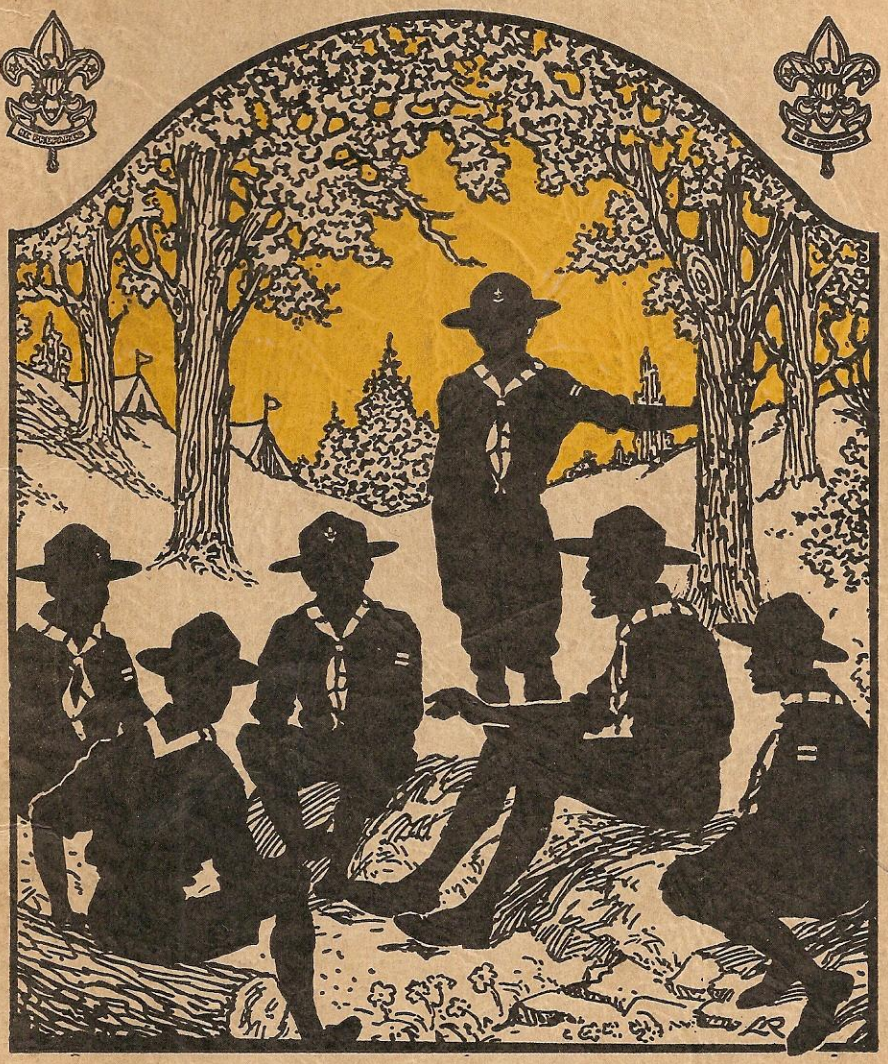
The Patrol Method



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THE
PATROL METHOD

PATROL HELPS FOR SCOUTMASTERS

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Editor's note: This booklet was published shortly after William Hillcourt's introduction of the Patrol Method in the 1936 Handbook for Scoutmasters. Even though it is an excellent guide for implementing the Patrol Method in a troop, some policies have changed over the years. For example discipline is solely an adult responsibility in modern troops and not handled by the PLC. Also patrols can no longer camp without adult supervision. So use this booklet as an inspiration and a guide and then return to the current Scoutmaster Handbook, Guide to Safe Scouting and Patrol Leaders Handbook for further guidance. – Bill Nelson, April 2012

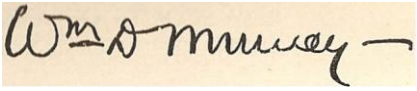
Boy Scouts of America Service Library

IN the pamphlet literature of the Boy SCOUTS OF AMERICA we offer to Scout leaders, boys' workers, lovers of the great outdoors and all others inter-ested in the various subjects, a library of unsurpassed helpfulness, technical excellence and wide range of interest.

In the preparation of these pamphlets we have had the cooperation of leading authorities in various vocational and other activities who have placed their time and knowledge at the disposal of the Boy SCOUTS as a personal contribution to the boyhood of America. Much of the material, therefore, that is made available at a very moderate cost, it would be impossible to procure at any price elsewhere.

Coming from the Boy SCOUTS OF AMERICA, the pamphlets are especially valuable to all Scout leaders. in whatever capacity they are serving the Movement. and equally to parents of Scouts and leaders in other forms of organized work for boys. Through this Service Library we give our readers some of the underlying reasons for the success of this great world Movement, and we make available to all concerned with the welfare of youth the best experiences of the Boy Scouts of America over a period of more than two decades.

E. S. MARTIN.
Secretary



Chairman, Editorial Board

FOREWORD

WHY?

The Patrol Method is something unique. It is a distinguishing feature in the game of Scouting. It is in itself accountable for much of the success of Scouting, because while it does not in any way detract from the relationship of the Scoutmaster to the boy individually, it does make possible the values that come from relationships with a small group. The members of the Patrol, under the leadership of a boy as a Patrol Leader, are all keenly alert for the things which are for the common good of the Patrol; all keenly alert, if wisely led, and ever watchful, as to the welfare and well being of each member of the Patrol.

In the group system there is through the genius of Scouting, a particular leverage of influence for making effective the idealism of Scouting, without preachment, but merely through cooperative helpfulness on the part of one member of the Patrol dealing with the other member, whether he be the Patrol Leader or merely a regular member of the Patrol. All are committed together to do certain things, and if wisely led and developed, all are keenly alert to be, helpful in doing of those things, as well as in the achievements which the Patrol has before it as its objectives.

In this book there are set forth the principles upon which The Patrol Method is based. It will help the Scoutmaster make use of the Patrol as a definite process of education for the boy.

Further material, written from the standpoint of the boy, is available in the Handbook for Patrol Leaders. Also BOYS' LIFE brings every month suggestions for Patrol Leaders. This subject is covered from the Scoutmaster's point of view in the new Handbook for Scoutmasters to which every Scout Leader is referred for practical assistance in the actual working of The Patrol Method.

James E. West

Chief Scout Executive and Editor of BOYS' LIFE

A WORD TO SCOUTMASTERS

Scouting develops good citizenship, not merely through the personal advancement of each boy in the Scout Requirements, but by increasing capacity for team work through Patrol games, contests, and projects.

Citizens live up to the law not through fear of prison or. through regard for the policeman but through a living spirit of loyalty to their fellow citizens. The boy's gang is his group of "fellow citizens." The Scout Patrol becomes his gang. He works and plays for the success of his Patrol. He learns to be a citizen by loyalty and team play in the Patrol. As the boy grows his loyalties enlarge. At first he thinks of himself, his family, his gang; then his school, his church, his home town-beyond that his state, his political party, his country and finally, all mankind.

The growth of these loyalties depends on the boy's learning sooner or later to play the game for the good of his gang or Patrol. He must put himself in the background and push for his gang.

This is why inter-Patrol activities, trust and confidence in boy leader, Patrol responsibility for programs and good discipline, are important to you.

The Patrol Method has always been the policy of the Boy Scouts of America, as outlined in the original Handbook for Scoutmasters. Many Scoutmasters have used the Patrol Method for years, and are today running their Troops on this plan. The purpose of this booklet is to give added-emphasis to the Patrol Method and a clear statement of how it is used. The references in the text to the "Handbook for Patrol Leaders" will serve to make this more of a training help to you.

The kind of training you give your Patrol Leaders will make or break your Troop. We urge you to apply the ideas presented in this booklet with the hope that they be helpful to you in training boys for leadership and service.

Lorne W. Barclay

National Director of Camping and Activities.

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CHAPTER 1
THE PATROL IDEA

In a certain town there were three Scout Troops, each successful in its way. The Scoutmasters, however, followed three different methods in the organization and management of their Troops-three diverging trails. The right trail ends in the development of a good Scout educated in responsibility, trustworthiness, leadership, initiative, and resourcefulness, in short, a trained Scout-citizen.

Troop No. 1 prided itself in its Merit Badge Scouts. The Scoutmaster was a biologist and his hobby was cramming facts into young minds. The majority of his boys had their sleeves well garnished with badges. Their heads were filled with technical information, such as the symptoms of apoplexy and sunstroke, the difference between scarlet oak and red oak, and recipes for hunter's stew. These badge-covered Scouts missed the essential point of Merit Badge *instruction-learning by doing.* The Scoutmaster conducted his Troop as one large class. The Patrols existed only as sub-divisions on the Troop records; “Patrol Leader” was merely an honorary title. Unfortunately, since all imagination, all initiative and all responsibility were thus restricted to the Scoutmaster, the Troop, when free from the Scoutmaster's control, often degenerated into a disorganized mob.

Troop No.2, whose Scoutmaster had military training, was the banner Troop for exhibition, drills, and parades. During Troop meetings the proverbial pin drop could have been heard. These Scouts drilled like clock-work. They were efficient in bandaging, signaling and other Scouting practices. They had their share of advanced badges. Patrols were kept to the full size of eight by being penalized when there were gaps in the ranks at drills. The Scoutmaster planned all programs, conducted all meetings, issued all instructions, and gave all orders. In fact, the Scout-master made all decisions requiring initiative or responsibility. The only thing he delegated to his Patrol Leaders was the enforcement of discipline; his boy leaders were not allowed to exercise independent responsibility. The Troop was the dominant factor; the Patrols had no more individuality than the squads in a company of infantry.

Troop No. 3 possessed something in addition to splendid Troop Spirit and loyalty, which neither Troop 1 nor Troop 2 had, an ideal of genuine trustworthiness, manifested on a Patrol hike, or at a Patrol meeting at which there were no adults. Each Patrol did its own thinking and could be trusted to carry a job through to the end under its own leadership. Troop No. 3 operated under the Patrol system; the Patrol was a responsible, functioning unit. If you had visited a Troop meeting you would have found the Patrols, for part of the time, in separate corners of the room, each practicing a different phase of Scoutcraft. The Scoutmaster kept himself in the background and offered only such wise stimulus, guidance, and supervision as were necessary for the best development of Patrol efficiency and Troop spirit.

Argument is not necessary to establish the value of the method described in Troop No.3. With some men the operation of such a plan is an easy task. It is recognized that for many leaders, to do so presents a real challenge to their ability. It is hoped that the presentation of the advantages of the Patrol Method in the following pages will inspire many Scoutmasters to see the value of definitely planning, regardless of the labor, the thought, the effort involved, to organize and operate their Troops on the Patrol Method, When this has been

done, the increased satisfaction in what is actually accomplished, as well as the relief from responsibility of routine detail, will result in greater joy for those who are serving as Scoutmasters in such Troops.

Lord Baden-Powell, founder of the Boy Scout Movement, says:

"Many Scoutmasters and others do not at first recognize the extraordinary value which they can get out of the Patrol System. The 'Patrol System' is putting your boys into permanent groups under the leadership of one of their number-the Patrol Leader. To get the best results you must give the leader real, free-handed responsibility. If you only give partial responsibility you will only get partial results.

"By thus using your leaders as officers you save yourself an infinite amount of troublesome detail work. The object, however, of the system is not so much. to. save trouble for the Scoutmaster as to give responsibility to the boy-since this is the very best of all means of developing character.

"The group or gang is the natural unit among boys whether for play or for mischief, and the boy with the most character among them generally comes to the top as leader. Apply this natural scheme to your own ends and it brings the best results. The Scoutmaster gives the aim, and the several Patrols vie with each other in attaining it, thus automatically raising their standard of keenness and efficiency all round."

Scouting Emphasizes Leadership Training

Practically all boys' organizations have as their objective "character training for good citizenship." The Scout Movement has no monopoly. The one great feature, however, which the Boy Scout Movement emphasizes is the development of, not only men of good character, but leaders of men. Perhaps the greatest need of this country at the present moment, with all its untold resources and possibilities, is men who are able to lead and take the initiative.

This is equally necessary in every walk of life. It is a good thing to realize that most men come under two classes: (1) those who lead; (2) those who follow.

Qualities of Leadership

The quality of leadership is partly born in a person, but is also largely determined by training and development. The only time when leadership can be developed so that it really becomes part of the character of the individual, is during the Scout age, when the mind is in a plastic state which makes such training possible. It is rather like learning to ride a horse: the man who takes up riding late in life may learn to "stick on," but he is unlikely to become the accomplished horseman that he might have been, had he been given the chance as a boy.

The Scout Way of Developing Leadership

This training is carried out by giving to the boy through the Patrol System, opportunities for learning how to lead, by handling a small group, gang or Patrol. But if we are to get results, this responsibility must be a real one, and not m~re1y one on paper. A Scoutmaster who does not make It his Principal objective to use his Patrol Leaders, rather than himself, to put over what he wants done, is failing, and need not be surprised if the result is a failure to? For a Troop to be successful in Scouting, the boys must live, move and have their being, in the Patrol.

What the Patrol is

The Scout Patrol may be defined as a small, permanent group of boys allied by similar interests, working together under the responsible leadership of one of its number-the Patrol Leader.

One, two, three, four or five Patrols may form a Troop, but the Patrols are the working unit whenever practical and the Troop organization is designed to provide supervision, co-ordination, institutional loyalty and service. The Patrols are made up of natural groups, rather than being arbitrarily divided into sections of eight. The Patrol, wherever possible, becomes the unit for the study and practice of Scoutcraft, for games and contests, for hikes and camps, for meetings, for Good Turns' in fact for Scouting in all its various phases. This is 'made poisib1e only when the Scoutmaster can place full confidence in the ability and experience of the Patrol Leaders concerned. Such confidence is based upon the amount of training the Scoutmaster has given his Patrol Leaders through continual guidance and inspiration.

It has been said that "the Patrol System is not one method in which Scoutinq for boys can be carried out, but that it is the only method. The Patrol System may be adopted and utilized in a greater or lesser degree, but the essential thing is that there should be small permanent groups, each under responsible charge of a leading boy, and that such groups should be organized as Scout Patrols."

The Scout Patrol and the Gang

"Of all present day organizations for the improvement and the happiness of normal boyhood," wrote J. Adams Puffer in *The Boy and His Gang*, "the institution of the Boy Scouts is built at once on the soundest psychology and the shrewdest insight into boy nature. The Scout Patrol is simply a boys' gang, systematized, overseen, affiliated with other like bodies, made efficient and interesting, as boys alone could never make it, and yet everywhere from top to bottom, essentially a gang. Other organizations have adopted gang features. Others have built themselves around various gang elements. The Boy Scout Patrol alone is the gang."

In its loosest form the gang is merely the group of boys living in a certain neighborhood who are habitually together after school or after work. The gang is apt to be unprejudiced and democratic. Boys living in close touch with each other form themselves into gangs, and the gang spirit is greatly strengthened when they share a common interest. Street gangs, although taking up from- time to time various activities, usually have some particular objective in which they are primarily interested. This prime objective may be baseball, going on trips, or-in bad gangs-stealing. In Scouting the Patrol projects will be some special phase of the Scout program, such as hiking, swimming, Merit Badge work, first aid, nature collections, pioneering, etc. If this specialization is a spontaneous product of the boy-group it is usually resultful. The Patrol provides from within itself the stimulus which will spur its members on to advancement through the Scout ranks. Most gangs have one leader, who takes his position naturally with little form or ceremony. The unpardonable offense is "squealing" or "snitching" on a fellow gang-member. This gang loyalty and gang honor, Scouting expands into the principles of the Scout Oath and Law.

The typical boys' gang, then, is no mere haphazard association. Accidents of various sorts-age, propinquity, likeness of interests-bring together a somewhat random group. Immediately the boys react on one another. One or more leaders come to the fore. The gang organizes itself, finds

or makes its meeting-place, establishes its standards, begins to do things. It develops, in some sort, a collective mind, and acts as a unit to carry out complex schemes and activities which would hardly so much as enter the head of one boy alone. The gang is, in short, a little social organism, coherent, definite, efficient, with a life of its own which is beyond the sum of the lives of its boy members.

Why Use the Patrol Method?

The Patrol system has a four-fold value: (1) by encouraging boy responsibility, it develops leadership ability; (2) by developing boy activities, it offers to the boys an opportunity to live; (3) by using boy leadership, it simplifies the work of the Scoutmaster, and makes it possible for him to be more effective; (4) and, finally, by establishing the Patrols as functioning units, it insures the permanency of the Troop in an emergency such as the loss of a Scoutmaster.

The only way to develop leadership in a boy is to give him a chance to exercise it. Scoutmasters who keep all control in their own hands are denying their Scouts the benefit of this means of character building. Likewise, Patrol Leaders who never give the Scouts under them opportunity to carry through some project on their own initiative, are equally mistaken.

Lord Baden-Powell, in *Scoutmastership*, says, "Once the Scout understands what his honor is, and has, by his initiative, been put upon his honor, the Scoutmaster must entirely trust him to do things. You must show him by your action that you consider him a responsible being. Give him charge of something, whether temporary or permanent, and expect him to carry out his charge faithfully. Don't keep trying to see how he does it. Let him do it in his own way, let him make a bowler over it if need be, but in any case, leave him alone and trust him to do his best."

The boys' initiative creates boy activities and the Patrol Method comes to offer to the boys an opportunity to live. The activities of the Patrol are founded on the interests and desires of its members and the bond uniting them is their common share in the game of Scouting. Patrol life unconsciously creates a strong feeling of loyalty and affection, of obedience to a common cause, and the spirit of "give and take" so necessary in life. And this Patrol life nourishes a Patrol Spirit which carries the members on to an ever increasing participation in the game of Scouting. Thus the real Patrol provides from within itself an incentive for its members to advance and to live from day to day the Scout Oath and Law. The Patrol Method simplifies the work of the Scoutmaster and makes it possible for him to be more effective. When the Scoutmaster undertakes to direct personally the details of all the work of the Troop and of the Patrols, his job demands ceaseless attention. When he trains his Patrol Leaders to assume the greater part of this responsibility, he relieves himself of much of the detail work and reduces the demands on his own time. The Scoutmaster who skillfully utilizes trained Patrol Leaders is not tied down to the details of first aid and signaling instruction and the like; he has time free to study, to formulate plans, to review reports, to keep the Troop progressively advancing, and above all to make his influence toward higher character more effective through frequent personal contacts with individual boys.

The Patrol Method insures the permanency of the Troop. The existence of all too many Troops is absolutely dependent on the continuing activity of the Scoutmaster. When Patrol Leaders are well trained in the responsibility of leadership, they will keep their Patrols active and thus preserve the life of the Troop even after a Scoutmaster resigns or is rendered temporarily inactive.

The prime object of the Patrol Method is not to make the Scoutmaster's task easier but to make his work more effective; not to secure greater speed in Scout advancement, but to develop capacity for leadership and team play.

The Secret of Success

The two-fold secret of success is simple:

I. Make the Patrol the unit ALWAYS in and out through thick and thin, for better and worse, in victory and defeat, in games and contests, at meetings, on hikes, and in camp.

II. Train your boy leaders for their positions, place the responsibility of leadership on them and let them exercise it.

Only as a Scoutmaster acts on this principle does he understand and use-the Patrol Method.

CHAPTER II
TROOP ORGANIZATION

Starting a New Troop

1. With only a small group of boys available.

The Scoutmaster-to-be who finds himself with a small group of boys wanting to be Scouts is most fortunate. He will be able to devote his whole time to getting that individual touch with these boys, which a large number would make impossible. And, at the same time, the nucleus of a fine growing Troop with a real esprit de corps is being formed and the Scoutmaster can look forward to watching it become a full Troop with thirty-two Scouts.

Lord Baden-Powell was once asked why a Troop should not exceed thirty-two members. His reply was that as a young man he found it impossible to get a personal touch and satisfactory results in sound training, with more than sixteen fellows. He went on to say: "Assuming that every other, Scoutmaster is twice as capable as myself, it is best for a Troop not to exceed thirty-two."

When the Scoutmaster is starting a Troop with a small group his immediate objective is to put into being the Patrol Method. At first, before the boys have passed their Tenderfoot requirements, the Scoutmaster-to-be may serve as temporary Patrol Leader, meeting with the boys once a week for a month (longer, if necessary) to train the boys thoroughly in •the fundamentals of Scouting so that they may pass their Tenderfoot requirements with a complete understanding of what Scouting is and what it means to the Scout just entering. As this preliminary group grows in number to, say, ten, twelve, or fourteen boys, the time comes when it is ready to take the shape of a Scout Troop of two Patrols, (if fifteen to twenty boys, three Patrols may be formed. With more than twenty boys the formation of four Patrols is desirable).

It is wise, at the beginning, not to have full Patrols of eight but rather to have a number of Patrols with four or more members. This larger number of Patrols gives greater opportunity for developing leadership and it promotes a feeling of friendly competition. When the Patrols have been set-up according to the boys' own choice of companions and the Patrol Leader and his Assistant have been installed the Patrol Method is underway and the new Troop is off to a good start. The Scoutmaster is then in a position to place more and more responsibility in the hands of

his Patrol Leaders and this can be done to a great extent through the functioning of the Troop Leaders' Council.

2. With a large group of boys.

We have just stated that the Scoutmaster-to-be who is organizing a new Troop with a small group of boys is in a most enviable position. Oftentimes, however; at the outset a Troop is organized for the purpose of serving a large number of boys.

Even under this condition the best advice that can be given to the Scoutmaster-to-be is to start with a few boys and go slowly. The Wisdom of this will be seen in a year's time, when the smooth working of the Troop will be largely due to the sound foundation that has been laid.

Take for example an institution which has 30 or 40 boys of Scout age, all anxious to become Scouts. If the Scout-master, in his zeal to get things going, forms four or five Patrols out of this number and starts his whole Troop straightway, he will be giving himself a burden greater than one man can bear, and will probably fail for the want of trained Patrol Leaders. The difference between the Scouting experience of the Patrol Leader and that of the other boys in such Patrols will be so little that the boys will fail to look up to their Patrol Leader with proper respect. As a result, the responsibility will all fall upon the Scoutmaster-thus robbing the leaders of the very chance for which the Patrol Method was devised.

Here is a good practical method which has been used time and again, which adapts itself readily to local conditions, and may prove a guide to a Scoutmaster new at the game. Let us assume as an example, a church which has undertaken to form a Troop of Scouts. The Troop Committee has nominated the Scoutmaster, who calls a special meeting of all the eligible boys in that church. He makes a gala night of it, using perhaps the church hall, introducing lots of games and stunts, not forgetting the "eats."

Before the close of the meeting, when they are pretty well tired out physically, he gathers the boys around him for a story, and begins to tell them something about Scouting. This is a good place to bring in the Troop Committee, to get them interested in their boys, and the boys acquainted with them. If this part of the program is not too long drawn out, and is well arranged to catch the interest of the boys, when the question is asked as to how many want to become Scouts, there will probably be a unanimous and enthusiastic show of hands. This is the time to explain the idea of the Patrol, and the impossibility of running a Troop properly until Patrol Leaders have been chosen and trained. It is a good idea to let the boys elect eight or nine possible leaders from among their number. One or two may be added by the Scoutmaster if he knows the boys pretty well and is familiar with their qualities for leadership.

Now comes the most critical period in the Troop's history. The red-hot enthusiasm of the larger group of boys must be maintained, while the chosen few are being trained and tried out to see if they are likely to make good leaders. Perhaps the best way is to arrange one night a week for all the boys to meet, to play games and have the same sort of good time that is provided for in a boys' club. Also the Scoutmaster should meet the special 10 or 12 boys on another night of each week, or if possible, two nights a week and train them up to Second Class standard. He should conduct the meetings as Patrol meetings with himself as Patrol Leader, and the boys as Scouts, that they may get the actual method by which they will tackle their Scout Patrols when they take charge. (Handbook for Patrol Leaders, Chapter V "Patrol Meetings.") This preliminary training may take a period of two months; but at the end of that time, certain boys showing marked qualities of leadership will stand out.

The Scoutmaster is now ready to hold a second "bumper" meeting, when he can tell the group what he has accomplished in training the leaders; the required number of Patrol Leaders may here be temporarily named. The Assistant Patrol Leaders will naturally be chosen from the remainder of the group which has had special training. The boys should have as much choice as possible in selecting the Patrol to which they will belong. The grouping is nearly always pretty even. Should there be a specially popular boy who attracts more than the number required in his Patrol, a tactful suggestion on the part of the Scoutmaster can effectively secure a fairly even' distribution. These groups become the future Patrols of the Troop; and although they may be to a certain extent artificial in selection, as long as the Patrols are evenly balanced with big and little boys in each, it is surprising how, from the very moment of formation, a Patrol spirit will develop.

The evening is finished with a few inter-Patrol contests, and a healthy rivalry springs up which will help to keep the Troop up on its toes during its settling-down period. Some valuable suggestions as to the running of these special meetings are set forth in the Handbook for Scoutmasters and the "How" Book so no further details need be given here.

Church Troops and Sunday School Class Patrols

About forty-seven per cent of the Troops in the country are sponsored by churches, It is realized that the Scout Movement supplements the religious education offered in the Sunday School. There is a certain esprit de corps in the Sunday School which the superintendents are rightly anxious should be maintained. Wherever possible, the classes, as they exist, may carryover as Patrols, and so mean more m the Sunday School class and in the Troop. If, however, the superintendent sees that the ages of the various classes differ so considerably as to make the Patrols unbalanced, in order to create healthy competition between Patrols m the Troop, he will waive the idea of maintaining the class formation, and will allow them to be re-formed into more equal Patrols, including boys of different ages.

Reorganizing an Old Troop

Sometimes a Troop gets into a bad state for one reason or another and is not running on the Patrol lines. If by chance you take over a Troop of this sort, it is best to reorganize it, rather than patch it up. One suggestion which has worked is to hold a meeting of the whole Troop, explain what you propose to do, and get 'them interested in the idea of making a fresh start. The Troop should formally vote to reorganize. All the leaders and assistants are then asked to hand in their resignations. Then the Troop elects fresh leaders, and makes up new Patrols around them. Each boy has an opportunity to attach himself to the Patrol Leader he voted for. The Patrol groups assemble around their leaders and look each other over, transfers being allowed to bring the boys into the Patrols most congenial.

Successful reorganization requires more than a little ingenuity. The Scoutmaster must meet three requirements: (1) make sure that the boys are properly grouped, (2) get the right leaders, (3) get the Patrols to function.

Once the Patrols have been firmly established and the leaders elected, definite responsibility must be thrown upon the Patrols, first of all for the maintenance of order. The next thing is to charge the Patrol Leaders with the instruction of their Scouts, devoting the greater part of the Troop meeting to Patrol meetings that this may be done. Train the leaders to carry responsibility and to conduct their Patrols efficiently. Following this should come the formulation of some continuous inter-Patrol competition, such as a series of contests between Patrols in Scoutcraft

and games. Later on special Patrol activities, under the direction of the trained Patrol Leaders, meetings, hikes, etc., should be encouraged.

Registration of the Troop

In the case of a Troop newly organized as soon as a sufficient number of boys (at least eight above the age of twelve) have qualified as Tenderfoot Scouts, the Troop should be registered and a Troop Charter applied for from the National Council through the Local Council. Troops not under Council register directly with the National Office. The registration of the Troop is essential because a Troop is not a Scout Troop until it is duly registered and its leaders commissioned by the Boy Scouts of America. And a boy is not a Scout, nor can he purchase, nor wear the Uniform or Insignia, until he is registered at the National Office. In the case of an old Troop, arrangements as to registration should be so made that the Troop reregisters well in advance of its charter expiration date.

CHAPTER III
THE PATROL ORGANIZATION

Wherever possible, boys should form their own Patrols according to their own interests and desires, their own likes and dislikes, their own friendships and loyalties. A Scoutmaster will usually find that the group of boys with whom he has to deal, though at first strangers to each other, will soon develop into a natural gang, if he gives them the opportunity.

Size of Patrol

An important factor in the "ganginess" of the Scout Patrol is its size. A Patrol with less than eight members is not necessarily incomplete and inefficient. Six will work well. A Patrol may even do efficient work with but four members. Usually a Patrol with a thoroughly trained leader will grow naturally to seven or eight; but a Patrol of eight should be regarded as a maximum but not necessarily ideal.

The Patrol, then, may consist of any number between four and eight boys, including the Patrol Leader and his Assistant. This number has many advantages. (1) it approximates the natural gang formation; (2) a boy can more effectively and easily handle them; (3) it gives a Troop a number of Patrols and therefore increases chances of leadership and chances for developing responsibility.

Membership

The boys' own choice should be the major factor in Patrol grouping. No boy should be obliged to join a Patrol against his own wishes (although the Scoutmaster may occasionally, by a casual word of advice, eliminate a hindering prejudice or a petty objection), nor should he be obliged to stay in it if he has good reasons for wishing to change. Again, although the Scoutmaster may often advise with the Patrol Leader and his Patrol concerning new recruits, the admission of a new boy to the Patrol should be with the approval of the Patrol members. One method is to accept the boy in the Troop and assign him to a Patrol. Better have him accepted by the Patrol and recommended by it to the Troop for membership. Many successful Troops maintain a waiting list, from which new members are elected as vacancies occur in the Troop.

The Cub Graduating to the Patrol

The Cubbing Program is now graduating thousands of Cubs each year who have reached their twelfth birthday. These graduating Cubs come to the Scout Troop with a burning zeal to achieve great accomplishments in Scouting.

This zeal must be whetted immediately and never dampened. A good start for these new twelve-year-old Scouts is to see that they are properly introduced to the Patrol Method of Scouting. Don't place each boy in a Patrol purely on a basis of "feeling that is the best place for him" but, rather, give him an opportunity to become acquainted and then let him make his choice. The new Scout, who was a Cub, may want to join the Patrol of his Den Chief or he may find that one of his Cub buddies is in a pretty fine Patrol-and so it goes-give the boy his chance to decide. His feeling of independent decision will do much to inspire him and, at the same time, his choice of Patrol will have to satisfy for he has made it himself.

The Scoutmaster should make certain that the new Scouts coming up from Cubbing are welcomed not only in the Patrol but in the Troop. Many Cub Packs hold "graduation exercises" for their Cubs entering Scouting and the Scoutmaster attends to welcome the boys on behalf of the Troop to which they are graduating. Ceremonies of this type give the graduating Cub a feeling of being wanted in Scouting and that will make his new start in a new game so much more exciting.

Patrol Headquarters

One of the most valuable reinforcements of Patrol consciousness is a definite Patrol headquarters. Just as the boys' gang always has a special meeting place which it jealously defends against all comers, the Scout Patrol should have at least a corner of the Troop meeting place to call its own. The average Troop is lucky to have one room of its own, in which case the Patrols usually have a corner for their private use. The Patrol corners should be individualized as much as possible by decoration with flags, pictures, knot-boards, trophies and the like, and by appropriate names, such as "The Lion's Den," "The Wolves' Cave," "The Eagles' Nest." Make these corners real homes to their respective Patrols. Look back on your own boyhood days, when you and your buddy discovered an unused cellar, or a broken-down barn, or a hole in the ground which no one else seemed to know about, and which you used as your private den.

Boys at the gang age get together wherever possible. Most gangs meet at least once a day. During the larger part of the year boys prefer the out-of-doors. Usually the gang has some sort of headquarters. In the city this is often only a meeting place on a street corner, but many gangs have dens, cabins, shacks, or club rooms. Do not neglect this home instinct in the boy by moving the Patrols from one corner to another. Rather give each Patrol its permanent corner. It is surprising what a home it will become to the boys if you allow them-to accumulate photos, records, and property, which belong to the Patrol, and which will become a mirror of the tone and thoughts of that group of boys. A great deal can be fitted into a little wall space. (Handbook for Patrol Leaders, Chapter IX "Patrol Handicraft".)

The Patrol Name and Emblem

The Patrol sign or totem (animal, bird or reptile) is one of the means by which Patrol Spirit is stimulated. Instead of being merely a boy, the new Scout now becomes a Buffalo, or an Eagle. He begins by learning his Patrol call. He must make it sufficiently audible to be heard and recognized fifty yards away in a wood. The Patrol call is for use and should be used as often as

possible. The idea is that a Wolf is telling a lie if he pretends to be a Lamb, and a Scout's honor is to be trusted even though he be a Fox. After learning the call of his Patrol the new Scout will learn the habits of his Patrol animal or Patrol bird. He will also learn how to sign his name, which necessitates his being able to draw a picture of his Patrol totem. This is only an elementary way of realizing the Patrol Spirit, but in Scouting tiny things should never be ignored. It is also desirable to have the Patrols carve or saw from wood a likeness of their totem to be placed on a staff at the approach to Patrol headquarters. (Handbook for Patrol Leaders, Chapter II "Patrol Spirit".)

Patrol Permanency

Once a boy has qualified as a Scout and is admitted to a Patrol, he will normally remain a member of that Patrol until he severs his connection with Scouting, unless he develops some cogent reason for a change, In a Troop in which the boys are shuffled together at frequent intervals and dealt out into new Patrols according to the whim of the Scoutmaster, there obviously can be little opportunity for the development of Patrol morale and Patrol traditions. Patrol activities are the most effective means of intensifying Patrol vitality and permanency. Many of the Scout activities, such as games, contests, and Good Turns are better done with the Patrol as the unit than by individual Scouts or by the Troop as a whole.

Scout Spirit in the Patrol

Scout morale and discipline are based on the idea that when a boy becomes a Scout he assumes distinctive obligations and acquires definite privileges. The Scout Oath and the Scout Law define the distinctive obligations of the Scout. Scouting has not eliminated the gang; it has capitalized the gang. One of the most significant characteristics of the gang is its esprit de corps, its morale. The loyalty of its members is essential to the gang's existence. In street gangs this loyalty is all too often used to cloak undesirable acts. In Scout Patrols, the spirit of loyalty innate in the boy, if properly guided, acts as a powerful reinforcement to the Scout Oath and Law. The training of Patrol Leaders must be organized with this in mind.

When your boys begin to think and to say, “Our Patrol doesn't do that kind of thing," your battle is more than half won. Group opinion among the boys in the Patrol is one of the most potent factors in determining conduct. A Scoutmaster at best sees his boys but a few hours each week. The boys, on the other hand, are meeting each other all through the week in school and at play, and are influencing each other for good or evil. It is for this "reason that the Scout ideal, developed in the Patrol, may be even more effective than the personal influence of the Scoutmaster in shaping the character habits of the boys.

In some very successful Patrols, two or three of the older members attach themselves to the new recruit, and spend a great deal of time with him, to help him both by suggestion and example to bring his daily conduct up to the standard of a good Scout. Frequent conferences with the Scoutmaster will be helpful in dealing with unusually "knotty" problems.

CHAPTER IV
THE PATROL LEADER AND HIS TRAINING

The Patrol Leader and His Duties

In a Troop working correctly under the Patrol Method, the Patrol Leader shoulders much of the responsibility for the members of his Patrol. He helps to make the plans and furnishes inspiration to secure Scout advancement, gives much of the instruction himself, and conducts preliminary examinations. He provides for Patrol activities- hikes, meetings, good turns, special stunts. He looks after the routine business of the Patrol records, attendance, dues and the like. He deputizes the leadership of special activities to other boys. Above all, by example and by personal influence, he establishes the morale of the Patrol on such a plane that by its influence the Scout Oath and Law will be realized in action and the necessity for discipline will be minimized. In all these things the best results will be attained if the Patrol Leader realizes that the responsibility is largely his own to work to a successful achievement. (Handbook for Patrol Leaders, Chapter I "The Patrol Leader and His Job".)

The Assistant Patrol Leader and His Duties

The first job that confronts the Patrol Leader is the selection of an Assistant-in conference with the Scoutmaster-from among the Scouts of the Patrol. Obviously he will be able to work better with a boy congenial to him. The Petrol Leader should be instructed, however, to pick his Assistant not because of personal friendship, but on the basis of all-round ability, leadership qualities, and acceptability to the Patrol. In other words, the Patrol Leader should make the choice with this objective in mind, "Who will make the best Assistant for the Patrol?" After the Patrol Leader has appointed his Assistant and the appointment has met with the Scoutmaster's approval it is his job to train his Assistant so that the latter may himself qualify in time as a Patrol Leader.

A frequent and usually successful arrangement is for the Leader and the Assistant each to assume particular supervision of one-half of the Patrol's membership. Often the leader will assign a special phase of the work to his Assistant, perhaps the keeping of the Patrol records or the instruction in some phase of Scoutcraft. (Handbook for Patrol Leaders, Chapter IV "Patrol Organization".)

Special Privileges of Patrol Leaders

It is sometimes difficult for the Patrol Leader to maintain the leadership, which he should gradually develop if he is to be respected. He should have access at all times to the Scoutmaster, to discuss his problems.

One way of making his job easier is to give him certain privileges, which all members of the Troop do not share. For instance: (1) he attends the Troop Leaders' Council; (2) he has access to the Scoutmaster's library of Scouting books, to give him a chance of working up new ideas of his own; (3) if it is possible to have a Patrol Leaders' den, so much the better; (4) he takes part in the activities of the Green Bar Patrol.

Desirable Qualities of the Patrol Leader

1. Personality and Popularity. It is of prime importance that the boy possesses some of the characteristics which indicate him as a natural leader-contagious enthusiasm, a measure of executive ability, a little knack of organizing, dependability.

The knack of leadership can be developed. Many boys, timid because of lack of experience, have difficulty in getting others to follow their lead. The wise Scoutmaster will see that such boys are placed in temporary leadership positions, leaders of a hike, chairman of a committee, team-captains in a game, instructors in some phase of Scoutcraft.

2. Physique and Health. Boys respect athletic prowess and physical courage. It means more to them than "A's" in Algebra. The successful Patrol Leader will be an "all-round" boy, interested in sports, even though he may not excel.

3. Age. Few boys are apt to follow willingly another boy materially younger than themselves, unless they recognize particular skills in him.

4. Tenure in Scouting. Only a reasonable tenure in Scouting can develop in a boy the loyalty to the Scoutmaster, to the Troop, and, first of all, to the principles of Scouting which will make him fit for Scout leadership.

5. Intelligence and Scoutcraft Knowledge. The Patrol Leader should have the brains and the push to set the pace in passing the Scout Requirements. If he is out-distanced by his subordinates, he will be in grave danger of losing their respect. Certainly a Patrol Leader should be a First Class Scout. In some localities a Patrol Leader is regarded as temporary until he qualifies as a First Class Scout. The boys themselves will usually see the wisdom of this . A new Troop may start with Tenderfoot Patrol Leaders, but they should be developed to Second Class and First Class Scouts as soon as is consistent with thorough work.

6. Initiative and Energy. You cannot have a leader that has to be pushed. He must be equipped with a self starter, with initiative, that will get things going in the Patrol, and he must have the energy to carry through what he has started,

7. Common Sense and Self-Control. A Patrol Leader should know the time and place for games, and when to be serious, in short, when there should be "rough house" and when there should be "business." He should set a proper example to' the others, without being "preachy". Boys admire the quality of self-control even when they do not possess it themselves.

8. Helpfulness. He must have a sense of helpfulness toward each Scout in his Patrol, the Patrol as a whole and his Troop.

Selection of a Patrol Leader

Under the ideal Patrol System, the only way for the Patrol Leader to be selected is by the expressed wishes of the Patrol he is to lead. When a new Patrol is being formed the election should be temporary, as no group of boys can be sure of selecting a good leader without trial. Some Scoutmasters make it a point to talk to the Patrol on the qualifications of a good leader before the vote is taken.

Once the Patrol members have selected their leader, the Scoutmaster should not over-ride their choice, except in the most serious emergency in which case he exercises his power of veto. A Patrol may even suffer for a short while the handicap of an unwisely chosen leader and thus learn by its own mistakes. Many successful Scoutmasters advocate keeping the boys best fitted to be Patrol Leaders in office as long as possible. Under this system the other boys should be

given opportunity to exercise leadership special activities, instruction, contests, hikes, etc. A good Patrol Leader may be kept in office so long as he gets results. Other Troops allow the Patrol Leaders to be elected for a predetermined length of time, probably a year, at which time they are eligible for reelection, This plan is meritorious as it does offer the opportunity for an annual review of Patrol Leadership.

Training Patrol Leaders

The matter of training boy leaders is not something that needs to be done only once, and for a selected few, but is rather a continuing process that must give every boy in the Troop opportunity to develop himself. Every Scout should have some experience in leadership. Certain types of boys - vigorous physically, full of "pep"- come forward as “natural leaders." Yet a "natural leader" may be shallow in intelligence and weak in moral fibre, while another lad, sounder mentally and morally, but less forward and pushing, may have latent within him the higher qualities of leadership,

Primarily the training of Patrol Leaders is the function of the Scoutmaster. This is one of his biggest jobs, and it should never be considered as completed so long as the Troop exists. Boys are continually growing and developing. The Scoutmaster's opportunity is to help them grow into a fine type of leaders. One boy may need restraint; another, encouragement; all need guidance.

The Scoutmaster's system of training his Patrol Leaders operates in a number of ways to help these leaders develop themselves.

(1) First of all the Scoutmaster must make clear to the Patrol Leaders the extent of their responsibilities and explain the principles of Patrol leadership, and the significance of the Scout Oath and Law.

(2) He should help his leaders to become First Class Scouts.

(3) He should encourage them to read and study carefully the "Handbook for Patrol Leaders" and everything else they can get hold of that will help them with their Patrols. He should give them a chance to study BOYS' LIFE with its "Green-Bar Bill" page every month.

(4) He should urge them to visit other Troops and to observe the methods of successful leaders.

(5) He can have discussions, criticisms, suggestions and conferences with his leaders on the handling of Patrol problems. This is best done in the Troop Leaders' Council.

The Troop Leaders' Council and Its Function

The foundation on which the Troop's future is to rest should be laid by the Scoutmaster in the Troop Leaders' Council. (Handbook for Patrol Leaders, Chapter III "The Patrol and the Troop".)

The Scoutmaster should look upon himself rather in the light of the medicine-man, instead of its commanding officer. The more responsibility assumed by his Patrol Leaders, the better. A Troop Leaders' Council usually consists of the Patrol Leaders, the Senior Patrol Leader and Junior Assistant Scoutmaster, if any, and the Troop Scribe, with the Assistant Scoutmasters and the Scoutmaster as advisors without votes.

Some Troops allow the Assistant Patrol Leaders to be present at this council, to give them a chance of learning their responsibilities. Although they are allowed to take part in the discussions, they do not vote. The Patrol's interests are fully represented by the Patrol Leader.

The Scoutmaster talks less than anyone else, but keeps the discussions to the point, and encourages those who are slow of speech to express their ideas. It should be made clear that although the Scoutmaster will not have a vote since he looks to his Patrol Leaders to decide what is going to happen in the Troop, he does reserve the right to veto. His age and experience justify his having the final decision on matters in which difference of opinion might not be to the best interests of the Troop. If, however, it is understood that a Scoutmaster has the right to veto, he wil1 probably never have to use it.

The Troop Leaders' Council has two distinct phases of Troop and Patrol development. As the managing body of the Troop the members are initiated into and guided in the part they are to play in connection with their Troop leadership. Simultaneous with this but at separate gatherings, is carried out their training for successful Patrol leadership, for their work as the heads of groups of boys clamoring for things to do.

(1) The Troop Leaders' Council as the Managing Body of the Troop.

(a) It plans and (b) carries through the Troop Program.

The Troop Leaders' Council should meet weekly or at least fortnightly to discuss everything that happens in the life of the Troop. Short sessions may be held after the regular Troop meeting. Much more can be accomplished on a separate night when the full evening is given to this work. Every Scoutmaster knows what a trial it is to keep up the interest of the Troop when he has to rely solely upon his own ideas. In the Troop Leaders' Council, the members make it their business to produce new suggestions and new enthusiasm, so making the work of the Scoutmaster a comparatively easy matter. Many Troops have a special Troop Leaders' Council at the beginning of the winter and at the beginning of the summer, when an outline of the work for the next six months is discussed. For example, in planning the winter program, such things as these may be considered in the meeting of Second Class Requirements, by every Scout in the Troop; Troop entertainment; Christmas "Good Turns" by Patrols; special winter Merit Badge activities; overnight camps for older Scouts. This general scheme forms the foundation upon which the Troop Leaders' Council works week by week. It is not a wise thing to go into details too long beforehand. Three weeks is probably quite far enough in advance, as the mood of the Troop, and their enthusiasm for one thing or another must be considered. There is no good in forcing a thing at a time when it does not find favor; after an interval, that same thing may become the most popular thing to do.

(c) It Is the Clearing House of Troop Problems.

It is the clearing house of the Troop on such individual problems of conduct or personality as the Scoutmaster may think the members capable of handling. The aim should be to bring about better adjustment within the Troop, such as transfer to another Patrol, a talk with the leader best able to deal with the case, different handling by all the leaders, and so on. Lads who are labeled as troublesome may often be led into a different attitude by skillful and friendly treatment applied by their fellows under the guidance of the Scoutmaster. The Troop Leaders' Council is the place where the treatment is discussed.

(2) The Troop Leaders' Council as the Training Ground for the Patrol Leaders.

(a) The Green Bar Patrol.

Easily the best practical way of getting the Patrol Leaders trained is for the Scoutmaster to form a little training Patrol of his own in the Troop Leaders' Council, where the Patrol Leaders and Assistant Patrol Leaders act as Scouts, and the Scoutmaster serves as Patrol Leader. Here the Scoutmaster with his Patrol goes through the very process which the Patrol Leaders are to use

with their own Patrols at the next Troop or Patrol meeting. This "Green Bar Patrol" - or "Cornertooth Patrol" or whatever other name the group may decide upon giving it - is then conducted in a manner similar to a regular Patrol, with meetings, hikes, camps and special features such as might be planned and executed by a normal Patrol, with the possible exception that many of its activities, such as games, contests, handicrafts, become "condensed", i.e., started as demonstrations of what might be done in a Patrol rather than carried through to their absolute conclusion'. The Green Bar Patrol should meet at least once every month with occasional outdoor practices scheduled at times that will not interfere with the work of the Troop and Patrols.

It is a difficult thing for a Scoutmaster to put himself in the background, and see his most cherished discoveries and stunts monopolized by Patrol Leaders. But if he thinks for a moment, he will realize that Scouting is not a vaudeville show where he is the star, but rather a chance for the boys to exercise leadership. Scouts are snapshotting the Scoutmaster at every turn and his very gestures will be copied by his leaders. I f the Scoutmaster wants to see himself in a looking glass, he should watch the way the Scouts tackle their Patrols after he has handled them. It is comforting for a Scoutmaster to know that he need not worry about trying to train 32 boys; if he will merely take 6 or 8 and give them the training, they in turn will pass it on.

(b) The Green Bar Patrol provides a most valuable club life.

This is of special significance to the older boy and keeps alive his interest in Scouting. He is no longer classed among the small boys. He is a leader in close association with adult leaders, sharing their responsibilities.

The Troop Leaders' Council Log

The minutes of the Troop Leaders' Council should be carefully recorded by the Troop Scribe, as it will help a new Scoutmaster to pick up the threads of his new appointment if he can look back and see what has happened in the past. Such a Log also forms one of the most valuable and interesting histories. Then again the formal procedure of conducting the Troop Leaders' Council in proper parliamentary fashion, having definite minutes, resolutions, rules of order, teaches the boy correct methods in what will perhaps become part of his life work.

Sympathetic Guidance of Patrol Leaders

Wise supervision is an important factor in maintaining effective leaders.' The basic principles of supervising leaders for training purposes are:

(1) A real knowledge of each leader's task. Acknowledge sufficient to make intelligent conference possible.

(2) Personal comradeship. An intimate friendship with every leader which develops genuine mutual regard and confidence.

(3) Non-interference as far as possible. Let your leaders work out their own problems; be ready to give wise guidance when they seek it. But remember that unwarranted, ill-advised interference kills leadership.

(4) Constant watchfulness. Keep eye and brain busy while leaders are working in your presence. Make mental or penciled notes of matters requiring later attention.

(5) Patient sympathy. Remember, these leaders are "learning by doing." Mistakes, some of them serious, are bound to be made. Be ready with helpful suggestions and a kindly and friendly spirit to urge the boys to try again.

(6) Check-up. Out of your study of each situation, subject each leader to a genuine appraisal as to the actual worth of his work. Don't fool yourself or him. An unprejudiced estimate is the only thing of value.

(7) Coaching. On the basis of your observation of methods used and your check up on results attained, get the ear of each leader alone and put him through a course of constructive criticism. Coach him always on the side lines.

(8) Approval. Commendation which is justified and not overdone is an absolute necessity. Occasionally make such statements of approval publicly before the interested group. They like it, and so does the leader. Make it short, free from soft soap, genuine.

(9) Removal. If, after a leader has received every wise assistance and opportunity, he does not make good, removal by the Scoutmaster must not be delayed.

The Senior Patrol Leader and His Duties

The office of Senior Patrol Leader is open only to a First Class Scout who has served for a minimum term of twenty weeks as Patrol Leader. He serves as a Troop Leader, not attached to a Patrol, and should be selected by the Troop Leaders' Council with the approval of the Scoutmaster. His appointment is authorized by the Troop Committee on the recommendation of the Scoutmaster.

He performs such administrative and executive duties as are assigned to him by his Scoutmaster, which usually include Troop formations, gathering reports from Patrol Leaders and the distribution of information to them.

Through the Patrol Leaders he encourages Patrol activity and Scout advancement by always helping the Patrol Leaders in the planning of Patrol meetings and hikes. He also aids them in training for such special events as District or Local Council Rallies or Camporees.

CHAPTER V
PATROL ACTIVITIES

Instruction in Scoutcraft and advancement through the Scout ranks under the Patrol Method are largely the responsibility of the Patrol Leader. He should set an example by his own attainment and should organize the Patrol work so that each boy is helped to learn Scoutcraft and to pass the Scout tests. He will try to make each member realize that the reputation of the Patrol depends on the labor and achievement of each Scout. The work of the Patrol Leader is not so much to teach his Scouts, but to see that they-have the opportunity to learn.

The Patrol Leader is largely responsible for Scout instruction, but this does not, of course, mean that he must give it all himself. He may frequently call on the Scoutmaster for assistance; he should utilize the special knowledge of other members of the Patrol; he can sometimes bring in boy experts from other Patrols; he may occasionally, with the help of the Scoutmaster, secure specialists, boys or adults, from outside the Troop organization, or from the Troop Committee. The Patrol Leader's responsibility is to keep things happening with as much variety and interest as possible-so that his boys will be spurred on to advancement. (Handbook for Patrol Leaders, Chapter II "Patrol Spirit".)

Self-Education

Modern educators are agreed that the most lasting and worthwhile education is that which the individual gets for himself. If the First Class Scout badge is to have a vital meaning to a boy, he must qualify as the result of his own active efforts, not by sitting passively while being "crammed" to pass the tests.

The Patrol at Troop Meetings

At least half of every Troop meeting should be given over to Patrol activities. If during the major part of the weekly Troop meeting, the members of the various Patrols are mixed together in games, in instruction classes, In drill squads, and the like, then the Patrol system is, in effect, throttled in its cradle. If, on the other hand, the Troop divides into Patrols to take attendance and dues, for the instruction period, for games and contests, the Patrol system soon becomes very much alive. In some Troops, especially those in rural communities where the membership is widely scattered, the Troop meets as a whole but once or twice a month, and all Scout work during the intervening period is conducted through Patrol meetings and hikes. Except in a new Troop, Tenderfoot work should not occupy any of the time of these Patrol instruction periods, unless occasionally by way of review. The training of recruits should be done outside the meeting by individual boys or by the Patrol Leader or his Assistant. In most Troops the Second Class and First Class Requirements will form the chief content of this instruction.

During this Patrol instruction period the Scoutmaster and his assistants •can be interviewing individual boys who have problems to be solved or tests to pass, or they can be circulating from Patrol to Patrol, giving such assistance as may be requested. .

Patrols on Troop Hikes

The out-of-doors is the best place for the development of Patrol fellowship. The inter-dependence of a group of boys out in the woods,• and away from home should result in an intensified Patrol Spirit. The hike also furnishes the best occasion for the practice of many Scout activities. The unity of the Patrol should be respected in the course of a Troop hike just as much as during a Troop indoor meeting. Adult supervision is deemed essential on Troop hikes.

Patrol Meetings

When we speak of Patrol meetings, we mean a gathering of the gang for specific Scout purposes. Patrol meetings should be, as a rule, neither special affairs nor business meetings, but should have definite programs aimed at Scout advancement. The Scoutmaster should be advised when and where Patrol meetings are being held. (Handbook for Patrol Leaders, Chapter V, "Patrol Meetings".)

In the spring and summer Patrol meetings should be held in the open. When colder weather comes, the boys will need an indoor meeting place. In cities, the homes of the Scouts often constitute the only meeting places available. It will be found that parents welcome Patrol meetings more readily if it is made clear that "eats" are not expected.

The time and frequency of Patrol meetings will be governed largely by circumstances. For younger boys the afternoon, for older lads the evening is preferred. As to frequency, this will vary from daily get-togethers to meetings held so infrequently as to become unusual events. Except when the boys have extraordinary demands on their time from school work and

homework, Patrol Leaders should hold weekly Patrol meetings in addition to the Troop meetings.

The Scoutmaster should attend Patrol meetings only occasionally, and at all times will leave the conduct of the meeting in the hands of the leader. Some of the meetings necessarily Will be devoted to special business-making plans for a hike, working on a trek cart, or other Patrol projects, discussing a proposed program for the year welcoming a new recruit, planning a Patrol Good Turn, Occasional meetings will be just good times designed to build Patrol morale, a songfest, an evening of games and the like. But the majority of the Patrol meetings-if they are to be resultful must be focused on Scoutcraft, and recreation - quizzes on first aid, preparation for inter-Patrol contests' bandaging, carrying the injured, and games of all sorts: When the boys get off by themselves in Patrol groups to study the Scout requirements, they usually make much better progress than when the only instruction they receive is that given by the Scoutmaster at the weekly Troop meeting.

Patrol Hikes

The Boy Scout scheme is peculiarly adapted to train boys to take care of themselves and to respect the rights of others. Indeed, it should go further, and develop in them an ability to help to take care of others. This and other qualities of leadership are best developed through experience rather than mere instruction.

The Scoutmaster who accomplishes most with his boys is keen to take advantage of every opportunity to have the ideals of Scouting translated into habitual action. This makes it necessary for him to plan for opportunities where the Scouts in his Troop may be given responsibility, and trusted on their honor to meet the responsibility.

One test of the Scoutmaster's leadership should be the degree to which he has been successful in having the Scout Oath and Law actually effective in the life of each member of his Troop at all times, and not merely when he is under the personal observation of the Scoutmaster. The emphasis is here placed on trained leadership rather than adult leadership.

Obviously it is dangerous to permit a group of raw recruits to wander off into the woods without adult guidance. From sheer ignorance they are almost certain to get into some kind of trouble. It is always desirable for an adult to be with such boys.

However, after boys have learned to take care of themselves, to respect growing crops and green trees, to avoid unnecessary danger, to be courteous to farmers, and in all ways to conduct themselves as Scouts, opportunities for them to go on their hikes under the leadership of a properly trained and responsible Patrol Leader should be very definitely provided as a necessary part of ensuring the full development of those qualities which reflect credit to Scout training and leadership, The Scoutmaster must be sure that his Patrol Leaders are sufficiently experienced to handle Patrols on the hike. All plans for Patrol hikes should be discussed in the Troop Leaders' Council and in each instance be definitely approved by the Scoutmaster. He must ever be conscious of the fact that his is the ultimate responsibility, and he must give such coaching as will make it safe for him to delegate a share of his duties to the Patrol Leader. Indeed, this in itself can be made an incentive for the Scout to qualify as a Patrol Leader deserving the responsibility of conducting a Patrol hike.

As to the technique of Patrol hikes, equipment, food, etc., the Patrol Leader should be directed to the helpful suggestions found in the “Handbook for Patrol Leaders," Chapter VII Patrol Hikes and Chapter VIII "Patrol Camping".

As to program: this should include the activities of camping and Scoutcraft such as fire lighting, cooking, tracking, signalling, using knife and hatchet, exploring, mapping, judging, nature-study, games. In the development of interesting programs for his Patrol hikes, the Leader has a chance to exercise his initiative and responsibility and to train himself under the supervision of his Scoutmaster.

Frequently it will be desirable to have the Patrols start out on separate hikes and to meet the Scoutmaster at an agreed place later in the day. This method is particularly useful in Troops in which the all-day Saturday hikes are handicapped by the Scoutmaster's having to work in the morning.

Under the direction of Patrol Leaders who are well qualified and can measure up to the standard herein outlined and with the approval of the Scoutmaster, well-organized Patrols may conduct Patrol hikes and overnight camps. In such cases the Scoutmaster should expect the Patrol Leader to have:

FOR PATROL HIKING LEADERSHIP

(HANDBOOK FOR PATROL LEADERS, Pages 237-238)

1. Earned his First Class Badge.
2. Had hiking experience on at least 3 Troop hikes and 2 Patrol Leaders' hikes ("Cornertooth" hikes).
3. Had at least one month's' experience as a successful Patrol Leader. .
4. The written consent of the parents of each boy.
5. A reasonable familiarity with the country to be covered.
6. The permission of the property owner to build fires and cook (if going on a Chop Hike).

FOR PATROL CAMPING LEADERSHIP

(HANDBOOK FOR PATROL LEADERS, Pages 287-288)

1. Earned his First Class Badge.
2. (a) Taken part in at least two Troop Camping hikes and one Patrol Leaders' camping hike (conducted by the Scoutmaster) or have had the experience of at least one week in a Standard Boy Scout Camp.
   (b) Undertaken at least five one-day hikes with your Patrol to the satisfaction of the Scoutmaster.
3. Had at least three months' experience as a successful Patrol Leader.
4. The written consent of the parents of each boy.
5. A reasonable familiarity with the country to be covered and the camp site to be used.
6. The permission of the property owner to make camp, to build fires and cook.

Patrol Good Turns

A very fruitful means for stimulating the regular performance of individual Good Turns is the Patrol and Troop Good Turn. Patrol Leaders should be encouraged to guide the thoughts of their Scouts along these lines. Many such Good Turns may be undertaken by a single Patrol. (Handbook for Patrol Leaders, Chapter VI "Patrol Relationships".) Patrols have strengthened their loyalty to the unselfish ideals of Scouting by the assumption of a definite and continuous job of helpfulness, caring for an old cripple, a blind person; directing traffic at a school corner; keeping vacant lots in a given section properly cleaned; helping to train a newly organized Troop. Many are the sorts of Good Turns that may be done by Patrols, either as a regular thing or as occasion arises. Patrols meeting In churches and schools can often give very practical help to their supporting institutions.

Patrol Specialization

Patrol specialization may take one of two forms: either all the members of the Patrol agree to concentrate on one particular activity or project, such as first aid, craftsmanship, or nature study; or the Patrol is organized as a team of experts each boy specializing on a different activity or phase of the 'Patrol work. Each Patrol will decide for itself by common consent which method it will follow. There are a number of activities in which a Patrol may specialize. A group of good swimmers may practice and train themselves as a life saving corps. A Patrol interested in nature may work together to form a collection of leaves of moths and butterflies, or of rock specimens. Boys inclined toward craftsmanship may concentrate on the building of models. Sometimes a Patrol will take pride in its record of long hikes.

The second specialized type of Patrol organization is described in "The Pine Tree Patrol” by J. A. Wilder and “The Yucca Patrol Idea" by Girard Green both published by the Boy Scouts of America. The “Pine Tree System “offers an interesting program of outdoor camping activities centering about the use of a trek-cart while the “Yucca Patrol System” offers a series of camping activities based on the Patrol’s use of knapsacks. Both of these systems are advantageous in allowing the boy within the Patrol to Specialize, for the Patrol Leader can assign to each boy in the Patrol, even to the new Tenderfoot, some particular phase of Scoutcraft in which to prepare himself.

Weekly Patrol Reports

At the Troop Leaders' Council each Patrol Leader should hand in a weekly report of his Patrol, covering all points of interest -such as: what the Patrol has done amount of dues collected, absentees, points gained in contests, etc., etc.-- these may be entered up and kept for future reference. . It has a very stimulating effect to have the formal report handed in each week. (Handbook for Patrol Leaders, page 78)

In this connection the use of the "Patrol Record Book" by each Patrol is highly recommended.

Temperature Charts

A good record which can be kept by each Patrol is sometimes termed a temperature chart," for its looks exactly Like one, with dark “normal” temperature lines running across it at a suitable place. The points awarded each week in the inter-Patrol contest are recorded by means of a graph on this. chart, and if the Patrol gets below the normal line something is wrong.

Immediate action should be taken by the Scoutmaster to bring the Patrol back to "normal". A change of leadership within the Patrol may be needed to solve the difficult or possibly the Patrol as a group needs new inspiration and guidance from the Scoutmaster. Whatever the difficulty is' it should be rectified before the temperature has dropped to a "danger" signal and the Scoutmaster is the only one who can do the trick.

Attendance and Dues

In more than a few Troops the mere routine of calling the roll and collecting the dues eats a sizeable hole in the limited time of the Troop meeting. These necessary evils may be minimized if they are handled on a Patrol basis. The simplest method is to train the Patrol Leaders to hand in to the Scribe, either when the Troop is first called to order or at the end of the meeting, lists of the boys present with the amount of dues paid following the names. The Scribe can then enter the data in his records at his leisure. It is a good plan to have a member of the Troop Committee serve as a Treasurer and the Scribe serve as Assistant Treasurer. turning over the funds to the Treasurer each week. Other Records In some Troops-especially when a credit system is in operation-there are other records which may also be best handled through the Patrol Leader. For instance, the leader may note after the' name of each boy the number of Good Turn reports and the tests during the week. One of the most serious hindrances to the use of a credit system, an invaluable stimulus to Patrol and Troop efficiency, lies in the bother of keeping the records. When the Patrol Leaders are trained to take over their share of this detail work, the Scoutmaster's task is made easier.

Patrol Property

The Patrol flag and all other Patrol property should be in the keeping of the Patrol Leader, although when the Patrol has a definite headquarters it may be left there. He may. however, delegate "the keeping" to another boy in the Patrol. A good project for the Patrol to undertake is the making of a chest or property box in which the Patrol equipment may be kept under lock and key. (See also Handbook for Patrol Leaders, Chapter IX "Patrol Handicraft".)

Keeping Order at Troop Meetings

In most Scout Troops serious problems of discipline seldom arise. First of all, it must be remembered that boys rarely become restless and disorderly when they have a varied and interesting program of activities. Troop and Patrol meeting programs that move with snap and vigor from roll-call through drill, instructions, and games to a brief but effective closing ceremony provide little opportunity for the development of disorder.

Under the Patrol Method the responsibility for the maintenance of order rests entirely upon the Patrol, and especially on its leader. The Scoutmaster will advise with the Patrol Leader in his problems, correct him privately when he makes mistakes and above all, back him up in his decisions, at least while in the presence of the Patrol.

CHAPTER VI
INTER-PATROL ACTIVITIES

The relations between the Patrols should be characterized by approximately equal divisions of cooperation and competition. It is more important for the unity and strength of the Troop that

the Patrol cooperate readily and effectively. It is essential to the development of Patrol morale that there be between the Patrols continued friendly competition,

In Scouting competition aims at better Troops and not at individual records, The Scout Program of requirements, ranks, and badges provides adequate reward for individual achievement and, in order to build stronger Troops, Patrols must be given a means of gaining recognition .and encouragement for its accomplishments through competition. The fact that Scouting is a group Movement precludes the use of competition to the degree of developing a spirit of antagonism between Troops or Patrols. Rather, the aim, in Scout competition is always to set the Scout in competition with his own record. Not his Troop or Patrol beating another, but excelling itself, Showing an average advance per member, a higher standing as a Troop or as a Patrol.

The Scoutmaster should provide opportunities for, the Patrols to engage in group projects and. to achieve things in which they can take pride. Group projects are of greater value than individual achievement in training for citizenship. Troop "Good Turns" and Patrol “Good Turns" are group projects of high value in character training.

Inter-Patrol Games and Contests

A splendid assembly of suggestions for Patrol games and contests will be found in Chat 31 entitled Games, Contests, and Ceremonies" of volume two of the "Handbook for Scoutmasters" and Chapter X entitled "Patrol Stunts" of the "Handbook for Patrol Leaders"

All kinds of Scout games and contests should be conducted on the Patrol basis as far as possible. It is difficult to say at what point a game ceases to be a game and becomes a contest. But possibly the difference may be found in the subject matter and in the amount of formality entering into the contest as contrasted with the game.

A contest in Scouting may be considered a matching of skills for the purpose of improving skills. The matching may be against an already established standard making it possible for every participant to become an actual winner over himself-he must beat his own record-or the matching may be against the Patrols own previous standard or between Patrols or Patrol representatives. In this latter case there will be a winner yet all participants may be considered partial winners, through the increased practice which they have gamed.

One Patrol may win supremacy in first aid contests. Another may have the best team of hand-wrestlers. A third may specialize in signaling, or in wall-scaling. In this way each Patrol has an opportunity to have its own specialty

Its own championship to be proud of

Programs should be so arranged that every Troop meeting and every hike provides opportunity for one Patrol to measure itself against another.

A Troop in order to keep healthy must have competition; but there is a vast difference between healthy competition and unhealthy rivalry. It is sufficient only to mention this to put the Scoutmaster on his guard. Healthy competition is the very salt Troop life, and many activities can be put over in this way, while otherwise they might be impossible.

The simplest inter-Patrol competition is where everything counts - the Scoutmaster acting as Judge. He may spring something on the Troop unexpectedly, and give out that the result of an inter- Patrol game will count towards the contest - while at another time it may not. For instance, if he sees that the Troop is slack about rallying, when the Troop call is given, he may suddenly

assemble them and give four points to the first Patrol, three to the second, two to the third and one to the last. After he has done this once or twice the Patrols will answer immediately to the assembling cab of the Troop, because they don't know whether it will count towards Patrol efficiency or not. The uncertainty adds to the excitement.

In an inter-Patrol competition of this nature care must be taken to make sure that the competition doesn't extend over too long a period of time. If that is allowed to happen the interest will begin to lag and the spirit of the competition will die.

The Scoutmaster will do well to judge carefully the extent of the time that a given competition is to have so that the competitive spirit of friendly rivalry may exist throughout.

Another case where points for inter-Patrol contests may well be given is in inter-Patrol camping contests, where Patrols will camp under their own arrangements-points being given for the selection of camp sites, the sort of camp cooking fires they make, the program they have worked out, etc.

Point Contests

The only justification for the use of a point system is for the recognition of Patrol achievement.

Of course in the process of making for the glory of his Patrol the boy also advances himself; consequently a Patrol point contest is an indirect but effective stimulus to individual achievement.

So many Scoutmasters have found continuous competition between the Patrols on a point basis valuable that it might be considered an essential feature of a successful Troop.

If your Troop has never had such a contest, try it at least for a few months.

The usual point contest is based on some such schedule as the following:

Attendance at Troop Activities

Troop Meeting Entire Patrol present in correct Uniform: 10 Points

(When less than 100% of the Patrol is present in Uniform, award a proportionate number of points. When a Scout who owns a Uniform is present but not in Uniform, count him as only 0- Scout present. When a Scout is absent but has reported, before the meeting opens, a satisfactory reason for his absence, count him as 1/2- Scout present.)

Troop Hike (same scale as above) ..... 20 Points

Attendance at Patrol Activities

Patrol Meeting-(It is not considered a Patrol Meeting unless at least 2/3 of the Scouts are present.)

Entire Patrol present in Scout Uniform ..... 10 Points

(Same rules as above.)

Patrol Hike (same scale as above) .....20 Points

Dues

Paid in full on time .....5 Points

ADVANCEMENT-Count advancement in rank

only, not the meeting of the individual Requirements.

Second Class ....10 Points
First Class ....15 Points
Each Merit Badge ....., ... : 5 Points

Patrol Games and Special Competitions

Patrol placing first. ..... 5 or 10 Points
Patrol placing second .....3 or 6 Points
Patrol placing third .....1 or 3 Points

Special Features

For especially interesting features, periodically staged stunts at Troop meetings or on hikes, or outstanding Patrol projects, the Scoutmaster may award at his discretion .... up to 10 Points

The above schedule may be modified in a thousand variations, A variety of additional points may be added but the fundamentals are attendance, passing requirements, and service and outdoor activities. These will always constitute the backbone of the point system. As a rule, the simpler the system is the better.

A different and perhaps easier method is the "point-for-everyone principle. If there are four Patrols in a Troop, they receive respectively four, three, two or one points according to their rank m every subject of competition. Percentage of attendance at meetings and hikes, total number of requirements passed m a week, Patrol Good Turns, success in games and contests, neatness on inspection, good order during meetings-for all such activities the Patrols are judged by the Scoutmaster, and points are awarded according to their respective merits.

Experience has definitely shown that it is unwise to include any demerits or penalties in a point contest of this kind. It is agreed that a positive stimulus is much better than a negative threat or punishment.

Dangers

Care must be taken when inaugurating and carrying on a point system that the boys don't fall into the habit. of evaluating everything they do in terms of "How many points do we get for that". If they do begin, the scheme had better be dropped quickly and some other plan developed.

Any Scout game or competition must be so constituted that every member of every Patrol has an. opportunity to take part. There is a tendency too often to individualize in such a way as to turn the spotlight on certain participant.. This cannot happen in Scouting if the Patrol Method is used in games and contests as well as all other activities. Along this same line is the problem arising when the same Patrol runs off with all the honors-- in short the spotlight seems to be centered on an individual Patrol. If this happens the system should either be discontinued or modified to give all Patrols-even the young ones-a chance.

If Patrol point competitions are continued too long, the Patrols which fall behind are apt to feel themselves hopelessly outdistanced and become discouraged.. The interest in such competitions should be renewed by finishing one and starting a new one. When the new contest is begun more or less of a rearrangement of the points and regulations may be desirable to: give variety.

Civic Service by Patrols and Troops is not to be used as a basis for points under a point system. The same holds true with individual "Good Turns". Boys should not be placed in situations which tempt them to brag about or to exaggerate their individual good records. Under no circumstances should public reports be called for.

Trophy

There should be some outward, visible trophy of achievement for the winners of the inter-Patrol contest. Let it be something simple like a leather skin stretched on a rustic wooden frame, with the names of the Patrol and details of the competition burnt in, or a streamer for the Patrol flag. Scouts prefer something like this to a gold cup which merely costs money. There is a great danger in silver cups and shields, for they may encourage the mere winning of a prize rather than the gaining of an honor for their side. The winning Patrol may also be given the privilege of carrying the Troop colors.

When pride in one's own group becomes an in-growing egotism and ceases to recognize the rights of others, then competition defeats its own end. In all inter-Patrol contests the spirit of fair play must be constantly kept in the foreground. Winning must never become more important than the fun of playing the game. It should be a point of honor for the losers always to cheer the winners. The Scoutmaster can skillfully avoid the development of conceit and jealousy by so organizing his competitions that no one Patrol has a monopoly of the glory, and each group has some worthwhile achievement of which to be proud.

The purpose of Scouting in offering inter-Patrol activities as a source of outlet for the natural competitive instinct of a boy may well be accomplished if we bear in mind what was said earlier in this chapter that "A contest in Scouting may be considered a matching of skills for the purpose of improving skills".

With this thought in mind it is often advisable to have every boy who qualifies worthily to share in the glory. Recognition should be given to those boys in the competition who have qualified to a standard, for through this method many have a chance to earn honor according to their ability.

Devices for Inter-Patrol Contest Records

1. Climbing the Ladder: Four ladders are painted at the end of the room, one representing each Patrol, with a little pasteboard Scout at the rung of the ladder corresponding to the points gained in the inter-Patrol contest. Each rung counts ten points. This is a constant source of interest, not only to the Scouts, but also to visitors, and encourages keen work.

2. The Canoe Race: A similar idea, and perhaps better, is to have the top of the wall a frieze painted like a river with a tree, a boulder, a shrub, painted on the opposite side of the bank at regular intervals. Each landmark represents 10 points in the race, and each Patrol is represented by a pasteboard canoe filled with Scouts, corresponding to the number in the Patrol, who are paddling towards the winning post. This has a very realistic effect, and has an advantage over the ladder idea in that it shows that every boy is helping towards his Patrol's interest, rather than as an individual effort.

The Camporee

A Camporee is a program of camping overnight, for one or more days, by a Troop or Troops organized on a Patrol basis, under Troop and Patrol leadership. The Patrols participate allowing

the Scouts to demonstrate their ability to camp and take part in Scouting projects under their own boy leaders. The Troops, through their Patrols, qualify for an agreed standard of proficiency instead of competing against each other. They "try to beat par."

The standard of proficiency is established by the Local Council's Camping Committee in harmony with the Minimum Standards for Boy Scout Camps. As soon as the standard of proficiency is set the Scoutmaster can prepare the Troop to meet the standard by first training his Patrol Leaders, then by conducting an overnight camp, where each Patrol Leader will handle his own Scouts, using small tents or improvised shelters.

The Troop may have its own Camporee after this to determine what Patrol is eligible to enter the Local Council Camporee or the Troop may want to enter more than one Patrol, depending upon the entrance rules of the Council Camporee. No matter, the Camporee offers an opportunity for inter-Patrol activity which can be so organized as to instill pep and vitality into every member of the Troop. The Patrol must be good to qualify - and what boy is there that hasn't an urge to help the team win - the Patrol becomes the thing that is paramount in the minds of the boys for only by qualifying the Patrol can they take part in the Council Camporee. The Camporee is run on a Patrol basis and is completely motivated by the Patrol Method. As a motivating vehicle behind a Patrol the Camporee is one of the strongest. It gives life to the program and is a bull’s-eye towards which the Scouts in the Patrols can aim and fire.

The Camporee is a boy’s activity with natural Patrols under the leadership of their Patrol Leaders. What a chance for the boy to prove his knowledge of Scouting and campcraft! Camping is a game and the Camporee dramatizes it in such a way that the boy has a first-hand knowledge of camping essentials from the fact that he is learning by doing.

Some Local Councils have arranged the whole yearly Council program to culminate in a Camporee in the first part of the summer camping season. Every Troop and Patrol quickly catches the spirit and enters into it with a vigor building towards having at least a Patrol in the Council Camporee.

The Scoutmaster by carefully training his Patrol Leaders in the Camporee fundamentals and giving them more and more responsibility to carry will gain an enthusiasm among the Patrols and thereby motivate the Patrol Method and soon he will feel the results of his smoothly running Troop built on the Patrol Method.

CHAPTER VII
THE SPECIAL PATROL

The Scout Program has taken the Patrol Method as the organizational means for taking care of boys in rural or sparsely settled areas and for older Scouts who desire to take part in the older boy programs of Explorer Scouting or Sea Scouting within their existing Troops. Those boys living in rural or sparsely settled areas may organize a Neighborhood Patrol and the older Scouts desiring to go into some special phase of Senior Scouting may organize either an Explorer Patrol or a Sea Scout Patrol within their Troop.

These special uses of the Patrol Method have real advantages and in order to give the Scoutmaster a clearer conception of their value a brief sketch of each is given.

The Neighborhood Patrol

The conditions under which a Neighborhood Patrol may be established are described in the By-Laws of the Boy Scouts of America (Art. XI, Sec. 1, Cl. 10).

"In rural or sparsely settled areas where it is impracticable to organize a standard Troop, a Neighborhood Patrol may be organized provided the Patrol agrees to be merged with other Patrols when organized to form a Troop. The Patrol may be attached to a Troop in an- other community, with the approval of local Scout authorities involved.

"No charter shall be granted for a Neighborhood Patrol. Formal application to organize shall be made upon a blank provided by the National Council for that purpose. "No neighborhood Patrol may be organized with less than two or more than eight boys."

The fact that two boys may organize a Neighborhood Patrol brings Scouting to the most sparsely settled area or to the most isolated hamlet. Even though the Patrol may not grow into a Troop or have an opportunity "to be merged with other Patrols when organized, to form a Troop" the boys may still enjoy all the thrills and joys of Scouting in their permanent Neighborhood Patrol. The Scoutmaster of the Neighborhood Patrol has the same standing, opportunities, privileges as has any other Scoutmaster. His technique of dealing with the Patrol, of course, will vary from the technique of a Troop Scoutmaster. The Neighborhood Patrol Scoutmaster can plan his programs, hikes, camping and other activities on a Patrol basis following the material presented in the Handbook for Patrol Leaders plus the many fine ideas presented in the Handbook for Scoutmasters.

The Explorer Patrol in the Troop

Explorer Scouting offers a continuing program of adventure to Scouts who have usually achieved First Class rank and are between 15 to 18 years of age.

Usually the Explorer Patrol is a natural outgrowth of the Scout Troop and is therefore directly connected with it. The Explorers who belong to the Patrol, in the majority of cases, are also carrying on activity with the Troop. In many cases the Explorers are Patrol Leaders, Assistant Patrol Leaders, Senior Patrol Leaders and Junior Assistant Scoutmasters. Where this is true their main responsibility is with the Troop.

It is quite a simple matter to start an Explorer Patrol in the Troop. The organization of an Explorer Patrol can be simply an outgrowth of the Troop Leaders' Council. But, the Explorer Patrol must not be 'instituted at the expense of the Troop program.

Members of the Explorer Patrol carrying on responsibilities in the Troop should continue to do so. In addition to this, however, the Explorer Patrol meets separately as a group to determine their program and carry on some of their own activities. The Explorer Patrol may be under the direct leadership of the Scoutmaster, if he has the time and wishes to do it, or the Scoutmaster may appoint an assistant whose responsibility it will be to work with the Patrol.

The Sea Scout Patrol in the Troop

The Sea Scout Program is essentially a program for older boys. Its ultimate objectives are the same as those of land Scouting. The promotion and carrying out of this program is similar in nearly every way to Scouting, the only essential difference being in the type of activities, the Uniform and Requirements.

The activities of Sea Scouts are concerned with things connected with the water-swimming, sailing, rowing, sea history, marlinspike seamanship, ground tackle, life aboard ship, rules of the road at sea, foreign commerce, navigation, piloting, signaling, and cruising.

The Sea Scout Program is open to all boys who are fifteen years of age and over, but it is recommended that none but First Class Scouts be registered as .Sea Scouts. In a Troop where there are a number of older Scouts who are actively interested in Sea Scouting as a field of endeavor a Sea Scout Patrol may be organized in conjunction with the Troop. The members of the Sea Scout Patrol will continue to take care of their Troop responsibilities but will also plan to meet as a separate group to carry on Sea Scouting activities.

The Scoutmaster who is interested in Sea Scouting and desirous of learning its techniques may want to give leadership to the Patrol himself. However, if he is not able to do so, one of his Assistants may have a leaning in the direction of Sea Scouting which can be quickly put to advantage by work, by studying the handbooks and by attending a training course.

Leadership for a Sea Scout Patrol can be found without difficulty. The Sea Scout Patrol as an adjunct to the Troop adds a great drawing power for the older boy and helps keep the Scout in Scouting.

FINAL WORD

The success of the Patrol idea depends much upon the careful leadership of the Scoutmaster, for through all these efforts the Scoutmaster stands as wise guide, counselor, advisor and friend. It is well to realize from the start that the Patrol Method, although a "short cut" to the development of leadership, is by no means the "easiest way." It will mean just as much hard work as running your Troop on other lines, and infinitely more patience. Results will not be so spectacular, and they will take far longer to materialize; but when they do so, they will be deeper and more lasting.

Disappointment and discouragement are bound to come; but if you mean to prove yourself to be the man you are, just stick to it, for enthusiasm will return, enriched by experience. You will often ask yourself: Is it worth while? You, a Scoutmaster, with your friendly, careful guidance day by day are training Patrol Leaders. If every Scout in the Movement today becomes a leader and organizes an average of 10 boys each, America will soon have more than eight million Scouts in training. They in turn will be leaders of boys, and later leaders of men; the men of tomorrow, the nation of the future.

Besides making leaders of men, however, nothing helps more than the Patrol Method in developing that indefinable something which we call the SCOUT SPIRIT: that spirit of "right thinking, and right doing"; that spirit of fair play which sees the other fellow's point of view; that spirit of reverence, loyalty and brotherhood that can make this world a better place to live in.

It is worth while, Mr. Scoutmaster!