

**How to Plan
a
District Leadership Recognition
Program**

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July 9, 2002

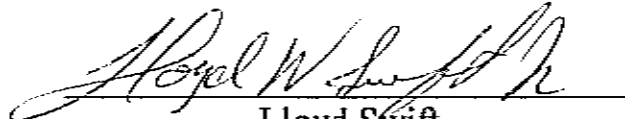
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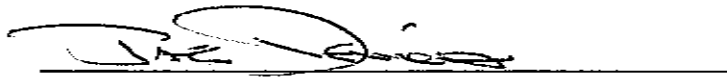
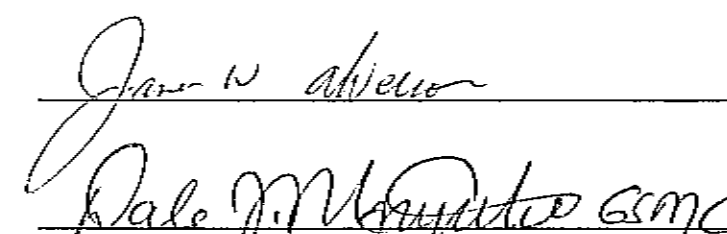
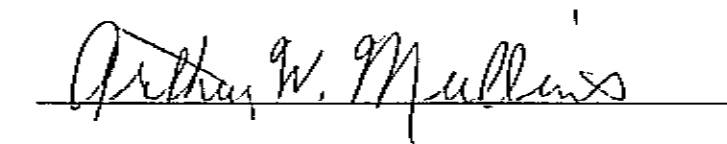
ADVISOR APPROVAL

To the Graduate Council, I am submitting herewith a thesis written by Bart Koontz titled "How to Plan a District Leadership Recognition Program." I have examined the final copy of this thesis for form and content. I recommend that this thesis be accepted in partial fulfillment or requirements for Doctor of Commissioner Science.

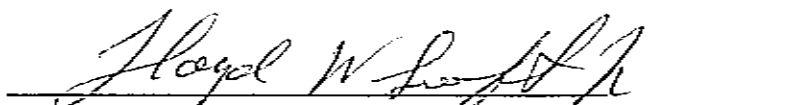

Lloyd Swift
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5-16-2003
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We have read this thesis and recommend its acceptance.


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PURPOSE STATEMENT

It is the purpose of this paper to provide an in-depth view of the roles and responsibilities of volunteers in the production of a District Leadership Recognition Program. Enclosed are budgets, schedules and job descriptions that are to enable volunteers to more efficiently produce a quality District Leadership Recognition Program. It is the true purpose to involve many people to carry out this task as well as having a great time working together. It is my purpose to share the 21 years of District Banquet experience I have, in hopes of benefiting others.

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The Purpose of a District Leadership Recognition Program

A District Leadership Recognition Program is designed as a celebration of the past year for the units in your district. This is one of the few times in the course of a year we take the opportunity to say "thank you" and "congratulations." Recognition in scouting almost always goes to the youth with the exception of the leader's banquet. However while we celebrate the past we should promote the future as well. Excitement about what lies ahead promotes events, and educates the leaders about the future. After all, it's the leaders who promote within their own units. It is important to capitalize on this opportunity to set the tone of scouting in your district.

Types of District Leadership Recognition Programs

There are many ways to produce a quality District Leadership Recognition Program. It's important to choose a plan that suits the needs of your district. Remember that great Leadership Recognition Programs are like any event in Scouting, they need to be built upon each and every year. Be sure that each person serving on the committee documents what he or she is doing, so you can critique the event.

The following discussion will deal with various ways to prepare for a Leadership Recognition Program. All the samples and job descriptions will be discussing a Contract Banquet. This will give a comprehensive view and enable the reader to omit material if needed.

The first type of program is a very simple awards ceremony. Some districts choose this route for various reasons. Some reasons may be cost of food, or manpower, or simply planning a banquet for the first time. However, there is an extremely important element that is affected when you do not have food. That element is fellowship. Sitting down to a meal with your fellow Scouters, sharing stories and ideas, is one of the main elements for any district event. One positive aspect to not having food is that the banquet has more time to present awards etc.

A second type of program, which is the first kind of banquet, is called "Pot Luck." At a Pot Luck banquet each individual brings a main dish or dessert. The key element to this method is bringing enough food so others can enjoy too. That means the banquet committee must decide on how much to bring and communicate to the leaders on quantity and size. Another difficult element is determining who brings a main dish and who brings a dessert. One way to determine this is by delegating that the Troops do one dish and the Packs do another dish, Explorers, and Venturers etc. There are other items to consider in the Pot Luck method. Items such as drinks, utensils, plates, napkins and cups to name a few. Money still must be appropriated to cover these costs. Rental for any equipment or building also comes into play.

Another type of banquet to consider is a catered banquet. When selecting this method you must consider a key element of planning. The key is to work with someone else's schedule. Good caterers sometimes are booked as much as 6 months to 1 year ahead. Time must be taken to sit down and plan out a menu in order to select a cost that is compatible to your district needs. One also needs to consider physical site selection. Again you might have rental costs that need to be factored in as well as scheduling a reservation. Once you select a catered event the budget of the

banquet changes dramatically. This change demands higher revenue, thus requiring a more controlled accounting of the event.

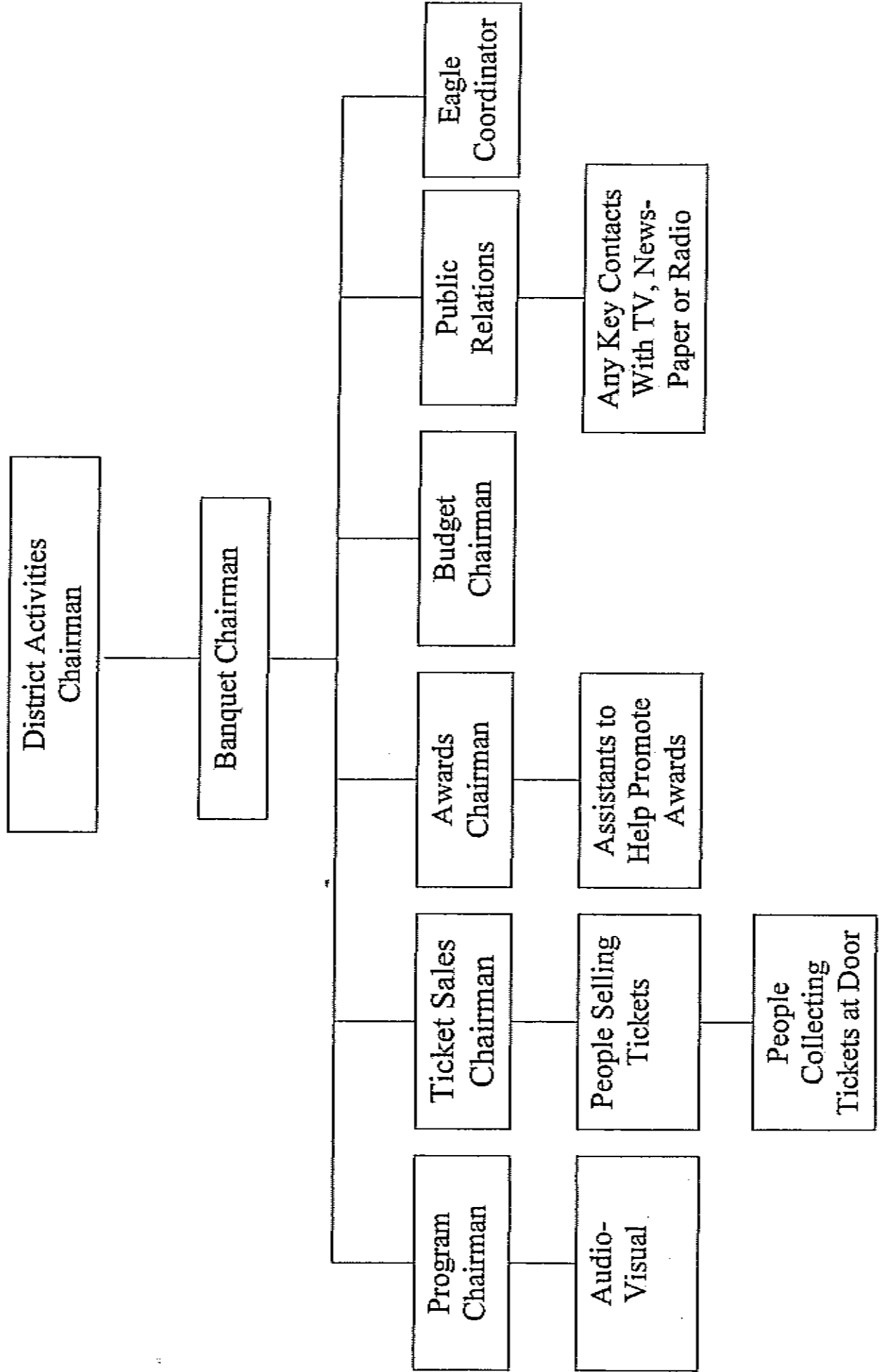
The third type of banquet available can be called a Contract Banquet. A district signs a contract with a group to provide certain foods, manpower, services, and facilities as part of the banquet. Usually, their sale to a customer provides all of the above selections, or portions thereof, for one price. The price, almost always, is usually charged per person. The cost of this particular type of banquet is usually the highest. This creates a higher price for a ticket. The Contract Banquet usually provides a more professional service since it is a "turn-key" job. As a rule, the contractors usually are buying food in bulk, helping to hold some costs down. Contractors can provide many other things at little to no cost such as microphones, PA systems, screens, and decorations. Also on the positive side is the fact they usually have plates, silverware, linens, trays and clean up abilities that you might not be available with other types of banquets.

The Role of the District Activities Chairman

The role of the District Activities Chairman is to make sure that every District event has a chairman with a committee of people to carry out the mission. After appointing the Banquet Chairman, the Activities Chairman should sit down with that person and discuss staffing needs for the committee. Personnel discussion should relate to considering people's strengths and weaknesses. Some people have management skills; some may have sales experience, while others might have the people skills to sit down with others to see if they qualify for an award. This enables one to place each individual in an ideal situation. Be sure to keep in mind not all

people will say "yes," so moving people around should always be an alternate plan. On the next page is an organizational chart for a District Banquet. This tool can help the Activities Chairman explain the possible needs of a banquet to the Banquet Chairman.

Organizational Chart for a District Banquet



The Banquet Chairman

To start, the Banquet Chairman has to have an exceptionally positive approach to the task at hand. The chairman has to be the "leader of the pack." All who serve under him must follow his lead. Setting an example with hard work always provides great results in the end.

In selecting personnel for the positions, the Banquet Chairman must find compatible people. Matching people to tasks is difficult. Many times we rely on the previous years committee to do the job. That may not always produce successful results. Keep in mind people who have done this before may be "tired" or "burned out." One suggestion is to try to utilize new people. Mixing new people with those who have experience makes a good combination. New people bring in fresh approaches and sparks, while the veterans remember "the do's and don'ts."

One good way to staff your needs is to utilize Woodbadge candidates. These people are usually looking for those "ticket items." A good Banquet Chairman should always be willing to help those in need! Woodbadgers assisting with the banquet could list this under "Service to Others." Keep in mind if they are receiving their beads at the banquet, they need to word their ticket item so they finish before the banquet.

The chairman of the banquet needs to hold meetings and keep updated on the progress of individual committees. The Banquet Chairman, along with the Activities Chairman should keep the District Committee informed every month at District Committee meetings. The Banquet

Chairman should do announcements at Roundtables. In turn the Chairman should utilize Roundtables to gather important information such as any handicap or medical needs.

The chairman should document everything possible about the banquet. This will enable the committee to do a post analysis of the banquet as well as referring to previous years of banquets. A key element for successful banquets is not turning the program into a "District Show." The banquet should be a night of recognition for the volunteers who put in countless hours. This time is to recognize, appreciate, and validate those people working to make scouting happen. On the next page is a sample of a one-year schedule. This will help guide the Banquet Chairman. Use the schedule at your discretion. This tool should provide a pattern to help you be successful and enjoy the job at hand.

1-Year Schedule

Months

- 12 Secure a place and date for banquet
- 12 Discuss possible cost of Banquet
- 12 Secure approval of District Committee
- 12 Promote Awards and banquet at all times
- 6 Select the Banquet Committee Chairmen
- 6 Have an organizational meeting with chairmen
- 6 Re-confirm the place and date for the banquet
- 6 Invite a guest speaker if one is desired
- 5 Promote awards and nominations for District Award of Merit
- 4 Have Awards Chairman educate at Roundtables how awards work and who needs to approve them
- 4 Banquet committee meeting - make sure each chairman has staffed the needs of their committees and understand their roles
- 3 Promote Awards at Roundtables
- 3 Print tickets and distribute
- 1 Program Chairman calls all presenters and confirms what they are doing
- 1 Confirm again any guest speakers or entertainment

- 1 Program for banquet needs to be turned in to council for printing
- 2 weeks All ticket sales should be turned in and no other ticket sales conducted
- 2 weeks All awards should be checked to make sure no problems are cropping up
- Day before All awards should be secured from Council Office
- Day before The awards list should be secured from Council Office and duplicates made for each presenter
- Day before Agenda should be reviewed with Master of Ceremonies or District Chairman
- Day of
Banquet 01:30 p.m. Decorate
- 5:00 p.m. Banquet Hall should be secured with people attending the doors (be sure to not open doors until 6:30 p.m. to keep down on confusion)

The Program Chairman

The Program Chairman's responsibility begins when the program starts, right after the meal, to the closing of the banquet. This is truly "the heart and soul" of the banquet.

The first responsibility is to know which awards will be presented. One month prior to the banquet, the chairman needs to notify everyone presenting awards. There needs to be confirmation that the presenters will be there. The presenters need to understand the awards by reading a brief description. Also, those presenting need to do the presentation justice by not hurrying. However they also need to keep in mind that the banquet must move without wasted time. The Program Chairman should set the actual program to be turned in to Council Office.

The second responsibility of the Program Chairman is to make sure all awards are placed on a table or tables in correct order. This order should coordinate with the awards list prepared by the council. This helps keep the flow smooth and prevents the greeter from stumbling through looking for certain certificates.

Another responsibility of the Program Chairman is the selection of entertainment or a guest speaker. There are numerous ways of selecting what will work for your banquet. This part of the program should take about 15 minutes, no more than 20 minutes. Some ideas range from having a slide show of district activities over the past year, to an inspirational speaker. Speakers need to be entertaining with a special message. Whatever you do, try not to select someone just to fill a void. One other form of entertainment could be a barbershop or singing quartet, or even a

musician. This could be coordinated with a particular theme like patriotism. Truly, the key is to choose someone who is entertaining.

Last, but not least, the Program Chairman should be responsible for any staff needed to operate technical equipment. This staff needs to have experience in what they are doing with equipment. It is a great idea to have a dress rehearsal prior to the banquet. In addition, the Program Chairman needs to secure any equipment needed for the production of the banquet. On the next page you will find a sample of a banquet agenda to assist the Program Chairman. This should be used as a guideline not only for the Program Chairman but the District Chairman or Master of Ceremonies as well.

Sample Agenda

- 06:20 Head table and presenters proceed to buffet line
- 06:30 Doors open
- 06:30 - 07:20 Everyone eats
- 07:20 - 07:30 Return Trays
- 7:30 Invocation
- Welcome - Opening remarks - Banquet Chairman
- Opening Ceremony - Eagle Scouts
- Recognition of Banquet Committee - Banquet Chairman
- Introduction of District Chairman - Banquet Chairman
- Introduction of head table - District Chairman
- Introduction of Eagle Coordination - District Chairman
- Explanation of Eagle Scout - Eagle Coordinator
- Presentation of Eagles - Eagle Coordinator
- Presentation of Eagle gift
- Introduction of entertainment or guest speaker
- District Chairman
- Entertainment or guest speaker
- Thank you - District Chairman
- Introduction of District Executive - District Chairman

District highlights - District Executive or District Chairman

Installation of District Officers - District Executive

Introduction of Council Commissioner - District Executive

Presentation of Quality District - Council Commissioner
(District Executive presents District Committee with
Quality District Strips)

Introduction of District Camping Chairman - District Chairman

Recognition of National Camping Award - District Camping
Chairman

Recognition of Summertime Pack Award - District Camping
Chairman

Introduction of Assistant District Commissioners for
Rechartering - District Chairman

Recognition of Quality Units - Respective Assistant
District Commissioner for Rechartering

Introduction of District Boy Scout Training Chairman
- District Chairman

Presentation of Scouter's Keys and Scouter's Training
Awards - District Boy Scout Training Chairman

Introduction of District Cub Scout Training Chairman
- District Chairman

Presentation of Cub Scout Leader Training Awards - District
Cub Scout Training Chairman

Introduction of Venturing Training Chairman
- District Chairman

Presentation of Venturing Leader Training Awards
- District Venturing Training Chairman

Introduction of District Exploring Chairman
- District Chairman

Presentation of Exploring Leader Awards - District
Chairman

Introduction of District Activities Chairmen - District Chairman

Presentation of Chairmen of Activities Plaques - District
Activities Chairmen

Recognition of top 3 units for popcorn in Cub Scouting and
Boy Scouting - District Activities Chairman

Recognition of top 3 units for Scout Expo tickets in
Cub Scouting and Boy Scouting - District Activities Chairman

Introduction of District Commissioner - District Chairman

Presentation of Commissioner Awards - District Commissioner

Presentation of Distinguished Commissioner Service Award
- District Commissioner

Introduction of District Roundtable Chairmen
- District Chairman

Presentation of Veterans' Awards - Respective District
Roundtable Commissioner

- Special recognition of anyone with 50+ years as a scout
- District Chairman

Presentation of the Ben Dulaney Award for excellence in
Ocanosta District - District Chairman and District
Commissioner

Introduction of Order of the Arrow Advisor - District Chairman

Recognition of Ordeal, Brotherhood and Vigil members
(stand in place) - O.A. Chapter Adviser

Recognition of O.A Chapter Chief - O.A Chapter Adviser

Introduction of Woodbadge Scoutmaster - District Chairman

Woodbadge Recognition of those who have obtained beads
- Woodbadge Scoutmaster

Presentation of Woodbadge beads to new Woodbadgers
- Woodbadge Scoutmaster

Introduction of District Award of Merit Chairman
- District Chairman

Explanation of Silver Beaver and District Award of Merit
- Award of Merit Chairman

Recognition of those who hold the District Award of Merit
(come forward and file to each side) - Award of Merit
Chairman

Presentation of this year's class of District Award of Merit
- District Award of Merit Chairman

Closing remarks - District Chairman and District Commissioner

The Ticket Sales Chairman

The Ticket Sales Chairman should be an inspirational type person as well as very organized. The role of this chairman is to bring together a sales team to cover every unit of the district. The key element for the sales team is not to overload the individual with surplus of units to contact. The goal is for each sale team member to succeed. Tracking is an important part of the Ticket Sales Chairman. All tickets must be numbered, assigned, and accounted for. Money has to be collected and receipts written for the money. It is extremely important that all money is accounted for before the final attendance number is submitted to the contractor.

Finally, the Ticket Sales Chairman needs to assign people to the entrance of the banquet. Everyone entering should present a ticket before entering.

The Awards Chairman

The awards presented to volunteers are what bring people to the banquet. The Awards Chairman's job is to make sure all Scouters who qualify for awards know how to receive them. The key element to awards is the individual submits their own application.

The Chairman of Awards will find it most difficult to cover an entire district. The ideal situation is to recruit enough assistants to help educate and promote throughout the district. Remember, whoever works on this committee should be well versed in how the awards work. One

suggestion is to recruit individuals to work only in the divisions they know, like Cub Scouters in the Cub Scout Division. Make sure that all divisions of Scouting are covered including Cub Scouts, Boy Scouts, Venturing, Exploring, Commissioner's service, and District Committee.

There is a multitude of awards for the Awards Committee to promote. The first category is the unit awards, which include Quality Unit, National Camping Award, and Summertime Pack Award. All units that have achieved these awards during the course of the year should be recognized.

The second category of awards is the Training Awards and Keys. These awards are based on a certain amount of tenure, performance in that position, and completing training for a particular job. Remember you can only earn one award each year in a particular division.

The third category is a Veteran's Award. This award is presented to an individual who has been registered in scouting for 5 years. The award is presented in increments of 5 years and any registered position in scouting counts whether it is youth or adult. Remember that your Council Office must send any award for 25 years or more, to the National Office for approval, so please submit about 6 weeks before the District Banquet.

The fourth category of awards has only one award, which is the District Award of Merit. This particular award is selected by a committee, which is appointed by a District Award of Merit Chairman. In turn the District Chairman personally appoints the chairman. All persons to be considered must be submitted in writing prior to the committee meeting.

There are other forms of recognition a district may present. These include recognition plaques to individuals who chair district events. This may be a plaque with a nameplate and the event patch. One other recognition that my district presents is to an individual Boy Scout Troop. This award is called the Ben Dulaney Award and is a traveling trophy. The following is a list of criteria for this award. The troop with the most points wins for that year.

Roundtable	100 points
10 points for each Roundtable your unit attends	
10 points if your unit attends all Roundtables	
Klondike Derby	100 points
% of youth participants	
Continuous Campfire	100 points
Summer Camp	100 points
% of youth participation	
Scout Expo	150 points
Your unit camps	(50 points)
Your unit has a booth	(50 points)
Your unit sells tickets	(25 points)
Your unit has increase in ticket sales	(25 points)
District Camporee	100 points
% of youth participation	
Scouting for Food	100 points

Popcorn Sales		100 points
Participation	(50 points)	
Increase in sales	(50 points)	
National Camping Award		100 points
Quality Unit		200 points

The Budget Chairman

The Budget Chairman usually has a business or accounting background with strong organizational skills. The chairman for this committee is responsible for all revenues as well as all expenditures.

The initial job for the Budget Chairman is to set a proposed budget with the Banquet Chairman. This must carefully be done for two reasons. First, this activity is for the leaders and you don't want to overcharge. Second, you never want to lose money. Careful planning should be done since you may be dealing with more than \$3,000.

Finally, the Budget Chairman must submit the final accounting for the banquet. This accounting should be submitted to the Council Office with bills to be paid and receipts for expenses. On the next page you will find a sample budget. Some categories are added even though there are no expenditures. This is done for the Chairman's benefit.

Sample Budget

Revenues:

Ticket Sales (240 x \$13.00)	\$ 3,120.00
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Expenditures:

Banquet Brochures (250 x \$0.15)	\$ 37.50
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Tickets	10.00
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Printing Costs (Council)	35.00
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Food (240 x \$9.00)	2,160.00
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Linens (included)	
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Rental of Facility (included)	
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Plaques (36 x \$2.00)	72.00
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Nameplates (36 x \$3.00)	108.00
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Awards	300.00
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Guest Speaker or Guests (4 x \$9.00)	36.00
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Decorations	75.00
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Rental of Equipment	
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Gift for Guest Speaker	
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Eagle Gifts (15 x \$3.00)	45.00
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District Award of Merit Frames (4 x \$8.00)	32.00
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District Award of Merit Medals (4 x \$6.00)	<u>24.00</u>
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Total	<u>\$2,934.50</u>
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Profit (+) or Loss (-)	<u>\$+ 185.50</u>
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The Public Relations Chairman

The role of the Public Relations Chairman is to promote the District Banquet in scouting and for the general public. Promotions in your own district might include flyers, a district newsletter, or public announcements. However, many times there are Scouters in other districts connected with Woodbadge or know an Eagle Scout who would like to attend.

Another role of the chairman is to solicit TV stations or radio stations for ads on their public service announcements. Many times newspapers will permit you to submit a small clip to announce upcoming events. Last, a full write-up should be submitted to the newspaper about the banquet.

The Eagle Coordinator

The main function of the Eagle Coordinator is to recognize the class of Eagle Scouts for the past year. Many times this person may be the District Advancement Chairman.

The first function is to mail every Eagle Scout and their family an invitation to the banquet unless the cost of the Eagle's meal is budgeted; an individual or troop needs to pay for the ticket. Purchase of the Eagle's ticket can be left up to individual scout troops.

During the banquet, it is the coordinator's job to recognize the Eagle, the parents, the Chartered Organization, and the Scoutmaster. After recognizing all the Eagle class, it's always a nice touch to have all Eagles present to stand. Last, the Eagle Coordinator may present a small token to each Eagle Scout.

Summary

As you have been able to see by reading this thesis, a District Banquet has many routes of planning and execution. A banquet can be very simple, or as complex as this thesis describes. It is up to the volunteers in each district to decide what best suits their needs.

Through this thesis, it is my intention to pave a way for individual ideas to flow. A banquet should be restricted, not by a paper, but only by an individual's imagination.

In conclusion, please take a moment to notice that all references to jobs in this thesis are volunteers. Many times we are guilty of relying on the professional staff of Scouting to carry out events. It is my true belief that if you are going to build a strong district, you have to build, shape, and mold strong volunteers.

References:

Guide to Safe Scouting, No 34416C

Leadership Training Committee Guide, No 34169E

National Quality Unit Award Applications

Cub Scout Pack No 14220M

Boy Scout Troop No 14221M

Venturing Crew No 14222M

Explorer Post No 14223M

National Summertime Pack Award Application, No 33748A

National Camping Award Application, No 33690A

Nomination for the District Award of Merit, No 33720A

Veteran Application, No 28-701F