to these four points:

1. The things you plan should be of interest to all the fellows.
2. Every Scout should have a definite responsibility to carry out.
3. The meeting should be planned so that each Scout learns something new.
4. Each part of the meeting should be short and snappy, and more things should be planned for than can actually be carried out.

Ingredients Of The Meeting

Have a short opening ceremony.

After this, do some checking, see who is in attendance and if you take Patrol dues at your Patrol meeting, check those off also. Don't spend too much time on this section of your programme however. If there is any correspondence or announcements, then this is the time to do it.



Coaching. This period is the most important of the Patrol meeting. It requires more advance preparation on your part than any other period of the meeting – because you can't coach unless you are thoroughly familiar with the subject yourself. Work it out with your Second and together line up the work and decide on your approach. Find out what coaching your fellows need, then look up the requirements and questions. Then have lots of demonstrations and practice. Have the fellows work in twos wherever possible.

Projects. This period of the Patrol may be occupied by a Scoutcraft project or a handicraft project. The Scoutcraft project is a logical follow-up to the coaching you have just given.

Handicraft Projects

You should always have a few handicraft projects lined up to work at during Patrol meetings. Some of these may be "quickies" that will take fifteen minutes to a half an hour or so.

Others will be more ambitious and will stretch over several meetings; making your own equipment, working on the den in some way.

Plans

Here is a chance to discuss your ideas for the future of your Patrol and to get the fellows enthusiastic. In all planning, remember that you are the leader, not the boss of your outfit. You are part of the Patrol – and so is every other fellow.

Plan ahead – but don't plan too far ahead. Know definitely what you are going to do for the next two or three months, and have a general idea of what you expect to accomplish after that but don't spend all of your time planning and dreaming of the Patrol's future. Decide on the things that are immediately ahead, get your Scribe to make a record of your decision – then swing into action.

Play

"All work and no play makes Jack a dull boy". It makes a pretty dull Patrol too.

That's why you need games and singing, yells and story time to put pep and fun into your meetings. If you've got a Cheermaster let him shine at this stage of the meeting.



There are all sorts of games that can be used, especially in small areas.

Singing. Learn new songs for the Troop campfires.

Develop half a dozen good ear-splitting yells and practice them often so that you can deliver them with pep and enthusiasm. After your formal section of the programme then have a closing ceremony.

Running A Patrol Meeting

You've already discussed with your fellows the kind of activities they want. Also, you know the training they need if they are to move ahead in the Troop. Now its a matter of picking that which will be of the greatest benefit to all the fellows.

You may run into the problem of having a number of boys just starting in Scouting. Other fellows in the Patrol may be on their way towards First Class. You need to keep everybody occupied and happy. So – use the buddy system. Have those who already know their Scouting teach the new fellows.

When you have chosen the different activities, the next step is to arrange them in an effective programme. Sit down with your Second, with a sheet before you and start filling in with activities you have decided to use. Then estimate the time you need for each of them. Jot down the approximate time for starting and stopping each activity. Such a schedule will help you to keep things moving.

Go back over the programme and figure out what preparations and what equipment will be needed.

For work in signalling, for instance, you may need to make up a buzzer, write out a few messages, have a paper and pencil on hand. Write out a list of equipment needed and make yourself and your Second or someone else in your Patrol responsible for bringing the different things.

The proof of the planning and preparations for a Patrol meeting is a meeting itself. Have everything ready in advance – then dive right into the programme.

It's an art to run a good meeting, but fortunately it is an art that can be acquired by any Patrol Leader who applies himself to it.



CHAPTER V

PATROL ADVANCEMENT AND TRAINING

One of your most important functions is to help every member of your Patrol advance in Scoutcraft. Your aim is to turn your gang into a first class Patrol. You can't do that with a bunch of Tenderfoots. Do your utmost to inspire each of your Scouts with the ambition to become First Class or better. A real Patrol Leader helps his Scouts through the Tenderfoot, Second Class and First Class requirements.

As with everything else in the Patrol, it's your example that counts the most. If you are out in front in advancement your boys will want to follow.

You are probably already a First Class Scout. If you aren't you need to get cracking. You can't teach your boys the Scout requirements unless you know them well yourself.

Get all the help you can from your Scoutmaster, your Assistant Scoutmasters, your Troop Leader as well as from experts outside the Troop.

The Requirements Of Scouting

Now, remember that the requirements are not something separate from regular Scouting.

Compare the Second Class requirements with the things you do on a Patrol hike, and you'll see that everyone of them is part of your hike activities. Compare the First Class requirements with the Patrol overnight camp, and you'll discover that they contain all the features of a good camp.

It's as simple as that; give your boys plenty of hiking and camping and they can't help advancing. Give them exciting Patrol life and they'll pick up all the skills they have to know to move up in grade.

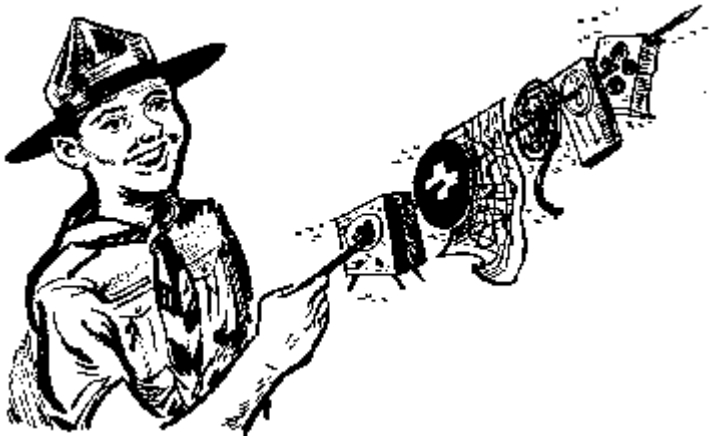
Know Where You Are

If you are the Patrol Leader of a gang of brand new boys, you know exactly where you are; you have to get them over the first hurdle – the Tenderfoot requirements. When they have mastered these, all of you can move along together.

However, you are more likely to have a Patrol who have reached various stages in Scouting. The first thing you have to do with them is to find out where each one stands. Make up a chart of the Patrol's advancement. Along the upper edge of a large sheet, write the requirements for Second and First Class. Along the left edge write the names of your Scouts and then check off the requirements that each Scout has completed. Then decide where to go from there.

Make It Natural

Make all the requirements part of the boys regular Patrol life. Remember the boys want to do things so don't use words if a picture can illustrate the point. Don't use a picture if you can demonstrate the point. Don't use a demonstration if the boy can do the thing.



You have to use your imagination to turn some of the Scout requirements into action, but it can be done. Some requirements are best handled directly – by simply having the boys do them. Letting them use their own brains. You will help them best by letting them help themselves. Take fire lighting for instance. It's only by making a fire that a boy learns to build one. Let them start making fires themselves, then give them pointers as they go along.

If a direct method can't be used, try the demonstration – imitation method. Knot tying, signalling, first aid and many other scoutcraft skills are learned easily by this method. You simply lead the boys along in doing a thing. In knot tying, for example, give them ropes and let them follow your action as you tie a knot.

Eventually your boys will learn skills, but if you want to keep them in training, they have to make use of them regularly. You can use games to improve boys' speed and general ability in such subjects as knots, signalling, first aid and many other Scout subjects.

Competition in the Patrol adds to the excitement of keeping a subject alive.

But the best practice is the actual application of the skills on numerous Patrol hikes and camps.

Here are four points to follow in instructions: (1) Never give any instruction without showing its practical use. (2) Introduce competition games in connection with the instruction. (3) Set a time limit on each subject for the individual boy concerned. (4) Do not have a single slack moment for anybody.

The Golden Arrow Training

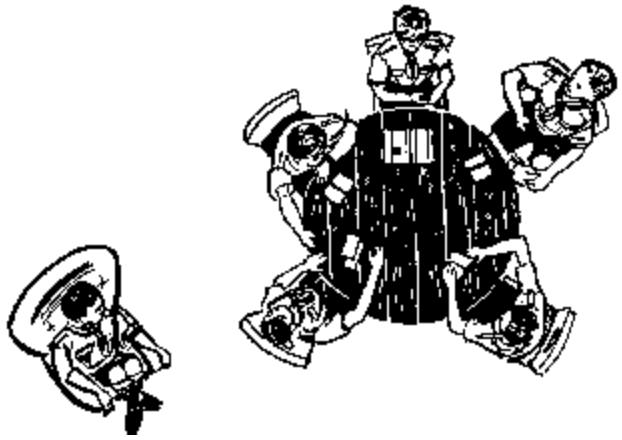
In order to help you, as a Patrol Leader, in doing your job efficiently and also to ensure that you are trained in the methods of instruction, the Golden Arrow Training Programme is available through your Troop and Scoutmaster.



In order to qualify to wear the Golden Arrow, a Patrol Leader or Second must:

(1) Have received instructions from his Scoutmaster in all essential aspects of Patrol Leadership. (2) Have satisfactorily participated in a Patrol Leader's Training Hike as outlined in the Patrol Leaders Golden Arrow Training booklet. (3) Have satisfactorily participated in a Patrol Leaders Training camp. (4) Have knowledge and ability above the general standard of his Patrol in any three Scouting skills and demonstrate his ability to instruct in these subjects. (5) Satisfy his Scoutmaster that Patrol meetings of not less than 30 minutes each are being held regularly to the benefit of the Patrol. (6) Satisfy his Scoutmaster that he led his Patrol in camp for a period of at least 24 hours to the benefit of the Patrol. (7) Be recommended for the Patrol Leader Golden Arrow Badge by the Court of Honour and his Scoutmaster.

If you have not as yet received Patrol Leader training, talk it over with the Scoutmaster and the Court of Honour immediately.



CHAPTER VI

Court Of Honour

The moment you took over your Patrol you became not just one leader, but two. A Siamese twin! You became the leader of your Patrol. But, at the same time, you became a leader in your Troop, with the duty of sharing in the task of running the Troop.

With your Patrol Leader's badge and stripes goes the privilege of being a member of the Court of Honour.

In this Court of Honour, you meet with the other Patrol Leaders, at regular intervals, to plan the activities of the Troop and to discuss and solve Troop problems.

At the Court of Honour you have the chance to express the aims and hopes of your Patrol, to explain what it is doing and what it expects to do. Here also, you receive the guidance and help you need to conduct your Patrol affairs and train your boys.

In the Court of Honour you pick up inspirations for making your gang into the best possible Patrol. Here you'll discover that by running a good Patrol that takes an active and loyal part in Troop life, you are helping to make your whole Troop good.

Who Attends?

All the Patrol Leaders and the Troop Leader (if there is one) are there. The Scoutmaster may be present as an advisor and guide. Assistant Scoutmasters and Seconds may also be there to join in the planning.

The Court of Honour is a business meeting, in every sense of the word, and should be conducted along formal lines. A Chairman, Secretary and Treasurer are necessary and these positions are filled by election from the Court of Honour members.

These positions are not permanent and elections should be held each year, usually in the Fall, and everyone should get the opportunity to try his hand in one of these positions.

Meetings Of The Court Of Honour

To be effective the Court of Honour should meet regularly. Many Troops find that a short meeting following the regular Troop Meeting each week is satisfactory. This plan with a longer meeting once a month has also proved valuable. The longer meeting away from the regular Troop meeting gives the Court of Honour a chance to discuss problems more fully and to plan events in detail.

It is up to each individual Court of Honour to set its own time. In order to save time and get right down to business the Chairman and the Secretary should draw up an agenda and follow it. Here's how a typical Court of Honour Meeting might go:

The Troop Leader is Chairman. He calls the meeting to order and takes the roll.

The Secretary reads the minutes of the last meeting. They are short and to the point. The Patrol Leader of the Foxes moves the minutes be accepted as read. "All in favour", say 'Aye'.

From here we go to unfinished business. This might cover items such as the Scoutmaster reporting that he has located a nature expert to go on the next hike with the Troop. Someone else reports on current waste paper prices. One after another some of the members report on projects assigned to them at previous meetings.

Now they turn to planning for the month ahead. The long range plans have already been made and now is the time for putting the plans into action. The theme is "Exploring".

Suggestions are offered for an exploration hike. A number of spots are suggested, discussed and finally one is decided upon by majority vote. Special emphasis will be laid on compass, map reading and orienteering.

The discussion continues. This project calls for plenty of planning and training. Slowly the programme for the next few weeks takes shape: demonstration in use of compass – map study – indoor and outdoor games involving compass work – checking hike equipment – hike menus – food lists. A whole pile of things to do at Troop and Patrol Meetings until the big event comes off.

The P .L.'s make notes. Here's something to get his Patrol excited about.

New Business! This is the time for other decisions to be made.

A question of policy comes up. The Troop has been asked to sell tickets for a carnival – a request courteously refused. Another request for Scouts to serve at a church concert. Accepted.

A first aid course coming up in the District soon. Any of the Patrols interested?

Other items come up for decision, are ruled on, assigned to someone to look into or arrange for.

Now each Patrol Leader has an opportunity to stand up before the Court of Honour and report on his Patrol's activities since the last meeting – what meetings it has held, what service projects it has undertaken, which boys have advanced. Everything that shows the progress of his Patrol.

Now the Scoutmaster has an opportunity to say a few words and then the Court of Honour meeting is properly adjourned.

Short, interesting meetings that show progress and keep all the members on their toes are the thing. As a member of the Court of Honour you should contribute to the discussions and join in on the planning. Remember you are there to represent the thinking of your Patrol and to present their ideas. You are not serving them well if you take a back seat and do not actively participate.

The Job Of The Court Of Honour



The Court of Honour is the governing body of the Troop. It is responsible for:

(1) Guarding the honour of the Troop. This is the Court of Honour's first and most important function. You as a Patrol Leader must have a sense of responsibility, both personal and corporate, for tradition and honour. A Troop without honour and a sense of its responsibilities will not contribute anything worthwhile to the development of its individual members, or to the Movement as a whole.

The Court of Honour and the Patrol Leaders who form it, must set the highest standard possible in regard to smartness, courtesy and general efficiency. The joint example of the Patrol Leaders will do more than anything else to develop the right spirit in the Troop.

All new recruits should come before the Court of Honour before they join, so that the traditions of the Troop and the function of the Court of Honour may be explained to them. They should also be told what will be expected of them in return for the privilege of joining the Troop. Membership is a privilege – don't let any boy think that he can treat it lightly.

Before any boy may be tested for a proficiency badge he should first get the approval of the Court of Honour. There is more to the earning of a badge than the mere passing of the technical requirements. The Court of Honour, through the Scout's Patrol Leader, should be reasonably sure that the boy is ready to pass the technical requirements (saves wasting examiner's time) and that he has displayed the right spirit and amount of effort in preparation. For instance some boys may be selfish and work for badges for themselves to the neglect of their duties to their Patrol, or a boy may be ready for his First Class but making no effort to live up to his Scout Promise. If it is evident that a boy is not ready, he must be told so, and why. He should be presented with a challenge which will encourage him to make up his deficiency and go on to earn the badge.

Most disciplinary action can, and should be performed by the Patrol Leader concerned – usually after consulting with the Scouter. Occasionally however, a more serious problem may arise and the Court of Honour asked to consider the matter. A defendant should be given a chance to state his case before the Court, who will then decide the necessary disciplinary action – if any.

(2) Programme Planning. As a result of a Patrol-in-Council each Patrol Leader brings the ideas and wishes of his Patrol to the notice of the Court of Honour. These are discussed and those receiving majority votes are put forward as programme material. In this way the type of Troop programmes are built which the majority of boys want.

This is real democracy. The Patrol Leader has to learn to represent his Patrol and to put their case forward even though he may not agree with it personally. He has to persuade his Patrol to back up loyally any decisions of the Court of Honour, even when they are contrary to their own wishes. He must learn to accept success or defeat with equanimity.

Programme Planning should be achieved in three stages – Long Range, Short Range and Immediate Planning.



Long Range Planning consists of setting up objectives to be achieved during the coming year, noting special events scheduled to occur and developing general themes and ideas which will help the Troop achieve its objectives.

Long Range Planning must not become too large or involved – too many items or too much detail at this stage will cause congestion and confusion. If you plan too many things over which to spread enthusiasm, you may well end up indifferent to them all. Long Range Planning is best

done in the period July-August and the ideal place is Summer Camp when a special event can be made of it. Then, at the last camp fire, the Troop can be let in on some of the adventures in store, so they can look forward to something special.

Short Range Planning is the main business of the special monthly Court of Honour. Here the Long Range Plan is taken and expanded to cover the immediate future, usually the period of the next three months. More details are added; possibly additional objectives are included, dates are fixed and organizing responsibilities are allocated. Programmes for the immediate month are put into outline shape.

Immediate Planning is done by the person or persons responsible for the activity. Most immediate planning will be done by the Scouters using the Short-Range Plan submitted by the Court of Honour as a basis. However, the Court of Honour should take on given activities to organize from time to time. Last minute suggestions for final plans will be put forward at the weekly Court of Honour meetings.

A few minutes should also be taken at the weekly Court of Honour to analyze the last programme, to learn by mistakes, note what was popular and to make necessary adjustments in the coming programmes.

In addition to programme planning Patrol Leaders should be accustomed to running Troop meetings and the troop should be accustomed to their doing so. In this way, if a Scouter is unable to attend a meeting, the Patrol Leaders can take over without any problem or unusual comment. During a Troop meeting (but not necessarily every Troop meeting) each Patrol Leader should be responsible for an activity, which he will prepare and run by himself. Occasionally, Patrol Leaders should run an entire meeting by themselves.

(3) General Administration. A Court of Honour also looks after the administration of Troop funds (weekly dues). It is responsible for the proper maintenance of all Troop equipment and any general decisions affecting the Troop.

Court Of Honour Code

As a valuable aid to establishing and maintaining a tradition of sound Court of Honour operation, it is strongly recommended that each Troop adopt a Court of Honour code. This code should be visible at each meeting of the Court of Honour and should be used or presented in card form to each Patrol Leader at the time of his investiture as a Patrol Leader. It would serve as a guide to the job he has to do, a constant reminder of the responsibility which he has to discharge. Here is a suggested code, use it or write your own but be sure to keep it simple and to the point.

The extent to which a Court of Honour can be left to itself depends on the experience and training of the Patrol Leaders. Patrol Leaders need as much training and guidance for their work with the Court of Honour as they do for skills, and the wise Scouter will always be feeding ideas and suggestions to stimulate their imagination. Remember the Scoutmaster is the catalyst who stimulates the action of his Patrol Leaders. The Court of Honour represents the hub from which

action in the Patrol System stems. Thus it is evident that a Troop can only be as good as its Court of Honour.

Here is a suggested Code, use it or write your own but keep it simple and to the point.

COURT OF HONOUR CODE

It is the duty of each member of this Court of Honour:

(1) To set a good example in living the Scout Promise and Law.
(2) To uphold the Honour and Tradition of the Troup.
(3) To consider the wishes of his Patrol before his own.
(4) To be fair and just in making all judgments.
(5) To abide cheerfully by the decision of the majority.
(6) To respect the secrecy of the Court of Honour discussions.
(7) To loyally assist the Scouters in the efficient operation of the Troop.



CHAPTER VII

THE PATROL OUT OF DOORS

You want your gang to become a real Patrol – and only a hiking Patrol is a real one.

We can break hikes generally into two classes. One – where you don't want to be tied down by fire making and cooking. This may be because you have other specific training to do such as signalling, tracking, nature lore or pioneering and want to use every minute of your time for that purpose or maybe your hike will take you through territory where fire building isn't permitted. Or

you may have another good reason for making short work of the eating business. Anyway, on this type of a hike you bring along prepared food that can be eaten quite quickly and requires little clean up afterwards. This hike is planned for simple, quick meals.

The other type of hike is where fire building and cooking have a prominent place in the program. It is easy to see that fire increases your responsibility as a Leader, and that cooking means more planning and preparation before you set out. On the first few hikes of this variety let your boys prepare their meals individually. This will train them for their Second Class cooking requirement. Later, your Patrol will want to go in for real Patrol cookery to prepare for camping, with the boys taking turns in cooking the meals for the entire Patrol.

Planning The Hike

Let's go through the necessary planning for Patrol Hike. What do we want to do? For every hike you need to have a definite objective. Check on your advancement on your Progress Chart and see where weaknesses in the Patrol lie. Then set about growing your hike around that weakness. Where? – If your Patrol organization is working already, you'll turn to your hike-master for recommendations as to where to go. If you don't have a hike-master, put the same question to all the boys in the Patrol, then weigh the suggestions and decide on the route and place that will best fit the object of the hike.

Here are a few general hints:

If your Patrol is new, make a hike short. Two or three miles out and the same distance back will be enough. If there is bus service available you may decide to go by bus to a certain place from which a short hike will bring you to a suitable spot.



Later on, increase the amount of walking. It's all a matter of training.

A good rule to follow is this: Keep away from main highways. They are dangerous, they have few beauty spots and hiking on a concrete surface is tiring.

When? – In most cases the answer to this question is Saturday or some holiday. You can start out early in the morning and need not return before night. There's no school homework waiting for you. Everybody's mind is free – everyone's ready for adventure and a good time.

For a half day hike, Friday afternoon after school, is good. Then there is Sunday, if the boys can't make it on a weekday. In the matter of Sunday hikes you need to know and follow the Boy Scouts Association policy on Sunday activities.

If your boys have fulfilled their religious obligations and if your Scoutmaster and your boy's parents approve, you may undertake a Sunday afternoon hike.

How? – This gets you into the actual preparation for the hike. You have to find out about transportation, decide on equipment and figure out expenses.

You must inform the parents and your Scoutmaster of Patrol hikes – Where you are going and when you expect to return.

If you intend to start your hike well out of town you need to check on bus, street car or even railroad transportation. If you have the real co-operation of the parents, you may be able to line up a couple of family cars to take the Patrols to an appropriate starting point.

If your Patrol den is conveniently located, you will want to start your hike from there. If not, the home of one of the Scouts may prove to be the best place for assembling. If you are going by bus or train, the smartest trick may be to meet at bus stop or railroad station.

Transportation costs money. So, before the gang decides on any extensive hike that involves cost of transportation, he had better make sure that all the boys can afford the trip.

For your first hikes, each Scout brings his own food from home.

Final Plans

The hike has been discussed. The whole gang has been in on the decision. Now it's up to you as a Patrol Leader to sum up what has been agreed upon and get the last few details straightened out.

Be sure that all your boys have everything down pat – when to meet, where to meet, what to bring. No, they won't remember it all, unless they write it down. Insist that they jot down the details on a slip of paper or in their notebooks.

Just one more thing and you're all set: before starting out, get together with your Second and make up a short programme for the day. That will help you get the greatest possible results out of your hike.

Patrol Camping

Your Scouts will like their hiking, but the experience they look forward to the most, from the day they become Scouts is – camp.

One of the greatest things you can do as a Patrol Leader is to turn your Patrol into a camping Patrol, with each Scout a trained camper. This takes time.

Camping is really just advanced hiking. It takes more planning and more equipment.

After you have conducted several one day hikes, then comes the greatest adventure of all – the week-end camp. It is planned in exactly the same way as a hike, but much more equipment is needed. Certain standards are required of the Patrol Leader before he takes his Patrol on an overnight camp. To mention a few:



1. You must be a First Class Scout.
2. You must have had camping experience under other leaders.
3. You must have conducted successfully several one day hikes, where meals were cooked by your Patrol.
4. You must have the permission of the property owner to make camp, light fires, etc.
5. You must submit your complete programme for the approval of your Scoutmaster.
6. You must have the consent of the parents of each boy.

If your camp includes a Sunday, it is also necessary to secure the co-operation of the church authorities. Some Patrols have done this by inviting the minister to conduct a Scout's Own, at such an hour as will enable him to visit camp between church services. In other instances Patrols have enlisted the support of the church by asking the minister to draw up a simple service to be conducted by the Patrol Leader.

For your first week-end camp, you will probably find it helpful to have the Scoutmaster or Assistant Scoutmaster present, not to take charge, but simply to advise if things go wrong.

Having decided you can meet the necessary standards which your Scoutmaster demands, the next important item is equipment. Obviously, you must have tents, and you will need the kind which can be carried easily by the boys. You will have to decide at your Patrol meeting whether you prefer pup tents, each to accommodate two Scouts. Pup tents can be made so that each Scout carries half a tent on the hike. If you choose to have two tents for the Patrol naturally your Second will have charge of one tent and you, the other. Whatever you decide on, the important thing is that your Patrol should work for funds during the winter to buy your own tents or the materials with which to make them.

Cooking utensils can be borrowed from home until you are able to buy them for your own. Having got this far you are ready to plan your first camp. You should give some time at each Patrol meeting to the various details, and there are so many that you will naturally start a few weeks before the camp.

Site. Three important factors to be considered – shelter, water and wood.

When? This will depend on your Patrol. Some boys prefer a camp from Friday evening until Saturday night. There may be others in your Patrol who work on Saturdays, and who cannot leave until Saturday evening. Consider all the different angles.

How? You must first organize your Patrol for camp, so that on arrival at the site everyone has a job to do. Broadly, you will divide your Patrol in two parties. You will take one half of the Patrol and prepare the first meal, gather firewood, etc., and the Second with the other half of the Patrol will erect the tents, dig the grease pits, etc. There are other items which need careful planning such as personal equipment, Patrol equipment, menus.

In all your planning keep in mind the weight of your equipment and foodstuffs. Eliminate unnecessary things, and divide the load amongst the Patrol with due regard for the difference in size and strength of the boys.

Finally, conduct your Patrol camp just as a good Troop camp would be conducted; rising at the proper time, tent inspection, rest period, Sunday observances, lights out; all must be carried out strictly according to your plans. Great care must be taken with swim periods. The area you are to swim or boat in must have the approval of your Scoutmaster. This is important so that proper water safety precautions may be observed. See P.O.&R. Rule 391. Do not, under any circumstances, allow anyone to swim alone, no matter how proficient he may be.

Leave your campsite showing no signs of occupation and thank the owner.

THE PATROL GOES TO CAMP

The Founder, Baden-Powell, said “Camp is a Scoutmaster’s great opportunity”. It is the Patrol Leader’s great opportunity also if the Camp is operated on the Patrol system. Only in

Camp do Scouts live together under the complete influence of the Scout programme for any continuous length of time. Under these conditions the Patrol can really grow both in spirit and in technical advancement.



In Camp the Patrol operates entirely on it's own – whether it succeeds or fails depends on its previous training, your ability, and the spirit which prevails among the Patrol members.

Training For Camping

Training for camping begins as soon as a boy joins the Patrol. At Patrol meetings and on Patrol hikes he learns the basic skills that he will need, not only to be able to camp, but to live comfortably and enjoyably in camp.

Short Term Patrol Camps

The preparation and operation of Patrol weekend or short term camps is pretty well the same. The goal that you should aim for is to be able to take your Patrol on your own to camp.

Patrol camps are planned by the Patrol-in-Council. There you discuss the programme, the menus, transportation and the Patrol Treasurer will collect the allocated to members of the Patrol. Usually the Patrol Leader will make up the final programme, possibly the Patrol Cook and another will draw up the menu and purchase the stores. Patrol Quartermaster will organize the equipment, someone else will arrange the transportation and the Patrol Treasurer will collect the necessary camp fee and provide the funds for purchasing food and incidentals.

Naturally you, as Patrol Leader will submit all plans for the camp to the Scoutmaster and discuss these plans with him thoroughly. No Patrol may go to camp without the Scoutmaster's permission.

Arriving in camp, the Patrol will set up its own self-contained camp including sleeping tent, store tent, kitchen, dining area, latrine and ablutions arrangements. The Patrol Leader is in complete charge of his Patrol and responsible for discipline and organization.

Long Term Or Troop Camps

Troop Camps are planned by the Court of Honour in conjunction with the Scouters. Original planning for the annual Summer Camp should take place nine to ten months prior to

Camp being held. The selection of good camp sites is part of the training of a Scout so whenever possible the Court of Honour should visit the sites so that they may learn and have the opportunity to express their own choice. Once the site is chosen then the Court of Honour should also select possible Patrol sites and make a map of the site to facilitate planning at home. Back at Troop Headquarters the copy of the map, together with any photographs or other relevant data, should be posted on the notice board to begin promoting the next summer camp. The Court of Honour will help in compiling menus and drawing up food orders and also with the programme. Camping with his Patrol gives each Scout identity as an important member of the team and the experience will develop his ability and self reliance. In a well organized Patrol there are no chores, because every boy has his responsibility and takes pride in seeing it through to a satisfactory conclusion for his pals. In this respect each Patrol Leader should draw up a roster for the daily routine so there is no likelihood of one or two boys being "joed" for the same jobs. Working for the Patrol and his pals is an important function in character building, therefore the practice of each boy doing his own washing up etc., is to be deprecated.

Many excellent books are available on camping and these should be studied by the Patrol Leader and the Patrol as a whole.



CHAPTER VIII

THE PATROL LEADER

So your Patrol is going to be a gang in the sense that it is going to keep together; physically by doing all sorts of things as a gang and in other ways by helping each other out of difficulties – in short, by acting as a team.

There are really three ways of leading, two of them poor ways and one very good. One of the poor ways is to have no leadership at all, that is a sort of perpetual muddling through. Nobody ever makes a suggestion, nobody ever makes a decision, and nobody, in fact, does any leading at all. This method is quite hopeless. The Patrol Leader is showing himself quite unwilling and unfit to have any responsibility. This sometimes grows up out of a desire to try to be nice to everybody and every Leader who is worth his salt must realize that it is not possible to please all of the people all of the time. So long as you can please some of the people most of the time that will be all right.

The second poor way is the dictatorship method of leadership, where the Leader never consults anybody, never asks for ideas, makes all the decisions himself, and even when it is obvious that he is wrong persists all the way through, saying in effect: "I am the Leader and you must do what I tell you, right or wrong." It is not a very effective method, because no Patrol or gang is going to follow for very long a leader who never consults anybody. No Patrol is going to last very long if it is constantly led into trouble, and usually, of course, the dictator Leader is not a good type and not the kind of person they want to follow.

The third and best, and perhaps the only way of leading in Scouting and, indeed, in life as a whole, is to lead by consent; that is, you, the Patrol Leader, are leading because your gang accepts you, respects you, and wants to be led by you.

To return for a moment to the matter of consulting other people. In a Patrol of eight it must always be remembered that you have eight different human beings, some of whom will be very good at some things and not very good at others, and even with quite young Scouts you will find that some, for example, show particular ability in cooking, or pioneering, or sailing, or woodcraft. Some will be more observant than others, some will have other senses more acutely developed. Your job as a Leader is to use the talents of your individual Scouts to help the gang as a whole.

Some of you will know the story of the Three Musketeers. They were, in a way, a kind of Patrol. Some of the things they did, perhaps, were not exactly models of what we should copy, but their motto of "One for all and all for one" is the kind of idea that a Patrol might well adopt. You may have heard this story about the strength of being united.

An old man, who had worked hard all his life and had built up a very fine business as a farmer, fell ill and realized that he would not live very long. He had three fine sons who had worked with him and in the main had followed his leadership and example very loyally, but they did not get on very well together, and the old man realized that after he was dead they would probably quarrel and the farm might be broken up and all the strength they had built up would be lost. This naturally worried the old man a great deal, because no one likes to feel that the thing he has worked hard to build is going to be lost. So one morning the old man sent for his three sons and they gathered round his bed. He took up from the floor a large bundle of thin sticks tightly tied together, sticks about four feet long and a quarter of an inch to half an inch thick. Now, the sons were very strong men indeed and, in fact, the two oldest were noted in the neighbourhood for their feats of strength. The old man handed the bundle of sticks to the youngest son and said: "I know you are not so strong as your brothers, but try to break these sticks." The youngest son took the sticks and tried very hard to break them, but without any success at all. The father handed the sticks to the second son, saying: "You are stronger: you try." The second son struggled and perspired very freely, but the sticks resisted all his efforts. And so to the eldest son, a very strong man indeed and very confident. He took the sticks and put them across his knee; he brought the full weight of his body to bear, but still the sticks resisted. The father then took the bundle of sticks and cut the cord which bound the sticks together. He gave a handful to each son and said: "Now break them," and with no bother at all each son broke his sticks. Then said the old man: "You see, my sons, whilst the sticks remained united even your great strength could not break them, but as soon as I cut the cords which bound them together they could no longer resist. I shall not be with you very much longer; make sure that when I am gone the cords of

brotherhood remain intact around you. United you will remain strong and will prosper; divided you are no stronger than one of these sticks and will fall."

In Scouting we have a rather unique cord that ought to bind all of us together, and especially the members of a Patrol. This is the Scout Law and Promise carried into action. Think of it as a cord which will strengthen all of us, a cord that we must accept gladly and unselfishly.

APPENDIX A

PATROL DEN, CORNER OR PATROL BOX

A Patrol Box should be light in weight and approximately 24" long x 18" wide x 12" deep with handles to facilitate carrying Patrol equipment from one place to another. Where there are no Patrol Dens or Corners, it serves as a place in which to keep Patrol equipment.

Pencils and paper, Crayons, Chalk
Patrol First Aid Kit, Practice bandages
Ropes for knotting and lashing, Carborundum stone
Signalling apparatus (buzzer, flags, lamps, etc.)
Ball and other small games equipment
Matches, Candle, Compass, Map of District
List of important addresses and telephone numbers, such as doctors, police, etc. Wall charts, Patrol progress chart
Cards showing the morse and semaphore codes
Patrol record book, Patrol logbook, Records, Trophies
"Tenderfoot to Queen's Scout", "Scouting for Boys"
"Boy Scout and Wolf Cub Proficiency Badge Reference Book"