

Situational Leadership

*Conflict
Resolution*



*Team
Building*

*Starting
a new
Rover Crew*

Communications

Rover

Program Handbook

*Setting
Goals*

*Themes and
Ceremonies*



"By Rovering I don't mean
aimless wandering, I mean finding
your way by pleasant paths with
a definite object in view."

BADEN-POWELL

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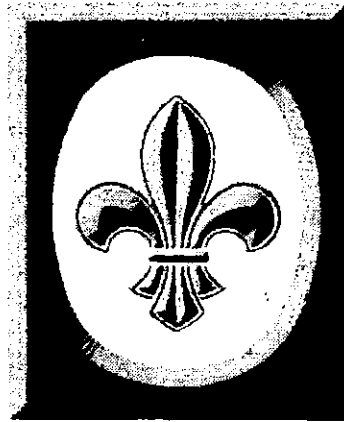
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Welcome to Rovering

Who are Rovers? They are young people like yourself. They seek to challenge themselves in various ways, to provide service to their community, to have fun, to explore new areas, and to participate in a variety of activities with which only an organized body of people could be involved.

There are guidelines to Rovering which have evolved over many years of development. They are there to help Rovers get the most out of their time in the Rover crew and the Rover Program. This handbook is a guideline that will provide assistance to help further your experience in Rovering.

What You Need

To Know To Be A Rover

To become a Rover you must be at least 18 years of age and have not turned 27.

As with all members of Scouting, you must also become a Scout in the broader meaning of the word. This means that you must know and accept the Rover Promise. You will need to show an understanding of that Promise, explore Scouting's Mission, examine the expectations of the crew and determine some of your own expectations, before being invested as a Rover.

The Rover Promise

On my honour,
I promise I will do my best
To do my duty to God and the Queen.
To help other people at all times,
and to carry out the spirit
of the Scout Law.

The Mission of Scouts Canada

To contribute to the development of young people in achieving their full physical, intellectual, social and spiritual potential as individuals, as responsible citizens and as members of their local national and international communities through the application of our Principles and Practices.

The Principles

Scouting is based on three broad principles which represent its fundamental beliefs.

Duty to God: This is defined as: "adherence to spiritual principles, loyalty to the religion that expresses them and acceptance of the duties resulting therefrom."

Duty to Others: This is defined as: "Loyalty to one's country in harmony with the promotion of local, national and international peace, understanding and cooperation",

and "Participation in the development of society, with recognition and respect for the dignity of one's fellow being and for the integrity of the natural world."

Duty to Self: This is defined as: "Responsibility for the development of oneself." This is in harmony with the educational purpose of the Scout Movement whose aim is to assist young people in the full development of their potentials.

The Program Goals of Rovers

Program Goals are statements which indicate the goals towards which the efforts of all Scouting program sections are directed. They provide direct guidance to the achievement of the Mission, giving expression to the principles of Scouts Canada. They determine the content and the method of the program, and provide a base for its evaluation.

The program which arises from these Goals must meet the needs and desires of a particular group of young people, in a particular environment, at a particular time.

To meet the Mission and Principles of Scouts Canada, the Goals of the Rover program are to ensure that Rovers:

- become self-directed and responsible;
- blend personal freedom with one's responsibility to a group;
- develop and demonstrate Leadership Skills;
- plan and carry out activities in a group setting;
- contribute positively to community needs and the environment;
- participate in challenging outdoor activities; and
- explore individual spirituality in conjunction with one's personal values.

The Rover Crew

Introduction

The Rover crew is the basic grouping of Rovers, and it is as a member of a crew, that you will participate in most Rover activities.

While many crews may still wish to use a theme as a basis for operation and organization, other methods can be used. They fall into five general categories:

- Committee type;
- Theme;
- Young adult's club or service club;
- Vocational;
- Scout service core (leadership, service projects, etc. to Scout groups/sections).

Regardless of theme or mode of operation, the Rover section and member titles will be referred to in common terminology when used in Rover and Scout publications.

The difference in themes and structures are determined by each Rover crew; they may select the approach which best suits the members of the crew.

Committee

Crews who do not care for a great deal of ceremony may wish to use a simple form of committee operation. Such crews will need a chairman, a secretary-treasurer, and two members to look after equipment and program. Other crews may require a more complex structure with a larger slate of officers and standing and special committees.

Theme

The use of themes in the Rover program has existed since the start of the Rover program. Themes can revolve around any topic

or interest of the crew. Listed below are some brief explanations of themes that have been used. Titles for executive positions still require some involvement around the basic structure of any group: President, Treasurer, and Secretary.

Knighthood Theme

Over the years a wealth of Rovering tradition has been developed around this theme. After investiture, new members enter the crew as "Squires" and complete a set of requirements designed to train, challenge, and develop the would be Knights (or in this case Rovers).

It is worth noting as well that the stories and ideals of medieval knighthood, especially the Arthurian Cycle, have caught the imagination for 800 years, and have inspired literature through that entire period.

Knighthood and the codes of Chivalry exist in many cultures. Crews choosing this theme may want to consider these variations.

Nautical Theme

This theme places emphasis on water activities, boating and the use of naval terminology.

It was from this theme that the terms "Mate", "Skip", and others commonly used in Rovering originated.

Rovers who have been previously involved in Sea Scouts or Venturers often see this as a natural transition, focusing on activities that are water-related.

Aeronautical

This theme places an emphasis on gliding and flying. Crew members show an avid interest and seek to desire, or further expand their skills and knowledge in this area. Crews deciding to use this theme,

should take into account the safety considerations that these activities would involve.

Musical or Theatrical

This is a theme that places emphasis on activities including theatrics, bands, sound and light technology and other related areas. As Venturers, the Barenaked Ladies focused their program ideas around the creation and formation of their now popular musical group.

Computer, Electronics

The use of amateur radios, computers and other electronic technologies are the focus of this themes. Some crews focus on the use of the Internet for furthering the purpose of Scouting and Rovering. Isolated Rovers may correspond by computer or short-wave radio.

Service Club

Many young adults, because of their community involvement, prefer to participate in groups which allow them to belong to a close group of friends. They participate in meaningful activities in order to develop themselves as individuals and help others in the community without the ceremonies often associated with Rovering. A club-like structure may be a good choice for them.

Vocational Crews

This type of crew often places emphasis on a program that requires specialized training, such as Search and Rescue, First Aid, Police, Fire, Paramedic, etc. Some of these organizations, such as the RCMP, have produced documents that may provide assistance on the creation of such a crew.

University Crews

These crews are usually formed on University or College campuses and place emphasis on activities centered around their education. Members of these crews participate in activities that may revolve around service to their University and to activities outside of the university.

Service to Scouting

Rovers may serve in many capacities in Scouting depending on their individual leadership skills. Service may be by crew or by individuals each in their own area. There is a great variety of training available through Scouting for such Rovers. (ie: Trainer Training, or Leadership Training)

..... And there are many other combinations. It is merely limited by your imagination

The Uniform

Wearing a uniform can mean many things to many people. Scouts Canada is a uniformed organization and it encourages all of its members to wear the official uniform. When Rovers wear their uniform it is an outward sign of commitment to their crew and the Mission and Principles of Scouts Canada. The uniform should always be worn correctly, with a feeling of pride and distinction. Rover crews may decide when the official uniform or their activity dress should be worn. But, they should also be conscious that while in any uniform they may wear as Rovers, they are seen by the public as members of Scouts Canada.

Activity Dress

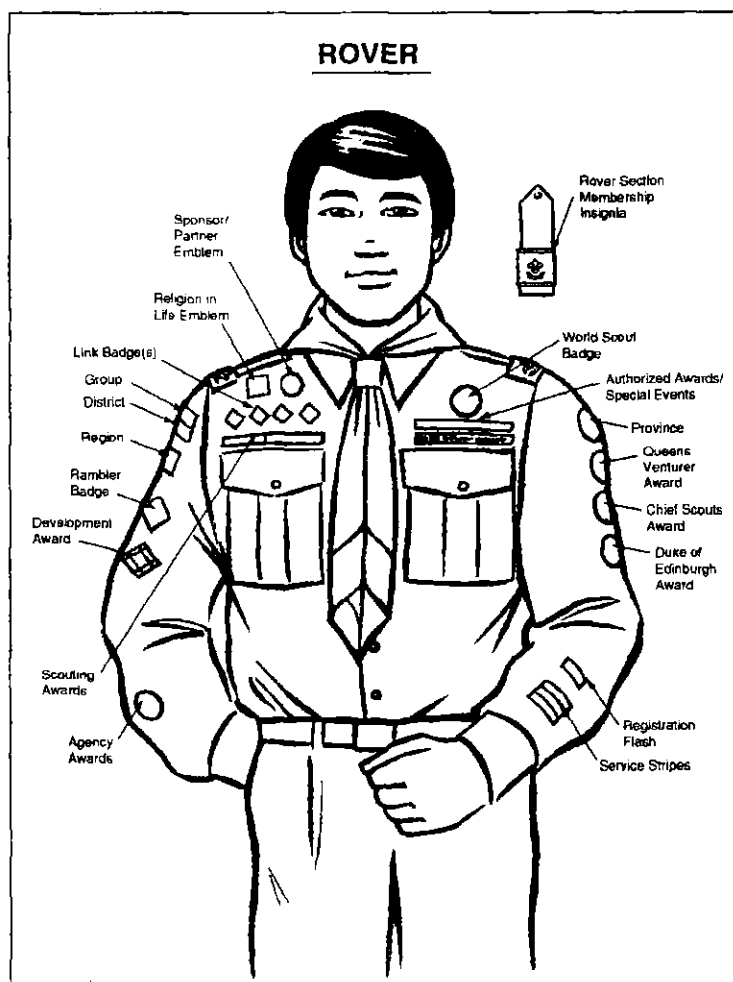
Rover crews may develop their own activity dress. The degree of formality and the specific choice of the items are determined by the crew. Crews will establish their own regulations whether public service badges or Rover awards are to be worn on the activity dress. Activity dress does not replace the official uniform when required at local, provincial, national and international events.

Insignia and Awards

Rover insignia are usually presented following investiture. The wearing and placement of insignia on the uniform must follow the regulations as shown in *By-laws, Policies*

and Procedures. The following are guidelines for the official Rover insignia:

- Red Rover epaulets, worn on the shoulder of the shirt.
- Group/district/regional/provincial emblems worn as designated.
- World Scout Badge, worn above the left pocket.
- Religion-in-Life Emblem, worn above the right pocket.
- Link Badge, worn above the right breast pocket.
- Registration flash, worn on the left sleeve.
- Agency awards such as Red Cross or St. John Ambulance, worn on the right sleeve.



Your Program

An important and fascinating part of the crew is the process of program planning. Program planning involves everyone. Personal goals as well as crew activities are put into an action plan, then by working together, crew members set out to achieve both.

Investiture

Upon showing interest in the Rover Program, a prospective member will be paired with an experienced Rover, known as the *individual's sponsor* (in the absence of such the advisor may fill the role). To quickly welcome new members to the section, within 6 weeks a face to face discussion should take place between the prospective member, his or her sponsor and the advisor. Its purpose will be to:

- confirm membership requirements (Mission, Law, Promise)
- assess candidate's attitude, skills and knowledge;
- present Rover program goals to candidate;
- convey the expectations of the crew.

Upon completion of this, the new member is invested.

IMPORTANT: Any Crew specific activities, such as Squireship or other orientation-type activities, are not to use Investiture as a completion ceremony but may design some other ceremony if deemed necessary.

Development and Practicum

Throughout the next two stages of your program, you will experience activities which will allow you to develop your *Attitudes, Skills and Knowledge* within the following Six Program Activity Areas. The composition of your individual program

will be built through the setting of personal goals, within the Program Activity Areas, and the integration of these goals into the crew activities. The practice of "*learning by doing*" should be emphasized throughout.

Program Activity Areas

(Note: In the following areas, a number of examples are listed to aid in starting the process of thinking about activities that you can do in a specific area. A long held tradition in the Rover program is that the activities are limited only by the imagination of the Rovers themselves. Use the following as a guide, but do not be afraid to be innovative in the planning of your program.)

- 1) Leadership Skills:
 - conflict resolution
 - situational leadership
 - problem solving/decision making
 - empowerment
 - accountability
 - inter-personal relations, etc.
- 2) Life Skills:
 - health/nutrition
 - literacy
 - personal planning
 - money management
 - vocations
- 3) Communication Skills:
 - listening
 - public speaking
 - interviews
 - teaching/instructing
 - marketing/Public Relations, etc.
- 4) Spiritual and Social Issues:
 - spiritual development
 - environment
 - citizenship
 - cultural awareness
 - sexuality, etc.

5) Personal Interests:

- hobbies
- sports
- music, etc.

6) Outdoor Activities:

- camping
- hiking
- rock-climbing
- canoeing, etc.

A. Development

This stage will normally include the first three years of a new member's program. Each year, the Rover will develop themselves further and demonstrate that learning to the crew in at least one skill set per "Program Activity Area". The stage will consist of:

- 1) Setting personal goals for development within each Program Activity Area.

The setting of personal goals is to be completed within three months of each Scouting year with the individual's sponsor ensuring completion. Personal goals should include the level of participation or training to be undertaken, a monitoring process for progress (crew support), and establishing evaluation criteria (eg. how many times, by what time, etc.)

- 2) Integrating personal goals with crew activities (in consultation with crew).

This is where you ensure that the individual will have the opportunity to achieve their goals. The activities to do so, need not be crew activities only.

- 3) Working towards achieving personal goals (attaining skill sets).

- 4) Self-evaluation and assessment on a defined, ongoing basis.

This is completed at least annually in consultation with the individual's sponsor & advisor.

At the end of this stage (normally 3 years), National recognition is presented by the crew.

B. Practicum

This stage will normally include the final years of a member's program. Its emphasis will be on developing skills already acquired by helping others in meaningful ways. The stage will consist of:

- 1) Setting personal goals for further development.

This is completed at least annually with person of the Rover's choice, ie. individual's sponsor, advisor or other. (examples: assist development phase members in realizing their goals; providing meaningful community service)

- 2) Integrating personal goals with crew activities (in consultation with crew).

- 3) On-going skills development.

- 4) Self-evaluation and assessment on a defined, ongoing basis.

This is completed at least annually in consultation with a person of choice and the advisor.

Rovers - Personal Goals

Activity Area	Personal goal (including evaluation criteria)	Crew Integration (How can the Crew Help?)
Leadership Skills		
Life Skills		
Communication Skills		
Spiritual & Social Issues		
Personal Interests		
Outdoors		

These are your own personal goals. Consult with the crew as a whole, on ways to integrate your goals with crew activities. Your goals should be presented to your individual sponsor. They should be reviewed at least annually with your advisor and/or individual sponsor.

Individual's Sponsor

Individual sponsors, usually Rovers in the Practicum Phase, should be appointed by the crew in consultation with the new members. One approach may be to have the new members select one sponsor and the crew appoint the other.

The sponsors need not train the new members in every detail, but some guidance may be necessary in the preparation of goals and in meeting crew requirements. If the sponsors have established a bond of friendship with the new members, they can help them deal with their concerns and move through the preparation and orientation period with very little difficulty.

At first new members may find it difficult to speak openly with the advisor. With young people their own age they are much more likely to open up and pose their problems with greater ease and less embarrassment.

The major role of the individual's sponsor is to:

- Provide support and guidance to a Rover during Investiture and the Development.

- Stage of their program. They will work with the advisor to ensure that personal goals are set for the individual and will play a major role during the self-evaluation.
- Lead a Rover to accomplishing their goals. The role must be taken seriously with the knowledge that not only is the new Rover receiving support and guidance but that the individual's sponsor themselves will be developing skills. The individual's sponsor should work closely with the advisor to ensure that they have the skills necessary to do the job.
- Assist the Rover in becoming proficient in the "Development" process.

The role of the individual's sponsor, however, entails much more than the focused guidance described above. It will include being a friend when a friend is needed, being an instructor, being a big brother/sister, or perhaps even a mediator.

Apart from the fact that the new members are receiving valuable training and guidance, the sponsors themselves are experiencing a good training opportunity. It is a great responsibility to play a part in the development of an individual and this situation therefore requires careful guidance on the part of the Rover advisor.

Recognition

Recognition, within any aspect of society is a necessity for existence. This includes recognition of the completion of a task, a paper for school or even a work assignment. Recognition within the Rover program is just as important. Recognition should take place as often as possible for each individual, yet need not include physical symbols such as badges.

Formal recognition in the Rover Program consists of:

1. Investiture - Presentation of Rover Epaulettes
2. National Certificate - Presented upon completion of the "Development" stage.
3. Agency Awards - Holders of current certificates awarded by St. John Ambulance, Royal Life Saving, and Canadian Red Cross may wear the appropriate badge. (See B.P.&P.)
4. Religion in Life Award - Awarded at the appropriate level upon completion of requirements specified by one's own faith or denomination.
5. Duke of Edinburgh Award - The Duke of Edinburgh Award in Canada is a program of activities designed to encourage young people between their 14th and 25th birthdays to make the best possible use of their leisure time. While this is not a Scouting award, it is one Rovers are encouraged to work towards, and are permitted to wear, as the award scheme resembles most Scouting/Rovering activities/programs.
6. The Rambler Badge - This badge is presented to a Rover who has participated in an international activity in a Scouting or personal adventure. While visiting another country, the Rover should meet with members of Scouting and experience local Scouting for a minimum of a 1/2 day. Upon their return to Canada, the Rover will make a presentation about their experience to other members of Scouting (example: A presentation of a Rover's experience at a World Moot presented to a local parent/child banquet during Scout-Guide Week.)

NOTE: Local Round Tables are encouraged to design and administer non-uniform awards which they feel will motivate Rovers in their area.

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The Crew Advisor

The role of the crew advisor is vital to the success of a Rover crew. Rovers can be fairly independent and are able to do a great many things for themselves. A capable advisor can help them to do many things better and to stretch their capabilities farther than they themselves imagined possible.

Each crew must have a Rover advisor. You should also aim to have an Assistant Rover advisor and where co-ed membership exists, the crew should consider at least one male and one female advisor.

Rover Advisor Qualifications

A Rover advisor is a registered member of Scouts Canada working with a Rover crew. The appointment is based on the recommendation of the Rover crew and approved by the group committee, section committee or Scouts Canada. Female and/or male Scouters may serve in this section. The section members should be involved in the selection of their advisor.

The following qualifications are required:

- a) The Rover advisor be not less than twenty five years of age.
- b) Agree to assist in the promotion of the principles of Scouting and to abide by the *By-laws, Policies and Procedures* of Scouts Canada.
- c) Have an ability to work harmoniously with the members of the section and to co-operate with others.
- d) A willingness to develop leadership and program skills through training.

Advisor Accountability

The advisor has a dual accountability, both to the crew and to Scouts Canada represented by a local council. There are a few very basic and fundamental responsibilities which all leaders within Scouting carry. These include:

1. The responsibility to ensure that the implementation of the program is based on the principles and practices of the organization and the wishes of the Partner/Sponsor.
2. The responsibility for all matters of legal, moral, safety, and ethical concern.

These basic responsibilities, within the program, are built upon by adding the following specific responsibilities around the programming of the crew:

3. Ensure that the Investiture of a prospective member takes place within the first 6 weeks and that all necessary information is passed along.
4. Assist the Rover's individual sponsor, during the Development Phase, to ensure that personal goal setting and the integration of these goals happens in a timely and workable manner.
5. Be a resource person for members of the crew in both the Development and Practicum Phases.
6. Be involved in, along with the individual sponsor or designated person, the annual self-evaluation of a Rover's progress. This applies to both the Development Phase and the Practicum Phase.

The degree and manner in which an Advisor participates in their role will

depend upon the maturity of the crew and its members.

Advisor Leadership

The primary responsibility of the crew advisor is to assist Rovers to be self-directing persons. For this reason, the role must be complimentary but not in competition to the natural leadership of the crew.

As a mature person, the advisor will emphasize activities and values that will assist the Rovers to realize their potential for self-development and will assist them in making effective use of the opportunities available to them through a varied program.

Leadership styles should be suited to each situation - there are times to direct, to suggest, and also to keep quiet. Scouting is concerned in most situations with the growth of individuals. The normal style of leadership should be one that encourages individuals to accept responsibility for their own behaviour, but ready to lend support when required (Situational Leadership). Such leadership should promote and support an open environment in which individuals are free to explore, to

learn by doing and to develop their own interests, abilities and values.

Successful advisors are direct, frank and willing to express themselves and accept the fact that, on occasion, their advice may be rejected.

A good advisor doesn't retire to a corner during meetings, speaking only when spoken to. This person must be in the centre of the crew activities at all times with advice here, a question there, a joke when the occasion calls for it, a story to illustrate a point.

A comment made during a discussion at the right moment can set a whole chain of activities rolling. Perhaps it could lead the crew to find a speaker, arrange for a tour of a plant or institution, or where to apply for resource material to help the members obtain new facts about a subject or project.

Above all, being an advisor demands sensitivity, humanity, a sense of shared adventure with the crew members and always trying to be up to date with their way of thinking.

Crew Management

Once a crew has determined the theme it will follow, the next step is to decide the type of organization to conduct their affairs. Every crew wants to have an efficient operation that will take as little effort as possible. Many benefits are derived from having an efficiently-run crew. Members show their satisfaction through increased participation. They start to take on projects because the others were successful, and members enjoy the recognition of the crew for doing a good job.

Regardless of which type of operation a crew may choose it will fall into either a formal or informal category. There is no set answer to whether the crew should adopt one style or another. The only solution is for the crew to select the style of operation that suits its needs. It can be a mixture of formal and informal operations.

The management of a crew becomes one of the on-going activities. The crew should have a management style which is balanced between the informal-sensitive human management style and the formal-efficient corporate management style. The management of a crew is concentrated in two areas:

Internal affairs which concern only the crew, are usually managed through a set of by-laws and/or job descriptions.

External affairs which affect people outside the crew are usually managed through job descriptions.

Crew in Council

The council operates on an informal style of management and includes the following characteristics:

- the whole crew is involved in the planning process and decision making;
- the leadership is shared, but a nominal leader called the Rover leader, or president, co-ordinates the crew's business to make sure it is accomplished;
- members pick up special tasks such as program activities, service projects, keeping crew records, correspondence and funds;
- members are responsible for their own discipline, and if discipline is needed, it is developed on a group level.

Crew Executive

The executive operates on a formal style of management and sometimes meets separately from the crew and council in order to conduct business. Some characteristics of the crew executive are as follows:

- the executive is elected by the crew members to be responsible for conducting the crew's business;
- the executive controls funds, suggests program activities and service projects, and is responsible for administration;
- the executive positions have a job description usually controlled by a set of by-laws, which determine the length and power of each of the offices;
- the crew executive is responsible for the discipline of the crew through its interpretation of the crew by-laws.

When deciding on the type of operation for the crew, keep in mind that the advisor is always a member of the group. In the crew and council operation the advisor's role is that of an active member. The advisor should state opinions and give

guidance during the meeting from which all the members benefit. In a crew executive, the advisor's role should be the same as mentioned previously.

Crew Officers

To help the crew decide on the job descriptions for leadership, some general outlines are shown below. These should be modified to suit the style the crew wishes to use.

President/Chair

- * Presides over meetings of the full crew and executive.
- * In consultation with the executive and advisor prepares an agenda for each meeting.
- * Co-ordinates the activities of the crew, working closely with the advisor and the executive.
- * Attends committee meetings, as necessary, as an ex-officio member.
- * If determined by the crew, represents the crew at group/section and district/area meetings.

Vice President/Vice Chair

- * Responsible for the activities undertaken by the members.
- * Looks after the recruiting and disciplining of the crew members.
- * Replaces the Rover leader if they are unable to carry out their duties.
- * Helps Rover leader establish the agenda.

Secretary

- * Keeps records of all crew and executive meetings, and presents these minutes at each subsequent meetings.
- * Is responsible for handling all the correspondence of the crew.
- * Sends out notices of upcoming meetings and events.
- * Keeps a record of all crew activities.
- * Keeps an up-to-date record of all members, their addresses, telephone numbers, etc.

Treasurer

- * Collects, banks and controls the distribution of the crew funds.
- * Keeps an accurate accounting of the crew's financial records, including general matters and activities.
- * Presents a financial report at every regular crew meeting.
- * Prepares the books once a year for an audit by an independent auditor.

Committee Chair

- * Responsible to the executive and the crew to ensure that projects are carried out.
- * Reports to the crew when called upon by the Rover leader.
- * Informs the Rover leader and the advisor of all committee meetings.
- * Presents a final report to the crew covering activities and use of funds.

By-laws

Discussion on By-Laws

By-Laws spell out in broad terms the aims and objectives of the Rover section. Each Rover Crew is unique, so allowances for each Crew to write and update its own set of by-laws is an integral part of the Rover program. Crew by-laws are usually short, written in simple language and are understandable to any member of the Crew. Complicated and wordy by-laws usually result in the by-laws not being used.

The crew executive may set up a special committee from the membership to write the by-laws based on the suggestions of the Crew. By-laws should reflect the views of all members. They should, in their final form, be acceptable to all. By-laws should be reviewed annually and updated as required to keep them in tune with changing times and values.

A set of by-laws contains two types of statements. There are common statements which can be found in any set of by-laws; and specific statements which might concern the theme or operation of the Crew. The following are common statements which are found in many by-laws.

A statement:

- giving the name of the Crew and its sponsor
- indicating the Crew is a part of and subscribes to the By-Laws, Policies and Procedures of Scout Canada
- as to the number and titles of the officers of the Crew
- on the duties of these officers
- as to the term the officers serve
- on election procedures for officers
- on resignations and how replacements are elected or appointed
- on meetings
- on dues
- on uniform and activity dress

The following is an example of a set of by-laws. When reading these by-laws, your Crew should keep in mind that it will be trying to write by-laws to suit its specific needs and Crew theme.

Sample Set of Crew By-Laws

The name of the crew shall be _____ Rover crew and it will operate under the sponsorship of _____. All new members must understand and subscribe to the Rover Promise before being accepted as full members of the crew. Prior to any potential new member attending a meeting, a verbal introduction must be given to the crew. Also, new members must meet the following conditions for membership:

- a) they must be 18 by December 31st of the year of joining and not be more than 26 years.
- b) they must serve a probationary period for four months as a squire before being assessed for full membership.
- c) after majority agreement by the crew, in the candidate's absence, the new member will be invested.

The crew will allow inactive members to keep in contact with the crew. Inactive members shall not pay the regular dues but will pay according to each activity they attend.

The Rover Promise subscribed to by this crew shall be:

On my honour, As a member of the worldwide Movement of Scouting, I promise to develop myself in accordance with the rights and liberties of others, so that I may better love and serve my God, my country, and my fellow man.

Committees

- a) a committee may be formed at any business meeting by a majority vote
- b) any committee shall consist of:
 - any crew advisor, if he/she so desires,
 - appropriate members of the crew.

Dress Regulations

- a) full uniform is to be worn at all designated meetings and official functions

Dues

- a) there shall be dues of \$ ____ per month to be paid to the crew treasurer no later than the last day of each month
- b) dues are to be paid by all active members
- c) new members will not pay dues until they have been accepted as full members

Meetings

- a) meetings of the crew will be held on the second of every month when possible, except for the months of July and August (optional)

Quorum

- a) in order to conduct a meeting or carry on the business of the crew, sixty percent of all active members must be present

Registration Fee

- a) this is a fee to be paid annually to the group/section committee or the next senior council

Terms of Office

- a) all terms of office are for one year and the financial Fiscal year is from September 1 to August 31
- b) members and advisors may be removed from office with sixty percent secret ballot vote by all active members
- c) in case of resignation or removal from office, a new election will be held for that position or, in the case of advisors, a replacement will immediately be sought upon approval of the sponsor.

Voting

- a) when voting on any issue or election, every active member, including the Rover advisor and the assistant Rover advisor shall have one (1) vote. The President shall be allowed to cast his/her vote only in the event of a tie.
- b) inactive members shall be permitted to vote but not to run for a position.

Finances

Every group needs to raise funds to pay for their activities and programs. Rover crews are no different. It is the responsibility of every Rover crew to finance their program and to use the guidelines set out by Scouts Canada. The guidelines for financing are found in *By-Laws, Policies and Procedures*. If a Rover crew belongs to a group which sponsors other sections, it may from time to time become involved with helping to raise funds for the group operation. A Rover crew should always be willing to help in group committee fund raising, as their work here may serve to benefit the other sections of the group.

Record Keeping

It is important to establish immediately the records necessary for the crew. Records should always be kept if they are serving a purpose, and can easily be consulted for their data. Make sure that the crew does not get into keeping unnecessary records and transactions that may make the job overbearing.

Finances are an important aspect of the life of a Rover crew. They are important because the section will not function for long without funds to operate. Members will have much to say as to what funds are required and how they should be earned and spent. The following suggestions are provided as a guide to that member of the crew who will serve as the treasurer;

1. Keep a record of all financial transactions of the group.
2. Arrange for an annual audit of the books of the crew.
3. Prepare a financial statement with records that can be shared with the crew on a monthly basis.

4. Assist the advisor in preparing and submitting a budget for the crew to present to the group committee or to the crew executive.

5. Be familiar with the financial policy or Scouts Canada as shown in *By-Laws, Policies and Procedures*.

The crew treasurer must maintain an up-to-date record of all the financial transactions.

These records must be kept in good order so that they can quickly show the financial position of the crew at any time. Also, every crew should have its books audited every year by an independent auditor. In some cases, where a crew is part of a group, the group committee may ask for monthly statements.

Some bookkeeping documents are:

- balance sheet
- ledger or cash book
- cheques and bank books
- receipt book.

If a Rover crew has a bank account, it should be in the name of Scouts Canada and the name of the Rover crew. The crew should appoint three members of the group who will be responsible for signing cheques on this account. It is customary for members of the crew executive to fulfil this function together with the advisor or another member; usually only two signatures are necessary.

Receipts

- When entering money received, give as much detail as possible. The where or who it came from and what it is for; i.e. dues, receipts from fund raising events, a donation, or the proceeds from a dance or sale of handicrafts.

Expenditures

- If possible, all bills should be paid by cheque. For small amounts, you may wish to pay out of petty cash but for large amounts a cheque should be issued.
- When entering cheques, give as much detail as possible. Who it is paid to and what it is for. It is a good idea to number your cheques and list the numbers in your monthly statement.
- Make sure that whenever possible, you obtain a statement, a receipt or an invoice to cover every item that requires payment, particularly from the petty cash fund. In this way you will always have written proof that each expenditure is legitimate.

Budget

All items should be related to your budget. You will then have a guide as to how well the section is working within the budget. One way to keep a check on this is to use a number or letter for each item on your budget page. Then, when making deposit or expenditure entries in your monthly statement, note the budget item number or letter alongside the entry.

Your Budget

To operate the crew in a way that will do the most to ensure its financial success, you should develop a budget at the beginning of the year.

In this way you start off knowing what general items you will be expected to find funds for and what monies you can expect to have coming in. Two methods of budgeting can be considered:

1. Balanced Budget is when you establish your income figure first, based on known income. This includes membership fees,

dues, donations, and an estimate of any income from planned fund raising events such as a bottle drive, Christmas tree sales, Scoutrees for Canada or the delivery of flyers.

Once you have reached this figure, arrange your activities and other expenditures such as the purchase of uniform items, books, badges, etc. to keep within the income figure. At the end of the year, your expenditures should balance your income.

2. Deficit Budgeting works opposite to the balanced budget and suggests that the group sets its plans first listing all those items it wishes to purchase and all the activities the crew wishes to be involved in and then estimates the cost to carry them out. Estimate your annual expenditures first, and then go about the business of arranging sufficient income through dues, membership and fund raising events. Expenditures are not made until the cash is on hand to cover the amount needed.

In working out your budget you should work with your advisor to prepare a tentative one and present it to a full meeting of the crew for discussion. After any appropriate changes, the final budget for the year should be agreed upon and fully supported by all members.

Consider all items that enter into your crew operation such as uniforms, registration fees, monies for moots and trips, gifts for special events, record books and badges needed to support the program.

Finally, in planning your budget make sure that you do not deliberately set out simply to make money that is not needed. Your fund raising should be just enough to cover your expenses, with maybe a small surplus for an emergency that may arise.

Any money left over at the end of one year should be considered as income when you establish your budget for the next year.

Audit

For your own protection, the crew treasurer's account should be checked every three months by another member of the crew. When you are ready to have this done, be sure that you have on hand, your record book of transactions as well as the bank statements, cancelled cheques, receipts and statements.

The annual audit should be done by an auditor, an accountant, a bookkeeper, or someone who is approved and independent of the crew.

Fundraising

Scouting programs, like other organizations, require a certain amount of money to keep going and to do many of the things that members wish. Camping trips, sports equipment, funds for supporting worthwhile service projects or any other number of things or events, all have to be paid for.

Scouting has guidelines on how to go about earning money by approved methods. Before undertaking any fundraising drive, check with your group/section committee or the next senior council and read the finance section of *By-Laws, Policies and Procedures*.

Before planning ways to earn money for activities, or to help raise funds for the crew, you may want to check the following list.

1. Do you have the appropriate approval to operate this fund raising project?
2. Are all your plans made so that your project or dates are not in conflict with other Scouting events or charitable drives?
3. Does the project meet local and crew by-laws?
4. If selling an item or service, does it give full value for the money you are asking?
(Do you have the necessary authorization?)
5. Will this fund raising project appeal to the general public or will you have to rely on parents and other members of Scouting for support?
6. Have you considered the boundaries of other Scouting groups or crews and will you respect them?
7. Will your project maintain the good name and image of Scouts Canada?
8. Have you attempted to make this a service to your community?
9. Do you really need the money you earned for a worthwhile activity or project?

Crew Planning

Guidelines for Crew Planning

Planning a program for your Rover crew requires not only much thought, but also input and advice from **all** members of the crew. Otherwise you can plan all you like, but still end up with unhappy members. Ideally, a meeting near the beginning of the year should be dedicated to planning for the year, deciding on goals for the year, and how to best accomplish these.

Planning should involve looking at both the service and the social aspects of the crew's activities for the year. However, often these can be combined, with a great deal of success.

Things to account for include:

- * Crew activities (set by crew at large)
- * Crew theme
- * Personal goals of members
- * Personal and Professional obligations of individuals and the crew

You may find the crew reviewing the yearly goals every few months. This is a good thing: remember, nothing is written in stone.

Immediate planning for short range activities can be done at regular meetings and probably should not be completed at the initial planning meeting. Take some time to reflect on the long term plan; it will lead you to create various short term plans.

At regular intervals, an evaluation should be done to see if activities and events are meeting the needs of the crew, and how closely the crew plan is being followed.

The whole concept of Rovering is to experience as wide a range of activities as possible, which, as well as being fun and

adventurous, are relevant to the development of a mature adult with a balance of interest, a broad outlook and a questioning mind.

Long Range Planning

Long range planning is done by taking the crew's objectives and individual's goals and placing them in a program plan which will show direction for one year. This plan would also include fund raising, moots, and service projects.

How to Start Long-Range Planning

In order to set up a long range plan, it might be worthwhile to get a blackboard or flip chart and place on it the twelve months of the year. This gives everyone an idea of the chronological order in which things will take place. In using this technique, members of the crew become aware of holidays, seasons of the year and the time limitations which govern all planning. Once the crew has set out the calendar, put down the events which are known and which are going to occur during the year. These would include holidays, district or provincial events, exams, or any other dates which might interfere with programs the crew is developing. Once all the known dates have been put on the calendar, it is then time to develop crew and personal goals and to generate ideas that will help accomplish them.

Below are listed some general reminders about long range planning:

- take advantage of holidays and vacations;
- find out when district and other Scouting events are being planned;
- use events, such as Rover rallies, moots;
- when constructing the plan, be sure crew and individual goals are being considered;
- leadership training plays a role in your planning. Remember to use it;

- endeavour to keep activities in good taste and remember you are representing Scouting;
- keep your program flexible. Be ready to change it to meet the needs of the crew and individuals;
- service plays an important part in the Rover program. Include some aspect of it in your activities;
- take into account financial considera-

- tions. Fund raising events must be in your plans to support your activities;
- consider resources of all kinds that are available from other organizations and government bodies;
- your program should reflect the Mission of Scouting and the program Goals of the Rover section. These can always serve as a checklist for your planning.

A Template for Crew Planning

Planning can be accomplished in many ways. A local library will provide you with many books on planning and goal setting. The following template could be used by your crew to help relate your goals, and Scouting's Mission and Principles with the Rover program.

Crew Name: _____

Specific Crew Goal (Define briefly): _____

Activity description to help achieve the above goal
(there may be more than one activity per goal): _____

Date(s) of this activity: _____

Build up to this activity. Include time requirements, responsibilities and a completion date:

Action:	Time Requirement	Responsibility	Completion Date

Relationships

In Rovering, as in every day life, we come in contact with many people and organizations. The relationships we develop call for different approaches for different people. The following are some examples of the most common relationships that will arise out of Rovering.

Each Other

Rovers are of different ages, backgrounds and environments, and the way in which we react to each other will be governed mainly by our approach and manner. Within the crew there will be a mix of different attitudes, personalities, and knowledge. It is not always possible to relate closely to everyone in the crew, but the ability to communicate with others will benefit both the individual members as well as the crew.

Tolerance and respect for the opinions of other Rovers within the crew are major factors for forming a good working relationship. Empathy, the ability to see things from the other person's point of view is another valuable trait for everyone to develop and practice.

The Crew

The crew is responsible for the maintenance of the group. This will include such things as structure (by-laws, executive, etc.), satisfaction of members and activity planning. The crew will play a major role in selecting their advisor and is responsible for, where ever possible, supplying sponsors for new members.

The crew also has a role to play when members are integrating their personal goals with the activities of the crew. It may be necessary to make an opportunity available hence the crew's activities may need to be revisited and or revised.

Ensuring that appropriate recognition is given to members who complete the "Development Phase" is also a role of the crew. This includes Investiture, for completion of the "Introductory Phase", and the National Certificate, for completion of the "Development Phase".

Rovers within a crew should always strive to find the positive in all situations. By encouraging members at all times, a crew can only grow.

Advisors

The advisor's role and relationship should be one of helping the crew and individual Rovers. Over the years in Rovering, individual members of the crew will develop different relationships with the advisor, particularly as they get older and their needs change. In the early days, Rovers see their advisor primarily as being there to assist them to get going; later this could develop into a mature relationship.

As a Rover it is important to take advantage of the advisor's offer to share their knowledge, skills and experience. The Rover advisor can assist the membership in many ways such as job applications, personal references and advice.

It is important to remember that Rovers and Rover advisors relate to each other in different ways for different reasons. It is up to each individual to work on this relationship over the period of time that they are members of a crew. (See "The Crew")

Local Service Team

The local commissioner and staff, function as a service team with the express purpose of assisting all the groups and sections within their areas. Advisors and Rovers should feel free to talk to service team members as these people share the same

interest and concerns as the crew and can be of considerable assistance. If you are in doubt about who to contact on a service team for a particular concern, have an advisor contact the local commissioner who may be best able to help directly, or refer the advisor to a member of the service team.

Ranger Companies

Co-operation between Girl Guides of Canada and Scouts Canada should be as close as possible with particular reference to the development of joint public or community projects.

Scouts Canada believes that it is important that the members of Girl Guides of Canada and Scouts Canada have the opportunity to participate in joint activities. All levels of Scouts Canada are encouraged to work jointly with appropriate levels of the

Girl Guides of Canada to develop program opportunities consistent with the guidelines developed by both organizations. When possible and appropriate, members of both organizations should participate in the planning and conducting of these joint activities.

Ranger companies are the equivalent section with the Girl Guide Movement with which many Rover crews have the opportunity of sharing activities.

When combining, each group will have to make allowances for possible differences in organizational methods. Rover crews are encouraged to obtain a copy of the pamphlet produced jointly with the Girl Guides entitled "Joint Movement Activities", which provides guidelines for establishing combined activities for the Ranger company and Rover crew.

Rover Round Tables

Round Tables are meetings held between Rover crews. They can be held on a district, regional, or provincial level. Generally, each crew should have at least one member at a Round Table meeting, as information is given, and should be brought back to the crew. Round Tables can be an evening meeting, or a weekend event. Generally a weekend Round Table is held when people must travel a distance to attend. Round Tables have an executive similar to that of a crew; a chair, vice-chair, secretary, and treasurer. The positions can be combined, and persons holding these positions should be from different crews to ensure even representation.

The purpose of a Rover Round Table is to provide Rovers with a place for expression of their ideas to the local Scout council.

Through the Rover Round Table, Rovers have a say in policy making and decisions that may directly affect them. Other benefits of local Rover Round Tables are designed so that Rovers are able to share ideas and experiences and to develop program activities for themselves.

A Round Table, once formed, should spend some time in writing a set of by-laws showing its purpose, representation and terms of office. To help achieve this, the local Scout council may be prepared to extend them some form of support.

Rover Round Tables should be sensitive to the fact that crews may still wish to do their own thing. The purpose of the Rover Round Table should not be to control all crews in a given area, but to stimulate the feeling of brotherhood.

Recruitment

Why is it important for the crew to attract new members? Because without members the crew ceases to be in existence. That explanation may seem obvious, but when crews close, one of the most common reasons is that membership has steadily fallen off over a period of time, and no one has bothered to reverse this trend.

It is important to keep the membership numbers up so that the crew can offer greater choices of activities. With larger numbers it is possible to have access to more resources because there are more people to turn to.

The following seven items are offered as an effective way of maintaining crew membership:

1. **Recruiting** the members you need;
 - get everyone involved.
 - know the past history of the crew and share it with prospective members.
 - encourage prospective members to make a short commitment to participate in one or two activities with the crew.
2. **Retaining** the membership you already have;
 - with appealing active programs.
 - with lots of fun and involvement.
 - with membership satisfaction.
3. **Reclaiming** members who have left the crew;
 - by finding out and correcting the cause for their leaving.
 - by effectively following up when member attendance begins to wane.
 - by individual members making personal contact with other members of the crew.

4. **Referring** the names of Rovers who are moving away;
 - effective communication among Rover crews.
 - through friends - passing their names along to the proper person to follow up.
 - by looking wide, keeping eyes and ears open - advising the Scout office of members transferring or moving from the community.
5. **Recognizing** the work of individual members;
 - a "pat on the back" for a job well done.
 - prompt issuance of awards and certificates as they are earned.
 - personal follow up and face-to-face contact with members in providing a thank you when appropriate.
6. **Refusing/Rejecting** members, who are not prepared to follow the by-laws of the crew;
 - screening all members carefully before admitting them to the crew.
 - following up to ensure that new members understand what Rovering is all about and in particular what the crew members will be specializing in.
7. **Rotating** members through key offices within the crew;
 - allow members to follow their own interests.
 - watch for members who need and could serve better in more challenging roles within the crew.
 - be prepared to relocate members who are unable or are ineffective in carrying out responsibilities of individual positions.

From the Venturer Company

It can be advantageous for the crew to have a high percentage of their members who have been involved with the Venturer program and therefore, know the Scouting

scene. Some members will advance from the Venturer company because they have been in Scouting for awhile and just continue to come along. Other members will come because they are looking for a crew that is doing something and are eager to join because of the activity.

While it has not been traditional for the Rover crew to obtain most of its members from the Venturer company, it must be recognized that many of the Venturers will not join Rovering for the following reasons:

1. They do not like what they see the local crew involved with.
2. They just haven't seen anything of Rovering within their community.
3. They leave Venturing before they are old enough to join the Rover crew.

The first two are certainly something that a Rover crew can do something about. If Venturers are reaching Rover age and not coming up, it is important to take a look at the program the Rover crew is providing. Are the activities organized properly? Are they too specialized? Have you got a pressure group within the crew whose behaviour is turning new members off? It may be important that you ask potential crew members within the Venturer company why they don't want to come to the crew meetings. Their answers may give you a clue as to the adjustments needed within your program.

Keep in touch with the Venturer company that would be normally joining the Rover crew. Invite the Venturers to crew meetings or trips - especially those who in the next six to nine months will be old enough to join the crew. They are potential members who will keep the Rover crew alive when the older members of the crew move on.

If Venturers are leaving a company before they are old enough to become Rovers, encourage them to stay. If they do drop out from the Venturer company, keep in touch with them as many will be potential members even though they have left the Venturer company.

Recruitment from Elsewhere

In order to persuade potential members from outside the Scouting Movement to join the Rover crew, you will have to convince not only the prospective member that Rovering is a good idea - you will also have to show the community at large.

There will always be people who will knock Scouting, but in general people do not know the game of Rovering and the activities in which they can become involved. The best answer to those who knock the program is to ensure that members of the crew have access to photos and information showing the active side of Rovering.

Tell everyone about the good things in Rovering and invite anyone who is interested to visit the crew - but not on one of those boring nights that each crew has on occasion. Make sure the visitor is made welcome and knows what is happening and what the crew is planning for future activities.

Registration

All members in the Rover crew, including the advisor, must be registered with Scouts Canada. This is necessary for your crew to be recognized and insured. New members joining the crew part way through the year also need to be registered with Scouts Canada.

PART 3 - PROGRAM RESOURCES

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Setting Goals

"People seldom hit what they
do not aim at."

- Henry David Thoreau

Personal Goals (Priorities)

According to Jim Clemmer, goals are short term steps toward your long term vision.

Clear and powerful goals set priorities. They narrow the wide field of options and choices that one can make. They keep you focused. They point out where to go and what to do. But, they are a means, not an end.

Goals are targets that help us move from a general vision to a specific set of priorities and actions. We need to take them seriously - but not too seriously. There may be many reasons why we did not reach our short term goals. Some of them are good - a better, unforeseen route came into view. Others are bad - we didn't follow through and persist.

Set goals. Establish priorities. Get as specific and measurable as you can. Ensure they are realistic. Disciplined and effective goal setting also means that at the end of the timeframe set with every goal, you pause

long enough to understand why you've hit or missed that goal. Then, with a new goal established, you set out for this next learning point toward fulfilling your bigger vision, values, and purpose.

Points to Ponder

1. Is your goal measurable? ie. Will complete, will obtain, three times, etc.
2. Does your goal contain a timeframe? ie. By November, within five meetings, etc.
3. Is your goal realistic?

Example:

A) Communication Skills (Activity Area #3)

Goal - Improve my public speaking skills by:

1. Speaking to the Lions club about Rovering by November.
2. Completing a Toastmasters course/Trainer "A" course by May.
3. Speaking to the Crew about an interest that I have by February.

B) Outdoor Activities (Activity Area #6)

Goal - Successfully complete Canoe "Level III" by the date of our canoe trip.

Situational Leadership

The leadership style used will vary from situation to situation and from crew to crew. Over the life of a crew, different kinds of leadership will be needed in order to help the Rovers have a positive experience within their program. Situations will vary, from providing leadership to a committee planning a Rover Moot, to helping the crew decide on its by-laws and procedures.

There are two important dimensions which make up leadership style - directive behaviour and supportive behaviour.

Directive behaviour is the extent to which a person engages in one-way communication. By indicating what the crew is to do, as well as when, where and how to do it, means providing direction.

Supportive behaviour is the extent to which a member is engaged in two-way communication. Providing support, encouragement, explanation and positive reinforcement will likely result in successful actions by the crew.

A leadership style is determined by the amount of directive and supportive behaviour used in any given situation. By combining different degrees of these behaviours, four basic leadership styles can be identified as shown in the chart below.

While each of us tends to have a preferred style (one we use most easily) it may or may not be effective depending upon the situation in which we use it. This situational approach to leadership means that the style or amount of direction and support provided should be determined by the development level of the crew or group that you are working with or the readiness of that group to assume its own leadership. Therefore, there are two skills to learn:

- a) - the skill of being able to change your leadership style when the situation demands;
- b) - the skill of assessing the development or readiness of the crew or the group.

Development Level

How does an advisor determine the development level of a crew? It is important to understand that development is related only to the specific task, job, function or objective that the leader is attempting to accomplish through their efforts.

What determines development level or readiness? It consists of two factors:

Competence - The ability, skills, knowledge, and experience of the crew to do a specific task.

Commitment - The willingness, motivation, security, and confidence of the crew to carry out a specific task.

High Supportive and Low Directive	High Directive and High Supportive
Low Supportive and Low Directive	High Directive and Low Supportive

(Low)

Directive Behaviours

(High)

As indicated in the chart below, there are four levels of development, going from developing to developed.

FOUR DEVELOPMENT LEVELS

HIGH	MODERATE	LOW	
High Competence	High Competence	Some Competence	Low Competence
High Commitment	Variable Commitment	Low Commitment	High Commitment
D1	D2	D3	D4

DEVELOPED ← ————— → DEVELOPING

A new crew will generally be less experienced, and therefore, in many, but perhaps not in all of its tasks, it will be at a low level of development. Even a very experienced crew, although developed in relationship to many of its tasks, may from time to time, be required to do something for which it has low competence. Commitment has to do primarily with the feeling of confidence to do certain tasks or to achieving certain objectives.

The same levels of development can also be applied to individual crew members. The leadership style required with a new crew member of little skill and unknown commitment, will be different from the style used with an established crew member who is more competent/committed. The development level of a group or of an individual is not always easily determined. But, the first step in determining the most appropriate leadership style is to assess the level of development of the individual crew member according to the four levels provided in the chart above. Two key questions to ask in making an assessment are:

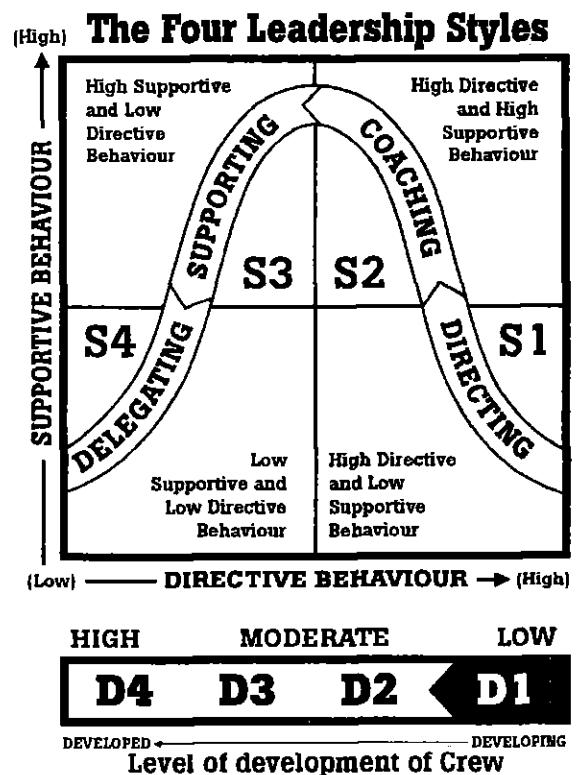
In relation to this specific task or objective;

- is the crew competent?
- is the crew committed?

Level of Development and Leadership

According to this situational leadership theory, as the level of development of the crew continues to increase in terms of accomplishing a specific task, the advisor should begin to reduce directive behaviour and increase supportive behaviour. This should be the case until the crew begins to move to an above-average level of development. It becomes appropriate for the advisor to decrease not only directive behaviour, but supportive behaviour as well. In this case the crew members can supply their own supportive behaviours so that a great deal of social and emotional support from the advisor is no longer necessary.

Situational leadership focuses on the appropriateness or effectiveness of leadership styles according to the task and relevant development level of its followers. This cycle is illustrated by the bell-shaped curve superimposed upon the four leadership style quadrants (S1 to S4) as shown in the chart below.



The development level of the crew is depicted in the chart, and the leadership model is a continuum ranging from developing to developed (D1 to D4). This shows the relationship between the four levels of development and the four styles of leadership.

What does the bell-shaped curve in the leadership styles portion of the model mean?

Simply that as the development level of the crew increases along the developmental continuum, from developing to developed, the appropriate style of the leadership should move accordingly along the curve in order to insure a higher probability of effectiveness.

Once the development level of the crew has been determined along the continuum in the chart as related to any specific task, it is then possible to match this development with the appropriate leadership style from the leadership model above.

Application of Situational Leadership Theory Examples

To get a better idea of what all this means, use the chart on the previous page, along with a brief description for each of the four levels of development (D1 to D4) and their corresponding appropriate leadership style (S1 to S4).

S1 - Leadership/ D1 - Development

In this stage we find the crew members with little competence and little commitment. They have joined to do things, but do not have the skills or confidence to complete them. They are looking to the advisor for leadership. In order to get things going, you will have to provide direction to get the program in motion.

The leadership style is high directive and low supportive. As the advisor's personal experience will confirm, the use of direction here is an effective leadership style. Low supportive does not mean that there is no communication. Now it is most important to get things moving and an advisor must tell the crew which are the best options.

This is referred to as a *directing style* of leadership, but it is characterized by one-way communication in which the advisor tells the Rover what, how and where to do various tasks.

S2 - Leadership/ D2 - Development

In stage two, the crew members are gaining in confidence and are willing to take on responsibilities, but still lack the skills to do the job. It is important that everyone pulls together as a team because commitment is increasing. The leadership needed will be high in supportive behaviours. At the same time, leadership will still have to be high in the directive behaviours.

This means that the advisor will have to give attention not only to activities, but also as to how the group works together as a team. The advisor should be supportive and reward sound group decisions.

With commitment increasing, company members will be keen to learn new skills in order to become more developed in their ability to plan and conduct activities. Leadership here is high directive and high supportive. This style of leadership is referred to as a *coaching style*. The advisor will give direction but engage in more two-way communication, giving more explanation as to the "why" of the decisions so that crew members will accept them.

S3 - Leadership / D3 - Development

At this stage the crew is now able to carry out the job of running the crew or doing certain tasks but, as the advisor reduces his directive behaviours or direction, members may experience some increased feelings of insecurity or a lapse in confidence. Knowing that they can do the job, the advisor needs to emphasize supportive behaviour by giving them encouragement and being facilitative. The advisor now will find that he is sharing the decision-making with the crew members and is joining in with them as a member of the group. This is often referred to as a *supporting style* of leadership. The advisor is providing a low directive behaviour but still giving a high level of supportive behaviour - lots of two-way communication.

S4 - Leadership/ D4 - Development

As the crew reaches a high level of development it is both competent and committed to conducting its own affairs or to do specific tasks, i.e. planning, making decisions and conducting activities, and they should be given the freedom to do these things. In this case, all the necessary leadership (directive and supportive) behaviours will be provided by the crew members themselves. In essence, the advisor is turning things over to the Rovers to run their own show and therefore this is referred to as a *delegating style* of leadership. As an advisor you are low in both directive and supportive behaviour. If this style is used

before the crew is ready for it, then the advisor is abdicating, not delegating.

Summary

As stated earlier, the development level of a crew and its members will change. Even if, over a time, a crew gains in its general development it can still slip back or run up against a task that they are incompetent and/or lack commitment to do. An infusion of new members, a loss of older members, a crisis, a new task - any of these events can affect the development level of a crew. This will necessitate the advisor to be aware of and adapt a leadership style to the demands of the situation. This is called a regression in the development level of the individual/group.

Part of the advisor's role is to help the crew advance its development level so that it can be self-directing through its own leadership. This requires patience, and the ability to assess accurately the development of a crew and the flexibility and skill to perform different leadership styles. Providing too much direction, when Rovers are competent and committed, or too little direction, when they lack competence and commitment, can lead to problems.

Leadership is a process of influencing others to achieve certain tasks and/or objectives. An advisor needs to use his influence constructively by providing the right balance of direction and support so the crew's membership grows in their ability and confidence to set their own goals, to make their own plans, and to carry them out.

Communication

NOTE: The following section has been copied from the Scouts Canada publication "Guidelines to Helping People Grow" (March 1991) (cat.no.21-213)

"One can lack any of the qualities of an organizer - with one exception - and still be effective and successful. That exception is the art of communication. It does not matter what you know about anything if you cannot communicate to your people. In that event you are not even a failure. You're just not there."

Communication with others takes place when they understand what you're trying to get across to them. If they don't understand, then you are not communicating regardless of words, pictures, or anything else. People only understand things in terms of their experience, which means that you must get within their experience. Further, communication is a two-way process. If you try to get your ideas across to others without paying attention to what they have to say to you, you can forget about the whole thing."

Saul D. Alinsky, *Rule for Radicals*

That quotation puts the importance of communication very clearly in focus. It also identifies a problem in writing this book. We have no ideas of your experiences, we cannot see you nor hear what you have to say. It's one-way communication. It's a bit like bowling on an alley that has a curtain between you and the pins, that not only prevents you seeing how you are doing but also cuts off any sound of pins falling.

Scouting believes that clear and open communication between people is important. It provides the chance to build closer relationships and develop better mutual understanding. In close relationships one learns more about oneself and growth takes place. Scouting is in the business of helping people grow.

People communicate with one another to establish relationships and to get things done. In face to face communication:

- 50% of the message is communicated by body language,
- 40% by tone of voice
- 10% by words.

Whether we are aware of it or not five transactions take place when we are communicating. They are:

SENSING - what we see, hear, smell, touch and taste.

THINKING - what we do in our heads with the data we sense, the interpretations we make from the data, which are influenced by our beliefs, fears, expectations, opinions, ideas, assumptions, exclusions, stereotypes, reasons, values, impressions and life experiences.

FEELING - our spontaneous responses to the interpretations we make. These emotional responses are inside us, although they may have outward signs; a frown, smile, blush, tensing or relaxing of muscles, tears, etc.

Some of the feelings we experience are: pleasure; sadness; fear, resentment; confusion; anxiety; excitement; foolishness; anger, discomfort; loneliness; surprise; happiness; boredom; hope; elation.

INTENTION something we desire as a result of the immediate situation - the wants or

don't wants that we wish to convey directly or indirectly to another.

Some common intentions we convey are: rewards; furtiveness; friendship; acceptance; achievement; success; capability; superiority; reflection; playfulness; humour, leadership; helpfulness; exploration; ignorance; defensiveness; hurt; honesty.

ACTIONS - what we consciously do to convey our intention, what we say, how we say it, the tone, behaviour and body language.

An example of the use of these five transactions is:

On seeing a friend sitting on a log looking out over the lake (sensing), the impression I have is that he is happy and contented (thinking). This gives me happiness (feeling) and I decide not to disturb him (intention). I quietly move away (action).

My friend is aware someone is close by (sensing) but wants to be by himself for a while (thinking). He is glad to know someone came to check where he was (feeling), but decides not to break the mood by saying hello (intention). Turns slightly more towards the lake (action).

The Communication Gap

The communication gap - sometimes called the inter-personal gap - is the difference between what the sender of a message intends to convey and what the other person actually understands. The objective of good communications is to close the gap so that intention and understanding are the same.

The problem of a gap begins with the initial sender who may "omit" much of his intention from the message (action) he sends. For example:

It is a summer's day. The family is going on an outing. Father has heard the weather forecast predicting a thunderstorm later in the day.

Father "Pack the ponchos, Pete."

Pete "It's a hot sunny day, we don't want ponchos."

Father (1) "Never mind, just pack the ponchos."

Father (2) "The forecast says thunderstorms this evening."

Father's intention was: "Because the weather forecast predicts a thunderstorm this evening and we don't want to get wet, we had better take our ponchos", but he only said. "Pack the ponchos Pete." The message did not make sense to Pete, so he protested. Father (1), mad at the protest, repeated his instructions. Father (2) realizing the reason behind his instructions had been omitted, provided the rationale. What would likely be the difference between Pete's response to Father (1) and Father (2)?

The original message may be confused in a number of ways apart from accidental or intentional omissions. In the thinking process the sender interprets, makes assumptions, is influenced by his values, prejudices, stereotypes, life experiences, and expectations (called screening).

How important the situation is to him also influences the effort he puts into it. These gaps may already be in a message before it reaches the intended receiver(s) We know that the receiver also "interprets". So it is easy to see how quickly misunderstandings can occur.

Here is another example of a communication gap:

A Regional Commissioner visits a training course and is quite impressed with Bert, a new member of the training team. Checking his opinion with the course leader, he discovers that Bert is enthusiastic, hard working and does a good job.

So the Regional Commissioner "thinks": *This man shows real promise. He could become a valuable member of the regional training team. I should give him some encouragement and help. I'll recommend he take the Provincial Training Course this summer. I don't know this man, and I don't want to be seen as making promises and I certainly don't want my suggestion to go to his head (R.C.'s fears) so I'd better handle this carefully. He'll be honoured and pleased at the suggestion (assumption).*

The Regional Commissioner goes to Bert and says "Bert, how would you like to attend the Provincial Training Course in August?"

Bert "thinks": *Oh heck, he sat in on my last session, I missed out some of the content and even so it ran a bit longer than I intended (Bert's fears). He's a severe looking type and a "big wheel" (stereotyping). He's saying my work is not up to standard (interpreting). If I want to stay in training I'd better take this Provincial Course so I can improve (assuming). I must not let the Regional Commissioner know I'm a bit rattled at him being here (concealing) and I'd better appear grateful (intention) or that'll be it (assuming)! Of course, I'd like the opportunity to learn more.*

Bert says: "O.K. thanks, I'd like that. I think I'll be able to get time off."

The Regional commissioner "thinks": *That's fine, he likes the idea and knows that I'm pleased with his performance (assumption).*

Regional Commissioner says: "Good, I'll arrange it then."

An exercise could be developed from this example to show how, by using appropriate communication skills, the situation might be much more beneficial for both the Regional Commissioner and for Bert.

Then there was the case of the Dutch lady who married a man from England. Knowing that Englishmen like tea, (stereotype) she used to make tea after dinner every day, even though she would have preferred coffee. The Englishman drank the tea because he thought (assumed) his wife liked it and he did not want to impose his preference on her - he would have preferred coffee. They did not discover their crossed communications until after fifteen years of marriage

How can such situations be avoided? Do you know of similar happenings in your own experience?

In order to improve understanding and reduce the communication or interpersonal gap, it is necessary to give full attention to what another person is communicating through words, tone and body language. Good eye contact, paraphrasing, and checking one's perceptions are important. When it is your turn to communicate, good eye contact, constructive openness, expressing feelings and describing behaviour are important communication skills.

Good communication requires care, time and energy commitment. Carelessness will likely result in poor communication which, in the long run, can cost much more time and energy to correct.

Conflict Resolution

A Procedure for Managing Conflict

The following procedure has been shown to be helpful in managing conflict in an organizational setting:

1. Do not ignore something that bothers you. Work on the issue involved before the situation becomes intolerable to you. However, if needed, a cooling-off period may be established, with an agreed-on time to deal with the issue later.
2. Talk directly to the other person involved. Work with the other person to try to solve the issue yourselves.
3. If your organization has a human-resource professional on staff, ask that professional for suggestions on how to approach the other person or for suggestions on how to define the issue. Be sure to check back with the professional for feedback or perspectives on the result.
4. If the solution you work out involves a potential change of work procedure, get the approval of your manager before you implement the change.
5. If someone approaches you with an issue, be willing to work on it. You may also wish to seek the help of a human-resource professional in clarifying your point of view.
6. If an individual begins to complain to you about another person who is not present, encourage that individual to talk directly with the other person instead. This ap-

proach to handling conflict is much more positive and discourages the perpetuation of rumours, false information, and so on.

7. If, after you have tried to work on the issue on your own with the other person involved - and there has been no change and the conflict still exists - ask for help from a human-resource professional.

Things to Keep in Mind Before Working on an Issue

Before you attempt to resolve an issue with another person, consider these suggestions:

1. Be sure that there is a real problem and that you are not just in a bad mood.
2. Try to identify the real issue or opportunity, not just the symptoms or personalities.
3. Be prepared to work toward a mutually agreeable solution, not just toward "winning".
4. Remember that it is all right to disagree and that the other person is not "bad" if he or she disagrees with you.
5. Keep some perspective. Relationships are not destroyed but can even be enhanced by working toward a mutually satisfactory solution to a conflict.

Things to Keep in Mind While Working on an Issue

The following reminders may be helpful as you work with another person to resolve an issue:

1. Look for a "win/win" solution: an arrangement whereby both you and the other person involved "win".

2. Do your best to put yourself in the other person's shoes.
3. Be willing to "own" part of the problem as belonging to you. (Avoid thinking "That's not my problem.")
4. Remember that talking about your feelings is more effective than acting them out.
5. Establish a common goal and stay focused on it.
6. Be persistent in coming to a satisfactory solution if the issue is really important to you.
7. Use the guidelines listed below under "Giving Feedback".
8. At the end of the discussion with the other person, summarize what has been decided and who will take any next steps.

Giving Feedback

Giving "feedback" is a way of helping another person to consider changing his or her behaviour. Feedback is communication to a person that gives that person information about how he or she affects you. Used properly, it can be a helpful "guidance-control" mechanism that the feedback recipient can use in altering his or her behaviour. Here are some guidelines for giving useful feedback:

1. *Describe the other person's behaviour; do not judge it.* Describe your own reaction to the behaviour. Avoid "judging" language so that the other person will feel less defensive.
2. *Use specific rather than general terms.* Do not say, "You are dominating." Say instead, "Just now when we were dis-

cussing the issue, you didn't listen to what I said but kept right on talking."

3. *Consider the needs of the other person as well as your own needs.* Feedback can be destructive when it serves only the needs of the person who gives it and fails to consider the needs of the person who receives it, such as saying "Shut up and listen" rather than listening to the other person's question or issue.
4. *Discuss behaviour that the other person can do something about.* Frustration is only increased when a person is reminded of some shortcoming over which he or she has no control (for example, stuttering).
5. *Be aware that feedback is more effective when requested than when "dumped".* The person who requests feedback is more likely to appreciate it and consider it carefully than the person who has not requested it.
6. *Give feedback as soon as possible after the behaviour has occurred.* Feedback is most useful and has the greatest impact when it follows the behaviour in a timely fashion. However, you may sometimes want to wait so that you can calm down, avoid embarrassing the person in front of others, and so on.
7. *Check to make sure that what you have said is clear.* After you have given feedback, ask the other person to try to rephrase what you have said.

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Team Building

If the goal is to achieve an objective which is greater than could normally be accomplished on your own, it becomes necessary to become part of a team. In this way we give up part of our own freedom in exchange for the help of team membership. If the team is to succeed, then everyone in it has to give a little. They have to accept that things may not be just the way they want them, if the results are still better than they could have achieved on their own. The key word is everyone. If a crew is to function effectively, then no crew member should feel that he or she is the only one who has to give in or compromise.

How do we build up this team spirit? To begin with there is nothing like success. Make sure that the activities run well. This will be the responsibility of the individual crew members who accept responsibility of activity chairs. It is important to ensure that everyone has a part to play in an activity and that they know what is needed if the goal is to be achieved.

Each crew member must know just what the team task is, how and when it is going to be carried out and what the other members of the team are going to do. In this way the members of the crew can assist one another and understand why they are being asked to do certain key elements. A most important work in developing crew spirit is "communication", not only between the advisor and the crew, but also among the team members of the Rover crew. A crew is a team and this means all must give a little from time to time so that the crew is successful. Once the crew has decided on a course of action, it is important that everyone does their best to make the activity a success. This means that crew members have to provide a backup for the main activity as well as carrying out

their own individual responsibilities.

Any of the decision making in the crew will be done within the crew-in-council. If the council does not truly consider what the rest of the members want, the crew will not work as a team. The crew-in-council must never forget that it is there to ensure that the crew as a whole, is involved in the activities in which the majority of members wish to participate.

Incentives to Participate

Rovers participate in activities for a variety of reasons, and one of the best reasons has to be that the activity is good fun.

To ensure active participation therefore, we must set out in our programs the type of activity in which members will enjoy taking part.

Most people want to stretch themselves, to find their physical and mental capabilities. The crew should provide a reasonable selection of physically and mentally demanding activities for members to undertake.

Many young people like to compete in a reasonable amount of friendly competition inside and outside the crew and this is a good thing. However, when competition becomes too fierce, it can cause unnecessary problems.

New experiences are an essential part of the crew's activities. Some members will like a new experience and will take it further, some will not. It will be found that some will neither like nor dislike certain activities, but will go along just to be part of the group. This going along is important as it means strong companionship within the crew. It becomes enough to bring members to an activity about which they may not necessarily be enthusiastic.

Starting a New Rover Crew

Starting from scratch is always a problem, but where there is a will and enthusiasm, there is a way. Some of the steps you may want to consider when starting are:

Step 1

Get a group of young people together and acquaint yourselves with the Rover program. Perhaps hold a get acquainted meeting. If this is what you want to do, then contact your nearest Scout office for help.

Step 2

Find a sponsor or arrange for a section charter yourself. If there is an existing group in your area, approach the group/section committee with a view to your crew becoming a section within their group. This can be done only if the crew decides that they want to become a part of an existing group.

Step 3

Recruit an advisor.

Step 4

Make contact with and seek advice from your local council and the nearest Rover

crew. Arrange with other crews in the area to visit them during a meeting. If there are no crews in your area, you may want to find some expertise through your local Scout organization.

In some areas there will be a local Rover Round Table, which will have names and contacts of crews within your community.

Step 5

Attend Rover events. They are a good place to exchange ideas and make contacts. Car rallies, conferences and moots are some of the events that generally attract a good cross-section of Rover membership.

Step 6

By now you should be well on your way and should consider such things as:

- a) organizing the crew;
- b) drafting individual goals and crew objectives;
- c) putting together a program.

Get a good head start by keeping your procedures simple; and concentrate on the things you want to do as a group. If you get too bogged down in drafting by-laws, ceremonial procedures, and a constitution too early in the game, you will lose sight of why you got together in the first place.

Themes and Ceremonies

Elements of the Knighthood Theme

The Rover program for young adults aged to 26 years is founded in the traditions of the Knights' Code which, in capsule form, incorporated:

- Chivalry to others
- Discipline of self
- Self improvement

The knighthood theme in Rovering has its origins in the writings of B.-P.'s Scouting for Boys (Camp fire yarns numbers 20 to 22) and Rovering to Success.

Two of the important symbols in the Rover program are the sword of St. George and the roundtable. For Rovers, the sword of St. George, patron saint of England and of Scouting, is a symbol of chivalry and unselfish service. The blade within the scabbard signifies the soul or spiritual part of the Rover. The scabbard signifies material makeup; and the blade and handle, which together are an emblem of the cross of Christ, represents faith. The pommel signifies the humility which is necessary to use faith to the best advantage.

The point of the sword symbolizes obedience and the two-edged blade reminds Rovers of their two-fold duty toward God and neighbour. The whole sword represents a spiritual power that Rovers require in their quest for service to themselves and others.

The roundtable is part of the Arthurian legend and, today, represents a gathering of Rovers to provide mutual support in obtaining the Rover program quest at any level of Rovering. Symbolically, the round-

table represents the search for service which the Rover program has as its motto.

Around the table, a crew or crew representatives meet to discuss and organize their corporate work together. It is an application of Scout law and a table of fellowship, for here the Rovers gather to help and encourage each other and to speak and act as brothers. Above all, it is a table of service from which Rovers go out into their community to carry out the spirit and practice of Scouting.

Squireship

The Rover Squire is the most important person in Rover Scouting. Why? Because Rover Squires mean new members are coming into Rover Scouting and therefore more trained Rover Scouts will be going into the world after they have reached the upper age limit of Rovers.

The purpose of Squireship is to allow trust and respect to develop between the existing Crew and a new member. It gives the new member a chance to learn about both Rovering and a particular Crew so that the individual can decide if he or she is ready for, or even interested in, Rovers. Squireship also gives the crew a chance to evaluate new members to see if they are responsible and dedicated enough to be conscientious contributing members of the Crew.

Squireship is a probation period for a new member and is not meant as a time of humiliation for the Squire, nor are Squires meant to be slaves to invested Rovers. There have been concerns that sometimes the boundary between testing a Squire's loyalty and attempting to humiliate another human being have been pushed too far. In some cases, crews require Squires to do all of the work for a camp — not to practice their skills, but simply to give the

invested Rovers a relaxing weekend. This is NOT what Squireship is meant to be.

Most Rover crews have a set of guidelines that their Rover Squire is to accomplish during their probation period. Some suggested guidelines for Squires are as follows:

The Squire is responsible for showing his or her dedication to the crew and interest in joining the crew by conscientiously and thoroughly completing all tasks that are assigned within a reasonable period of time.

A set time limit is necessary because time is a very important factor in evaluating a new member's dedication and loyalty. A new member may be very willing to show up at a fun event that is just about to happen, but will that member be willing to show up to the planning meetings that are necessary to organize the next event? Three months also helps to ensure that the Squire will be able to participate in a variety of the crew's activities, and this helps to ensure that the Squire's interests really do match to the crews. The upper limit is suggested to ensure that the compatibility testing (which is really the essence of Squireship) be as efficient as possible. Rovers can continue to learn new skills once they join the crew.

If a Squire demonstrates an interest and desire to learn skills that are important to the crew, he or she should not be denied "full Rover status" just because all of those skills have not been mastered.

It should be explained before or at the time a potential member is accepted as a Squire that the Squireship period is a time for a Squire to earn the crew's respect and demonstrate his or her commitment to the crew.

Commitment can be demonstrated by attending a variety of crew events, willingness to take on an organizational role, and

interest in crew activities, among other ways.

The Squire should also realize that Squireship is a time both to practice and improve existing skills, and learn new skills. A Squire who is an excellent outdoorsman may have no experience with formal business meetings.

While the Squireship period should not neglect outdoor activities, training should focus more on the Squire's weak areas, perhaps by having the Squire help plan agendas for some meetings.

Squireship should also be a time to focus and learn more about oneself. This process culminates with the vigil, which is usually undertaken just before investiture. Before the vigil, however, the Squire should be testing his or her limits, goals and values to determine what is best for his or her life.

The Squire has a duty to learn about all aspects of the crew and Rovering and to participate in a reasonable number of crew activities.

What is "reasonable" depends on the crew and on the individual's other commitments. For example, a Squire in University should not be expected to play a large role in an event that occurs during final exams.

The specific skills the Squire should learn will vary by crew. Crews that do a lot of hiking and camping need members with different skills than crews that focus on water activities.

A "Squires Manual" is a useful project for a crew to develop. It should explain in detail a particular crew's expectations of a Squire and the role of Squires and Sponsors within the crew. Crews that have developed such manuals find them very useful.

By encouragement of the individual's sponsor, the Squire should attend any available training course. Keep a record of their Squireship activities that could become part of a crew log or be passed on to that Squire at a later time. The record would help to clarify what is expected of a Squire and what areas of the Squireship were the most difficult or most challenging for the Squire.

Squires should be encouraged to help out with the meetings and activities of the younger sections in the Group, keeping in mind that even the most dedicated Squire has only so much time to devote to Scouting activities.

The Vigil

This is a suggestion for the Rover vigil, or self examination, as originally presented to Rovers.

The Rovers, with the aid of the questions drawn up by Baden-Powell, will quietly think out what is going on in their lives.

The vigil, if used, should come at the end of the period of orientation. It should be made clear to the young people that they should not be invested until they are quite sure that they are honestly ready. They should think carefully before taking this important step and should not commit themselves to a serious promise or principles until they are resolved to do their best to keep them.

As one grows older, time passes more and more quickly. Comparatively speaking, human life only lasts for a short time and is soon gone.

Squires should ask themselves:

1. Am I making the best use of the life that God has given me?

2. Am I frittering it away, in doing nothing that counts - that is, wasting it?
3. Am I working at things that are not doing any good to anybody?
4. Am I seeking too much for my own enjoyment, money-making or promotion without trying to help other people?
5. Whom have I injured or hurt in my life? Can I do anything to make amends?
6. Whom have I helped in my life? Is there anyone else I can help?

We don't get paid or rewarded for doing service. It is the fact that we receive no recompense for this service that makes us free in doing it. We are not working for an employer, but for God and our own conscience.

The Rover section of the Scout Movement is described as a brotherhood of service. If we join Rovering, we will get the opportunity of training for, and of doing, service in many ways that would not have been open to us otherwise.

Squires should ask themselves the following questions:

1. Am I joining the Rover section only for the fun that I can get out of it?
2. Am I determined to put real self-sacrificing service into it?
3. What do I mean by service?
4. Do I really think of others, rather than myself, in my plans or undertakings?
5. What kind of service am I best suited to do?
 - a) At home?
 - b) At work?
 - c) In my spare time?

As the success of our service will depend to a great extent on our personal character, we must discipline ourselves in order that we may be a good influence on others.

1. Am I determined to give up bad habits acquired in the past?
2. What are the weak points in my character?
3. Am I absolutely honourable, and trustworthy?
4. Am I loyal to God and my Queen, my country, my employers, those under me, the Scout Movement, my friends and myself?
5. Am I good tempered, cheery and kind to others?
6. Am I sober and clean living, and clean speaking?
7. Have I courage and patience to stick it out when things are going against me?
8. Have I a mind of my own, or do I allow myself to be carried away by the persuasion of others?
9. Am I strong minded enough to ward off the temptations to drink, to harm other people?
10. Am I weak in some of these things, do I resolve here and now, with God's help, to do my best to correct them and give them up?

May God give me strength to go forward henceforth a complete person, a true citizen, and a credit to my country.

Ceremonies

A Rover crew will find numerous occasions when a ceremony will help to make an event more meaningful and memorable, such as when new members join or old ones leave, installing officers, recognizing achievement or starting and ending meetings. Crews should decide whether or not it will have ceremonies and determine which occasions and in what manner they will be conducted. Some suggestions below can help the crew make a decision.

Ceremonies should be short to avoid boring the audience or embarrassing the partici-

pants. If the ceremony is too long or complicated the purpose can be lost or hidden with unnecessary detail.

Ceremonies must have real meaning, make people feel important and avoid any false notes or phoney procedures. Prepare each ceremony with care, so as to ensure its smooth running from start to finish.

Ceremonies within the crew will usually be for the benefit of the members only, rather than for public display. However these ceremonies should not be looked upon with too much secrecy as this can have a bad effect on the whole affair.

Ceremonies should be conducted by crew members, as well as the crew advisor. The type of ceremony and the crew policy will dictate who should conduct the ceremony.

Ceremonies should be conducted in the best possible place. The crew may choose to conduct its ceremonies in different places, such as the den, church hall or within a group of trees.

Ceremonies are usually formal affairs and it may be customary for crew members to wear official uniform, however, camp setting and informal dress may be quite appropriate and just as meaningful.

Ceremonial Guidelines

Although ceremonies may be for crew members, only the crew must decide who will attend. Set guidelines to ensure that there will be no embarrassment, or controversy about who can attend certain ceremonies.

A crew when planning its ceremonies should be aware of religious symbolism and its implications, as well as flag etiquette. An understanding of these will ensure your ceremonies will be conducted fairly and

properly. No matter what the ceremony, where it is held, or who conducts it - keep it short, simple, and sincere. With this in mind your ceremonies will be both meaningful and memorable.

Example of an Advancement and Acceptance Ceremony

The Venturer company is in horseshoe formation and the Rover crew is lined up across the open end of the company formation. If there are sufficient Rovers it may be desirable for the crew to form a horseshoe with the open ends of the company and crew horseshoes facing each other. The Venturer advisor is in the open end of the company formation, and the Rover advisor is two steps ahead of the crew line, or, in the open end of the crew horseshoe.

The Venturer advisor opens the proceedings by explaining the purpose of the gathering. Mention should be made that Venturers may advance to the Rover crew if they desire to stay in Scouting. The Venturer advisor calls forward the Venturer who is advancing to the crew, and briefly reviews his record in the company. The Venturer reaffirms his Venturer Promise.

The Venturer advisor now introduces the Venturer to the Rover advisor and advances the Venturer to the crew. The Venturer advisor retires, and the Rover advisor officially welcomes the new member(s).

The Rover advisor then says something similar to the following:

"As you know, Rovers are expected to adopt certain principles which will guide them along the Rover trail. These principles are:

Your promise to do your "duty to God" by developing your own spiritual life, and by practising your own religion;

Your promise to do your "duty to others" by preparing yourself to become a good citizen of your country;

Your promise to do your "duty to yourself" by training yourself for service to others, and by preparing yourself for useful employment;

Your promise to obey the Rover Promise, remembering that you must now look upon it from a young man's viewpoint.

Are you willing to adopt these principles?"
The Venturer says, "Yes, I am."

The Rover advisor will then welcome the Venturer to the crew and to Rover Scouting, reminding the new member that Rover Scouting is a brotherhood of the open air and service. The Rover advisor then says, "I now introduce you to your individual sponsor who will guide your training in preparation for your investiture as a Rover". The sponsor formally introduces and takes charge of the new member by introducing him to all the members of the crew who congratulate him upon his advancement.

This ceremony may close with any Venturer or Rover yells or songs which are traditional.

Examples of Investiture Ceremonies

Investiture or initiation will, of course, depend a great deal on the crew theme. Regardless of the theme or type of investiture used, the following must be included as part of the membership requirement of a Rover in Scouts Canada:

- a) That Rovers are part of a worldwide organization of Scouts.
- b) The Promise taken MUST include either the wording or a declaration of acceptance of the principles of Scouting.

The examples and suggestions that follow may be adopted to suit any situation:

- 1) A very simple procedure which might be used in a club-type crew is to have the new member come forward and stand before the crew. The new member declares his intent, or repeats the crew Promise. The new member might also be asked to declare his willingness to subscribe to the aims of the crew. Members of the crew will then present insignia and a membership card to the new member reminding him that he is now a member of Rovers-Canada, a part of a worldwide organization of Scouts.
- 2) The following ceremony is adapted from the original full Rover investiture. This procedure can be with or without a flag ceremony.

The candidate enters the room and stands before the crew. The leader calls the candidate by name:

Advisor: *"Have you come with a desire to become a Rover in our worldwide organization?"*

Candidate: *"I have."*

Advisor: *"In spite of the difficulties you have had in the past, are you now determined to do your best to lead a clean life, to be honourable, truthful and straight in all your dealings, in what you think, say and do?"*

Candidate: *"I am."*

Advisor: *"Do you understand that, by becoming a Rover, you are joining an organization in which we want to help you carry out the ideals that you have set for yourself and in which we ask you to carry out your goals?"*

Candidate: *"I do"*.

The crew may wish to use one of the following options. Advisor and Candidate either:

- a) repeat the crew Promise which includes the wording or declaration of acceptance of the principles of Scouting; or
- b) use the wording of the principles of Scouting; or
- c) repeat the Rover Scout Promise:

On my honour, I promise
that I will do my best,
To do my duty to God and the Queen,
To help other people at all times,
And to carry out the spirit of
the Scout Law.

Knighthood Investiture

This investiture was developed by Lord Baden Powell and embraces more ceremony than usual. While it is tied specifically to the knighthood theme it can be used by any crew.

The Setting

A table is prepared, covered with the flag of St. George, upon which is set an ewer of water, a basin and a napkin.

The Rover crew advisor stands behind the table facing the crew who are lined up, or in a half circle, in front of the table. The candidate is brought before the Rover crew and stands with his sponsors (two members of the crew assigned to him during his orientation or probationary period), one on each side of him, and faces the Rover crew advisor.

Advisor: (Calling the candidate by name)
"Have you come with a desire to become a Rover in our worldwide Brotherhood?"

Candidate: *"I have."*

Advisor: *"In spite of the difficulties you have had in the past, are you now determined to do your best to lead a clean life; to be honourable, truthful, and straight in all your dealings; clean in what you think in what you say, in all that you do?"*

Candidate: *"I am."*

Advisor: *"Have you carefully thought about what you are doing with your life?"*

Candidate: *"I have."*

Advisor: *"Do you understand that service means that at all times you will be good-natured towards all other people, and will do your best to help them, even though it may not be convenient or pleasant or safe for you, and that you will expect no reward for so doing?"*

Candidate: *"I do."*

Advisor: *"Do you understand that by becoming a Rover you are joining a brotherhood in which we want to help you carry out your ideals, and in which we ask you to obey our rules and carry out our motto?"*

Candidate: *"I do."*

Advisor: *"In ancient times it was the custom of those about to become knights to be laved with water, in token of the washing away of past mis-deeds and as a sign that they were determined to commence afresh. Are you willing to give such a sign here in the presence of us all?"*

Candidate: *"I am."*

(The candidate, or if more than one, each in turn, thereupon places his hands together over the basin. One sponsor takes the ewer and pours water over them, while

the other takes the napkin and dries the candidate's hands.)

Advisor: *"Understanding these things then, I ask you to renew your Promise, bearing in mind that you are expected to interpret it not from a boy's point of view, but from that of a man."*

(The candidate advances, and at the same time the Rover mate steps forward with the crew flag in his hands and lowers it between the Rover advisor and the candidate, who takes hold of the flag with his left hand and makes the Scout sign with his right. The crew makes the Scout sign.)

Candidate: *"On my honour I promise that I will do my best - to do my duty to God and the Queen, To help other people at all times, And to carry out the spirit of the Scout Law" (or crew Promise if desired).*

The Rover advisor then takes the new Rover by the left hand and gives him a buffet on the left shoulder with the right hand, saying:

Advisor: *"I trust you on your honour to continue to keep your promise and give you the buffet which the Knights of old received to remind you, as it did them, that you have one tender point, namely, your honour. Nothing should be more quickly felt than an imputation against it."*

After which the Rover advisor then fastens on the new Rover's insignia saying:

Advisor: *"I remind you of the five sections of our Brotherhood - Beavers, Cubs, Scouts, Venturers and Rovers. Let this investiture remind you also of your duty to your younger brothers, and of your responsibility as a Rover to set them at all times an example, worthy of your best self."*

Note: The investiture as outlined by the Founder is printed in full. If it is not desired to use the ceremonial parts, those portions may be omitted.

Bishop Investiture Ceremony

One of the most elaborate and widely used investiture ceremonies, is the one suggested by Lionel J. Bishop. This is commonly known as the Bishop Method and it incorporates full use of the knighthood and squire theme. The Bishop Method is really an adaptation and expansion of Baden-Powell's ceremony for Rovers. It is printed here in full, not only for its historical value in Canadian Rovering but also for use by those crews who desire traditional and ceremonial ritual.

In order to present Lionel Bishop's ceremony in full there are several references to Rover insignia which are no longer available. Crews wishing to use this ceremony will have to substitute old insignia with new. In addition, the reference to the Union Jack - while it may please some or upset others - is also presented as it was in the original form, in view of the historical significance.

Note: The Bishop Method is not acceptable for the investiture of non-Christian squires - suggestions for an alternative ceremony may be developed by discussing the ceremony with the spiritual advisor of the Rover Squire.

The Setting

The members of the crew, with the exception of the two sponsors and the squire to be invested, form up in two lines, facing inward, at a convenient distance from each other. At one end of the lines is a table - referred to hereafter as the Altar.

The Altar is covered with a flag bearing the Cross of St. George. On the back of the Altar

is placed a metal candlestick fashioned in the form of a cross, and bearing three unlighted red candles. Immediately in front of this stands a wooden cross, six inches high, having three steps - the whole painted with silver.

On the front of the Altar, from left to right, are arranged - a closed metal box containing a rock and some fine sand; a Bible (in which a Rover shoulder knot is inserted as a book mark, as follows: green ribbons marking Exodus 20, yellow ribbons marking Matthew 5 and 6, and red ribbons marking Matthew 7); a candlestick bearing a white candle; a pair of Rover shoulder straps and a Rover-Scout bar. On the second step of the silver cross lies a Rover Scout button-hole badge. Across the back of the Altar is a thumb stick.

At the foot of the Altar are the hat, neckerchief (of group colour) and garter tabs (red). In front of the Altar, and about six feet from it, is a kneeling pad.

To the right, and a little in front of the Altar, is a small table covered with a white cloth, and bearing a basin, an ewer of water, and a clean white napkin.

The only other requisite is a Union Jack which should be folded up and kept out of view until required in the ceremony.

The white candle on the Altar is lighted, and all other lights are dimmed.

The Ceremony

Everything being arranged, two sponsors bring the Squire into the room and escort him to the end of the lines of Rovers farthest from the Altar. Here they pause for a moment, then all three approach the Rover advisor who is standing in front of the Altar. Coming to a halt, the sponsors address the advisor in the following words:

Sponsors: *"Sir, we, his sponsors, present to you . . . who was accepted into this Rover crew as a squire. He has accomplished the necessary tasks, and has truly and faithfully served his novitiate to the satisfaction of this crew. He now stands before you desirous of being invested as a Rover Scout."*

The two sponsors then take two paces to the rear of the squire. It is customary at this point for the Rover advisor to congratulate the squire upon the step he is taking. Then taking him by the arm, the Rover advisor leads him to the Altar, saying:

Advisor: *"You will see that we have here the Holy Bible, a lighted candle and a covered box". The Bible is God's book. In it is the true word. It is sometimes called the Volume of the Sacred Law. We, as Scouts, consider the Holy Bible a guide to the true Christianity."*

Taking up the Bible in his hands the advisor continues:

Advisor: *"You will note that the Bible is open at the 20th chapter of Exodus, Verses 1-17, wherein are written the Ten Commandments which form the basis of our ten Scout Laws. Within the next 24 hours, I would like you to read Matthew, Chapters 5, 6 and 7, because these chapters have a special significance for Rover Scouts"*

"I commend this Book to you. In it you will find many stories about men we might term 'Rovers of Bible times', because they rendered Rover service. You may find therein passages which you will not understand. I suggest that you take these to the head of your Church for assistance in interpreting them"

"The lighted candle represents our spiritual life. When it was first lighted the flame was small, giving little light, but as the wax fed

the wick the flame became larger, giving greater illumination. When you were born, the influence which you exerted in your limited world was very slight, but with the passing of the years that influence has increased many fold"

"When the candle is burnt out it is of no more use. But when your soul leaves your mortal body, your influence lives on. It is therefore important that you live so that influence may be for the greatest good."

Raising the cover of the metal box, the Rover advisor then continues:

Advisor: *"You see that we have here a box containing a rock and some sand."*

Taking the Bible in hand and opening it at Matthew 7, the advisor says:

Advisor: *"We find in Matthew, Chapter 7, Verses 24-27 these words: 'Therefore whosoever heareth these sayings of mine, and doeth them, I will liken him unto a wise man, which built his house upon rock: And the rain descended and the floods came, and the winds blew, and beat upon that house; and it fell not: for it was founded upon a rock. And everyone that heareth these sayings of mine, and doeth them not, shall be likened unto a foolish man which built his house upon the sand: and the rain descended, and the floods came, and the winds blew, and beat upon that house: and it fell and great was the fall of it.'"*

"I want you to take this parable and apply it to your own life. Instead of placing your life on the sands of instability (advisor touches the sand with fingers) build it on the solid rock (advisor touches the rock with finger) of service, morality and right living. Do not let yourself be influenced by men who, though pretending to be your friends,

are only interested in using you to gain their own ends. Such men are dangerous, and their moral character is often questionable. Do your utmost to surround yourself with friends of sterling character, who will influence you for good, and be ready to help you at all times."

"When you become a Rover Scout we want you to try to live the life a Rover should live - so that, when your days on this earth end, men will say, 'He was a good, true Rover, and the world is better because he lived.' And now I ask you and you are free to say 'No' if you wish: Are you still of the opinion that you desire to be admitted to the Worldwide Brotherhood of Scouts as a Rover Scout?"

Candidate: "I am."

If the answer is in the affirmative, the ceremony proceeds as follows:

Advisor: "Are you, in spite of the difficulties you have had in the past, now determined to do your best to lead a clean life; to be honourable, truthful and straight in all your dealings; clean in what you think about; clean in all that you do; clean in what you say?"

Candidate: "I am."

Advisor: "Have you kept your vigil and carefully thought out what you are doing with your life?"

Candidate: "I have."

Advisor: "Do you understand that service means you will be at all times good-natured towards all other people, and will do your best to help them, even though it may not always be convenient or pleasant for you, and that you will expect no reward for so doing?"

Candidate: "I do."

Advisor: "Do you understand that by becoming a Rover Scout you are joining a brotherhood in which we want to help you carry out your ideals, and in which we ask you to obey our rules and carry out our motto?"

Candidate: "I do."

Advisor: "In ancient times it was the custom of those about to become knights to be laved with water, in token of the washing away of past misdeeds and as a sign that they were determined to commence afresh with a clean page. Are you willing to give such a sign, here in the presence of us all?"

Candidate: "I am."

The sponsors again take their places on either side of the squire and lead him to the table on which rests the ewer and basin. The squire places his hands together over the basin and one sponsor takes the ewer and pours water over them, while the other takes the napkin and dries the candidate's hands. During this procedure the advisor lights the three red candles on the Altar. The sponsors then lead the squire to the kneeling pad.

Advisor: "Understanding these things then, I ask you to make (or renew) your Scout Promise, bearing in mind that you are expected to interpret it not from a boy's point of view, but from that of a man. "

The two sponsors now open the Union Jack behind the squire, holding it lengthwise at the ends of the Cross of St. George. The advisor with his left hand grasps the left hand of the squire with the flag between the two palms. The sponsors continue holding the flag with their left hands, leaving their right hands free for the salute. The

advisor then instructs the squire to raise his right hand to his shoulder with the fingers forming the Scout sign, doing likewise himself. The remainder of the crew thereupon come to full salute.

Advisor: *"Repeat after me, I, (squire gives his name), promise (or have promised) on my honour that: I will do my best, To do my duty, To God and the Queen, To help other people at all times and to carry out the spirit of the Scout Law."*

While one sponsor now drops his end of the flag, the other sponsor gathers it up and hands it to one of the Rovers at the side. The advisor then takes the new Rover (still kneeling) by the left hand and gives him a buffet on the left shoulder with the right hand saying:

Advisor: *"I trust you on your honour to keep (or to continue to keep) your Promise, and give you the buffet which the knights of old received to remind you, as it did them, that you have one tender point, namely your honour. Nothing should be more quickly felt than an imputation against your honour."*

The advisor, still grasping the squire's left hand, places his right hand under the squire's left elbow, helps him to his feet, saying:

Advisor: *"Rise Rover Scout."*

Taking the shoulder knot from the Bible, and pointing out that it is the same shoulder knot that was used as the book mark in the earlier part of the ceremony, the advisor continues:

Advisor: *"In this shoulder knot of yellow, green, and red, you see the colours of the three sections of our Brotherhood. Let it*

remind you of your responsibility, as a Rover Scout, to set them at all times an example worthy of your best self."

The advisor pins the shoulder knot on the Rover's left shoulder of the shirt and hands him his Rover Scout bar. At the same time the sponsors place the shoulder straps on his shirt and the red garter tabs on his stockings.

Presentation of the Thumb Stick

The Rover mate of the new Rover's patrol presents the thumb stick with these words:

Mate: *"This thumb stick is to assist you over the rough places of Rovering. Note that it has two prongs, similar to the two paths, which confront you in times of temptation."* Baden-Powell says, *"It is up to you to paddle your own canoe through life."*

"Therefore, in times of temptation, we expect you as a Rover to take the right course, even though it may be the most difficult. A Rover has an example to set, not only to the Beavers, Cubs, Scouts and Venturers but to the whole world. We feel that you will justify our trust in you to set that example."

Sponsor's Charge

Sponsor: *"By your actions and words you have signified that you are prepared and willing to render service. Are you prepared and willing to perform your first act of service as a newly invested Rover?"*

Rover: *"I am."*

Sponsor: *"Then you will lave and dry your advisor's hands as a token that you are prepared and willing to go out and do service as a member of this Rover crew."*

Prayer

The newly invested Rover kneels on both knees on the kneeling pad; the rest of the crew kneel on the right knee. The Rover advisor or chaplain kneels behind the newly invested Rover and repeats the following prayer:

Advisor: *"Our gracious God and Father, we praise Thy name for all Thy mercies; for life itself for all the gifts of body, mind and spirit; for our homes and comrades, for our work and recreation; we give Thee thanks."*

"Without Thee, O God, nothing is strong nor pure, nor holy, so at this time we supplicate the blessing of Thy presence and the guidance of Thy Holy Spirit. Thou, O God, hast heard the vows taken by this Thy servant in Thy presence and before witnesses. Give him grace to fulfil these promises throughout the days that are to come. May order and cleanliness characterize all his habits, and cheerfulness, kindness, chivalry and honour be manifest in his spirit. Enable him in all circumstances to be loyal to the ideals of Scouting and this Rover crew. So shall his own life be enriched, and become a blessing to his friends and his country."

"These blessings we ask in the name of Him who taught us to pray: Our Father who art in Heaven, hallowed be Thy name; Thy kingdom come; Thy will be done on earth as it is in Heaven. Give us this day our daily bread and forgive us our trespasses, as we forgive them that trespass against us; and lead us not into temptation but deliver us from evil. Amen." Scout silence.

"May the Lord bless thee and keep thee; the Lord make his face to shine upon thee and

be gracious unto thee; the Lord lift up the light of his countenance upon thee, and give thee peace. Amen."

Leave-Taking Ceremony (Leaving the Crew)

At any time between the investiture and their twenty-seventh birthday a crew member will leave the crew. Upon reaching twenty-seven years of age it becomes obligatory for the Rover to leave the crew. Whatever the reason for leaving the Rover crew, it is highly desirable to make a clean and formal break in a dignified manner, and this is best accomplished by means of a brief ceremony.

The advisor can open the proceedings with a few appropriate remarks. The crew will be reminded that the aim of the Rover Scouting is to help young people to become happy, healthful, useful citizens, and that one of their number has reached the point where they can go out on their own, confident that they have achieved that aim.

Advisor: (calls the Rover forward) *"Do you understand that in taking leave of the Rover crew you take with you the obligations of living up to the Scout Law and Promise and promoting these principles into the community?"*

Rover: *"Yes, I do."*

Advisor: *"This being your desire, I now ask you to reaffirm your Scout Promise."*

The Rover reaffirms the promise. Following this, the advisor will make a few well chosen challenging remarks and wish the young person good luck in the name of the crew.

APPENDIX

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HISTORY

History of Scouting in Canada

By 1908, Scouting had taken root in Canada, and in August 1910 Baden-Powell was invited to make a tour of the Dominion. By means of a competition held in England, he chose two patrols who, as they journeyed across the country, demonstrated practically the aims and methods of the Movement. Baden-Powell did not accompany the patrols, but travelled independently.

The year 1911 was a coronation year in England and on July the 4th, the day George the Fifth was crowned King, a contingent of Canadian Boy Scouts was presented to him to mark the occasion. Fifty years later a group of 1911 coronation Scouts met at the new Scout Headquarters in Ottawa to celebrate this auspicious occasion.

From its inception in Canada until 1914, Scouting had been directed by numerous provincial councils. There was a co-ordinating body based in Ottawa and Sir Percy Sherwood was Dominion Commissioner. In 1911, B.-P. persuaded the new Governor General, Earl Grey, to accept the position of Chief Scout in Canada; the post filled by each succeeding Governor General to this day. In June of 1914 the Canadian General Council with headquarters in Ottawa was incorporated by an Act of Parliament. The Act of Incorporation was a big step forward for Scouting in Canada because until that time, it had relied on the British Boy Scout Association for much of its direction and resources. After 1914, the Canadian General Council was able to take full responsibility for its own organization and administration, while still coming under the jurisdiction of Imperial Headquarters in London, England. It was not until 1945

that the Canadian General Council achieved separate recognition.

In 1927, as part of the Dominion Jubilee commemoration exercises, the National Committee for the celebration of Canada's Golden Jubilee gave the following commission to the Boy Scouts Association: They are *"to brighten up surroundings of monuments, memorials, and local historical sites, with special attention given to monuments of the Fathers of Confederation and other famous men and women of Canadian history."* They were to decorate such monuments with wreaths of maple leaves supplied by the Jubilee Committee to each district organization or individual Scout troop concerned.

The Boy Scouts of Canada were very happy to be given this assignment and many members were involved in impressive ceremonies at the various grave sites after the work of renovation was completed. It was very gratifying to many of the descendants of these great men, to see their ancestors remembered in this manner.

During Canada's Centennial, the Scouts repeated this service performed by their older brothers.

The Confederation Building was erected in Ottawa in that same year. As a token of appreciation for what the Boy Scouts had done, two statues of Boy Scouts were placed over a window near the main entrance to the building. These statues were modeled on the figure of the famous Boy Scout by Tait MacKenzie.

History of Rovering

Older Scouts wanted to engage in activities that were more suited to their interests and

abilities. They wanted to retain active membership but in a section where they could carry on a form of advanced Scouting.

Boy principles were translated into adult terms to help guide these young adults. The objectives of Rovering were taken from the Boy Scouts section and described as being interpreted for older boys.

A series of experiments were conducted, and in 1916 the original pamphlets about the new Rover program appeared. In 1917, Rover Scouting was officially launched as the third section of the Boy Scout Movement. The general aims of Rover Scouting were developed and presented to the Movement when Baden-Powell wrote *Rovering to Success*. While *Scouting for Boys* presented a program for boys, *Rovering to Success* never pretended to present a program for young men.

Baden-Powell himself explained this when he said it was only to outline his philosophy of life and that he was just passing on a few thoughts and ideas that he had gathered over the years. As he put it: *"It always seems to me so odd that when a man dies, he takes out with him all the knowledge that he got in his lifetime while sowing his wild oats or winning his successes."*

The Rover program with some modification was an extension of the Boy Scout program. Attempts were made to introduce various changes in Rovering over the years. However, Rovers sometimes found it difficult to work within the group structure with a Cub pack and Scout troop. Rovers tended to move away from close group ties and into a small independent group operation.

This move away from the group, was often misunderstood and misinterpreted by many members of the group and the Scouting

family. Also, as Scouting in Canada moved through the '50's and '60's it rode on a wave of social and technological change. This had a profound effect on recreation, education, attitudes and moral values.

The National Council recognized that these changes in society would affect programs being offered to boys and young adults in Scouting. In 1968, after several years study, the new Venturer section for boys 14 to 17 was introduced and at the same time a new Scout program was introduced for boys 11 to 14. The Wolf Cub program had already undergone a change in 1966, moving from the two star to the five star scheme.

When the new Scout and Venturer programs were introduced, Rovering lost its direct tie with the Scout section and much of the support material for Rovering became outdated.

In April, 1968, the National Council approved the formation of a National Rover Subcommittee to study the Rover section in Canada. Its terms of reference were: *"The Rover Scout Subcommittee is charged with the study and review of Rover Scouting and to make recommendations on that study."*

In 1969, the first recommendation by the subcommittee was submitted which declared that there was a place for the Rover section in Canadian Scouting and that there was an instilling need to be served in the age group 17 to 23. This recommendation was accepted and approved.

In 1970 the Rover subcommittee presented two submissions: One on co-ed membership (crew option), and one that covered policy changes.

The National Council accepted, in principle, the submissions and changes for a trial

period of three years, subject to approval by the Rovers at NAROCO '71 (National Rovers Conference).

The Rovers accepted the interim paper known as Rovers '71 at the National Conference, and requested a more permanent handbook.

After a national survey of all crews, advisors and service personnel, the results showed 86 per cent in favour of co-ed

Rovering (crew option). In 1973, the Rover subcommittee appealed to the National Council to arrange for policy changes to make co-ed Rovering (crew option) permanent. This was accepted in November 1973.

Today, Rovers are involved in challenging and exciting programs. Rovers are the planners of their own destiny and through crew programs continue to carry out Rovering as it was conceived by the Founder.

Important Dates in Scouting's History

Timeline

- 1908 - Scouting started in Canada.
- 1910 - August. First visit to Canada by Baden-Powell
- 1911 - Contingent of Canadian Scouts attend the coronation of King George V and Queen Mary on July 4th.
- 1914 - An experiment was started in Goderich, Ontario to provide a program for boys under Scout age.
 - June. Canadian General Council was incorporated by an act of parliament.
- 1916 - Wolf Cubs were officially introduced in Canada.
- 1917 - Introduction of Sea Scout and Rover programs.
- 1918 - Production of the first Canadian Scout Handbook.
- 1920 - Baden-Powell was proclaimed Chief Scout of the World.
 - 1st World Jamboree was held at "Olympia" in London, England.
- 1924 - 2nd World Jamboree was held in Denmark.
- 1926 - 1st Rover Moot, Albert Hall, London, at Easter
- 1927 - Canadian Scouts located and decorated the graves of the Fathers of Confederation.
- 1929 - 3rd World Jamboree, the Coming-of-Age Jamboree, was held in England.
 - 153 Canadian Scouts and 32 Scouters were in attendance.
- Baden-Powell was created a Baron with the title Lord Baden-Powell of Gilwell.
- The Lone Scout program began in Canada.
- 1932 - The first Apple Day was held in Canada.
- 1933 - 4th World Jamboree was held in Hungary with 8 Canadian Scouts and Scouters in attendance.
- 1935 - Baden-Powell made his last visit to Canada.
 - 2nd World Moot, Stockholm, Sweden, 3600 Rovers from 26 countries attended.
- 1937 - A Canadian contingent attended the coronation of King George VI and Queen Elizabeth.
 - 5th World Jamboree was held in Holland with 12 Canadian Scouts and 2 Scouters in attendance. 27000 Scouts total.
- 1939 - 3rd World Moot, Monzie Castle, Perthshire, 3500 Rovers from 48 countries attended.
- 1939 - World War II. Scouts performed many hours of war service on the home front, while many more gave their lives in the service of their country.
- 1941 - Baden-Powell died in retirement in Kenya at age 84. He was buried in Kenya and a stone bearing the Scout and Guide symbols marks his grave.
- 1945 - Canadian General Council achieved separate recognition from England.
- 1947 - 6th World Jamboree, the Jamboree of Peace, was held at Moisson in France with 37 Canadian Scouts and Scouters in attendance.
- 1949 - The 1st Canadian Jamboree was held at Connaught Ranges near Ottawa, with 2579 Scouts and Scouters present.
- 1951 - 7th World Jamboree was held at Bad Ischl in Austria.

- 1953 - A contingent of 36 Scouts and Scouters attended the Coronation of Queen Elizabeth II.
 - The 2nd Canadian Jamboree was held at Connaught Ranges with 2196 Scouts and Scouters present.
- 1955 - 8th World Jamboree at Niagara-on-the-Lake, Ontario, Canada
- 1957 - 9th World Jamboree, Indaba, Moot (J.I.M.) was held in Sutton Park, England. Close to 1500 Canadians attended.
- 1959 - 10th World Jamboree was held in the Philippines with 91 Canadians in attendance.
- 1961 - The 3rd Canadian Jamboree was held at Connaught Ranges with 2095 present.
 - 1st National Sailing Regatta was held near Montreal, Quebec.
 - New National Headquarters building was opened by his Excellency Governor General Vanier.
 - Scouts from the 1911 coronation meet at the new H.Q. for their 50 year reunion.
- 1963 - 11th World Jamboree was held in Greece with 467 Canadians in attendance.
- 1964 - The "Canadian Boy" magazine began in January.
 - Special Arctic and Northern badges were introduced for boys in the north.
 - Revised badge scheme for Wolf Cubs introduced.
- 1966 - Five star scheme introduced for Wolf Cubs.
- 1967 - Canada's Centennial year, marked by Scouts participation in events all across Canada.
 - Venturer program introduced.
 - Graves of the Fathers of Confederation decorated.
 - Expo Service Corps provided thousands of hours at Expo 67.
- Agreement signed between Boy Scouts of Canada and L'Association des Scouts du Canada.
- 12th World Jamboree was held at Farragut National Park in Idaho, U.S.A., with 1178 Canadians in attendance.
- 1968 - First Arctic and Northern Jamboree held near Yellowknife in the Northwest Territories.
 - Boy Scouts program introduced.
 - Can-Carib project was inaugurated - a four-year aid plan to Scouting in the Caribbean.
 - April. National Rover subcommittee formed
- 1969 - 1st National Venturer Conference held in Ottawa with 250 Venturers.
 - 1st National Delegate Conference for Rovers.
- 1970 - 2nd Arctic and Northern Jamboree held at Churchill, Manitoba.
- 1971 - "Canadian Boy" discontinued in December.
 - Agreement signed between Boy Scouts of Canada and ethnic Scout groups.
 - New Rover program introduced.
- 13th World Jamboree held in Japan with 350 Canadians in attendance.
- NAROCO '71 - National Rover Conference
- 1972 - Revisions made to the Venturer program.
 - Beavers-Canada introduced on a controlled basis for three years.
- 1973 - November. Rovers now have co-ed option.
- 1974 - Beavers-Canada adopted as a program of Boy Scouts of Canada.
 - Rover program became co-educational.
- 1975 - 14th World Jamboree held in Norway with 1300 Canadians in attendance.

- 1977 - 4th Canadian Jamboree was held in Cabot Park, P.E.I., July 2 - 11, attended by 16000 Scouts, Venturers, and Scouters.
 - First National Venturer Forum, Camp Buchan, P.E.I.
- 1979 - Canadian Scouts attended Dalajamb in Sweden.
- 1981 - 5th Canadian Jamboree - Kananaskis Country, Alberta, 19000 Scouts, Venturers, and Scouters attended.
- 1982 - 75th Anniversary of Scouting.
 - 9th Canadian Rover Moot - August
- 1983 - 15th World Jamboree hosted by Canada at Kananaskis Country, Alberta, July 4 - 16. 103 countries in attendance.
- 1985 - 6th Canadian Jamboree, July 3 - 12, Guelph Conservation area.
- 1988 - 16th World Jamboree held at Catarac Scout Park, near Sydney, Australia, Dec 30 - Jan 10.
- 1989 - 7th Canadian Jamboree, July 15 - 23, Fort Amherst, P.E.I., Earth, Wind, and Fire.
- 1990 - National Rover Conference - "A Vision of the Future" Aug 17 - 22
 - 8th World Rover Moot, Dec 28 - Jan 9, 1991, Victoria, Australia
- 1991 - 17th World Jamboree held at Soraksan National Park, Sokcho, Korea Aug 1-8
- 1992 - 9th World Rover Moot, July 27 - Aug 6th, Kandersteg, Switzerland
- 1993 - 8th Canadian Jamboree, Kananaskis Country, Alberta
- 1994 - 1st European Jamboree. Dronten, the Netherlands. Aug 1 - 11, 4 Canadians attended.
- 1995 - 18th World Jamboree. Dronten, the Netherlands, Aug 1 - 11.
- 1997 - 9th Canadian Jamboree, Thunder Bay, Ontario.

FLAG ETIQUETTE

Canadian Flag

The familiar National Flag has a red maple leaf centered on a white square background with a red rectangle exactly one half the white square at either side.

The white square represents our great land. The red borders represent the sun rising and setting in the oceans, reminding us of our motto "From Sea to Sea". In the centre of the flag is one maple leaf, the official emblem of our country, depicting unity; as well, it is a symbol of valour and sacrifice.

Our National Flag is a symbol of Canada and identifies our country throughout the world. It is natural, therefore, that Canadians will wish to treat the flag with the respect that such a symbol deserves and will expect others to do the same. For the same reasons we should treat the flags of other countries with similar respect.

The Rover Flag

Rovers have their own distinctive flag for use during ceremonies and parades. It also adds colour and prestige to the crew meeting place. The Rover flag is made up of a red cross on a white background. This is taken from the flag of St. George, which was the official flag used by England during the early fifteen hundreds. Superimposed on the flag is the Scout symbol. The Scout symbol was taken by Baden-Powell from the north point of the compass. Also, superimposed on the flag is a scroll on which appears the Rover motto. Some crews have their crew name on the flag for purposes of identification at large events. Other crews have designed their

own flag. When designing a flag it should include the motto and Scout symbol. Also, the flag should be approved by the next senior council. No special regulations are attached to the use of the Rover flag. As with other flags, it should be used with good taste and common sense.

Flag Ceremonies

Many organizations have developed ceremonies in which they use the National flag and also their own organization flag. Perhaps the most common is the dedication of these flags when they first are obtained. It is customary to have a priest, minister or rabbi attend your meeting and with a suitable prayer commend the flags to the crew and have the members agree to support the ideals symbolized by the flags. These ceremonies may be carried out in a church or other place of worship. For other ceremonies such as the admission of a new member or the presentation or parading of the flags, a number of different ceremonies exist. Rovers should consider looking into such ceremonies and using those that suit their needs or devising new ceremonies. The Armed Forces, Royal Canadian Legion, established packs and troops as well as other organizations have ceremonies the crew may wish to examine.

Flag Raising

There is no official statute concerning the salute to the flag in Canada as in some other countries. When the flag is raised it is customary, however, for civilian males to stand and remove their hats. Ladies also stand. Members of Scouting in uniform, wearing hats, may salute the flag, others can make the Scout sign with the right hand. Officially, the flag is flown only in daylight hours with the exception of ships at sea. It is raised at sunrise and lowered at sunset.

Flag Raising

There are no official statutes governing the use of the national flag by individuals, corporations, or other business establishments. A private citizen may fly any flag, including the National flag at any time and any place and would be expected to do no more than observe the customary rules of good taste and common sense.

National flags should always be flown at masthead or from the gaff. No flag must ever be flown above the National flag. When the flags of two or more nations are displayed, they are to be flown from separate staffs of the same height with the host National flag on the right facing the parade or audience. International usage forbids the display of the flag of one nation above that of another nation in time of peace.

In parades, when colours are carried, the National flag is carried in the centre and in front of massed other colours or on the marching right in the case of two colours.

When crossed with another flag, the National flag is on the flag's right with the staff over that of the other flag. When in church, the National flag should be displayed on the minister's right.

When placed on a wall, the National flag is hung as though the staff were on the flag's right (your left facing the flag) - when hung vertically over a street, the top of the flag should be to the east on north-south streets and to the north on east-west streets. When grouped, the National flag is placed in the centre and at the highest point.

When flying a flag at half mast, first raise it to the masthead and then slowly bring it down to at least the flag's width from the masthead. The amount depends on what looks best. To lower a flag from halfmast, raise it to the masthead then lower.

The National flag may for special occasions, be left up after sunset and floodlit.

When the flag becomes tattered and worn, it should be disposed of by burning. This should be done quietly and without ceremony. It is not considered an act of disrespect to burn an unserviceable flag.

The flag is used as a drape on a casket of the dead or in the unveiling of a monument. It is not used as a table covering.

The flag is never used for advertising purposes.

DIAMOND KNOT

HOW TO TIE THE DIAMOND KNOT FOR THE ROVER PROGRESS THONG

1. Lay one of the ends (A) of the thong in a loop shaped as in Fig. 1.
2. Taking up the second end (B) lay it under the loop as in Fig. 2.
3. Weave end (B) over the first cord, under the second, etc., finishing as shown in Fig. 3. The knot, still in an unfinished state, is the "Double Carrick Bend."
4. Now lead the ends (A and B) in the direction indicated by the dotted lines (making sure beforehand that you have them sufficiently long enough for the purpose), and bring them under the knot and up through the opening (X). Bring the two ends together and gradually work up the knot as tightly as possible as shown in Fig. 4.

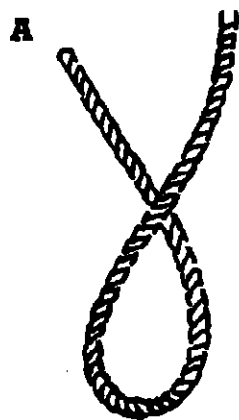


Fig. 1

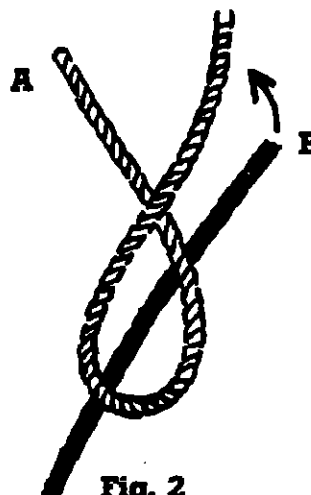


Fig. 2

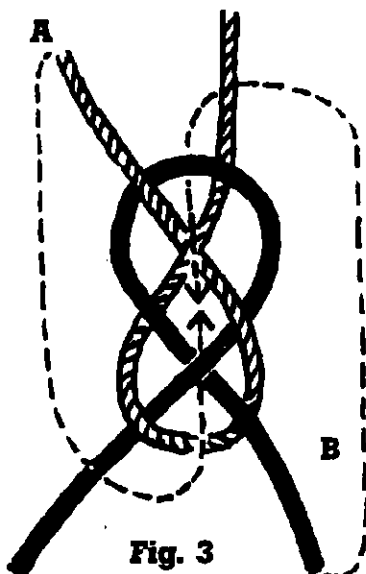


Fig. 3



Fig. 4

Glossary of Terms

Advisor: See Rover Advisor.

By-Laws, Policies and Procedures: The authorized statements governing the operation of Scouts Canada.

Lord Baden-Powell of Gilwell: Founder of Scouting.

Beavers: Scouting members aged 5 to 7.

Crew Executive: Name given to Crew officers.

Crew Scouter: Another term for Rover Advisor.

Crew: Name given to section of the Scout Movement in Canada comprised of Rovers.

Cub: Scouting members aged 8 to 11.

D.C. District Commissioner.

Den: Place where Crew meets, usually used by them alone.

Diamond Knot: A decorative knot used for recognition.

Group Committee: A committee of adults appointed by the sponsor to administer the business of the group.

Group: One or more program sections - Beaver Colony, Wolf Cub Pack, Scout Troop, Venturer Company, Rover Crew, under a group/section committee. The term 'group' applies even if lacking one or more of the sections.

Indaba: An information session held at a Jamboree.

Individual's Sponsor(s): Rover(s) chosen to help the new candidate.

Investiture: Ceremony at which the candidate becomes a member of Scouting.

Jamboree: A Scout camp held on a large scale.

JOTA: Jamboree On The Air.

Moot: An Anglo-Saxon term meaning a meeting of freemen gathering to debate, to strengthen old bonds, to test their prowess, feats of strength and cunning. Honing their wits, to laugh, to cry, to hold out their left hand in equal admiration and respect. Today a Rover moot is a large camp where only Rovers attend.

P.C.: Provincial Commissioner.

Quartermaster: Person in charge of equipment.

Quest: A name formerly given to the setting and achieving of certain personal objectives by one or more individuals.

Roundtable: The name of a Rover business meeting held at a Provincial or a Regional level.

Rover Advisor: The registered adult leader of a Rover Crew. May have one or more assistants.

Rover Leader: Peer leader of Crew (mate/chairperson/president).

Rovers: Scouting members aged from 18 to 26 years old.

Rovers' Own: Inter-denominational gathering of Rovers for worship.

Scout: Scouting members aged 11 to 14.

Scribe: The Crew secretary.

Section Committee: Committee of adults appointed by sponsor to administer the business of a section. (see Group Committee).

Section: A Beaver Colony, Wolf Cub Pack, Scout Troop, Venturer Company or Rover Crew.

Service Scouter: A member of district or area staff who is responsible for providing services to groups/sections.

Skipper or Skip: Nickname for a Rover Advisor.

Sponsor or Sponsoring Body: An association, institution, organization or body of

citizens which wishes to use one or more of Scouting's programs. (ie. Group Committee)

Squire: Under the "Knighthood theme" a Rover in his/her probationary stage.

Thumbstick: A ceremonial item made by Rovers to demonstrate the two choices in life.

Troop: Name given to a section of the Scout Movement comprised of Scouts. Ages 11 to 14.

Venturer: Scouting members aged 14 to 18.

Vigil: Optional period of self-examination taken by prospective Rovers prior to investiture. (Knighthood theme)

Wood Badge: Recognition given to persons completing requirements of the Adult Training Program.

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