

Chapter 17 - Pack Organization And Administration



How can you organize your pack for optimum benefit to Cubs and leaders? What support can you expect from other levels of Scouting, including the group committee and partner; the Area and/or Council; Scouts Canada; and the World Scout Organization?

Your Pack

Your pack needs one Scouter for every six Cubs. Although it can be larger or smaller, a pack size of 24 Cubs is ideal for several reasons:

1. The average meeting hall can accommodate 24 Cubs easily; Cubs have room to play active games together, and space for working on projects in smaller groups.
2. A pack with 24 youth members gives a Cub a wide choice of other kids for friends.
3. With 24 Cubs, leaders can offer a variety of large and small group activities, while maintaining reasonable control.
4. The pack is small enough to let you get to know all Cubs, and give them the personal attention each needs. At the same time, it's large enough to let individuals melt into the group when they want to. Cubs need personal attention, but not all the time.

The number 24 isn't too critical. If you have enough leaders, a somewhat larger pack will work quite well, but if it grows larger than 36 youth members, you might want to consider splitting it in half. With a pack that large, it becomes more difficult to keep things under control and find space for your activities.

Dividing the pack will make a major change in your routine; also, it can be upsetting to many Cubs. Explain the reasons for the change to them, and let them participate as fully as possible in making it work. The best time to reorganize is at the beginning of the Cub year, before your pack's routine is established.

Sixes and Other Small Groups

You'll conduct most pack activities in small groups, even if everyone is doing the same thing. Cubs work and learn best in groups of six or seven because:

- They can voice their opinions and share ideas.
- They can identify with a small group, and feel a part of it by sharing its success.
- They can more readily and successfully practise leading, following, and being responsible and resourceful.
- A leader can easily supervise and help them in their activities.

The groupings you use will be changing all the time. During a typical meeting, you might use four or five different combinations:

- Evenly matched teams for games.
- Cubs working on the same Activity Area requirements.
- Older Cubs helping younger ones in crafts.
- Older Cubs working by themselves on more challenging craft.
- Cubs with similar tastes planning a skit for Parents' Night.

For various activities and tasks you might choose to organize the pack:

by six – members of the six are already familiar with each other, and likely work well together.

by age – allows you to tune the program to reflect the Cubs' level of maturity and concentration (ie. 10 year olds can go on a longer hike than eight year olds).

by interest – allows a small group to work on common interests, therefore meeting their needs and interest. (ie. you may have a few Cubs particularly interested in some specific elements of an award).

by skill level – allows the leadership team to help Cubs together while making a craft; less skilled Cubs get the support from the leaders and are not worried about what their peers are doing.

by random selection – mixes the group up – Cubs learn to work with new peers, allowing for some diversity in activities.

However you group your pack for activities, you need to keep in mind that your Cubs' level of attention, abilities, dexterity, skill, strength and patience will vary. When you are planning activities, keep these factors in mind. You may need to adjust how the activity is conducted to keep everyone happy. Having completed models as examples, easy step by step processes, or perhaps Sixers or leaders ready to spend more time with someone who is struggling can make a big difference.

The six is one group that remains stable while others change. It's a Cub's home base in the pack. Cubs begin and end every meeting in their six, and often do other activities with it during the evening. They develop some of their closest friendships in their six, and recognize that group as their personal place.



Here are some standard operations for sixes:

- Cubs form by sixes in the circle for opening and closing ceremonies.
- A different six each week serves as the Duty Six responsible for setting up and taking down pack equipment, and leading the Grand Howl.
- The sixers and seconds keep records of attendance and weekly dues.
- Each six has a lair — its own space in the hall — where members keep their personal gear, line up for inspection, and gather together between activities. Cubs often decorate their lairs in their six colours.
- In many packs, one adult leader takes personal responsibility for each six. The Scouter keeps track of the Cubs' progress and is ready to give each special attention when needed. Sometimes the leader helps them plan special activities to do apart from the pack.

No single grouping of Cubs will work effectively in all situations. In organizing sixes, the best you can expect is a group that allows members to work together reasonably often. How you organize them will depend on your leadership style and pack routine.

Some leaders like to mix older and younger Cubs in each six. Sometimes the sixers and seconds are final-year Cubs who hold their appointments for the entire year. Other packs rotate sixers and seconds every three to six months without too much consideration of age. The way you choose to organize may be influenced by your Cubs or your Sixers' Council.

Here are some useful ideas to consider when forming sixes.

1. Place close friends in the same six.
2. It's sometimes best to put siblings in different sixes.
3. If a Cub is unhappy in a six, move the youth but try to avoid wholesale changes in the middle of the year. Some Cubs don't like it when established routines are upset.
4. If you plan to change sixers and seconds during the year, explain your idea to all the Cubs from the start to avoid suggestions that the original sixers and seconds are being "demoted." Remind the pack of the coming change a few weeks before it happens.

Because no style of six works well in all situations, you might form temporary groups from different sixes for some activities. You'll probably find that the Cubs spend some time each meeting in other groups for certain activities anyway. If you find that they spend little or no time in their sixes, take another look at how you organized the sixes, and consider trying a different method next year.

There are times in your program where an activity is best done in a larger group setting or sometimes, a smaller setting such as sixes is best. Consider how the activity may work by experiencing it as a large group or in a more intimate group such as a six. When working with a larger group:

- It may be easier to plan or require fewer materials for an activity,
- Everyone will get the same experience, such as a story,
- And your Cubs will benefit from a sense of belonging.



In smaller groups,

- Youth are more likely to participate,
- Good opportunities are provided for leaders to know youth better,
- And activities such as crafts may be more successful due to closer supervision.

Role of Sixers and Seconds

After appointing a sixer and second, consider some of the responsibilities you may want to assign to them. These might include:

- Phone members of the six with messages.
- Prepare the six for inspection, or opening and closing ceremonies.
- Mark attendance and collect dues.
- Help introduce White Tail Beavers to the pack's program when they visit.
- Help run pack games and get equipment ready.
- Give leaders' feedback from the Cubs in their six.
- Provide a good model for other Cubs in behaviour, actions, uniform, etc.
- Participate in Sixers' Council meetings.



If your pack doesn't have as many adult leaders as it needs, or you feel it's important for Cubs to have a stable, smooth-running operation, you'll likely favour long-term sixer and second appointments from among older Cubs. Terms longer than one year are rare, partly because of the need to restructure your pack and sixes from year to year.

If your leadership team feels the pack will benefit from frequent changes that give more Cubs leadership opportunities, you'll probably favour short-term sixer and second appointments.

Here are a few other things to consider.

Discipline

An older Cub may have greater leadership skills and command greater authority than a younger one, but asking a 10-year-old to maintain discipline is asking a lot. This is a job for adult leaders. Sixers can help with discipline in their sixes by reminding Cubs of expected behaviour. If this reminder doesn't work, it's time for a Scouter to step in.

Ceremonies

Ceremonies such as the Grand Howl that require leadership from a Cub are important. Sixers or seconds may do the best job, but give other Cubs a chance to lead from time to time, too. One way to arrange this is to assign the duty to a six and let it, through the sixer and second, choose a Cub to lead. Or you can select a different Cub at each meeting's opening and closing ceremony.

Sixers' Council

The Sixers' Council is a regular meeting of leaders, sixers and, possibly, seconds. The Council gathers to share ideas on future pack activities, evaluate programs, and deal with issues of pack activities and discipline. Although older, long-term sixers may be able to contribute more realistic ideas, sixers and seconds of any age who serve for shorter times may provide a more representative sample of ideas the Cubs want to try.

Records

Most sixers need some adult help with marking attendance, collecting dues and keeping *The Weekly Record Book* up-to-date.

Leadership

It's important to give all Cubs a chance to learn and practise leadership under the guidance of adults who understand their individual capabilities and limitations. If you rotate sixers and seconds among six members for short terms (six months), it gives most Cubs a chance at a formal leadership position. It's also important to encourage all Cubs to take on informal leadership roles through leading games, sharing ideas or volunteering to serve in other ways.

Recognition

Sixers and seconds wear special yellow epaulets as signs of their positions. A sixer's epaulette has two green stripes; a second has one stripe.

Cubs naturally see the positions of sixer or second (and Keo, too) as a form of recognition for achievement or tenure. Look for other ways to recognize Cubs for such things as achievement, tenure, reliability, or simply being a Cub. A pat on the back, a presentation of a star, badge, or award and other forms of recognition are all very useful.

The Pack in the Group, Area, and Worldwide Organization

"You are now a Wolf Cub and a member of the worldwide Scouting Movement." All Cubs hear these words at their investiture.

The Cub becomes not only a Cub in the pack, not only a member of the Group, Area, Council or even the country, but also a member of the largest youth movement in the world.

Scouters in the pack are also Scouters of the group. It's important to know about the other sections' activities and to cooperate with other section Scouters. The way your group is organized helps you do this.



The Group/Section Committee

Typical positions on the group committee include: Group Commissioner, Administrator, Registrar, Secretary, Treasurer and other positions assigned to specific tasks, like equipment, fund-raising, and events.

Group committees act on behalf of the partner and Scouts Canada to administer to the needs of the sections. You can find the duties of the committee in the current edition of *By-Law, Policies, and Procedures* and the *Group Committee Handbook*.

The Scouter in charge of the pack is a member of the group committee; this person needs to be prepared to report on the pack's activities.

The Scouting Auxiliary

Parents of Cubs, spouses of Scouters and committee members, and other interested adults often form an auxiliary to the group/section committee. Scouting auxiliaries can help parents understand and appreciate the program, and do many things to support the pack.

The Partner

Every Scout group must be sponsored by a partner organization. Generally, partners are established institutions such as churches or other religious bodies, schools and local clubs.

Occasionally, a group is sponsored without institutional backing. In this case, a number of parents or other interested citizens organized for the purpose may form a community group. It should include representatives of the religious, educational, civic and business life of the community.

In return for a charter and the right to use Scouts Canada's programs, resources and training opportunities, the partner agrees to provide support with a suitable meeting place, adequate facilities, supervision, leadership and opportunities for a healthy Scouting life for Cubs under its care.

Thus the partner lends its name and prestige to the group, and lays down the general operating policy. The group/section committee carries out the policy, and reports to the partner on the group's activities.

There are several places for you to turn to get help in developing and running your program.

Your Area probably offers Scouter's Club meetings, where leaders meet to exchange interesting ideas on developing programs. Your Area also provides a Support Team — a group of volunteers dedicated to offering advice and assistance to help you solve any problems.

Your Area is a part of a Council. Your Council can help you with issues like registration, fund-raising and training. Councils also usually provide a number of staff and a Scout Shop to help you deliver your program. Councils also administer and manage Scouting.

The national operation is responsible for administration and management of Scouting across Canada. It also develops and provides many of the resources you need to provide an engaging program to youth. Some of these resources include:

- Youth and leader handbooks.
- *Scouting Life Magazine*, a publication sent to all registered section leaders in Canada. It's filled with games, crafts, outdoor activities, and other program ideas submitted from Scouters across Canada.
- Program HELP Centre: If you have a question or are looking for help, e-mail helpcentre@scouts.ca.
- Scouts Canada's web site (www.scouts.ca). This site includes valuable Scouting information, program resources, current information and updates.

All levels of Scouting work to provide information and feedback from youth and leaders on the policies, programs and directions of Scouts Canada.

Administering the Pack

Paperwork is an important feature of your pack's operation. Pack administration is not difficult or particularly time-consuming, but neither is it the kind of job everyone enjoys. It might work best if you assign it to someone with a taste for accurate record-keeping, perhaps a conscientious parent who wants to help, but not as a registered Scouter.

Failure to keep adequate records of pack operations can have serious results that may not appear until months later. Because of this, ask your administrator to submit the records for frequent audits to ensure that they are accurate and up-to-date.


The following administrative tasks must be done.

1. Register Cubs and Leaders with Scouts Canada.

Although your group registrar is responsible for this task, you need to do everything asked of you to make sure your pack is registered in Scouts Canada's Membership Management System. You reap the general benefit of being a Scouts Canada member and a number of important specific benefits.

- a) Cubs and Scouters are covered by liability and indemnity (accident) insurance.
- b) All registered leaders receive a copy of *Scouting Life Magazine*.
- c) Akela (and sometimes all leaders) receives announcements of Council events, such as leader training and development opportunities and camps.
- d) Your pack is made known to the Council support team, which is available to help you operate more effectively.





2. Physical Fitness Certificates. At the beginning of each Scouting year, all Cubs and leaders fill out registration forms (*Youth Program Participant Enrolment Form* and *Application for Membership and Appointment of Adult Volunteer*). These forms also include Medical information as well as emergency contact information. This provides the leaders with an up-to-date medical history of each leader and Cub. It is the parent/guardian/leader's responsibility to tell the leader of any changes in the medical condition of their child/ward. The a copy of the *registration forms* should be kept by the leader, and taken on all camps or outings.

3. Administrating Camping/Outdoor Activities. Scouts Canada provides policies and procedures for conducting camping or outdoor activities. This requires a certain amount of administration. Appointing a leader to become familiar with Scouts Canada's *Camping/Outdoor Activities section* in *B.P.&P.*, as well as the forms/applications, will make everyone's job easier.

4. Maintain Scouting Records. Your Cubs will want you to keep up-to-date requirement records. They like to earn recognition, and deserve immediate credit for requirements completed.

You have a number of ways to keep track of Cubs' achievements. These include:

- *The Cub Book* provides space for Cubs to record completed Activity Area requirements. *The Wolf Cub Home Chart* included in *The Cub Book* lets Cubs see their progress. They can post it on their wall at home so parents can also monitor their achievements.
- The *Annual Pack Record Book* has space for all data. You can keep it as part of the pack's history when the year is over. It also includes a summary sheet for Cubs to take if they move away.
- The *Weekly Record Book* enables a sixer to record attendance and dues paid at weekly meetings.
- The *Cub Achievement Chart* has space for each Cub in your pack and can track the progress of the whole pack.

5. Keep Financial Records. Scouts Canada requires pack funds to be under the control of two people, and accounts to be audited by the group committee at least once a year. This makes good sense when you consider that most of the money comes from your Cubs' families to use for the Cubs' benefit.

Though you may not think so, your pack goes through a surprising amount of money each year. Select two people who understand the importance of keeping accurate records and are willing to take the time to do it.

6. Accidents and Insurance. If one of your Cubs or leaders has an accident while on a Cubbing activity:

- Provide appropriate assistance/first aid, if necessary.
- Call appropriate emergency response services.
- Inform parents/guardians/spouse immediately.

Report any incident that might lead to a claim against Scouts Canada's insurance policies by:

- a) Immediately following the incident, call Scouts Canada at 1-800-339-6643 and select the menu option instructing you to report on an incident which might lead to a claim.
- b) Follow up by immediately completing and submitting an *Incident Report Form*, available in either *B.P.&P.* in the *Forms section*, from your local Council office, or by calling the above 1-800 number.

Your provincial health insurance plan covers all, or most, of the medical expenses resulting from an accident to one of your members.

Your Hall

Most communities have halls, gyms or other facilities that will satisfy your meeting needs. The hall may be less than ideal for your purposes, but the Cub program is flexible enough to operate in almost any kind of accommodation. Here are several ideas to make it more satisfactory.

1. Have a clear understanding between you, the group committee and the building's owners about the day and hours the hall is available to your pack. If you might be "bumped" occasionally for special events, ask the owners to give you several weeks notice so you can make other plans.
2. Ensure that you, the owners, and the caretaker agree on what condition the hall should be in when you arrive, and what clean-up you should do before leaving. Keep on friendly terms with the caretaker, and make his or her job as easy as you can.
3. If you have been assigned permanent storage space in the building, check to make sure the owner's property insurance covers your equipment. If not, inform your group committee; it is responsible for making sure equipment is insured.
4. If you don't have permanent storage space, keep your equipment simple and portable.
5. Ask if the owners will allow you to put permanent displays on the walls. If they do, make sure your displays are well done and show a good image of Scouting to the community.
6. Ensure that a leader arrives first on meeting nights to check the hall for potential hazards. Leave the hall in top shape when you finish for the night.
7. Make sure that Cubs (and leaders) understand that they are guests of the owners, and obligated to treat the hall and everything in it with care.



Communications



Effective communication is one of the most vital requirements for a successful program, yet it is the one most often overlooked. Communication does not just happen. It is the essence and fruit of careful planning.

Get ready for the year

Take time at the beginning of the year to review the registration forms your parents filled out to review any special needs, allergies or other issues your youth or leadership team may have. Contact parents for more information or advice on how to accommodate special needs where possible; involve parents into your weekly meetings and activities. Think about how this may affect your weekly meetings or any special activities or outings your pack may plan.

With Parents or Guardians

Parents are eager to learn what their Cubs will be doing in the Cub program. They appreciate knowing well in advance when a Cub will need a costume, craft materials or some cookies for a special meeting. If they know dates for special events, outings and camps well ahead of time, they can perhaps juggle their busy schedules and finances to make sure their Cubs can attend. They might also be able to free up time to help with the event.

You don't need to provide a detailed outline, but it's most helpful to advise parents or guardians of certain things as early as possible. These might include:

- Dates and types of special events
- Dates and locations of weekend camps/outings
- Program outlines for outing or camps
- Themes you will introduce to the pack
- Materials and services you will need during the year (e.g. craft supplies, costumes)
- Estimated costs.

Consider how your team will communicate with parents or guardians. (One of the most effective ways is through a pack newsletter.) A few days after distributing the newsletter, follow it up with a phone call to ensure the newsletter made it home, and answer any questions or concerns.

Decide who will be responsible for preparing the newsletters and making the calls. Try to divide the task among all members of the leadership team by rotating it on a regular basis.

With the Group or Section Committee

To work effectively, the group or section committee needs to know the pack's plans, and how and when you will require its help. A good working relationship with your group or section committee is one of your most valuable assets.

Provide the group/section committee with an outline of your long-term plans and a proposed budget so that it can:

- Approve your plans
- Raise enough group funds to make your pack program possible
- Arrange needed transportation, telephone relays, etc.
- Help your program meet the aims, principles, and objectives of Scouts Canada
- Help with recruiting where necessary
- Arrange for adult assistance for special events, outings and camping activities.

Establish a good, open relationship with the group/section committee; this is essential. When the committee understands your program and sees how it works, it will be much more apt to provide leader training/development and other resources your pack needs.

Decide how your leadership team can maintain effective communications with your group/section committee. Have the whole team meet with the committee before the Scouting year starts, and introduce new and junior leaders. Present your proposed budget and your long-term plans and goals for the year. Point out the areas in your program where you will need committee assistance.

As a team, decide who will attend subsequent committee meetings during the year. Akela usually attends, along with one or two other leaders in turn. It's important for all leaders to participate at some time during the year.

Ensure that your team representatives are prepared to report briefly on past pack activities, and outline program plans for the next period, pointing out areas where the committee could help out.

With the Area

Your leadership team needs to maintain good communications with Scouting at the Area level, too. Contact your Service Scouters/Group Commissioner and invite them to a pack meeting. Advise the Area of planned special pack events, inter-pack activities, and trips outside of the Area.

Invite your Service Scouter or Commissioner to your special events, and share the details of your successes with the rest of the Area through the Area newsletter or Scouters' Club.

With the Community

The sight of a pack of enthusiastic, energetic Cubs on a pack outing or community project is the best kind of advertisement for Scouting; it's probably your best recruiting tool. It shows the community that Scouting is rewarding and fun. You may spark some interest and find you have a youth or adult wanting to join your group.



Use newspapers and other local media. When you plan special outings, think about how to publicize them and designate a leader to do it. Media will rarely contact you; you must let them know what adventures your Cubs are experiencing.

Fund-raising

You need money to operate; that's one of the necessary aspects of working with Cubs. Membership fees and weekly dues alone are unlikely to provide enough money to meet your needs. Normally, your group committee will take on the task of organizing fund-raising events with support from your Area. Involving your Cubs in fund-raising is important as it's through fund-raising that they learn the value of what they receive (e.g. camping trips, equipment). But be careful not to fund-raise too much, and that the type of fund-raising is appropriate to the age group. If Cubs are fund-raising door-to-door, have your members work in teams. For more information, consult Scouts Canada's Policies and Procedures on the web.

Scouts Canada supports group/section fund-raising through the provision of nationally approved activities such as the Scoutrees and Scout Popcorn sales. Proceeds from these activities are normally shared with the Group, Area, Council and national level.

Honours and Awards



Scouts Canada is proud of its youth and adult members, and provides an honour and awards program to provide recognition for members.

There are five classes of awards:

- For High Character And Courage: Medal of Fortitude, The Jack Cornwell Decoration.
- For Gallantry (with personal risk to the person performing the act): Certificate for Gallantry, Bronze Cross, Silver Cross, Gold Cross.
- For Meritorious Conduct (not involving personal risk): Certificate for Meritorious Conduct, Medal for Meritorious Conduct.
- For Service To Scouting (by adults): Certificate of Commendation, Medal of Good Service, Medal of Merit, Silver Acorn, Silver Wolf, Silver Fox.
- Other Awards: Long, faithful and effective service to Scouting is recognized by conferring a medal or service pin. These awards are: Five Year Service Pin, Long Service Medal, Long Service Pin.



Scouts Canada provides more specific details on types of awards and how to prepare an honours or awards application. Any member of Scouts Canada may initiate a recommendation for an award. Forms are available from Scout offices and on Scouts Canada's web site (www.scouts.ca).



Risk Management

Risk Management is a discipline for dealing with the possibility that some future event will cause harm. It provides strategies, techniques and an approach to recognizing and confronting any threat faced by an organization in fulfilling its mission.

Risk Management may be as uncomplicated as asking and answering three basic questions, with a fourth question being answered by the corporation – Scouts Canada.

- What could go wrong and cause injury to a person or damage to property?
- How can we prevent the harm from occurring in the first place?
- If the harm nevertheless occurs, what can we do to minimize the injury and damage to property?
- How can Scouts Canada compensate for the injury to the person or damage to property (prime example – insurance)?

The key to successful risk management, and thus a safe environment for all concerned, is pre-planning, preparation and training. Please refer to the *FieldBook for Canadian Scouting and By-law, Policies and Procedures, Section 10,000*, Camping and Outdoor Activities for assistance.

Risk is a factor in all activities. How we manage it determines the degree of risk.

Negligence is conduct falling below what would be expected of a reasonable person of ordinary prudence in the same circumstances.

Scouts Canada covers the legal liability of all its registered members as a result of bodily injury or property damage to third parties arising out of the premises and operations, providing they are acting within the scope of their duties and are in compliance with the *By-law, Policies and Procedures* of Scouts Canada.



Event Description: _____		
Possible Situations and Responses	Chance of Occurring:	Consequence or result if it happens
1. Description of situation: _____	<input type="checkbox"/> low	_____
2. Actions to reduce risks: _____	<input type="checkbox"/> medium	_____
3. Emergency services notes: _____	<input type="checkbox"/> high	_____

** repeat this chart for each risk situation



Tips for a Safe Program

1. Brainstorm at least 10 situations that could happen during your event (see previous chart).
2. List how you can minimize the risk in each. Include required safety equipment, or actions needed to run a safe event.
3. Modify or reject activities if your group is unable to reduce the risks.

When you decide to proceed with an event, make up an *Emergency Action Plan* as your next step. (See *By-law, Policies and Procedures, Section 10,000, Camping and Outdoor Activities.*)

Three individuals will have to be appointed to specific roles for your *Emergency Action Plan*. In the event of a medical emergency, these people assume the roles of:

- Person in charge
- Call person
- Control person.

Here is a breakdown of roles and tasks for people fulfilling these positions.

Person in Charge

- The most qualified person available with first aid training.
- Familiar with emergency equipment available (e.g. first aid kit).
- Takes control until medical authorities arrive.
- Assesses the severity of emergency.

Call Person

- Seeks emergency assistance.
- Knows the location of the nearest emergency facilities.
- Carries a list of emergency phone numbers available from *Registration forms*.

Control Person

- Controls all other people, keeping them away from the Person in Charge and the injured.
- Discusses *Emergency Action Plan* with authorities upon arrival.
- Ensures clear access to site for emergency vehicles.
- Seeks highly trained personnel (e.g. MD, nurse) if requested by Person in Charge.

Note: Make sure everyone is aware of your *Emergency Action Plan*. Rehearse it occasionally.

Safety requires teamwork. By actively identifying, assessing and minimizing risk, and by being prepared for serious injuries, Scouting can provide safe, challenging activities for Canadian youth.