

GOLDEN ARROW PATROL LEADER TRAINING



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INTRODUCTION

PURPOSE

This Golden Arrow training book is written directly to you, the Scoutmaster. Its purpose is to provide a *guide* which you may use to train your Patrol Leaders, *irrespective of their individual experiences or the experience of the Troop*.

ROLE OF THE SCOUTMASTER

In the Patrol System the Scoutmaster's *most important* role in the Troop is training Patrol Leaders. This training establishes the operational standards of Patrols, the Court of Honour, and consequently the quality of the Scouting enjoyed by every boy in the Troop.

CONDITIONS

Patrol Leaders and Seconds must have been appointed as recommended in The Troop Scouters Handbook p. 37. They must be aware of the requirements for the Golden Arrow.

ARROW PATROL

For training experiences, the Patrol Leaders (and possibly Patrol Seconds) will form a Patrol with you as their Patrol Leader. This Patrol is called the Arrow Patrol. Thus you train your Patrol Leaders in a similar setting to that in which they will train their Patrols. In this way, they not only learn skills, but how to instruct in them and how to conduct Patrol meetings.

CONDUCT OF TRAINING

The most important thing to understand is that the training and developing of Patrol Leaders is a *continuing process* and not the result of a formal training course. The training given to a Patrol Leader must be adapted:

- (i) to his age, personality and experience in Scouting;
- (ii) to the standing and experience of the Troop;
- (iii) to the activities in which the Troop is currently participating.

For this reason there is no set syllabus but an indication of the guidance the Scout needs from you to help him perform his duties as a Patrol Leader. *His training must begin as soon as he is elected and must fit in with the current activities of the Troop*. It is expected that a Patrol Leader or Second should be able to fulfil the requirements for the Golden Arrow within six months of being elected.

The notes in this booklet should be adapted to suit the circumstances, be expressed in your own words and spiced with examples and personal anecdotes. **DO NOT READ THESE NOTES TO YOUR PATROL LEADERS.**

While it may be necessary to conduct yarns on some of the subjects, do not attempt to cover too much at any one time. Probably *the best learning results when discussion arises naturally from an incident or question*. For example, a Patrol Leader bothered with lack of

discipline may ask at a Court of Honour meeting what action he should take. This would provide an excellent opportunity to cover this aspect of Patrol Leader training and discussion should be encouraged so that all may contribute their thoughts and experiences. A great deal will also be learned incidentally through participation in the normal training programme of the Arrow Patrol.

Patrol Leaders receive training and guidance through three main avenues.

1. *The Court of Honour.* While Court of Honour meetings have their own specific purpose in the Troop, a Patrol Leader will learn a great deal about his responsibilities, understanding human nature and developing a sense of values, through the discussions which take place. When you attend meetings of the Court of Honour, you will seize opportunities as they occur, to provide learning experiences, but beware of preaching or of abusing your privilege.
2. *The Arrow Patrol.* The meetings of the Arrow Patrol will provide opportunities for the members to learn and develop new skills, to progress with their personal advancement, to prepare for forthcoming activities and to learn by personal experience and from example, how to resolve some of the problems of leadership.
3. *Personal attention.* Much of the guidance a Patrol Leader will receive will be through discussion with you and it is important to realize that the possibilities of developing his potential as a leader will be realized *only if his education is the result of mutual learning.*

Assistant Scoutmasters and others may be enlisted to assist when necessary, but the responsibility and the lead must always remain with you.

TRUST

Patrol Leader is a position of responsibility. Each boy has his own capacity which should develop as he grows — the responsibility entrusted to him must remain a challenge but not go beyond his capacity. Patrol Leaders will make mistakes but, properly handled, they can be valuable learning experiences. Help him to profit by his mistakes, avoid criticism of him in front of his Patrol and don't assume his responsibility for him unless *absolutely* necessary.

Demonstrate faith in each Patrol Leader and his Patrol by trusting him to do the job for which they have elected him.

NOTES TO SCOUTMASTER

Throughout the book there appear "special notes" to Scoutmasters which require extra emphasis in putting across this course. As these notes relate to the subject being treated, they have been left in the body of the book, but they have been separated with a heading and indented from the regular type.



GOLDEN ARROW REQUIREMENTS

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

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

The Golden Arrow Badge is worn on the flap of the left pocket.

The Golden Arrow is available to Patrol Leaders and Patrol Seconds only.



PART I.

PATROL LEADERSHIP

“The best progress is made in those Troops when power and responsibility are really put into the hands of the Patrol Leaders.” Baden-Powell.

BEING A LEADER

Patrol Leaders are the key personnel in Troops.

Leadership is the ability to attract a following, to deserve support and to inspire confidence in ability to make right decisions.

The Patrol Leader, elected by his Patrol, has already fulfilled the first condition. The Patrol has demonstrated that he is the one it is most prepared to follow, which would seem to indicate that he has some inherent leadership ability. The fact that he has been *elected* is an encouragement and a challenge to him to do his best. Having gained a following, he must now maintain it. It is your job to strengthen his natural ability and to help confirm him in his position. This is much easier to achieve by “doing” than by “talking” and the first step is recognition. He is the leader of a Patrol, he speaks for them — they take their lead from him.

NOTES TO SCOUTMASTER

*Be sure that his position is respected and nothing is done to undermine his authority.
Pass instructions for the Patrol through him — avoid embarrassing him in front of his Patrol.*

To deserve support he has to work harder than any of those serving under him. This does not mean that he has to do all the jobs, but rather that he has to work harder than anyone else to help to make his Patrol the best and to see that every member has equal opportunity for advancement, fun and adventure.

His ability to make right decisions will grow with experience, knowing his Patrol and obtaining their views.

The wise leader:

- will always discuss plans with his Patrol and listen to their counsel. He does not have to accept their views but he will be guided by them and may adjust his own decisions accordingly.
- delegates authority to those best suited to assume it for any specific occasion.
- does not try to bluff his followers by pretending he can do things he knows he cannot. Once his bluff is found out respect and trust fade.
- is not bossy. He does not go around complaining but cheerfully tries to encourage.
- must be able to do some things better than anyone else in the Patrol. It is not too important what it is, so long as it is known and valued by the other members.
- must be fair and not play favourites.
- must keep his word. If he promises something, whether it be favour or threat, he must do everything within his power to keep that promise, even though it may be inconvenient. Consequently, it is important that he not promise anything which he is not prepared to back up.
- stands by his Patrol through fair or foul, collectively or individually.
- tries hard to control his emotions, especially his temper. He must try to discover himself through his Patrol and to subdue those habits which they find annoying.
- must at all times do his best — especially in trying to keep the Scout Promise.

NOTES TO SCOUTMASTER

A great deal can be done to help a Patrol Leader by discussing his ability with him from time to time, praising those things at which he is good and trying to point out those things which need attention and what he may do to improve them. Similarly, a Patrol Leader may be helped to understand the members of his Patrol by encouraging him to discuss the values of each boy with you in private. Help him to understand the reasons for their behaviour and to decide what approaches might be taken to help them improve.

Your ability to lead will be reflected in your Patrol Leaders.

PATROL ORGANIZATION

It is important that every member of a Patrol feel that, in some way or another, he is important to that Patrol. One way to achieve this is to see that each member has a job for which he alone is responsible. It must be a job of value to the Patrol and call for regular effort. The choice of jobs will be decided by the Patrol-in-Council — each member stating



his personal preferences. In some instances, some boys may have more than one responsibility. However, the appointment to any job is not binding on a boy for the rest of his life in the Patrol. Jobs may be changed or rotated at any intervals that suit the Patrol and the individual. It should also be understood that while a job may be a boy's responsibility, it is not his exclusive privilege. For instance, the Patrol Cook does not cook every meal when the Patrol goes to camp. Each boy will take his turn at cooking but may seek advice from the Patrol Cook. The Patrol Cook may be the instructor on Second and First Class cooking, or the one to whom the Patrol Leader delegates the preparation of menus for camp.

Under this system, it is often found that boys develop definite preferences and become specialists in certain fields. The wise Patrol Leader will be aware of this and on occasions will delegate leadership to other boys for certain activities. For example, if on a journey the Patrol finds it has to build a bridge across a gully, the Patrol will have a Patrol-in-Council to decide how it is to set about the job. The Patrol Leader will depend on the Patrol Pioneer for advice and when a decision has been reached, he may well turn the operation over to the Pioneer.

The Patrol Second is in a special category. He is the assistant Patrol Leader and should have the full confidence of the Patrol Leader. The Patrol Leader will consult with his Second about Patrol plans and get his reaction to ideas, possibly before they are placed before the Patrol. The Patrol Leader and Patrol Second must work closely together and complement each other's efforts. The Patrol Leader must provide opportunities for his Second to lead the Patrol on occasions and it must certainly be understood that in the Patrol Leader's absence his Second is in complete charge. The Patrol Leader, by mutual arrangement, should also delegate some specific responsibilities to his Second.

PATROL SPIRIT

Patrol spirit — *esprit de corps* — is that intangible quality which unites a team. It is a quality that must be developed by the members of the team in the course of working together.

Such things as Patrol name, Patrol colours and Patrol call are aids towards developing Patrol spirit, but they must have *real meaning* to the boys in the Patrol. If they are not interested in their Patrol name, they should change to one which has more meaning to them and in which they can discover a common bond. Patrol colours become a symbol of ownership and membership in the Patrol and the Patrol flag becomes a banner to follow through fair and foul. The Patrol slogan, yell or song, especially one developed as the result of an incident, will do much to build Patrol spirit and to develop Patrol history and tradition.

There is no substitute for doing things together to build Patrol spirit, and the second part of the Law has particular implications here.

PATROL DISCIPLINE

Perhaps the most essential requirement for the maintenance of good discipline is the creation of group interest. If boys are interested, they will want to participate and achieve

their objective. Interest can be more easily achieved in the Patrol if all members participate in planning (see Patrol-in-Council). Before this can be effected, the Patrol Leader must understand that he is a leader and not a driver or dictator. There is an obvious tendency for Scouts elected as Patrol Leaders to feel they are “the boss” — but boys soon get tired of being bossed around.

Most boys respond to reason and will follow a positive lead if wisdom dictates its necessity or if it represents the wishes of the majority. A weak lead by a hesitant Patrol Leader who can't make up his mind is likely to cause internal conflict, a falling off in morale and eventually the complete breakdown of Patrol discipline. The Patrol Leader must see that there is a fair division of work and pleasure within the Patrol and that everyone gets his share of chores.

When a Patrol Leader delegates authority to a member of his Patrol, he should leave him alone to get on with the job and not interfere with the way it is being done. If more speed or effort is required, it should be suggested by way of encouragement and not by needling or grumbling. This is sometimes a very difficult lesson to learn, especially as boys seldom do a job in exactly the same way. Although a job may be delegated, the responsibility for it still rests with the Patrol Leader, just as a Captain is always responsible for his ship, no matter who is on the bridge. When delegating authority, the Patrol Leader should be reasonably sure that the person delegated is competent to fulfil the task requested of him and that instructions for carrying it out are clear.

NOTES TO SCOUTMASTER

it is particularly important to impress Patrol Leaders with the need to think out instructions clearly and methodically before issuing them. Lack of clear direction causes mistakes and creates confusion.

Scouts are still boys learning self-control and they must be expected to kick over the traces occasionally. It is very important for a Patrol Leader to understand that encouragement is often much more effective than punishment, when dealing with someone who has been disobedient. He should always ask himself how much of an effort the culprit is making to “do his best”. When a boy is continually disobedient, or causing trouble in the Patrol, try to find the cause. Where it is necessary for a Patrol Leader to discipline a member of his Patrol, the punishment preferably should take the form of loss of privilege. Avoid physical punishment and delegation to do additional chores.

Occasionally, feeling may run high between two boys and develop into a fight. In such a situation, provided the boys are

fairly matched, it may be best to let them fight it out in a supervised wrestling or boxing match. If the pair are not fairly matched, then some other contest may be devised. While this may release tension, it may not solve the problem which caused the fight in the first place — and this must be resolved if further outbursts are to be avoided. Do not allow bullying or display of spite. The Patrol Leader must be prepared to follow through with any disciplinary action he has threatened if necessary. He must be careful, therefore, not to threaten anything he might not wish or be able to carry out.

It is important that a Patrol Leader try to settle all disciplinary actions within his own Patrol. If he cannot, he should bring his problem to you for advice. He may also seek the advice of the Court of Honour, but in doing so, it is usually better not to mention names. The Court of Honour should not normally take disciplinary action upon itself except at the request of a Patrol Leader or in the event of the honour of the Troop being at stake.

Patrol Leaders should exchange ideas on getting co-operation and discipline from their Patrols at Court of Honour meetings. In this way, they learn from each other.

PERSONAL PROGRESS

In order to maintain the respect of the members of his Patrol, a Patrol Leader must make steady progress with his Scouting. It is not necessary that he be the highest qualified boy in the Patrol, but he must be ahead of the other members in some skills or knowledge, and certainly be making an all out effort in personal advancement.

It is the responsibility of a Patrol Leader to see that each member of his Patrol makes personal progress. He will keep his eye on the progress chart and work out with individual boys the targets at which they should aim. He will see that each boy has a training programme and someone to help him.

A Patrol Leader must try to be sure that advancement is not merely a desire to fulfil requirements in order to have them ticked off on a chart, but that the boys are learning by doing and enjoying the fun of the activities in which they participate. Fulfilling requirements has very little value unless a challenge has been met to personal satisfaction and some competence in the subject has been attained. Only in this way will the Scout programme have meaning.

Each Patrol Leader must be prepared to qualify the work of the Scouts in his Patrol. The progress of members of a Patrol should be reviewed once a month at Patrol-in-Council and by the Patrol Leader at Court of Honour meetings (See **The Troop Scouters Handbook** pps. 38-49).

It is very important that Patrol progress charts and any other records be maintained up-to-date. Records are of no use unless made to work.

PART II

PATROL MEETINGS

“I want you Patrol Leaders to go on and train your Patrols in future entirely yourselves, because it is possible for you to get hold of each boy in your Patrol and make a good fellow of him.” Baden-Powell.



The regular meeting of members of a Patrol under the leadership of their Patrol Leader is one of the most important features of the Patrol System. Patrol meetings provide natural settings for the boy “gang” to operate under its own leader. The more closely the boys in a Patrol are allied, the more natural it will be for them to meet together.

Real Scouting is done in the Patrol —

real from the boys’ point of view because they are doing it by themselves; and **real** from the Scouters’ point of view because it is through this method that the Movement endeavours to achieve its Aim.

Troop meetings are simply the meeting together of Patrols for combined operations, and it has been said that one well-run Patrol activity is worth two Troop activities.

For Patrol meetings to be successful from the boys’ point of view they must be fun, and that usually means doing what the “gang” wants to do at any particular time. Thus, if Patrol meetings are to achieve their immediate purpose, namely helping boys with their personal progress and preparing the Patrol for combined operations at Troop meetings, these two ideas must be combined. If Patrol meetings merely consist of tying knots in a corner or drawing compass cards on pieces of paper, interest will fade very quickly. Patrol Leaders must use their imagination to ensure that Patrol meeting programmes present attractive activities for the boys.

NOTES TO SCOUTMASTER

This is where you will have to give special guidance to your Patrol Leaders. Patrol Leaders will get many ideas from the activities they have with the Arrow Patrol.

Ideally, Patrol meetings should be held once a week and normally last from one to one and a half hours. Where, for some good reason, this cannot be the case, one of the following arrangements should be adopted:

- (a) Alternate Patrol meetings and Troop meetings
- (b) Three weekly Patrol meetings followed by a monthly Troop meeting
- (c) A period of at least half an hour set aside during Troop meeting for Patrol meeting, planned and executed by the Patrol Leaders. (See page 41 **The Troop Scouters Handbook.**)

They probably will be held in the Patrol Den, although the type of activity may dictate the place. Apart from an opening and closing ceremony, which each Patrol should be encouraged to develop for itself, the content of the meeting is likely to vary considerably from week to week, although a short period should be set aside at each meeting for Patrol-in-Council to discuss planning. These Patrol meetings should provide opportunities for each member to exercise his special responsibility — and a wise Patrol Leader will see that some of the members contribute something to every programme. Patrols should be encouraged to keep a record of attendance at Patrol meetings and if Patrol dues are collected, proper records must be maintained.

In Troops where, for one reason or another, the boys in a Patrol are not very closely allied, it may be necessary to have rather a special type of Patrol meetings to begin with in order to

give them a feeling of belonging and wanting to do things together. For instance, if they all enjoy swimming, it may be a good idea to organize a couple of Patrol swim meetings and perhaps some artificial respiration or lifeline throwing could be included as a related side activity. It is important that the boys develop a team spirit, as Patrol meetings are not likely to be very successful until this happens. The discovery of what they want to do will most likely come as a result of discussion by Patrol-in-Council.

NOTES TO SCOUTMASTER

As Patrol Leader of the Arrow Patrol, you must be sure to provide a variety of types of programme for training meetings, so the Patrol Leaders gain plenty of ideas and an understanding of the different types of meetings possible. It is important to explain that, because of their age and experience, activities at Arrow Patrol meetings will likely take far less time than they will in their own Patrol meetings. Therefore, the programme of an Arrow Patrol meeting will probably provide sufficient material for two or even three ordinary Patrol meetings. Many of the training activities at Arrow Patrol meetings will be in preparation for the future Troop activities. You and your Assistants will prepare and train the Patrol Leaders for these activities and they will work on the skills to attain some measure of efficiency. In the learning process they will gather how to instruct and discover interesting activities involving the skills they are learning. All this they will pass on to their Patrols, tinted with the colour of their own personalities and imaginations, and adapted to the interest of their own Patrols.

Arrow Patrol meetings may be held after Troop meetings and before Court of Honour meetings, say for half an hour — or, one hour every two weeks — or one evening a month, whichever is most convenient. It is the practice in some Troops to train the Patrol Leaders for half an hour during Troop meetings, leaving the Patrols in charge of Seconds. It is not necessary for Arrow Patrol meetings to be as long as ordinary Patrol meetings, and obviously it is important not to be too demanding of Patrol Leaders' time.

The success of Patrol meetings in a Troop will depend almost entirely on the opportunities, training and enthusiasm brought to meetings of the Arrow Patrol by you and your Assistants.

Here are some suggestions for simple Patrol meetings. They are in no way connected and no attempt has been made to provide a time schedule.

INDOOR

- 1 Patrol-in-Council decide plans for Patrol's part in Troop wide game. Patrol Leader and Second teach the Butterfly Knot to other members. Test knots by throwing rope over beam and hauling each boy up in his own loop. Stage an accident — one boy's finger caught between rope and beam — get Patrol to take necessary action; Patrol First Aider sums up. Go out and look at the stars. Find the Pole Star and try to tell the time by the star clock.

2. Work on the Den — make new Patrol Progress Chart
 - repair knot board
 - paint bulletin board
 - clean out Patrol box
 - while working, play phonograph records of songs and try to find some suitable for campfire.

Patrol-in-Council to discuss:

 - more furnishings for the den and some new books for the library
 - what to do next week
 - Mother's Day Good Turn at home.
3. Instruction by Dad on how to make Pack Board, explaining type of wood, tools required and how to use the plans. Each boy to prepare wood for the first stage at home and bring to the next meeting for checking and advice on the second stage. Spread a blanket on the floor and do some Indian wrestling. Some instructions on map reading by the Patrol Hikemaster related to the route the Patrol will take on the next Troop hike. Patrol-in-Council to decide other details of the hike.
4. Patrol-in-Council to discuss:
 - Patrol's poor performance at last Troop meetings
 - work out plan of advancement for each boy and set targets.

Patrol Leader gives a yarn on courtesy as he feels this is another reason why Patrol is not working well.

Patrol Second thinks Patrol is in poor physical shape and suggests some setting up exercises to be done regularly. While each boy takes his personal measurements — height, chest expansion, bicep, length of span, etc., Second draws up record chart. Members practise exercises and record performance; measurements and records to be checked every two weeks at Patrol meetings.

Play Jenkin's Kim's game; each boy produces a small object in each hand which he shows. After a minute the Patrol Leader calls 'away', hands are clenched and put out of sight. Patrol Leader then calls upon the boy to say what David has in his right hand. If he can give the right answer he asks someone else the next question — and so on.

Perhaps the thought for tonight's prayer could be to ask God to help the Patrol to be more thoughtful of others.

OUTDOOR

- 1 Meet at the bridge over the creek.
Float a piece of wood under the bridge, time it and calculate the flow of water. Take samples of water and let settle in the Den for a week then analyze the contents. Go down the creek a little way to the rocky area and have a 'boat race'. Collect signs of spring and prepare report for Troop meeting. Do at least one simple Good Turn.



2. Visit museum and study local Indians in preparation for Troop's display on "Life Here Three Hundred Years Ago". Each boy to sketch an Indian implement or other equipment and make a model of it at home.

Patrol-in-Council in Sam's Snack Bar:

- finalize preparations for display
 - plan next meeting
 - decide to join Community Square Dance Club and take girl friends.
3. To Mr. Walter's cottage for afternoon of water skiing. This will include artificial respiration, mooring a boat and throwing a lifeline as well as the skills and precautions of handling the boat and water skiing.
 4. Stalking. The help of a Dad who will be a secret agent will be needed. He passes a chosen spot within agreed short period of time. Patrol's job is to shadow him without being spotted and to discover his ultimate destination. The Patrol is to prepare an accurate description of the man, what he is wearing and what he does. Patrol and agent meet at agreed spot about an hour later. Agent describes who he saw, where, and why his attention was drawn to him. This is good practice in Patrol organization, stalking and tracking.

Patrol-in-Council afterwards to discuss the activity and to note the mistakes they made in organization and stalking and to emphasize the points they have learned.

NOTES TO SCOUTMASTER

A list of Patrol activities may be found on Pages 95 to 99 of The Troop Scouters Handbook. For more, refer to the Patrol Series booklets and devise your own list with the Arrow Patrol-in-Council.

It should be noted that most of the learning in the above programme is achieved through participation in activities and situations meaningful to boys — some of which, on the surface, appear to have little relationship with Scout training.

MEETING PLACE

If a Patrol is to meet regularly, it needs a place of its own in which to meet. Such a haven, to which the Patrol or any member may go practically at any time, is called a Patrol Den and for the boys, is a priceless possession.

The Patrol Den does not have to be a fine room in a building, but can be an old shack in a back yard, a corner of a basement, an old box car or farmhouse building, a small room in the Troop Headquarters or, as a last resort, a corner of the Troop room. In some respect, the more ramshackle it is, the more challenge there will be to the Patrol to make it into a Den worthy of its members. Also, there will be less restriction placed upon them. A room where you cannot knock a nail into the wall without giving the janitor or owner apoplexy is not really suitable for a Patrol Den. Ideally, a Patrol should find its own Den but if this proves too difficult the Group Committee may help.



Within reason, a Patrol should be encouraged to decorate its Den in its own way, and probably it will be furnished with old furniture from members' homes. The Den may also be the storage place for the Patrol's equipment, such as cooking pots and tools. It will certainly be the resting place of the Patrol's log book, Patrol progress charts, hiking and camping records, charts of Scouting activities, knot boards and so on; the Patrol museum containing model bridges, camp gadgets, camp layouts, items of handicraft made at camp or Patrol meetings, plaster casts and trophies collected such as rocks, fossils, arrowheads, etc.; Patrol library of Scouting and adventure books; pictures and photographs; the Roll of Honour of past members and any award won by the Patrol in Troop or District activities.

If the development of the Den is fairly free and it is open to the members of the Patrol, it will become a favourite haunt and will contain other items which reflect the hobbies and interests of its members such as record player, photographic equipment and so on.

Each Scout will have his own particular interest and this will provide areas for responsibility in the Den, e.g., Patrol Librarian, Curator of the Museum, Quartermaster, etc., and some Patrols may even have a Patrol Janitor.

While a Patrol will want to maintain some items of traditional value, it is important that each generation decorate the Den after its own fashion and display the gadgets and trophies *it* has made. Ideally, a Patrol Den should never be completed, so the incentive to make it their own is with each generation.

The development of Patrol Dens can be stimulated by inter-Patrol rivalry and competition.

NOTES TO SCOUTMASTER

You should visit Dens from time to time and, by arrangement, drop in occasionally at Patrol meetings.

If, as a last resort, corners of a Troop room have to be used as Patrol Dens, then some form of screen or collapsible screening should be made, and a definite period set aside for Patrol meetings.

Patrol Dens are important to the operation of the Patrol System.

NOTES TO SCOUTMASTER

While proper discipline must be maintained and respect shown for property, if you and other adults demonstrate you have faith in the boys' ability to use the Den Property you will not usually be disappointed.

PATROL-IN-COUNCIL

Make good use of the Patrol-in-Council situation in Arrow Patrol meetings. Have a system of rotation of Chairman so that all the Patrol Leaders have the experience and the advantage of learning from the constructive criticism of their fellow Patrol Leaders. The Patrol-in-Council is simply a discussion group and some useful advice on discussion group leadership may be found in books on this subject in the local library. However, it should be emphasized

that the Patrol-in-Council is very often only a brief informal gathering together of the members of a Patrol.

The Patrol-in-Council plays an essential role in the life of a happy Patrol. It is the time when the Patrol gathers to talk things over and every member has an opportunity to speak. Successful activities are the result of concerted planning.

The Patrol-in-Council is usually quite an informal gathering, although minutes may be kept if the Patrol wishes. At Patrol-in-Council the boys discuss what they have done and what they wish to do; ideas are suggested, accepted or rejected, and plans formulated. It is a time to discuss the Patrol's part in Troop activities, to plan hikes, camps and other events in detail. During these discussions, the Patrol Leader gains the feelings, recommendations and ideas of his Patrol for presentation at Court of Honour meetings.

The Patrol Leader must provide firm leadership and not allow discussions to get away from the subject or to degenerate into an argument. At the same time, he must be particularly careful not to impose his own ideas upon the Patrol simply because he is the leader.

Patrol-in-Council may be called at any time the Patrol is confronted with a problem. For instance, if the Patrol is on an obstacle hike and comes to a ravine which they have to bridge, the first thing to do is to call a Patrol-in-Council to decide how it is to be done. In this way, each member knows the agreed plan

— who is to do what and how. Also, and perhaps most important of all, because each boy has been consulted, he has a personal interest — in a sense he feels it is *his* bridge.

The Patrol-in-Council may also be used for disciplinary purposes. The Patrol Leader may consult the Patrol on what should be done about Joe who just won't work on his Second Class, or the Patrol may ask the Patrol Leader what he intends to do about Joe, since he is obviously letting the Patrol down.

PATROL RECORDS

Generally speaking, boys do not enjoy keeping records or writing logs — perhaps it savours too much of school work. For this reason it is wise to reduce record keeping to a minimum but to encourage any initiative shown by individuals, e.g., boys taking a Commercial High School course may have a special interest in this sort of work.

The purpose of keeping records is to provide factual information for reference and future **use**. To be useful they must be accurate and kept up-to-date.

There are many ways in which records may be kept. The choice in any Patrol should be left to the Patrol Leader in consultation with the person keeping any specific records.

Progress charts and other visible evidence of achievement often act as incentives to personal advancement. If they are not kept up-to-date they can have the opposite effect.

A Patrol should maintain at least:

- 1) a progress chart of each member's advancement;
- 2) a record of attendance and dues;

- 3) an inventory of Patrol equipment.

PART III

THE COURT OF HONOUR

“The Court of Honour is an important part of the Patrol system. It is a standing committee which settles the affairs of the Troop.” Baden-Powell.

Instruction in the different phases of operation of the Court of Honour is probably best given during meetings of the Court of Honour and, when required, should appear as items on the



agenda.

Upon election and appointment, a new Patrol Leader should be inducted into the Court of Honour at a special meeting called for the purpose as soon after his appointment as possible. It should always be his first meeting as Patrol Leader with the Court of Honour. It is preferable that you do not attend this ceremony — let the boys handle it themselves.

In Part III it is assumed that we are dealing with an established Troop in which the Court of Honour is operating satisfactorily under a boy chairman. Scouters of new Troops or with inexperienced Patrol Leaders will have to adapt the situation to the conditions under which they operate, without losing sight of the basic principles on which the Court of Honour operates. You must give guidance but all decisions should be reached by free discussion among the Patrol Leaders.

INDUCTION TO THE COURT OF HONOUR

The new member knows the part played by the Court of Honour from his experience with his Patrol in the Troop, but in this meeting he has his first look backstage. The Court of Honour meeting at which the new Patrol Leader is inducted should be designed especially to give him an outline of its operation. It will follow its normal routine of opening and closing, but there will be no minutes as the agenda will be confined to instructing the new member.

The chairman gives the new member a brief outline of the role played by the Court of Honour and, if possible, quotes one or two examples from recent events in the Troop. The Court of Honour code is produced, read and discussed and possibly

a personal copy given to the new member. The chairman will impress upon the new Patrol Leader the added responsibility he has; not only to his Patrol, but as one of the governors of the Troop. It is important the Scoutmaster's role as an advisor in the Court of Honour is made clear.

The Court of Honour treasurer briefly reviews the financial position of the Troop and mentions some of the current plans for which the Court of Honour has budgeted.

The Court of Honour secretary will explain about the minutes and any other aspect of his job. The Court of Honour chairman should then ask the new member if he has any questions and these should be discussed and answered. This should conclude the meeting or, if the Court of Honour wishes, they could then proceed with a routine Court of Honour meeting starting with the reading of the minutes of the last meeting.

Even in established Troops, it is very important that the induction meeting be carefully planned, and that members of the Court of Honour know their respective parts. The new Patrol Leader must realize that being a member of a governing body is not a responsibility to be lightly or carelessly undertaken. The induction should normally be completed within fifteen minutes, and certainly should not take more than half an hour. The new member will gain further instruction from fellow Patrol Leaders and yourself in the course of subsequent Court of Honour meetings and at other times as the opportunity arises.

RELATIONSHIP BETWEEN COURT OF HONOUR AND PATROL

Becoming a Patrol Leader and a member of the Court of Honour is quite a step in a boy's life. Not only does he take on the responsibility of leading a Patrol, but also a share of responsibility for the Troop as a whole. Perhaps for the first time in his life he is going to have to learn to balance his own desires and those of his particular group (Patrol) against the welfare of the main body (the Troop). He has to learn to think for the Troop as a whole, as well as for his own gang. Discussion in Court of Honour may lead him to realize that a view expressed by his Patrol is not, after all, in the best interest of the Troop and he must learn to handle such situations fairly. This requires the development of not only a sense of proportion and reasoning, but also a degree of moral courage. He will also have to learn to judge impartially whether it be a matter of discipline or the setting of a standard — he must judge members of his own Patrol as harshly or as easily as he would those of other Patrols.

Most affairs of the Court of Honour are confidential, and a Patrol Leader will report to his Patrol only those matters which concern them.

NOTES TO SCOUTMASTER

Awareness and understanding of these responsibilities will come slowly, but with careful guidance and help from you and perhaps some of the older members of the Court of Honour, may be developed soundly and surely.

HONOUR OF THE TROOP

The Troop represents Scouting in the community; by *its* actions is Scouting judged. Thus, any matters, good or bad, which are likely to come before the public must first be considered by the Court of Honour. They must consider the public relations value of all public activities. For example, it would be a fine Good Turn if Scouts acted as ushers at a charity concert, but a wise Court of Honour would see that the boys selected were properly briefed for the job. One poorly dressed, gum chewing, discourteous Scout on such an occasion would negate the fine work of the rest of the boys.

The discipline of any particular boy is the responsibility first of all of his Patrol Leader; any situation which gets out of hand or causes reflection on the good name of the Troop may be discussed and handled by the Court of Honour.

NOTES TO SCOUTMASTER

Help the Patrol Leaders develop the right attitude towards disciplinary action. They must realize that it is much more important that they try to help a delinquent understand what he has done wrong and how he can avoid the same mistake, than to devise diabolical punishments. There is a tendency for boys to think in terms of punishment only and to be a little over-enthusiastic in its administration.

New recruits wishing to join the Troop should be interviewed by the Court of Honour so that they may be told what will be expected of them if they become members of the Troop, and what are Troop traditions. At the same time recruits may ask any questions they wish, which will help them to reach a decision.

In some cases, the Court of Honour has the responsibility of saying whether or not a boy deserves to be awarded a badge for which he has passed the technical requirements. Effort plays a very important part in earning any badge and in some instances behaviour may affect the decision. For example, a boy who normally keeps his bicycle in an atrocious condition may pass his Despatch Rider Badge by putting it into good order merely for the examination. In such a case, the Court of Honour might possibly put a time delay on the award of the badge, saying that they must be satisfied that this Scout will continue to keep his bicycle in good order before awarding the badge. When reviewing the qualifications of a Scout for a grade or proficiency badge, it is particularly important that each boy be assessed on his individual merit and not against a rigid standard. Ability must be weighed against effort and opportunity. Similarly, while it may be right to pass a boy for First Class signalling on very little ability but a great deal of effort, the same reasoning would hardly seem sound for passing a boy for Ambulance Badge.

PROGRAMME PLANNING

NOTES TO SCOUTMASTER

When training Patrol Leaders in Programme Planning you would do well to follow the suggestions contained in Chapter 4 of The Troop Scouters Handbook.

It is recommended that the Court of Honour meet once a month, *especially* for Programme planning for the coming month. Subsequent details and revisions may be added at the regular Court of Honour meetings.

In the early days of the life of a Court of Honour it may be difficult to draw out ideas and to provide suitable discussion for developing programme activities. Later it will probably be difficult to contain discussion and reach necessary decisions.

The Court of Honour should explain to the new Patrol Leader the basic principles of Programme Planning. This will give him direction and help him to realize how Troop planning is constructed on the requirements of individual boys, the wishes of the Patrols and flavoured by outside influences. The new Patrol Leader will realize that he must be constantly alert for programme ideas and activities and that he may use his Patrol-in-Council as a sounding board for ideas before presenting them to the Court of Honour.

It is not necessary that every idea for programme comes to the Court of Honour via the Patrol-in-Council. Suggestions can be put forward by Patrol Leaders or Scouters and they can be decided upon at once or referred to Patrols for later reference back to the Court of Honour — such things must be flexible.

NOTES TO SCOUTMASTER

To help Patrol Leaders be alert for programme ideas, you must keep them aware of what is happening in the community and beyond. Be constantly asking questions:

“What can we do about it?”, or “If that had happened to us what would we have done?”. Observation and imagination are key words here. For examples, see Pages 71 and 72 of The Troop Scouters Handbook.

It is important that Patrol Leaders are given some insight into human nature. The thoughts and actions of people do not necessarily follow any set formula, and all activity which was particularly successful once will not necessarily be so a second time. Boys very often do not know what they want until they have it, and conversely, something which was enthusiastically planned may not be well received in practice.

GENERAL ADMINISTRATION

The Court of Honour is charged with the general administration of the Troop, including Troop funds (dues). This includes maintaining all equipment in good condition, drawing up a budget for expenditure and deciding what items shall or shall not be purchased, maintaining effective control on routine matters, operation of Service Patrol, etc., and ensuring that the Headquarters is properly used and suitably maintained.

The degree of responsibility that a Court of Honour can accept will be limited but it is important that they are permitted and encouraged to work out solutions to the problems of the Troop among themselves. This is not only good training but also ensures maximum co-operation.

GENERAL OPERATION

NOTES TO SCOUTMASTER

Your attitude with regard to the Court of Honour is one of the most important influences in the proper operation of the Patrol System. Once again evidence of your trust in the Patrol Leader is essential. The Patrol Leaders will then know that they have to stand on their own feet and help the Court of Honour reach its decisions. While you may be in the background and may be asked for opinion or help, you will not interfere, and most of the advice that you will give the Court of Honour will be by way of suggestion, or questions designed to provoke their own thinking and to help them reach their own conclusions. This attitude should prevail not only at the Court of Honour but also when dealing with Patrol Leaders and Boy Scouts individually. You should always try to help the boy resolve his own problem rather than try to solve it for him.

Train the boys to prepare for Court of Honour meetings, to think objectively and to express themselves clearly, and to avoid becoming personally or emotionally involved in any issue. If a discussion does not appear to be producing any satisfactory conclusion, it is the duty of the chairman to cut it off or to postpone a decision until the

next meeting. However, he should not attempt to hasten the arrival of a decision if genuine discussion on an important issue continues. How well a Court of Honour will handle these discussions will depend to a large extent upon the ability of its chairman and your specific guidance for this job. If you do not feel competent to do this you should find someone in your community who is — perhaps the chairman of the Group Committee. (Helpful guidance on the conduct of meetings may be found in.. “The Conduct of Meetings” by G. H. Stanford, published by the Oxford University Press.)

The new Patrol Leader will have participated in the past in Patrol-in-Council meetings and this training will stand him in good stead now that he has to participate in Court of Honour discussions. His education will be further advanced by observing the way the Court of Honour chairman handles the meeting.

It is very easy and a fairly common practice for those who have achieved a certain rank or standing to want to raise the standard for future generations. The raising of certain standards may be very necessary but they must be raised for a legitimate reason and remain realistic. It is in matters of this nature that your guidance can be so valuable.

Ultimately, the Court of Honour is always responsible to the Scoutmaster who, in turn, is responsible to the Group Committee.

Remember, it is by your actions that you will be judged. Be sure the Patrol Leaders feel that the affairs of the Troop are really in the hands of the Court of Honour.

“Expect a great deal of your Patrol Leaders and nine times out of ten they will play up to your expectation; but if you are always going to nurse them and not trust them to do things well, you will never get them to do anything on their own initiative.” Baden-Powell.



PART IV

HIKING

“Hiking, going farther afield, exploring new places, is a glorious adventure. It strengthens you and hardens you so that you won’t mind wind and rain, heat or cold. You take them all as they come, feeling that sense of fitness that enables you to face an old trouble with a smile, knowing that you will conquer in the end.” Baden-Powell.

NOTES TO SCOUTMASTER

Although this part refers specifically to hiking, you should realize that the intent of the activity can be much broader. Since one of the fundamentals of Scouting is to help boys become self-dependent, it is evident that man’s natural mode of progress, walking, should be one of its basic activities. Scouts must be encouraged to travel and to explore under their own propulsion —hiking (or even bicycling or travelling by small boat). The distance travelled is unimportant compared to what is done on the hike.

Boys are self-dependent when hiking — they are not tied to a parent or other adult for the use of a car or some other mode of transportation. They can set their own pace and, within reason, can go when, where and how they please. It is not the distance covered on the hike that is important so much as the things that they do and see on the way.

Patrols should have at least as many outdoor Patrol meetings, hikes and other activities as they do meetings in the Den. The Patrol Den, like the Troop Headquarters, has its necessary place but Scouting is primarily *learning by doing outdoors*.

NOTES TO SCOUTMASTER

For details of training boys in hiking see Chapter 6 of The Troop Scouters Handbook. Through the training and guidance the Patrol Leaders receive on occasional hikes with the Arrow Patrol, they will learn skills and gain confidence and an enthusiasm for this form of activity, which they will pass on to their Patrols.

You, as the Patrol Leader of the Arrow Patrol, must organize, with your Assistants, regular hikes of this Patrol for training purposes.

The Arrow Patrol exists for training Patrol Leaders and it is necessary to remember what has already been said, namely, that demands on their time for Arrow Patrol activities must not be such that they interfere with Patrol activities — the very purpose for which the Patrol Leaders are being trained. It is important that a Patrol Leader learn ‘why’ as well as ‘how’. As a Scout he may have learned a lot of ‘hows’ without attaching too much importance to ‘whys’. Once a reasonable standard of hiking has been established in the Troop, two Arrow Patrol hikes a year should be adequate to maintain training and ensure satisfactory operation.

The second day is the hardest, physically, when hiking and camping. Because of this, always set a fairly easy target for the second day. After this the body adjusts and one does not notice pack or distance. For this reason get your Patrol Leaders on lightweight hike camps of more than two days duration as soon as possible. Otherwise they will think every day on a hike is like the second day and thus will never discover the joy and vigour which comes afterwards.

PREPARATIONS

The importance of careful preparation cannot be overemphasized.

Because hiking places physical demands on the body for which most boys are ill-prepared, it is important to introduce training gradually so that feet and muscles may be toned up.

Patrol Leaders may have to be reminded that recruits joining their Patrol may not be at the same standard of physical preparedness as the other members and therefore should not necessarily be expected to keep up with the Patrol at first.

Adequate footwear is essential — no boy would think of playing hockey or football without the appropriate equipment and any who tried would receive little respect from their team mates. Not many boys will be able to afford proper hiking shoes or boots, but they will appreciate the economy of buying a shoe strong enough to stand up to hiking as well as serving for school wear. Encourage the wearing of two pairs of woollen socks. A person allergic to wool should wear cotton next to the skin rather than nylon.

The boys should understand foot hygiene and the problems peculiar to their own feet. While it is necessary to know how to treat blisters and other symptoms of misuse, it is far better to know how to prevent their occurrence.

Right from the beginning, encourage boys to carry a small pack on their back when hiking. At first it will probably contain nothing more than a waterproof coat and a lunch, but it will start to condition the body for carrying heavier packs as the boy grows older, and in any case, a back-pack is less cumbersome than taking equipment — even a lunch — by hand. Also, if it is on one's back, it is less likely to be put down and forgotten.

Be prepared. Carry a simple first aid kit and know how to use it. The usual casualties are cuts, grazes and insect bites. There may be blisters, chafing or strained muscles. Every boy should carry a few bandaids in his pocket.

Each boy should carry a small pocket emergency kit (See Page 414, **The Troop Scouters Handbook.**) which he has made up himself. He must use it only in an emergency.

Every boy should be trained in a 'lost procedure' — this may vary a little according to the terrain and time of year.

Drinking water is essential and if a source of known purity is not available, boys must know how to purify any doubtful water. Every hike party should carry some halazone tablets for such an occasion.

On a hot day a lake can look very inviting. Within the framework of Rules 391 and 392 in P.O. & R., the Patrol must have clearly defined rules for boating or swimming on hikes.

Starting a forest fire is not a good way to learn from a mistake. Adequate training and instruction in fire precaution must be given. Make sure Patrols have up-to-date information on local 'fire' conditions before starting on a hike.

PLANNING

Most hikes are born at Patrol-in-Council and often result incidentally from some other idea (see Page 136, **The Troop Scouters Handbook**).

NOTES TO SCOUTMASTER

*Once the Patrol Leaders have grasped the scope of activities available through hiking and their imaginations get to work there should be no problem about 'where to go and what to do'. (See page 131, **The Troop Scouters Handbook** for ideas.) Avoid going the same way or to the same place too often.*

Hikes provide excellent opportunities for "learning by doing". On a hike one doesn't *talk* about doing things; one *does* them so that the purpose and value of the knowledge becomes evident and meaningful. A compass takes on new meaning and a map becomes three-dimensional when related to the surrounding country. In order that more value may be gained from hikes, endeavour to have at least one compass and one map for each pair on the hike. (See "Hiking Along" which follows.)

While a Scout hike is usually planned to go to a certain place for some specific purpose such as visiting a place of interest, to meet another Patrol or to carry out a specific activity, it is important to have a supporting theme to provide special interest during a hike or the hike becomes merely a means of getting to a place, and half of its interest is lost. Apart from general observation some of the things which can be done as you hike along are collecting, plaster casting, photography, sketching, and talking to the people you meet. Quite often a background story can be woven into a hike to provide atmosphere and a reason for special observation en route. (See Page 141, **The Troop Scouters Handbook**.)

One of the special training values of hiking is preparing younger Scouts for camping, thus, an objective for a hike can be tree recognition and fire lighting, cooking, tent pitching, etc. Obstacles on a hike are quite popular too. A Patrol is given a route to follow and certain obstacles to overcome on the way; these might include first aid work, pioneering or ingenuity (e.g. "Because the dam at X has broken, this area will be flooded to a depth of five feet within five minutes. Get your Patrol to a safe place and prepare a hot drink and toast").

NOTES TO SCOUTMASTER

The hikes which the Arrow Patrol make must be designed to develop the skills that the Troop most needs and which will tie in with future Troop activities. Patrol Leaders will then conduct similar hikes, based on these activities, for their Patrols.

Patrol Leaders should be trained always to report plans and details of Patrol hikes to you before they leave.

HIKING ALONG

Before leaving for a hike check:

1. Everyone feeling fit.
2. Everyone adequately dressed, especially with regard to footwear.
3. Everyone in possession of essential equipment.
4. Destination and route to be taken known to all.
5. Emergency action to be taken in case of accident known to all.
6. Rendezvous points and times agreed upon in case of separation.
7. Watches synchronized.

A group of six or eight boys crashing through a wood in a body will see very little of the natural life which inhabits it. It also can be very frustrating to be straggled in a long line — the quick ones at the front impatient with those behind and those at the rear constantly feeling they must catch up. While there are naturally times when a Patrol will want to be in a group singing and whistling and being noisily happy, it is usually better for them to hike in pairs — each member being with a companion of similar pace and, if possible, an inexperienced person with someone more experienced. In this way, pairs can set their own pace but they should not get so far away from the pair ahead as to be out of contact with them.

Keep alert. On the road observe traffic regulations and safety rules. Keep a constant eye on weather signs. Forecasts and events have been known to disagree and in this way you can be prepared should bad weather break suddenly. Observe the Outdoor Manners Code. (See Page 129, **The Troop Scouters Handbook.**) Take time to enjoy every experience as it occurs.

HIKE LOGS

Keeping records of hikes in proper form is a necessary part of training and essential for the First Class Journey, but this doesn't make it necessary for reports to be written on every hike. Begin training gradually by asking for a report on part of the hike or for one particular aspect of it such as an old church, an orchard or so on. Remember this type of report is mainly concerned with facts and should be brief and to the point. Introduced in small doses boys can come to enjoy making reports. Some hikes should be reported on in the manner required for the First Class Journey. See that fellows have a convenient-sized notebook with a hard cover. Incidentally, an excellent place to carry the notebook is inside the shirt. Here it is readily available but never in the way. On some hikes ask for one report from the Patrol and let each member write a section.



PACKING

Through the First Class Journey, Scouts are introduced to lightweight camping. This is the ultimate in hiking and self-dependence.

NOTES TO SCOUTMASTER

As your Patrol Leaders develop their hiking ability they will become more ambitious. In preparation for lightweight camping, they will start carrying heavier packs and they will need training in how to pack a rucksack or pack frame, how to carry the pack on their back and how to adjust their walking action when carrying a load.

It is very important to keep the weight down to a minimum, as one pound feels like five pounds after carrying it for three miles. Take the lightest and least amount of everything to meet requirements — ounces soon add up to pounds. There is no reason why a pack complete with tent and food for two days should weigh more than thirty pounds.

FEEDING AND COOKING

Hikes are an excellent medium for introducing training in food value and cooking. Thirst can be troublesome on a hike so discover the foods which are good thirst quenchers and keep away from those which produce thirst.

Foil cooking is excellent; the food can be prepared and wrapped before leaving for the hike and thus save time on the journey; it is simple and light to carry.

There are many dehydrated foods available which save a great deal on weight and are, therefore, very useful for lightweight camping. Experiment with these to discover the brands best liked. Be sure to supplement with fresh food whenever possible.





PART V

CAMPING

“In a small camp so very much can be done through the example of the Scoutmaster. You are living among your boys and are watched by each of them, and imitated unconsciously by them, and probably unobserved by yourself.” Baden-Powell.

The Arrow Patrol should have at least one training camp a year. It should be held in the Fall or as early as practicable in the Spring. This will allow time for Patrol camps to be held prior to the Troop summer camp.

If Patrol Seconds are not normally members of the Arrow Patrol, the Patrol Leaders should seriously consider inviting them to this training camp. In camp especially, a Patrol Leader needs strong support from his Second.

The purpose of the camp is twofold:

1. to advance the knowledge and camping skills of the Patrol Leaders;
2. to provide them with experience and guidance in leading a Patrol in camp.

While you are ostensibly the leader of the camp, you should delegate responsibility to members of the Patrol to give them experience in leading, and to build up their confidence. The extent to which you are able to do this will depend on the experience of the Troop.

Training in camping is divided into three parts:

1. pre-camp preparation;
2. in-camp activity; and
3. post-camp review.

The contents of Part V are based on Chapter 7 of **The Troop Scouters Handbook**. Winter camping is not a necessary part of Golden Arrow training.

PRE-CAMP PREPARATION

The initial decisions as to whether there will be a Patrol Leaders' training camp, and if so, when, where and what shall be its theme, rest with the Court of Honour. Once these have been decided and the date fixed, the following will have to be determined:

- (i) *The Programme.* Obviously, training in camping skills will be the basic theme for camp, but what areas need special attention? “What ideas did we try last year that we would like to improve on this year?” “Let’s try that new type oven we saw in **The Junior Leader.**” “What is the theme for the summer camp this year

- is special training indicated here?” “What specific training do we need to help with our personal advancement?” These are the sort of questions that will determine where special emphasis is needed.
- (ii) *The Site.* Determine who will make approach for permission.
- (iii) *Applications.* Complete any necessary application forms, and Scoutmaster to inform Group Committee.
- (iv) *Quartermaster.* Draw up list of Patrol equipment required; allocate responsibilities to Patrol Quartermaster to have this checked and prepared.
- (v) Draw up list of personal equipment required and encourage each boy to check and repair his own gear at home.
- (vi) Arrange for transportation, if necessary.

You will arrange the following short training sessions for the Arrow Patrol:

- (i) *Feeding and Preparation of Menus.* This session certainly should not be too technical, but the boys should have a basic understanding of what constitutes a balanced menu, both from the point of view of nutrition and interest. It may be necessary to inspire some imagination and possibly some incentive, to promote not only a variety of food, but various ways of cooking it. Here is an opportunity for another form of adventure.
- (ii) *Ordering and Purchasing.* Some guidance on quantities to buy, budgeting and selective purchasing will be required. Perhaps a trip can be arranged to a store or supermarket where the manager will give the Patrol Leaders some tips on good buying. This is especially necessary in the purchase of fresh vegetables, fruit and meat.
- (iii) *Cooking.* If Patrol Leaders want to try experiments in cooking, then the Arrow Patrol’s camp is a good place for it. Cooking over an open fire out-of-doors is a good deal harder than cooking on an electric stove, so it may be a good idea to encourage the Patrol Leaders to practise at home under Mom’s watchful eye. It might be an idea for each Patrol Leader and Second to undertake to prepare one complete meal, to be a surprise to the rest of the Patrol. However, as a word of warning, it may be well to stress that a great variety of dishes are available without resorting to expensive foods.
- (iv) *Skills.* Any skills or camping practices which were particularly weak the previous year may well be the subject of further training sessions prior to the camp.
- (v) *Equipment.* The Quartermaster may have found some of the equipment in need of repair. If possible, these repairs should be made by the Arrow Patrol.

Patrol Leaders will pass on much of this training to their Patrols and many “needs” may receive special attention in Troop activities. Prior to the camp, the Patrol Leaders will have Patrol-in-Council to:

- (a) Make any last minute adjusting to the planning.
- (b) Check that all preparations are completed.
- (c) Allocate responsibilities to each boy for pitching camp and draw up a plan of operation to be implemented upon arrival (make allowance for bad weather).
- (d) Draw up a roster of routine duties for the camp.

You may wish to make some specific points which from past experience you feel need stressing. Boys usually have only a vague notion of time and it is wise to remind them of the time it usually takes to perform routine jobs such as pitching camp, cooking a meal, etc., and to stress the need for punctuality, especially at meal times.

IN-CAMP ACTIVITY

Here follows in chronological order the basic steps and requirements of sound camping practice. These will serve as a check list for you no matter what the experience-of the Troop or the theme of the camp.

ARRIVAL

- (i) Orderly unloading — details arranged previously.
- (ii) Patrol Leader will indicate area where equipment is to be temporarily stacked.
- (iii) Quartermaster will supervise unloading and stacking of Patrol equipment. Patrol Second will supervise movement and stacking of personal equipment.

PITCHING CAMP

If the site is strange to the Patrol and they have not been able to visit it prior to the camp, it will be necessary at this stage to have a short Patrol-in-Council to decide the layout of the site. Encourage careful planning at this stage — it can save so much time and trouble later. Members have already been allocated their special responsibilities. You will have your own job, but you should keep a general eye on the progress of pitching camp and try to ensure that things are done as efficiently as possible.

- (i) Pitch tents; take in personal equipment and put in order.
- (ii) Lay out camp kitchen, prepare fireplace pits and start on necessary gadgets.
- (iii) Prepare latrine.
- (iv) Prepare proper food storage arrangements.



- (v) Collect wood and water.
- (vi) Set up dining shelter, table, etc.
- (vii) Have the first aid kit accessible and ready for use.

The Patrol Leader's job during this period is, of course, general supervision; to be available to help where problems occur; to keep check on the time; to see that each boy is carrying out his allotted task; and in general to encourage and help everybody enjoy himself.

LATRINES

- (i) Observe Provincial and/or Municipal regulations.
- (ii) Does your latrine have a friendly look or would it take a team of horses to drag you there?
- (iii) Is it comfortable? This doesn't imply plush seats, but suggests easy access, privacy, secure foothold and freedom from natural irritants such as thistles.
- (iv) Clean and tidy?
- (v) Paper adequately stored and washing facilities available?
- (vi) Have the boys been trained in its use?

TENT

- (i) See that proper respect is paid to tent. Don't throw it about, tread on it or play about while pitching it.
- (ii) Properly pitched — walls to ground, sod cloth under ground sheets.
- (iii) Ground sheets and equipment properly stored.
- (iv) Proper ventilation.
- (v) Satisfactory sleeping arrangements.
- (vi) Airing of bedding, etc.
- (vii) Inspection order.
- (viii) Proofing — use of tents in wet weather.

FIRES AND FIREWOOD

- (i) Precaution against forest fire.
- (ii) Adequate pre-instruction prohibiting the cutting of green timber.
- (iii) Choosing best kindling and firewood from what is available.
- (iv) Adequate supply of firewood on hand.

- (v) Cutting and splitting firewood.
- (vi) Maintaining supply of dry firewood.
- (vii) Use and misuse of tools.
- (viii) Ensure that wood chips are picked up after each chopping by the *person chopping*.
- (ix) Preparing and lighting fires.
- (x) Preparing and lighting fires in wet weather.
- (xi) Types of fires and their special values.
- (xii) Ovens.

FOOD AND COOKING

- (i) Storage and maintenance of food. Protection from weather, animals and insects. Refrigeration for certain foods.
- (ii) Preparation of meals with care and cleanliness.
- (iii) Timing meals.
- (iv) Cooking skills.
- (v) Keeping prepared food hot and in good condition.
- (vi) Making food look attractive.
- (vii) Serving with finesse.

DINING SHELTER

- (i) Comfort — weather-wise.
- (ii) Comfort — seating and eating.
- (iii) Setting table.
- (iv) Cleanliness of diners and eating habits (e.g. — not dropping food on ground, etc.).
- (v) Good serving arrangements — avoid bringing dirty pots to the table, avoid everyone jumping up and down from table to get things.
- (vi) Grace.
- (vii) Table manners and mealtime conversation.
- (viii) Maintaining an attractive table. (ix) Clearing up after the meal.

WASHING UP

- (i) Hot water READY.
- (ii) Scrape food off plates and dishes.
- (iii) Burn waste scraps.
- (iv) Production line in washing up — three bowls: suds wash; Javex rinse; clear water rinse.
- (v) Be sure to clean all utensils including washing-up bowl.
- (vi) Wash down dining table.
- (vii) Tidy up washing area.
- (viii) Dish cloth and towels — do they need boiling?
- (ix) Burn all waste and grease pit cover and replace with a new one.

ABLUTIONS

- (i) Designated place kept tidy.
- (ii) Comfort — i.e., a place where the water is easy to access, the surroundings are conducive to washing and there is room and good footing.

PROGRAMME

- (i) Advancement for Patrol Leaders.
- (ii) How to teach skills by incorporating them into interesting activities.
- (iii) Games, wide and otherwise.
- (iv) Duty to God.
- (v) Bull sessions around the fire.
- (vi) Campfire — friendly and informal.
- (vii) Swimming — waterfront regulations.
- (viii) Special activities.
- (ix) Be prepared. Have the necessary precautions been taken to ensure the happy enjoyment of all activities?

PERSONAL PURSUITS

The programme must not be so tightly scheduled that there is no free time for the boys to follow personal pursuits occasionally. A rest period after meals, and the late afternoon and



early evening whilst dinner is being prepared afford excellent opportunities for this. Opportunities here for boys to have personal chats with you and other Scouters.

STRIKING CAMP

- (i) Clear instructions — known responsibilities.
- (ii) Careful timing.
- (iii) Do in correct order.
- (iv) Assemble equipment for orderly return transportation.
- (v) Final check over site to ensure that it is spotlessly clean and in good condition.
- (vi) Final words by Leader.
- (vii) Thanks to God.
- (viii) Thanks to owner of property.
- (ix) Return on time.

POST-CAMP REVIEW

- (i) Quartermaster to check over and see that equipment is properly stored.
- (ii) Each boy to check over his personal equipment and see to its repair and/or washing.
- (iii) Patrol-in-Council to discuss camp, draw conclusions and lessons. How may they be applied to the Patrol?
- (iv) You should review each boy's performance with him personally and relate it to his Patrol.
- (v) Now what about Patrol camps?

Dates will be fixed at Court of Honour. Each Patrol Leader and Second will plan their Patrol's camp in similar fashion and report to you. Whether a Patrol camps by itself or with Scouters in attendance will depend on its experience and ability.

GUIDE TO HELP ASSESS GOLDEN ARROW TRAINING

Golden Arrow training is only the first step in the development and the training of a Patrol Leader. Remember this when reviewing the training you provide and assessing the response it produces in a Patrol Leader or Second. When using the guide below you should ask yourself:

- a) In view of the experience of the Scout and the Troop, have I given him the necessary training *within the intent* of the Golden Arrow requirements to help him become a worthy Patrol Leader? If not, to what aspects must I give more attention?
- b) Is the Patrol Leader or Second making a worthy effort to put his training across to his Patrol?
- c) Taking into consideration the opportunities and limitations in our Troop, am I justified in asking the Court of Honour to approve the Golden Arrow?

PATROL LEADERSHIP

Patrol Leader elected by Patrol	Special ability in some fields
Leading (not bossing)	Patrol organized
Delegating authority	Patrol discipline
Passing training to Patrol	Patrol spirit
Giving clear instructions	Court of Honour
Personal progress	Good Turns

PATROL MEETINGS

Patrol unity	Patrol progress
Meetings held	Records .
Programme planning	Good Turns
Patrol Den	

COURT OF HONOUR

Patrol Leader inducted	Judgment
Court of Honour Code	Personal control
Programme planning	Administration
Patrol Leaders Presenting	
Patrol's views	



HIKING

Preparations
Foot care .
Careful training of members
Compass training
Map reading .
Hike programmes
Patrol hikes

Emergency kit
Be prepared
Outdoor manners code
Hike logs
Packing
Feeding and cooking

CAMPING

Preparations
Training Patrol
Patrol camping
Patrol organization .
Site layout
Pitching camp
Striking camp

Sanitation
Fire
Feeding and cooking
Patrol spirit and discipline
Be prepared
Review



FURTHER SUGGESTED READING

The Troop Scouters Handbook
Tenderfoot to Queen's Scout Scouter's Camping Guide
Scouting for Boys
Policy, Organization and Rules for Canada
Handbook for Patrol Leaders
Scout Field Book
The Patrol Series
The Court of Honour
The Man and the Boy
Some Training Ideas for Scouters
How to Run a Troop
Scouter's Five Minutes
Aids to Scoutmastership
Putting it Across
Camping and Woodcraft — Kephart
THE JUNIOR LEADER magazine

These books are available from The Boy Scouts Association, Stores Department. See the latest issue of the Stores Department Catalogue for current prices.

