



THE COMMISSIONER: HIS JOB AND DUTIES _____

by

Cameron Reeves
Pickens District Commissioner
Blue Ridge Council

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Cameron Reeves

Signature of Author

APPROVAL OF READERS

This is to certify that I have read and approved the thesis entitled, THE COMMISSIONER; HIS JOB AND DUTIES. Submitted by Cameron Reeves in partial fulfillment of the requirements for the PhD Degree in Commissioner Science, College of Commissioner Science, Atlanta Area Council, Boy Scouts of America, Atlanta, Georgia.

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ABSTRACT

This thesis will give a Commissioner a better understanding of the position he is in and identify the training that is available to Commissioners so they can start visiting units knowing they have the knowledge of the job they are to do.

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Introduction

The purpose of this thesis is to explain the duties or job of a Commissioner whether they be Council, District, Assistant District, or Unit Commissioner. This person needs to know his/her job before they visit a unit or meet a unit leader. I think that the most damaging statement a Commissioner can make to a unit leader is "Hi, I'm your unit commissioner, what do I do."

A new Commissioner, like a new employee starting in an unfamiliar business, should first become acquainted with the guideline of that business, its purpose, its general plan of organization, and the "yardsticks" which determines its success. This should happen before a new employee learns the intricacies of his new job.¹

WHAT IS A COMMISSIONER

There are three types of Commissioners in the Boy Scouts of America, Administrative Commissioners, Unit Commissioners, and Roundtable Commissioners. I will explain who fits into each type later.

Scouting happens to boys in units. Generally the healthier the unit, the better the Scouting.

To help make this occur, the Boy Scouts of America provides a program called unit service in which the Commissioner is the key figure. This Scouter helps make available to the chartered organizations and leaders of their packs and troops the resources of the District and the Council in order that the objectives of Scouting be realized.

The finest type of community leader should be considered for the job and that person should be a "people person", capable of working with key personnel of the chartered organizations, the unit committee people, and unit leaders as well as District and Council Scouters.

The Unit-Service program is invaluable both to chartered organizations and the local Council when thoroughly understood and wisely and carefully administered. The Commissioner service program should be based on a friend and counselor philosophy and not on a concept of "Snoopervisionship".

Now let me list who fit these three types of Commissioners.²

Administrative Commissioners The Council Commissioner, Assistant Council Commissioners, District Commissioners, and Assistant District Commissioners. Their main responsibilities are recruiting, training, guiding, and measuring the Commissioner staff.

Unit Commissioners These Scouters are assigned to one or more units and are closely allied to those units on a service and counselor basis.

Roundtable Commissioners These are resource people and, through established Roundtables, provide program skills and other help for unit personnel.

We must keep in mind that these Commissioners are volunteers that come from all walks of life. Some may be doctors, lawyers, mechanics, electricians, janitors, etc. They are people who care about youth and who want to see the objectives of the Boy Scouts of America to be carried out. These objectives

being: character building, citizenship training, and the development of physical and mental skills of our youth.

BOY SCOUTS OF AMERICA MISSION: It is the mission of the Boy Scouts of America to serve others by helping to instill values in young people and prepare them in other ways to make ethical choices over their lifetime in achieving their full potential. The values we strive to instill are based on those found in the Boy Scout Oath and Law.

SCOUT OATH:

On my honor I will do my best
To do my duty to God and my country and to
obey the Scout Law;
To help other people at all times:
To keep myself physically strong mentally awake
and morally straight.

SCOUT LAW: A Scout is

Trustworthy
Loyal
Helpful
Friendly
Courteous
Kind
Obedient
Cheerful
Thrifty
Brave
Clean
Reverent

THE OBJECTIVE OF THE COMMISSIONER PROGRAM

First let us refer to the Commissioner program as the Unit-Service program. The primary objective of those related to the Unit-Service program is to make good Scouting happen in the lives of our boy members. Perhaps the best way to approach Scouting's goals as they relate to its boy members, is to recognize how its

program of character building, citizenship training, and skills development reaches them. It is through the direct influence of the unit leader. In Cub Scouting, it is the Cubmaster and Den leaders sharing the responsibility and in Boy Scouting it is the Scoutmaster and assistant Scoutmasters. Every resource of the District and Council must be made available to these leaders, and it is through the Unit-Service program function that this is generally achieved.

PUTTING THE UNIT-SERVICE PLAN INTO ACTION

Every Scouting Council has carried out a program of helping units since the inception of the movement. Some service programs are effective while some may need assessment and change. If the Unit-Service program is to achieve its goal of "helping units succeed"³, it is recommended that the following take place.

(1) Make a complete and accurate inventory of Commissioner personnel, District by District, using known means to determine the effectiveness of those services.

(2) Determine the actual number of units being served by Unit Commissioners.

(3) Make a listing of units being served by Commissioner personnel other than Unit Commissioners.

(4) List units not being served by any Commissioner.

When the preceding data has been secured and carefully studied and documented, District by District, it is suggested that:

(1) A presentation of facts be made to key Commissioner and Professional staff personnel.

(2) A small group be assigned to use facts and suggestions discussed at the meeting of key personnel and to prepare a plan of action.

(3) The program of action should be presented at a special meeting, one day in duration, where each District Commissioner and District Executive meets to apply the program of action to their own District.

(4) A statement in support of the plan is made by the Council Commissioner and Scout Executive at this meeting.

(5) A schedule of periods of evaluation of progress by each District is determined. The results of these evaluations should be made by District Commissioners monthly, and the Council summary should be made by the Council Commissioner periodically to the Executive Board. These reports should report success in recruiting of Commissioner personnel, percentage of units served by Unit Commissioners, numbers and kinds of Commissioner training concluded.

As the plan of action progresses, there will be a need for a number of Commissioner related activities to be accelerated and/or initiated.

COMMISSIONERS: THEIR JOB AND DUTIES

I. Administrative Commissioners

A. Council Commissioner and his Assistants

Heading all Commissioner personnel is the Council Commissioner whose duties are set forth in the bylaws of the local Council. Past practices of the role as Council Commissioner range from "figurehead" to top active leader of the local

Council's Unit-Service program. I will not attempt to outline in detail how the Commissioner shall do his job. However, it must be understood that the role he plays can be all-important to any Council's Unit-Service program. Since it is now one of the four key functions of every Council, it appears that the Council Commissioner and his Assistant Council Commissioner are automatically placed in responsibilities which demand active leadership. Working in close cooperation with the Council Scout Executive, the Council Commissioner and his Assistant Council Commissioner should:

- (1) Supervise the activities of the Commissioner staff and preside at Council-wide meetings of District Commissioners and conduct Commissioner Conferences.
- (2) Give leadership to the recruiting and training of adequate Commissioner staff so as to provide continuing and effective Commissioner Service to each unit.
- (3) Maintain the standard of the Boy Scouts of America, uphold National policies, promote good uniforming and the correct wearing of insignia, and give leadership to the holding of regular Roundtable programs in the Districts.
- (4) Be concerned with the proper recognition of unit leaders and the maintenance of their morale, and periodically report unit conditions to the Executive Board.
- (5) Help the District Commissioners to maintain a good working relationship with related District Scout Executives.
- (6) Maintain procedures that will assure maximum unit charter renewal by District Commissioner staffs.

(7) Work with the Council President to secure help of Committees in meeting unit needs.

The Council Commissioner is positioned in our organization where he is held accountable for the Unit-Service program. It is realistic to expect that he will be responsible for its outcome and required to lead and report on its progress to the Executive Board of the Council. His assistants may well be assigned to specific shares of the job. These assignments could be Commissioner recruitment, Commissioner training along with the Council's training chairman, Round-table Commissioner, Commissioner conference.

B. District Commissioners

This leader, nominated by each District and approached by the Scout Executive, is elected by the Executive Board of the Council. Working with the District Chairman and District Executive, he is responsible for the organization, recruiting, and training of the required Commissioner personnel of his District and effectively to staff, guide, and measure its Unit-Service program. He is responsible for the recruiting, training, guiding, and evaluating of his Assistant District Commissioners. He schedules and presides over District Commissioner meetings, represents his District on the Council Commissioner's Cabinet, meets as a member of the District's Key Three, and reports at District meetings on the status of its Unit-Service program.

The District Commissioner must be a proven leader and must

be capable of enlisting other effective persons to serve in administrative positions in the District's Unit-Service program. The demanding duties of presiding at meetings, both District and Council, and representing Commissioner personnel on many occasions requires extraordinary ability. A "people" person is a definite requisite for this administrator.⁴

District Commissioners measure success by the progress of other Commissioners on their staff. As they work through Scouting's Unit-Service plan to make good Scouting happen in the units of their District.

C. Assistant District Commissioners

Assistant District Commissioners are responsible for an assigned share of the units in their District. They recruit, train, guide, and measure the work of Unit Commissioners. They deploy those Unit Commissioners, usually no more than three units per person, in such numbers and in such a way that every Cub Scout pack and Boy Scout troop in the District is completely staffed. Unit Commissioners are occasionally lost to Scouting and when this occurs, the Assistant District Commissioner should temporarily assume the position. However, immediate action must be taken to provide a replacement at the earliest possible time.

The Assistant District Commissioner's job clearly reveals that it, too, is mainly related to people, not things. This job involves recruiting people, the proper people; training people, personally through available training sessions; guiding

people toward successful experiences and away from failure; measuring progress of people, not in how many meetings they attend but what they do with their responsibilities. Progress can be measured, but how it is measured can become a problem. It is recommended that Administrative Commissioners measure both their own and their Unit Commissioners' effectiveness by using such yardsticks as:

- (1) Do all units have an active Unit Committee?
- (2) Do all units participate in Roundtable meetings?
- (3) Do all units show membership increase?
- (4) Do all units register on time?
- (5) Are all units effectively served through the Unit-Service program?
- (6) Is there good understanding between the chartered organizations and their units and volunteer Scouters?

Countless forms and procedures have been developed in the past to measure the effectiveness of Commissioner service. There are a number of good, simple forms available to all levels of Commissioner personnel which can be adapted to both Administrative and Unit evaluation programs.

II. Unit Commissioners

Perhaps no member of a Unit-Service team has a more important or demanding responsibility than that of a Unit Commissioner. As friends and counselors of Unit leaders, they operate quietly, generally in the background. They must be effective communicators providing resources of the District

and the Council to the units they serve. Occasionally Unit Commissioners may find it necessary to recommend changes in personnel or direction in a Cub Scout pack or Boy Scout troop. Such action must be taken with good judgement and tact and must involve the chartered organization. Since Scouting deals mostly by persuasion rather than legislation⁵, Commissioner personnel must exercise the highest degree of diplomacy as decisions are made which will have an ultimate effect upon the lives of its membership.

There is much discussion about the type of person that a Unit Commissioner must be, and it is doubtful that anyone would be satisfied with any single description. Therefore, it is suggested that a combination of characteristics be used.

This leader should be largely a "people" person but at the same time a healthy sprinkling of "things" abilities will help. A salesperson type would be invaluable, but along with such qualities a good "listener" would come in handy. A Scouting background is irrelevant if the individual has a determination to find answers to questions from every available source.

These attributes make an effective Unit Commissioner:

- A. A team player
- B. A dedicated and enthusiastic supporter of the ideals of Scouting
- C. A fulfiller of promises
- D. A personal example of good citizenship.

Unit Commissioners go about their duties in many ways, from telephone contacts to group meetings, from hit-and-run visits

to planned personal conferences. All of these methods are important avenues that lead to the fulfillment of their missions, but the main "freeway" to successful service is the personal conference.

Much has been written about the job of a Unit Commissioner and it is doubtful that any listing could encompass all circumstances in which the people have been or will be involved. The following services should be their top priority.

- (1) Close liaison with the chartered organizations of the units they serve.
- (2) Constant and diligent work to assure the effective and active unit committees.
- (3) The never-ending effort to involve unit personnel in Roundtables, even to the point of "bringing" the Unit leader to the Roundtables.
- (4) The establishment of good lines of communication between unit personnel and District and Council leadership.
- (5) The selection or recruiting of unit leadership is a duty in which the Unit Commissioner becomes a part. The actual appointment is approved by the chartered organization with help and action on the part of the Scouting Coordinator and the Unit Committee. The Unit Commissioner plays a key role in the process, making certain proper techniques are used to locate and enlist the best leader.
- (6) Foremost and all-important is the ongoing relationship with the unit leader and the manner in which it is

cultivated and maintained.

(7) Unit Commissioners should not fall into the trap of doing everything but their appointed jobs which is unit service. There are many programs and activities in Scouting that Unit Commissioners will be promoting. The Unit Commissioner can be expected to cooperate with other Scouting personnel that are related to specific programs, but they should not be responsible for them.

Unit Commissioners should never feel that "all is well" just because their unit has been contacted. "All is well" when these units meet the 10 tests of Scouting criteria.

III. Roundtable Commissioners

Roundtable Commissioners are generally good planners, able recruiters, and capable performers. Their job starts with long-range planning using the Cub Scout Leader and Boy Scout Leader Program Books. The annual Roundtable planning meeting is of great importance, for it is here that Council and District personnel map out the schedule of long-range programs. From such planning stems the monthly District Roundtable program. One function of the Roundtable is to provide unit leadership with the will-to-do-the morale, enthusiasm, inspiration, and vision that periodically renews the desire to carry on.⁶

Another function is to provide the skill-to-do-skills techniques, information, program ideas, and the know-how that makes for a successful unit operation.

Roundtable Commissioners and staff members should be

trained so they will be fully qualified to present material and teach skills at Roundtable in an interesting way.

Roundtable Commissioners measure their success by Scouters having a will to come to a place where there is a genuine sense of fellowship, where they feel they are wanted, that they are important, that they belong, where they can get specific help for use during the coming month, where learning is largely through doing or watching rather than by listening, when every item in the program has been thoughtfully planned, carefully planned, and snappily executed.

COMMISSIONER RECRUITING

Recruiting leadership is an ever present task that is accomplished on an individual basis, more so than in a "campaign" effort even though both types are necessary and invaluable. It is only the organization of the effort that differs between the individual and campaign type of recruiting.

In recruiting new Commissioners, one should keep in mind that there will be "no encroachment on unit leadership".⁷ There will be times when a unit leader wants to work as an Unit Commissioner, and I feel that if he/she is capable of doing two jobs he/she should be permitted to do so.

As names of prospective Commissioners are listed, their addresses should be added, as well as any information concerning their Scouting background.

There is no specific number of Commissioners to be recruited. Commissioners must be sufficient in number to fill the needs of

the Council and District. They must be trained and guided in their efforts. There is no formula for numbers of Commissioners or their frequency of unit contacts.

Some tips that will help in your recruiting efforts are:

(1) Assuming that the prospects are matched with the right "salesman", decide if they would feel more comfortable approaching the prospect alone or with other Scouters.

(2) The contacts should be made in person. Try to make an appointment in advance with the person you are trying to see.

(3) Be prepared for your meeting.

(4) Let this person know that you are interested and satisfied in your Scouting position.

(5) Allow plenty of time for questions. Answer the questions right then. Do not try fooling this person, tell them you will get the correct answer back in the immediate future.

(6) Close the discussion by asking for the person's commitment.

(7) Get the Volunteer Scouter Application completed.

(8) Whether or not you sign them up, ask that they attend a brief orientation meeting that has been previously set. Give time, date, and place.

(9) You might give them a copy of the Commissioner's Fieldbook No. 5617, and ask them to read it before the orientation meeting.

TRAINING

After you have recruited some new Commissioners, you will need

an orientation meeting to inform these Commissioners of their job descriptions. At this meeting, let them know of the training available. There are two general types of Commissioner training, formal and informal.

The formal training grants recognition and awards from the Boy Scouts of America. These awards being the Arrowhead Honor and the Scouter's Key with Commissioner's device. The informal training would come in the District Commissioner's meetings that are held each month.

To be effective, Commissioner training must lead to specific results.

- (1) Provide the Commissioner with a full understanding of his mission.
- (2) Obtain his commitment to the success of his mission.
- (3) Help him develop basic information.
- (4) Provide him with information necessary to carry out his assignment.
- (5) Build morale and fellowship in the staff.

I think the best place to receive the training is at any of the Colleges of Commissioner Service that are held at various locations throughout the Boy Scouts of America Councils.

TRAIL SIGNS

There are plenty of signs which point at the good and bad conditions of every pack and troop. Alert Commissioners will check the signs constantly, using them to head off disaster if the signs are bad, and commend the boys if the signs are good.

Here are a few examples for packs and troops.

BOY SCOUT TROOPS

GOOD SIGNS	BAD SIGNS
Meetings well attended	Irregular meetings, no program
Good advancement	Little advancement
Full uniform worn at meetings	Few in uniform
Good participation in Council-District events	Seldom go camping
Support SME program	No SME participation
Attend Roundtables	Never attend Roundtables
Constant membership growth	Small membership
Strong unit committee	No unit committee
Excellent parent support	No parent involvement
Strong boy leadership	Unit leader does all leading
Good relationship with chartered organization	Mistrust between chartered organization and its unit Scouters
Having fun	Lack of discipline

CUB SCOUT PACKS

GOOD SIGNS	BAD SIGNS
Plenty of den leaders	Few den leaders
Use <u>Program Notebooks</u> , attend Roundtables	Do not attend Roundtables
Fully uniformed	Few in uniform
Good parent involvement	Trouble getting parent help
Pack committee active	Cubmaster works alone
Strong den meetings	Little den meeting activity
Effective advancement and graduation program	No outing program and little advancement
Big pack meetings	Infrequent pack meetings
Good relationship with chartered organization	Lack of interest and no feeling of ownership by chartered organization
Having fun	Lack of discipline

Commissioners are not alone in the reading of signs. Those they serve, the unit leaders, have some not so bad as well as good things to say about Commissioners. It is recommended that Commissioners take stock of themselves occasionally. You may not "hear" what your associates say, but their actions may speak louder than words. Here are some good and bad signs of Commissioners.

GOOD SIGNS

They are always there if needed
They keep their word
They can get help for me anytime
They keep me posted

We get good ideas from them
They are great help at unit committee meetings
They help in our Cub Scout/Boy Scout graduation program

BAD SIGNS

Commissioners? What's a Commissioner?
They always want something
They interrupt my meetings
They are never there when you need them
I can't depend on them
All they do is wear red jackets and drink coffee
They "talk" a good job

TOOLS OF THE TRADE

Perhaps no other organization in America has as many helps available for its leadership as Scouting. These "tools" take many shapes and forms ranging from single sheets to the prestigious 576 page OFFICIAL BOY SCOUT HANDBOOK.

For those who give leadership in the Unit-Service program, the following pamphlets, guides, and forms are catalogued with a brief statement of the use.

RESOURCES
SCOUTING LITERATURE FOR COMMISSIONERS

Perhaps no other organization in America has as many helps available for its leadership as Scouting. Ranging from single sheets and brochures to multi-paged books, most of these "tools" are listed in Scouting's Library of Literature (No. 70-278).

<u>Resource</u>	<u>Catalog No.</u>	<u>Description</u>
<u>Scouting's Library of Literature</u>	70-278	<i>The best source of information for most literature and publications of BSA. (24 pg. booklet)</i>
<u>Commissioner Administration of Unit Service</u>	4120	<i>Basic guide for council commissioner, district commissioners, and assistant district commissioners. (50 pg. booklet)</i>
<u>Commissioner Fieldbook</u>	3617	<i>Invaluable to <u>every</u> commissioner. Basic guide for unit commissioners. Covers orientation, commissioner concept, unit service, commissioner priorities, membership, charter renewals, and commissioner training. (30 pg. booklet)</i>
<u>Commissioner Basic Training Manual</u>	3614	<i>A great training tool loaded with outlines and know-how. Contains 3 sessions: (1) Fundamentals of the job, (2) Pack and Troop Administration--Roles of Committee and Chartered Organization, (3) District/Council Communication needs. (49 pg. booklet)</i>
<u>Exploring Service Team Workbook</u>	6612	<i>An essential guide to the service team member featuring job description, monthly priorities, and post service worksheets. (13 pg. booklet)</i>
<u>Unit Commissioner Program Notebook</u>	26-006	<i>Program planning aid. (pocket notebook)</i>
<u>Commissioner Job Description Sheet</u>	4265	<i>Council commissioner, district commissioner, assistant district commissioner, roundtable commissioner, and four unit commissioner cards. (sheet of 8 wallet cards)</i>
<u>Commissioner Work Sheet (Pack)</u>	4125	<i>Pack visitation guide with references to Cub Scouting literature that help strengthen pack performance. (Single sheet)</i>

(Over)

<u>Resource</u>	<u>Catalog No.</u>	<u>Description</u>
<u>Commissioner Work Sheet (Troop)</u>	4126	<i>Troop visitation guide with references to Boy Scouting literature that help strengthen troop performance. (single sheet)</i>
<u>District Commissioner Staff Roster</u>	4127	<i>(3-hole punched folder)</i>
<u>Roster Commissioner Staff</u>	14-627	<i>Similar to District Commissioner Staff Roster listed above. (single sheet)</i>
<u>District Commissioner Work Plan</u>	14-626	<i>Sample guideline. (single sheet)</i>
<u>Roundtable Plan</u>	7251A	<i>Sample Roundtable guideline. (single sheets available in pad)</i>
<u>Roundtables</u>	14-633	<i>Describes function of the Roundtable. (Single sheet)</i>
<u>Selecting a Commissioner</u>	3007	<i>Describes the seven steps of recruiting. (Folder)</i>
<u>Unit Commissioner Evaluation</u>	4424	<i>(Form)</i>
<u>Service to Chartered Organizations— Year-Round</u>	14-628	<i>Describes commissioner service in re-charter process. (Single sheet)</i>

COMMISSIONER WORK SHEET
PROFILE REPORT

COMMISSIONER: _____

	Troop Date		Troop Date		Troop Date	

Meeting operation						
Boy leadership						
Advancement						
Adult assistance						
Attendance						
Membership						
Outdoor program						
Patrol activity						
Budget plan						

COMMISSIONER WORK SHEET
PROFILE REPORT

COMMISSIONER: _____

	Pack Date	Pack Date	Pack Date
Leadership			
Webelos Den			
Advancement			
Boy Attendance			
Membership			
Adult Attendance			
Den Activity			
Program Operation			
Den Chiefs			

NEIGHBORHOOD COMMISSIONER APPRAISAL

NOTE: This form provides an opportunity for the neighborhood commissioner to appraise his own effectiveness and performance in relation to his responsibilities and the units that he serves. It also provides an opportunity for the district commissioner or district executive to appraise the work of the neighborhood commissioner. Personal judgment and objectivity will be the factor affecting the usefulness of this aid. All could vary according to circumstances, but a scale as the following on the basis of annual service might be considered for item 1: monthly contact - outstanding; 5-8 contacts - satisfactory; no contacts - unsatisfactory.

TO WHAT EXTENT DO I (OR) TO WHAT EXTENT DOES HE

	Outstanding	High Satisfactory	Satisfactory	Low Satisfactory	Unsatisfactory
1. Keep informed about units through regular contacts.					
2. Identify unit needs using quarterly work sheets, as a basis for bringing help.					
3. Take action on priority needs of units (leadership, program, attendance, etc.).					
4. Obtain assistance of district operating committees to give specialized help to units.					
5. Obtain national standard operation in units.					
6. Recharter units on time.					
7. Help unit leaders understand the basic objectives of Scouting and how program serves as a basis for achieving them in the lives of their boys.					
8. Get unit leaders to attend roundtables.					
9. Help unit leaders become trained.					
10. Guide leaders in the use of Program Helps to develop good program.					
11. Assist units with money management and records.					
12. Keep units informed of district and council program opportunities (such as camp, activities, service, etc.).					
13. Strengthen the sponsor's relationship to the unit or units.					
14. Help maintain good relationships between the committee and unit leader.					
15. Attend meetings of the commissioner staff					
16. Attend roundtables.					
17. Exemplify the ideals of Scouting.					
18. Provide example in good uniforming.					

APPRAISAL OF _____ DATE _____

COMMENTS _____

CONCLUSION

There may be bigger enterprises than a Cub Scout Pack or a Boy Scout Troop, but few, if any, are more important. Every resource for good in each community should be mobilized to make this "business" successful. The first requisite is a capable, enthusiastic, informed, dedicated leader and in close second is the same kind of Unit Committee. I believe that if a Commissioner is to be successful, he too, should have the same qualities. Every Commissioner should take advantage of the training that is available, use the tools of the trade such as work sheets, program notebooks, and keep a Scouting Library. When he/she makes contact with a Unit Leader, this person can offer help with a good knowledge of his/her job and not say "What do I do?" The whole concept of the movement rests upon two assumptions:

(1) That unit leaders can use the movements program in a manner to make a difference in the lives of young people.

(2) That District volunteers will do whatever is necessary to insure every unit leader's success. The most important thing a Commissioner does for a unit leader is to prove that somebody cares about him. If a unit leader has an effective Commissioner, he will never feel alone.

2000-2003

- 1 Commissioner Administration of Unit Service #4120 BSA Page 1
- 2 Commissioner Administration of Unit Service #4120 BSA Page 1
- 3 Commissioner Administration of Unit Service #4120 BSA Page 3
- 4 Commissioner Administration of Unit Service #4120 BSA Page 4
- 5 Commissioner Administration of Unit Service #4120 BSA Page 7
- 6 Roundtables #14-633
- 7 Commissioner Administration of Unit Service #4120 BSA Page 10
- 8 Commissioner Fieldbook #5617 BSA Page 27

FIELDWORK

Commissioner Administration of Unit Service #4120 BSA
Irving, Texas

Roundtables #14-635 Single Sheet BSA, Irving, Texas

Commissioner Fieldbook #3617 BSA Irving, Texas

Commissioner Basic Training Manual #3614 BSA Irving, Texas