

# LEADERSHIP

## LEADERSHIP IN SCOUTING, 23-1

### THE LEADERSHIP TEAM, 23-2

Solving Problems Among Leaders, 23-2

### RESPONSIBILITIES TO THE BOYS, 23-2

Setting a Good Example, 23-2

Career Education, 23-3

### CUB SCOUT LEADER QUALIFICATIONS AND RESPONSIBILITIES, 23-3

Chartered Organization Representative, 23-3

Pack Committee Chair, 23-4

Pack Committee, 23-4

Pack Trainer, 23-7

Cubmaster, 23-8

Assistant Cubmaster, 23-9

Tiger Cub Den Leader, 23-9

Cub Scout Den Leader, 23-10

Assistant Cub Scout Den Leader, 23-11

Webelos Den Leader, 23-12

Assistant Webelos Den Leader, 23-13

Activity Badge Counselor, 23-13

Cub Scout Den Chief, 23-13

Webelos Den Chief, 23-14

### HOW LEADERS CAN HELP DEN CHIEFS, 23-14

More Tips on Helping Den Chiefs, 23-15

### TROOP WEBELOS RESOURCE PERSON, 23-15

## LEADERSHIP IN SCOUTING

**S**couting is an association of boys, young men and women, and volunteer leaders. Scouting hopes to help young people grow to be responsible, resourceful members of their communities, their country, and the world. As a leader, you help Scouting to achieve this goal.

Leaders in Scouting work with boys and their families to improve the lives of their communities by enriching the lives of the families who live in them. Leaders help boys respect their homes and families and help families understand their boys better through doing things with them.

Cub Scout leaders take a positive stand in support of the family, and they take an active part in helping to strengthen those families and their boys by providing a fun-filled, worthwhile program that teaches values.

Successful leaders have

- Character
- Honesty
- Ability to guide and influence boys
- Energy
- Patience and tact
- A sense of humor
- A sense of purpose and direction

For a checklist to help leaders learn the traits and qualities that help them be effective in their positions, see “How Do I Rate as an Effective Leader?” in Appendix 1, page 34-10.

You were selected as an adult leader in the Boy Scouts of America because of your qualifications and your interest in the Scouting program. Being a Cub Scout leader, you have certain responsibilities to the organization.

### A Cub Scout leader must

- Accept and live by the purpose and aims of Scouting.
- Do his or her best to model the ideals of Scouting for the boys by personal example.
- Work to assure that a well-rounded, quality program is presented to the boys that meets their needs and is compatible with the purposes of Cub Scouting.
- Learn as much as possible about Cub Scouting and his or her responsibilities as a leader.
- Wear the official uniform to show support for the aims and methods of Scouting and to show membership in a worldwide movement.

Being a Cub Scout leader means more than an hour a week at a den meeting or an hour a month at a pack meeting. The den and pack programs must be planned. Detailed preparations must be made so that they will run smoothly. Consider that an hour of preparation time is needed for an hour of program. Crafts and special activities might take more time to prepare. Attending planning meetings, training courses, and monthly roundtables also takes time. The amount of time you invest in Cub Scouting will depend on your enthusiasm, dedication, and personal involvement. Usually, the more time you spend, the better the program the boys receive.

Your attitude will affect your success as a Cub Scout leader. A confident and enthusiastic attitude is of great benefit. Other people will be infected by your enthusiasm. You can inspire others to believe in you, to work with you, and to follow you. Throw yourself wholeheartedly into your Cub Scouting responsibilities. Be optimistic. Plan your work, and then work your plan. Your actions will tell other people how you feel about Cub Scouting.

## THE LEADERSHIP TEAM

As a Cub Scout leader you are part of a pack leadership team that includes the Cubmaster, assistant Cubmasters, pack committee chair and members, pack trainer, Tiger Cub den leaders, Cub Scout den leaders and assistants, Webelos den leaders and assistants, and den chiefs. The importance of the team approach to leadership in the den and pack can't be overemphasized. No one person can do the job successfully alone.

Recruiting, training, and planning are a combined effort of the leadership team. Communication, training, involvement, and planning are necessary for leaders to work together in the team. At least monthly, the pack leaders need to meet and plan the program. See Chapter 24, "Program Planning," for detailed information on the planning meetings that need to be held to implement the pack's program.

### Solving Problems Among Leaders

Sometimes within the leadership team problems may occur among the leaders as they try to communicate and manage the program. If problems do occur among the leaders, here are some tips to help unify the team.

### Problem-Solving Tips

- Remember that the boys are the most important part of the program.
- Care about the people involved and seek their best interests.
- Identify the problem. Make sure you have the facts.
- Face the problem. Don't ignore it in hopes that it will disappear.
- Recognize the real source of the problem.
- Be willing to listen to all sides and viewpoints.
- Be tolerant and forgiving. Seek to strengthen rather than to weaken relationships.
- Decide what can be done to solve the problem and act on the decision.
- Learn from the problem and see how that knowledge can help your program.

## RESPONSIBILITIES TO THE BOYS

Cub Scout leaders have certain responsibilities to the boys. Each leader should

- Respect boys' rights as individuals and treat them as such.
- See that boys find the excitement, fun, and adventure that they expected when they joined Cub Scouting.
- Provide enthusiasm, encouragement, and praise for boys' efforts and achievements.
- Develop among the boys a feeling of togetherness and team spirit that gives them security and pride.
- Provide opportunities for boys to experience new dimensions in their world.

### Setting a Good Example

Scout leaders may become role models for boys. A leader's example can have a profound effect on a boy. Here are some suggestions to help you set a good example as a leader:

- Be fair and honest. You will earn the respect of the boys in this way. No amount of ability, knowledge, or wisdom will make up for a lack of respect.

- Don't hesitate to admit when you don't know something. Offer to help find the answer, and then do it. Boys respect honesty and learn from it.
- Be on your good behavior at all times and remember that you're an adult. Act like an adult. Follow the Golden Rule.
- Be courteous. Good manners never go out of date. Good manners show that you care.
- Be punctual. Start meetings on time. When the boys see that you stick to a time schedule, they will be encouraged to arrive on time so that they won't miss any of the fun.
- Be well-groomed. Appearance is important because the way we dress influences our feelings and actions. Smartly uniformed dens and packs have fewer behavior problems and operate more efficiently than dens and packs in which boys are dressed sloppily.
- Be dependable. Keep your word. Let the boys know that they can count on you to do what you say.
- Live by the Cub Scout Promise and Law of the Pack. Do your duty to God and country. Be faithful in your religious duties, follow the law, be appreciative, and always "do your best."

## Career Education

Through Cub Scouting boys can become aware of career possibilities. Career education can help young people develop skills they need to get along with others and to become productive members of society. Career education recognizes the need for a realistic understanding of the qualities important to personal success.

Cub Scouting provides opportunities for boys to see and experience possible careers and vocations. Den and pack tours of industry, business, and community organizations offer opportunities for boys to see people in action, doing their jobs. Many of the achievements, electives, and activity badges are related to jobs people are performing today. Boys can ask questions, collect information, and gather ideas for a potential career while participating in a program of fun.

## CUB SCOUT LEADER QUALIFICATIONS AND RESPONSIBILITIES

Several leadership positions are necessary for a Cub Scout pack to function properly and successfully. (See the Pack Organization Chart on page 7-1.) Descriptions of the leadership positions related to Cub Scouting are provided here.

The citizenship requirement listed in the leadership positions is understood as follows:

"For citizens of the United States, individuals serving in any official relationship with the Boy Scouts of America shall subscribe to the statement of religious principles, and the Scout Oath and Law.

"Adults who are not citizens of the United States, but who reside within the country, may register with the Boy Scouts of America in any capacity if they agree to abide by the Scout Oath and Law, to respect and obey the laws of the United States of America, and to subscribe to the statement of religious principle."

(Article VIII, Section 2, Clause 1 of the *Rules and Regulations of the Boy Scouts of America*)

## Chartered Organization Representative



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is a member of the chartered organization other than the unit leader or assistant unit leader. Is appointed by the chartered organization to serve as its official Scouting representative and is registered as an adult leader of the BSA.

**Responsibilities:** The chartered organization representative's responsibilities are to

- Help select the right leadership for the unit.
- Encourage unit leaders and committee members to take training.
- Promote well-planned unit programs.
- Serve as a liaison between the units and the organization.
- Organize enough units.
- Promote the recruiting of new members.
- See that boys transition from unit to unit.
- Help with the charter renewal.
- Suggest Good Turns for the organization.
- Encourage the unit committee to hold meetings.
- Cultivate organization leaders.
- Encourage outdoor program activities.
- Emphasize advancement and recognition.

- Utilize district help and promote the use of district personnel and materials.
- Use approved unit finance policies.
- Encourage recognition of leaders.
- Cultivate resources to support the organization.
- Represent the organization at the council level.

The chartered organization representative is the direct contact between the pack and the chartered organization. This individual is also the organization's contact with the district committee and the local council. The chartered organization representative may become a member of the district committee and is a voting member of the council. If the chartered organization has more than one unit, one representative serves them all.

## Pack Committee Chair



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is appointed by the chartered organization and registered as an adult leader of the BSA. Is a person of good character, familiar with organization procedures, with a deep concern for the pack's success. Preferably is a member of the chartered organization, respected in the community, who shows the willingness and ability to be the Cubmaster's chief adviser.

**Responsibilities:** The pack committee chair's job is to

- Maintain a close relationship with the chartered organization representative, keeping this key person informed of the needs of the pack that must be brought to the attention of the organization or the district.
- Report to the chartered organization to cultivate harmonious relations.
- Confer with the Cubmaster on policy matters relating to Cub Scouting and the chartered organization.
- Supervise pack committee operation by
  1. Calling and presiding at pack leaders' meetings.
  2. Assigning duties to committee members.
  3. Planning for pack charter review, roundup, and reregistration.
  4. Approving bills before payment by the pack treasurer.

- Conduct the annual pack program planning conference and pack leaders' meetings.
- Complete pack committee Fast Start Training and Basic Leader Training for the position.
- Ask the committee to assist with recommendations for Cubmaster, assistant Cubmasters, Tiger Cub den leaders, Cub Scout den leaders, and Webelos den leaders, as needed.
- Recognize the need for more dens, and see that new dens are formed as needed.
- Work with the chartered organization representative to provide adequate and safe facilities for pack meetings.
- Cooperate with the Cubmaster on council-approved money-earning projects so the pack can earn money for materials and equipment.
- Manage finances through adequate financial records.
- Maintain adequate pack records and take care of pack property.
- If the Cubmaster is unable to serve, assume active direction of the pack until a successor is recruited and registered.
- Appoint a committee member or other registered adult to be responsible for Youth Protection training.
- Provide a training program for adult family members.
- Develop and maintain strong pack-troop relationships, sharing with the troop committee the need for graduations into the troop.
- Work closely with the unit commissioner and other pack and troop leaders in bringing about a smooth transition of Webelos Scouts into the troop.
- Help bring families together at joint activities for Webelos dens (or packs) and Boy Scout troops.
- Support the policies of the BSA.

## Pack Committee



Every pack is under the supervision of a pack committee. This committee consists of a minimum of three members.

**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is selected by the chartered orga-

nization, and is registered as an adult leader of the BSA. One of these is designated as pack committee chair.

Obviously, with a committee of three, members must assume responsibility for more areas of service than with a committee of seven or more, where the responsibilities can be divided among the members. Although packs can and do operate with a minimum of three committee members, experience has shown that a larger committee generally ensures a stronger, more stable pack and is better able to perform all the required functions to ensure a successful pack program. It is also a way of involving more pack families in meaningful service to the pack.

**Responsibilities:** Regardless of the size of the pack committee, these responsibilities must be performed:

- Make recommendations to the chartered organization for final approval of pack leadership.
- Recruit the Cubmaster and one or more assistant Cubmasters, with the chartered organization's approval.
- Provide adequate and safe facilities for pack meetings.
- Coordinate the pack's program and the chartered organization's program through the chartered organization representative.
- Help with pack charter renewal.
- Help stimulate the interest of adult family members through proper programming.
- Supervise finances and equipment.
- Work closely with the Cubmaster.
- Ensure that all Tiger Cubs, Cub Scouts, and Webelos Scouts receive a year-round, quality program.
- Complete pack committee Fast Start Training and Basic Leader Training for the position.
- Conduct, with the help of the Cubmaster, periodic training for parents and guardians.
- Cooperate with other Scouting units.

A strong pack committee will have individual members assigned to such areas as record keeping and correspondence, finances, advancement, training, public relations, and membership and reregistration. The pack committee chair decides how the responsibilities should be divided and gives committee members assignments. Here are details of the various pack committee functions.

### **Secretary**

- Keep informed of all Cub Scouting literature, materials, records, and forms to help leaders function effectively.

Help-new den leaders by telling them what resources are available.

- Acquaint den leaders with the contents of the *Pack Record Book* so that they will know how to supply the information that should be recorded there.
- Maintain up-to-date information on membership, leadership, attendance, and advancement in the *Pack Record Book*.
- Maintain an inventory of pack property.
- Handle correspondence for the pack. This may include writing letters of appreciation and requests for reservations, or ordering supplies through the local council service center.
- Keep notes on business conducted at pack leaders' meetings. Record only key items such as things needing follow-up or items for the history of the pack.
- Notify leaders of pack leaders' meetings and other activities.
- Provide den leaders with records and forms for meetings.

### **Treasurer**

- Help the pack committee and Cubmaster establish a sound financial program for the pack with a pack budget plan.
- Open or maintain a bank account in the pack's name and arrange for all transactions to be signed by any two of the following: Cubmaster, pack committee chair, secretary, or treasurer.
- Approve all budget expenditures. Check all disbursements against budget allowances, and pay bills by check. The pack committee chair should approve bills before payment.
- Collect dues from den leaders at the pack leaders' meeting, preferably in sealed den dues envelopes. Open envelopes in the presence of den leaders. Give receipts for these funds, and deposit the money in the bank account.
- Keep up-to-date financial records. Enter all income and expenditures under the proper budget item in the finance section of the *Pack Record Book*. Credit each Cub Scout with payment of dues. From time to time, compare the records with those of the den leaders to make sure they agree. Give leadership in developing a coordinated record-keeping system in the pack.
- Be responsible for thrift training within the pack. Encourage each den leader to explain the pack financial plan to each boy and his family so that boys will accept responsibility for paying dues and family members will be alert to opportunities for boys to earn dues money and develop habits of thrift.
- On the request of den leaders, sympathetically counsel with a boy who does not pay dues, determine the reason, and encourage regular payment. If the boy is unable to pay,

work out a plan with the Cubmaster and pack committee so that the boy can earn dues.

- Periodically report on the pack's financial condition at the monthly pack leaders' meeting. Make regular monthly reports to the pack committee at the pack leaders' meeting, and report to the chartered organization as often as desirable on the financial condition of the pack.
- Provide petty cash needed by leaders. Keep a record of expenditures.
- Guide the pack in conducting council-approved pack money-earning projects.

#### ***Advancement Chair***

- Have a working knowledge of the Tiger Cub, Cub Scout, and Webelos Scout advancement plans.
- Help plan and conduct induction and advancement recognition ceremonies.
- Arrange for Tiger Cub transition ceremonies with the Cubmaster and Tiger Cub den leader.
- Educate parents, guardians, and pack committee members in ways to stimulate Tiger Cub, Cub Scout, and Webelos Scout advancement.
- Arrange for Webelos graduation ceremonies with the Cubmaster, Webelos den leader, and Scoutmaster.
- Promote the use of Tiger Cub, Cub Scout, and Webelos Scout den advancement charts to record advancement in the den and as an incentive for advancement.
- Promote the use of den doodles as a stimulus for advancement.
- Collect den advancement reports at pack leaders' meetings for use when ordering badges and insignia from the local council service center.
- Promote *Boys' Life* magazine as an aid to advancement.
- Help build or obtain advancement equipment for use in making advancement ceremonies more effective.
- Promote the wearing and proper use of uniform and insignia.

#### ***Public Relations Chair***

- Stimulate pack service projects in the chartered organization, school, and community.
- Promote family participation in all pack events, such as blue and gold banquets, pack picnics, and other special events.

- Urge pack participation in appropriate programs of the chartered organization, such as the worship service on Scout Sunday or Scout Sabbath if the organization is a church or synagogue and Cub Scouts are members. Suggest ways of showing interest in the chartered organization's overall program.
- Publicize and promote pack participation in Scouting Anniversary Week activities.
- Circulate Tiger Cub, Cub Scout, and Webelos Scout recruiting fliers and leaflets to invite boys to join. Work with the pack committee to promote new membership. Let the people in the neighborhood know that a Cub Scout pack is available.
- Consider using a monthly or quarterly pack newsletter to inform families of pack plans, guide new parents and guardians in pack policies, and create a feeling of unity among members of the pack family.
- Provide pack announcements for regular release in the official bulletins, newsletters, Web sites, etc., of your chartered organization.
- Make use of the news media in publicizing pack events.

#### ***Outdoor Activity Chair***

- Help the Cubmaster plan and arrange for outdoor activities.
- Arrange for property, fire, and tour permits when required.
- Locate new picnic areas.
- Arrange for safe transportation when needed.
- Plan first aid for emergencies.
- Help Webelos den leaders plan Webelos overnight campouts. Help arrange for equipment, as needed.
- Arrange for Safe Swim Defense implementation for all outings involving swimming.
- Plan outings to help pack and dens qualify for the National Summertime Pack Award.
- Help inform parents and guardians about opportunities for family camping. Ensure that at least one adult has completed Basic Adult Leader Outdoor Orientation (BALOO) (see Chapter 33, "Cub Scout Camping") before any pack campout.
- Help promote day camp and resident camp opportunities.
- Be aware of BSA health and safety requirements and see that they are implemented.
- Know and carry out BSA outdoor program policy related to Cub Scouting. Review all activities to ensure that unit

leaders comply with BSA policies in the *Guide to Safe Scouting*.

### **Membership and Reregistration Chair**

- Prepare reregistration papers and an annual report to the chartered organization. Secure signatures and registration fees for the coming year.
- Ask the chartered organization representative to submit a charter application and annual report to the chartered organization for approval.
- Arrange for periodic uniform inspections with the unit commissioner. At least a month before charter expiration, also arrange for the annual membership inventory, a uniform inspection, and the annual charter review meeting.
- Help the Cubmaster and chartered organization representative plan and conduct the formal charter presentation.
- Conduct an annual census of boys in the chartered organization for systematic recruitment. Work with pack committee members to promote recruitment plans.
- Visit new families in their homes. Review with them the Bobcat requirements and “Parent Guide” in their son’s handbook. Emphasize the part that the family plays in their son’s advancement. Stress parent/guardian participation at all pack functions and see that new families are introduced and feel welcome at pack meetings.
- Work with the Cubmaster and pack committee to develop and carry out a plan for year-round membership growth.
- Work with the Cubmaster and pack committee to see
  - that eligible Tiger Cubs transition into a Wolf den at the appropriate time.
  - that eligible Wolf Cub Scouts or 9-year-old Cub Scouts transition into a Bear den at the appropriate time.
  - that eligible Bear Cub Scouts or 10-year-old Cub Scouts transition into a Webelos den at the appropriate time.
  - that Webelos Scouts and parents or guardians have a smooth transition into a Boy Scout troop.
- Work with the Cubmaster in following up on former pack members who are now Boy Scouts and potential den chiefs.
- Follow up on Cub Scout dropouts to help return them to full, active membership.

### **Friends of Scouting (FOS) Chair**

Some councils rely heavily on units to raise Friends of Scouting (FOS) funds. The following functions need to be performed:

- Build an organization to enroll family members and Cub Scout leaders in FOS.
- Enroll as a Friend of Scouting.
- For every five families in the pack, recruit one person as an enroller.
- Attend an FOS kickoff meeting.
- Enroll each enroller as a Friend of Scouting.
- Train enrollers.
- Conduct report meetings.
- Follow up until all FOS cards have been accounted for.
- Give recognition to contributors and enrollers.
- Work closely with the pack committee on public relations for FOS.

### **Pack Trainer**



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is registered with the BSA as a pack trainer. It is recommended that the pack trainer have at least one year of experience in a leadership position in Cub Scouting, preferably as a Cub Scout or Webelos den leader. Pack trainers should be trained at a district or council trainer development conference. The pack committee selects the pack trainer with the approval of the chartered organization. For new packs and those lacking experienced leaders, an experienced leader from the district training team or another pack may be appointed as pack trainer until the new leaders gain experience.

**Responsibilities:** The pack trainer is responsible for

- Conducting orientation of new families and pack leaders. (See Chapter 10, “Den and Pack Management.”)
- Encouraging pack leaders to attend leader-specific training, the basic course of training for adult leaders, beginning with New Leader Essentials and progressing to leader-specific courses for their positions.
- Helping with Unit Leadership Enhancements during pack leaders’ meetings.
- Encouraging pack leaders to attend ongoing training such as Youth Protection Training, roundtable, pow wow,

BALOO, Outdoor Leader Skills for Webelos Leaders, and Wood Badge.

- Remaining current with training material and program updates.
- Keeping track of pack training records.
- Encouraging den chiefs to attend Den Chief Training.

The goal of the pack trainer is to have 100 percent of the pack leadership trained in their position responsibilities. New leaders and adult family members should receive orientation within one week of joining the pack, and leaders should be encouraged to receive position-specific training within 30 days.

## Cubmaster



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Does not need to be an expert in all Cub Scout activities but should be a leader who is able to communicate well with adults as well as boys. Should be able to delegate responsibilities and set a good example through behavior, attitude, and uniform. Should believe in the values and purposes of Cub Scouting. Preferably a member of the chartered organization. Selected and appointed by the pack committee with the approval of the chartered organization, and registered as an adult leader of the BSA.

**Responsibilities:** The Cubmaster's responsibilities are to

- Conduct a pack program according to the policies of the BSA.
- Complete Cubmaster Fast Start Training and position-specific Basic Leader Training. Attend monthly roundtables.
- Plan and help carry out the Cub Scout program in the pack. This includes leading the monthly pack meeting, with the help of other leaders.
- Help the pack committee with a year-round recruitment plan for recruiting boys into Tiger Cubs, Cub Scouting, and Webelos Scouting.
- Know about and use the appropriate and available literature, including *Boys' Life* and *Scouting* magazines, *Cub Scout Program Helps*, and the *Webelos Leader Guide*.
- See that the pack program, leaders, and Cub Scouts positively reflect the interests and objectives of the chartered organization and the BSA.

- Work with the pack committee on (1) program ideas, (2) selecting and recruiting adult leaders, and (3) establishing a budget plan.
- Guide and support den leaders. See that they receive the required training for their positions.
- Help organize Webelos dens and encourage graduation into a Boy Scout troop.
- Help establish and maintain good relationships with Boy Scout troops.
- Maintain good relationships with parents and guardians. Seek their support and include them in activities. Involve male relatives such as uncles and grandfathers so that Cub Scouts will have additional male role models.
- See that Tiger Cubs, Cub Scouts, and Webelos Scouts receive a quality, year-round program filled with fun and activities that qualify the dens and pack for the National Summertime Pack Award.
- Guide Cub Scouts in goodwill and conservation projects.
- See that the responsibilities specified for the assistant Cubmaster are carried out.
- Help the pack committee chair conduct the annual pack program planning conference and the monthly pack leaders' meetings.
- Work as a team with the pack committee chair to cultivate, educate, and motivate all pack leaders and parents or guardians in Cub Scouting.
- Take part in the charter review meeting and annual charter presentation ceremony.
- Request den chiefs for all Cub Scout and Webelos Scout dens and, after selection, see that they are trained. Recognize the den chiefs at pack meetings.
- Conduct an impressive graduation ceremony for Tiger Cubs.
- Meet with the unit commissioner, Webelos den leader, and Scoutmaster to establish plans for the Webelos Scouts' transition to Boy Scouting.
- Help plan and conduct impressive Webelos graduation ceremonies involving parents and guardians, the Scoutmaster, the Webelos den chief, the Webelos den leader, and the troop junior leaders.
- Conduct impressive Arrow of Light Award ceremonies.
- Encourage high advancement standards from all Cub Scouts.



- Help bring families together at joint activities for Webelos dens (or packs) and Boy Scout troops.
- Support the policies of the BSA.

In general, the Cubmaster (sometimes referred to as the *unit leader*) is the guiding hand behind the work of other pack leaders and serves as program adviser to the pack committee. He or she is a recruiter, supervisor, director, planner, and motivator of other leaders.

The Cubmaster's main responsibilities are to

- Work directly with the pack trainer, Tiger Cub den leaders, Cub Scout den leaders, Webelos den leaders, den chiefs, and pack committee chair and members to make sure that all dens are functioning well.
- Plan the den and pack programs with the help of other leaders.
- Lead the monthly pack meeting with the help of others. Involve all dens in some way.
- Coordinate the total Cub Scout program in the pack.

Everything that the Cubmaster does is aimed at helping the individual boy. Securing strong leaders, planning den and pack activities, advising other leaders and adult family members—these are all ways in which the Cubmaster affects the kind of Cub Scouting each boy in the pack is offered. *The Cubmaster directly influences the lives of individual boys by keeping in mind that boys can become better through Cub Scouting.*

## Assistant Cubmaster



Every pack should have at least one assistant Cubmaster. In most packs, two or three will be helpful, allowing the Cubmaster to divide responsibilities.

**Qualifications:** Is at least 18 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. At least one assistant Cubmaster should be able to replace the Cubmaster's position in case of an emergency. Therefore, if a pack has only one assistant Cubmaster, he or she must be at least 21 years old. In packs with more than one assistant Cubmaster, one *must* be at least 21 and the additional one may be at least age 18. The assistant Cubmaster is recommended by the Cubmaster, approved by the pack committee and chartered organization, and registered as an adult leader of the BSA.

**Responsibilities:** An assistant Cubmaster's responsibilities (as designated by the Cubmaster) are to

- Help the Cubmaster as needed. Be ready to fill in for the Cubmaster, if necessary.
- Complete Cubmaster Fast Start Training and position-specific Basic Leader Training. Attend monthly roundtables.
- Participate in pack meetings.
- Supervise den chiefs and see that they are trained.
- Conduct the monthly den chief planning meeting for all den-leaders, assistant den leaders, and den chiefs to plan and coordinate weekly den meetings and pack meeting participation.
- Work with neighborhood troops that supply den chiefs and into which Webelos Scouts may graduate.
- Help inform pack leaders of training opportunities and arrange for them to attend training sessions.
- Work with the pack committee to develop and promote an ongoing plan for recruiting new boys.
- Work with the Cubmaster and pack committee on pack reregistration.
- Help with pack activities, such as dinners, derbies, bike safety workshops, service projects, etc.
- Work with the pack committee on outings to see that the pack and dens qualify for the National Summertime Pack Award.
- Participate in the annual pack program planning conference and pack leaders' meetings.
- Promote the religious emblems program.
- Support the policies of the BSA.

## Tiger Cub Den Leader



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Should be interested in and enjoy working with boys and be able to work with adults. Should be an experienced leader, but may be a parent or guardian of a boy in the den. Recommended by the Cubmaster after consultation with the parents and guardians of the Tiger Cubs involved, and approved by the pack committee and chartered organization. Registered as an adult leader of BSA.

**Responsibilities:** The Tiger Cub den leader's responsibilities are to

- Give leadership in carrying out the pack program in the den.
- Complete Tiger Cub den leader Fast Start Training and position-specific Basic Leader Training. Attend monthly roundtable meetings.
- Lead the den in its participation at pack meetings.
- Serve as den host or hostess for family members at the pack meetings.
- Work in harmony with other den and pack leaders.
- Help the Cubmaster (or assistant Cubmaster) and pack committee to recruit new boys.
- Coordinate shared leadership among the Tiger Cub adult partners in the den.
- Ensure that each Tiger Cub and his adult partner have the opportunity to be the host team, planning and executing the den activities, rotating responsibilities monthly.
- Make pack and den resources available to the host team, ensuring the completion of the den component of the Tiger Cub advancement requirements.
- Use *Boys' Life* and *Scouting* magazines, *Cub Scout Program Helps*, the *Tiger Cub Handbook*, and other Cub Scouting literature as sources for program ideas.
- Keep accurate records of den dues and attendance. Collect weekly den dues (optional) and turn them in to the pack treasurer at the monthly pack leaders' meetings.
- Maintain a friendly relationship with the Tiger Cubs and their adult partners.
- Encourage Tiger Cubs to earn advancement awards. Keep accurate advancement records and see that the boys receive recognition for their achievements.
- Stimulate the Tiger Cubs' imaginations on the program theme for the month, and work with the adult partners to prepare boys for participation in pack meetings.
- Promote the religious emblems program, as available to Tiger Cubs.
- Help the den and pack earn the National Summertime Pack Award.
- Take part in the annual pack program planning conference and pack leaders' meetings.
- Help set a good example for the boys through behavior, attitude, and proper uniforming.

- Help the Cubmaster or assistant Cubmaster provide a meaningful recognition ceremony for the transition of Tiger Cub dens as they enter Wolf dens at the end of the Tiger Cub year.
- Throughout the year, keep in mind the transition goal of moving the boys to the next level in Cub Scouting.
- Support the policies of the BSA.

The main responsibilities of the Tiger Cub den leader can be summarized as follows:

- Work directly with other den and pack leaders to ensure that their den is an active and successful part of the pack.
- Coordinate shared leadership among the Tiger Cub adult partners, ensuring that all adult partners help plan, conduct, and prepare for den meetings and Go See It outings on a rotating basis and that the den activities provide advancement opportunities for the boys in the den.
- Attend pack leaders' meetings.
- Lead the den at the monthly pack activity.
- Ensure the transition of Tiger Cubs into a Wolf den at the end of the year.

## Cub Scout Den Leader



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Should be interested in and enjoy working with boys and be able to work with adults. May be a parent or guardian of a boy in the den. Recommended by the Cubmaster after consultation with parents and guardians of the Cub Scouts involved, and approved by the pack committee and chartered organization. Registered as an adult leader of the BSA.

**Responsibilities:** The Cub Scout den leader's responsibilities are to

- Give leadership in carrying out the pack program in the den.
- Complete Cub Scout den leader Fast Start Training and position-specific Basic Leader Training. Attend monthly roundtables.

- Lead the den in its participation at pack meetings. Serve as-den host or hostess for den family members at pack meetings.
- Work in harmony with other den and pack leaders.
- Help the Cubmaster (or assistant Cubmaster) and pack committee recruit new boys throughout the year.
- Help train the den chief and guide him in working with Cub Scouts. See that he receives recognition for his efforts at den and pack meetings.
- Attend the monthly den chief planning meeting for den leaders, assistant den leaders, and den chiefs.
- With the assistant den leader, meet with the den chief and let him help plan den meetings and den activities; allow him to serve as den activities assistant.
- Provide meaningful jobs for the denner and assistant denner so that they can learn responsibility and gain satisfaction from their efforts.
- Use *Boys' Life* and *Scouting* magazines, *Cub Scout Program Helps*, the boys' handbooks, and other Cub Scouting literature as sources for program ideas.
- Collect weekly den dues and turn them in to the pack treasurer at the monthly pack leaders' meetings. Keep accurate records of den dues and attendance.
- Maintain a friendly relationship with Cub Scouts; encourage them to earn advancement awards. Keep accurate advancement records and see that boys receive recognition for their achievements.
- Stimulate the Cub Scouts' imaginations on the program theme for the month and help the den prepare its stunts and exhibits for the pack meeting.
- Promote the religious emblems program.
- Help the den and pack earn the National Summertime Pack Award.
- Help establish a close working relationship with the assistant den leader and den chief, functioning as a den leadership team.
- Develop and maintain a good working relationship and open communication with den families. Use their talents to help enrich the den program. Hold den adults' meetings as often as needed to get acquainted with family members and strengthen den operation.
- Involve den fathers, uncles, and grandfathers in outings and other den activities so that boys will have additional male role models.

- See that a leader is available for all den meetings and activities. Call on the assistant den leader to fill in when necessary.
- Take part in the annual pack program planning conference and pack leaders' meetings.
- Help set a good example for the boys through behavior, attitude, and proper uniforming.
- Support the policies of the BSA.

The main responsibilities of the Cub Scout den leader can be summarized as follows:

- Work directly with other den and pack leaders to ensure that their den is an active and successful part of the pack.
- Plan, prepare for, and conduct den meetings with the assistant den leader and den chief.
- Attend the pack leaders' meetings.
- Lead the den at the monthly pack activity.

## Assistant Cub Scout Den Leader



Each den should have at least one assistant den leader, and more if needed.

**Qualifications:** Is at least 18 years old, subscribes to the Declaration of Religious Principle, and agrees to abide

by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is able to perform the duties assigned by the den leader. Should be able to fill in for the den leader in case of an emergency. Recommended by the Cubmaster after consultation with the den leader, parents, and guardians of the Cub Scouts involved, and approved by the pack committee and chartered organization. Registered as an adult leader of the BSA.

**Responsibilities:** The assistant Cub Scout den leader's responsibilities are to

- Help the den leader as needed.
- Carry out the duties assigned by the den leader.
- Be ready to fill in for the den leader in case of an emergency.
- Help establish a close working relationship with the den leader and den chief, functioning with them as a den leadership team.

- Complete Cub Scout den leader Fast Start Training and position-specific Basic Leader Training. Attend monthly roundtables.
- Attend pack meetings and help as needed.
- Take part in the annual pack program planning conference and pack leaders' meetings.
- Attend the monthly den chief planning meeting for den leaders, assistant den leaders, and den chiefs.
- Work in harmony with other den and pack leaders.
- Support the policies of the BSA.

The assistant Cub Scout den leader shares the work of the Cub Scout den leader and may be called upon to serve as a family contact or record keeper, or to handle other details of den operation.

## Webelos Den Leader



**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Should be interested in and enjoy working with boys and able to work with adults. May be a parent or guardian of one of the boys in the den. Recommended by the Cubmaster after consultation with parents or guardians of the Webelos Scouts involved, and approved by the pack committee and chartered organization. Registered as an adult leader of the BSA.

**Responsibilities:** The Webelos den leader's responsibilities are to

- Give leadership to planning and carrying out a year-round program of activities for the Webelos den to achieve the purposes of Cub Scouting.
- Complete Webelos den leader Fast Start Training, position-specific Basic Leader Training, and Outdoor Leader Skills for Webelos Leaders. Attend monthly roundtables.
- Lead the den in its participation at the monthly pack meetings.
- Help establish a close working relationship with the assistant Webelos den leader and Webelos den chief, functioning with them as a den leadership team.
- Work in harmony with other den and pack leaders.
- Help the Cubmaster and pack committee recruit new Webelos Scouts.

- Help train the Webelos den chief and guide him in working with Webelos Scouts. Attend Den Chief Training with him. See that he receives recognition for his efforts at den and pack meetings.
- Attend the monthly den chief planning meeting for den leaders, assistant den leaders, and den chiefs.
- With the assistant Webelos den leader, meet with the Webelos den chief, and let him help plan Webelos den meetings and activities. Give him meaningful assignments.
- Provide worthwhile tasks for the Webelos denner so that he can assume some responsibility and gain satisfaction from his efforts.
- Use *Boys' Life* and *Scouting* magazines and the *Webelos Leader Guide* as resources for program ideas and information.
- Instill Scouting's spirit and moral values through personal example, ceremonies, and meaningful activities such as service projects.
- Promote the religious emblems program.
- Collect den dues and turn them in to the pack treasurer at the pack leaders' meeting. Keep accurate records of den dues and attendance.
- Encourage Webelos Scouts to advance. Maintain high advancement standards. Keep accurate advancement records and see that the boys are promptly recognized for their achievements.
- With the help of the Cubmaster, pack committee, and unit commissioner, determine one or more neighborhood Boy Scout troops into which Webelos Scouts may be graduated, and establish a good working relationship with those troops. Try to graduate every Webelos Scout into a troop.
- Work with the Scoutmaster and assistant Scoutmaster to plan and conduct meaningful joint activities.
- Work with the Cubmaster to see that impressive graduation ceremonies are conducted in the pack. Invite the Scoutmaster and troop leaders to take part.
- Ask qualified people, including adult family members, to serve as activity badge counselors.
- Encourage parents or guardians of Webelos Scouts to help plan and carry out overnight campouts and other outdoor activities. Work with the troop assistant Scoutmaster or Scoutmaster to arrange for the loan of troop equipment for joint Webelos den–troop activities.
- Help the den and the pack earn the National Summertime Pack Award.

- Have a plan to ensure that a leader is available for all Webelos den meetings and activities. Call on the assistant Webelos den leader to fill in, as needed.
- Participate in the annual pack program planning conference and the monthly pack leaders' meetings.
- Keep the Cubmaster and pack committee informed on the status and needs of the Webelos den.
- Support the policies of the BSA.

The responsibilities of the Webelos den leader can be summarized as follows:

- Work directly with other den and pack leaders to ensure that the den is an active and successful part of the pack.
- Plan, prepare for, and conduct den meetings with the assistant and den chief.
- Attend pack leaders' meetings.
- Lead the den at the pack meetings and activities.

## Assistant Webelos Den Leader



Every Webelos den should have at least one assistant den leader.

**Qualifications:** Is at least 21 years old, subscribes to the Declaration of Religious Principle, and agrees to abide

by the Scout Oath or Promise and the Scout Law. Possesses the moral, educational, and emotional qualities that the Boy Scouts of America deems necessary to afford positive leadership to youth. Is able to perform the duties assigned by the Webelos den leader. Should be able to fill in for the Webelos den leader in case of an emergency. Recommended by the Cubmaster after consultation with the Webelos den leader and parents or guardians of the Webelos Scouts involved, and approved by the pack committee and chartered organization. Registered as an adult leader of the BSA.

**Responsibilities:** The assistant Webelos den leader's responsibilities are to

- Help the Webelos den leader as needed and carry out the duties assigned by the Webelos den leader. Be ready to fill in for the den leader in case of an emergency.
- Help establish and maintain a close working relationship with the Webelos den leader and Webelos den chief, functioning with them as a den leadership team.
- Help establish and maintain good relationships with neighborhood Boy Scout troops into which Webelos Scouts will graduate.

- Complete Webelos den leader Fast Start Training, position-specific Basic Leader Training, and Outdoor Leader Skills for Webelos Leaders. Attend monthly roundtables.
- Attend monthly pack meetings and help as needed.
- Take part in the annual pack program planning conference and monthly pack leaders' meetings.
- Attend the monthly den chief planning meeting for den leaders, assistant den leaders, and den chiefs.
- Support the policies of the BSA.

The assistant Webelos den leader shares the work of the Webelos den leader and may be called upon to handle various details of den operation.

## Activity Badge Counselor

**Qualifications:** The activity badge counselor may be an adult family member of a Webelos Scout, a pack leader, a teacher, a coach, or another adult qualified to teach one or more activity badges to Webelos Scouts. This is usually a temporary position and is not a registered BSA position.

**Responsibilities:** The activity badge counselor's responsibilities are to

- Provide activity badge instruction at Webelos den meetings, as requested by the Webelos den leader. This could include, for instance, providing resources and instruction on model building, leading field trips, or providing instruction and help on collections and specimens, depending on the activity badge requirements. The service usually extends over three or four den meetings for each badge.
- Be familiar with the *Webelos Handbook* in presenting activity badge information and approving requirements.
- Help Webelos Scouts gain self-confidence in completing projects and in dealing with adults.
- Follow the Webelos den time schedule for activity badge instruction.
- Help recruit other activity badge counselors.

## Cub Scout Den Chief



**Qualifications:** Be an older Boy Scout, Varsity Scout, or Venturer. Selected by the senior patrol leader and Scoutmaster, Varsity Scout Coach, or Venturing Advisor at the request of the Cubmaster. Approved by the Cubmaster and pack committee for recommendation to the den leader.

Registered as a youth member of a troop, team, or crew.

**Responsibilities:** The Cub Scout den chief's responsibilities are to

- Know the purposes of Cub Scouting.
- Help Cub Scouts achieve the purposes of Cub Scouting.
- Serve as the activities assistant at den meetings.
- Set a good example through attitude and uniforming.
- Be a friend to the boys in the den.
- Help lead weekly den meetings.
- Help the den in its part of the monthly pack meeting.
- Know the importance of the monthly theme and pack meeting plans.
- Meet regularly with the den leader to review den and pack meeting plans. Meet as needed with adult members of the den, pack, and troop.
- Receive training from the den leader (and Cubmaster or assistant Cubmaster) and attend Den Chief Training.
- Encourage Cub Scouts to become Webelos Scouts when they are eligible.
- Help the denner and assistant denner to be leaders.

## Webelos Den Chief



**Qualifications:** Be an older, experienced Boy Scout, Varsity Scout, or Venturer. Selected by the senior patrol leader and Scoutmaster, Varsity Scout Coach, or Venturing Advisor at the request of the Cubmaster or Webelos den leader. Preferably a former Cub Scout; ideally at least First Class rank. Approved by the Cubmaster and pack committee for recommendation to the Webelos den leader. Registered as a youth member of a troop, team, or crew.

**Responsibilities:** The Webelos den chief's responsibilities are to

- Know the purposes of Cub Scouting.
- Help Webelos Scouts achieve the purposes of Cub Scouting.
- Serve as the activities assistant at Webelos den meetings.
- Set a good example through attitude and uniforming.
- Be a friend to the boys in the Webelos den.
- Help lead weekly den meetings.

- Help the Webelos den in its part of the monthly pack meeting.
- Meet regularly with the Webelos den leader to review den meeting plans.
- Help Webelos den leaders as requested.
- Help Webelos Scouts in their work with activity badge counselors.
- Help the Webelos denner and assistant denner to be leaders.
- Receive training from the den leader (and Cubmaster or assistant Cubmaster) and attend Den Chief Training.
- Help with Webelos overnight campouts and other outdoor experiences.
- Help with joint Webelos Scout–Boy Scout activities.
- Keep in contact with the assistant Scoutmaster in the troop.
- Help the assistant Scoutmaster and Cubmaster plan graduation ceremonies for Webelos Scouts.

## HOW LEADERS CAN HELP DEN CHIEFS

A den chief is an older Boy Scout, Varsity Scout, or Venturer, and is appointed to help direct the activities of a Cub Scout den.

A den chief needs to know what is expected to give the kind of leadership that helps adult leaders. An assistant Cubmaster or Cubmaster, along with the den leaders, is responsible for training and working with den chiefs. Coordinating with the Cubmaster, the Cub Scout den leaders and Webelos den leaders have many opportunities to help this junior leader with the regular on-the-job coaching and encouragement. Given a reasonable amount of responsibility, den chiefs are likely to develop into good leaders.

When a den chief is appointed to the den, the den leader should meet with the him to talk about Cub Scouting, the den, and what is expected of him. (See Chapter 24, “Program Planning.”) Every den chief should have a copy of the *Den Chief Handbook*, which explains the duties and tells how the den chief can best work with Cub Scouts or Webelos Scouts. Some packs include this expense as part of the pack budget.

Another important step is Den Chief Training, which is a four-hour training event that the district or council conducts. Cub Scout and Webelos den chiefs and the Cubmaster and/or den leaders should attend together.

Den leaders should coordinate plans with their den chiefs once each month at the monthly den chief planning meeting (see Chapter 24, “Program Planning”). This meeting, conducted by the assistant Cubmaster, should be held soon after the pack leaders' meeting so that pack plans can be shared.

Carefully review the planned program and give the den chief assignments that he can easily understand and handle.

After each den meeting the den leader and assistant den leader should review with the den chief the plans for the next den meeting. The den chief should understand his assignments. He should be encouraged to become a resource and research person for new ideas for stunts, tricks, and puzzles.

A good den chief can be a great asset to a den's program. The den chief is close enough in age to the Cub Scouts to referee their games, show them how to do crafts, lead them in ceremonies, help with advancement requirements, and in general function as a real leader.

The Scoutmaster and Cubmaster should be sure that a den-chief understands his leadership role. Problems can occur when a den chief is not trained and does not understand his-leadership position. A den chief isn't there to play with the-Cub Scouts—the den chief is the den leader's activities assistant.

Help den chiefs to understand that you depend on them. Remember that den chiefs are busy, so don't expect more of them than they are able to give, and don't be disturbed if they are late to an occasional meeting or are forgetful. Den chiefs should feel that when you give them a job to do, you are confident that it will be done.

Remember that den chiefs are young, even though they are older than Cub Scouts and Webelos Scouts. Although they may do some things typical of their age, treat den chiefs like young adults and you will be pleased with the maturity they show. When you give den chiefs an assignment, help them succeed in doing the job. Offer assistance when needed, but don't do the job for them.

### More Tips on Helping Den Chiefs

- Develop a friendly relationship of trust. Understand the den chief's limitations as well as his abilities.
- Treat den chiefs with respect.
- Be patient and help den chiefs learn the job.
- Provide the resources and materials den chiefs need to be successful.
- Take time to discuss den chiefs' ideas.
- Teach den chiefs how to obtain good behavior from Cub Scouts by leading, not pushing, the younger boys.
- Praise and show appreciation to den chiefs at den and pack meetings.
- Coach den chiefs in skills and matters that will help them be more effective.
- Let the Scoutmaster know when den chiefs are doing a good job.

## TROOP WEBELOS RESOURCE PERSON

The troop Webelos resource person is an adult leader in the Boy Scout troop who may have personal knowledge about areas that would assist with work in Webelos activity badges. This leader may become a valuable resource person to the Webelos den leaders as he or she may know people, skills, and other resources related to the badges. The Webelos resource person is appointed by the Boy Scout troop to serve as the liaison between the troop and Webelos dens.

**Qualifications:** Be a registered adult in the troop, usually the assistant Scoutmaster for new Scouts. May have personal knowledge in teaching Boy Scouting skills, but equally importantly, should know where to secure resource people to help with Webelos activity badges and other projects. Is appointed by the Boy Scout troop to serve as the liaison between the troop and Webelos den or dens.

**Responsibilities:** The troop Webelos resource person's responsibilities are to

- Work closely with the Webelos den leader to use the supportive talents, equipment, and know-how of the troop to help prepare Webelos Scouts and their families for a good Boy Scouting experience.
- Help schedule joint activities each quarter for Webelos dens (or packs) and Boy Scout troops.
- Help recruit, train, and inspire a qualified Webelos den chief.
- Help plan and conduct joint activities.
- Arrange for the loan of troop equipment for Webelos overnight campouts, as needed.
- Occasionally attend Webelos den meetings, particularly those that involve work or planning related to Boy Scouting.
- Work with the Webelos den leader to ensure exciting graduation ceremonies.
- Help recruit activity badge counselors.
- Help establish and maintain a good working relationship between the troop and pack.
- Help ensure the smooth transition of Webelos Scouts into the Boy Scout troop.