

the COMMISSIONER

A PUBLICATION FOR COUNCIL COMMISSIONERS AND SCOUT EXECUTIVES 1996-2000

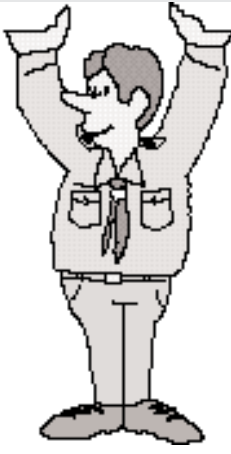


KEY IDEAS FOR GOOD COMMISSIONER SERVICE

It is often useful to summarize key ideas without lengthier detail. Sometimes it is helpful to have a list of points to elaborate and illustrate out of your own personal experience.

Most of the following key points have been previously highlighted in *The Commissioner* newsletter or described in detail in our commissioner manuals.

1. Although a commissioner needs unit program information (or needs to know where to find it), his or her success depends largely on good people skills to effectively serve unit adults.
2. Exceptional commissioner service (our goal) exceeds unit leader expectations rather than barely meeting expectations.
3. The only reason for having commissioners is to help units succeed.
4. A commissioner plays several roles, including friend of the unit, BSA representative, "unit doctor," teacher, and coach/counselor.
5. Know the standard: Provide a ratio of one unit commissioner for every three units. A good staff also has one ADC for every five unit commissioners.
6. Be sure a new commissioner views the orientation video within 48 hours of being recruited and receives initial coaching from their ADC or DC within two weeks.
7. Guarantee that every new commissioner receives basic training within two months of being recruited.



8. *Continuing Education for Commissioners*, No. 33615B, is a resource based on the concept that as commissioners we must continually adjust our skills to provide a more valuable service to our units. For all commissioners, training is a continuing process — at every meeting, every month, every year.

able service to our units. For all commissioners, training is a continuing process — at every meeting, every month, every year.

9. The unit commissioner is the council's/district's frontline diplomat and primary guide for unit adults.

10. Commissioner-professional relationships should involve the finest fraternal qualities. They both share the wreath of service.

11. "Commissioner lifesaving" is providing prompt, intensive, and often persistent care when major problems occur. A good commissioner is prepared to respond quickly when a unit has a unit life-threatening situation.

12. Commissioners have many tasks, but the three most important are:
- coaching unit adults to enrich unit program
 - being an enabler for unit problem solving, and
 - assuring the annual on-time renewal of the unit charter.

13. Increasing the number of units is one of the most direct causes of membership growth. The assignment of a unit commissioner during the new unit organization process is fundamental to helping a new unit to thrive.

14. Commissioner leaders strengthen commissioner operation by carrying out "Six Major Tasks for Volunteer Success": 1. define responsibilities, 2. select and recruit, 3. orient and train, 4. coach volunteers, 5. recognize achievement, and 6. evaluate performance.

Exceptional *Customer Service*

• LESSONS FOR COMMISSIONERS FROM CORPORATE AMERICA

Companies have determined that customer retention is only about 20% of the cost of developing a new customer. **Commissioners might note that the time to help solve a major unit problem is only a fraction of the time of organizing a new unit.**

A profound finding is that simply meeting the customer's expectations is no longer good enough in our increasingly competitive environment. Customers have been taught to demand more than traditional service that is "just good enough." **You must exceed the customer's expectations.** *Commissioners might think about ways to exceed the expectations of unit adults.*

Good service managers believe that **customer perception is the only important reality.** The reality of the service provider doesn't really matter. The excellent reasons we have for a mistake or failure do not interest the customer. The customer just knows that he or she didn't get what he or she was promised. *The perceptions of*

unit adults is what's really important to Scouting success.

This suggests a formula for successful commissioners:

**EXCEPTIONAL
COMMISSIONER SERVICE
=
UNIT LEADER'S
PERCEPTION OF HELP
RECEIVED MINUS HELP
THE UNIT LEADER
EXPECTED!**

Exceptional commissioner service results in successful units.

Exceptional customer service has three important qualities:

1. Exceed expectations rather than just barely satisfying expectations.

2. Provide caring service, not just competent service. *Commissioners must truly care about units. They must believe in unit people. They must have a solid relationship with their assigned units.*

3. Customers want service now, not when we get around to it. *Commissioners respond promptly to unit needs. If they don't, they may not get a second chance to help—or worse, there may not be a unit left to help.*

PLEASE:

- ☛ Share this concept at your next council and district commissioner staff meetings.
- ☛ Share this concept at your next professional staff meeting.
- ☛ For each point in the article, have the group brainstorm specific implications for commissioners.

Great Unit Meetings

and the Commissioner

National Commissioner Rick Cronk astutely points out that kids — when assessing their satisfaction with the Scouting program — "simply vote with their feet."

If a program was fun and the Scout was challenged and is proud of what he's doing, he will return. If he was bored, confused, or not particularly impressed, he will walk out of that Scouting event never to return.

Commissioner service is Scouting's established way of ensuring that we continue to offer a quality

Scouting program and that Scouts reaffirm their satisfaction by "voting with their feet" and walking back — time and again — to their next Scouting activity.


One of the important responsibilities of unit commissioners is to visit and observe unit meetings in action and determine the extent to which kids are experiencing first-rate meetings. After their visit, they privately review and fill out a Commissioner Work Sheet (No. 34125A for packs, No. 34126 for troops, No. 33660A for crews, and No. 33619A for

posts). It will help commissioners make plans to strengthen any weakness they may have discovered.

Commissioners seek out relaxed, positive opportunities to help unit leaders improve the quality of meetings and activities. The “Meeting Motivation” section of *Commissioner Helps for Packs, Troops, and Crews*, No. 33618C, provides 12 action ideas to help units improve meetings.

The “Providing Unit Service” chapter of the *Commissioner Fieldbook for Unit Service*, No. 33621B, and the “Unit Visitation” session in *Continuing Education for Commissioners*, No. 33615B, on visiting unit meetings — what to do before you go, during the visit, and after the visit — will help commissioners perform this responsibility.

Monthly district roundtables are wonderful opportunities to help unit leaders upgrade unit meetings, but the roundtables must be the “best show in town” and they must be well attended!

For unit meeting fine points for specific program levels, refer your commissioners to chapter seven of the *Cub Scout Leader Book*, chapter five of *The Scoutmaster’s Handbook*, and chapter two of the *Venturing Leader Manual*. 

As council commissioner —

- Present and discuss this article at your next council commissioner cabinet meeting.
- Be sure your annual commissioner conference has a session on “Great Unit Meetings and the Commissioner.”
- Be sure all commissioners understand the connection between youth retention (remember, kids vote with their feet) and great unit meetings.

Key Commissioner Literature Check List

TITLE AND NUMBER	USED BY:	I HAVE A COPY	I HAVE READ IT	MY STAFF ALL HAVE IT
<i>Commissioner Administration of Unit Service</i> , No. 34128C	Council and district commissioners and their assistants			
<i>Commissioner Fieldbook for Unit Service</i> , No. 33621B	All commissioners			
<i>Commissioner Helps for Packs, Troops, and Crews</i> , No. 33618C	Unit commissioners			
<i>Unit Commissioner Program Notebook</i> , No. 26-006	Unit commissioners			
<i>Commissioner Basic Training Manual</i> , No. 33613C	Trainers of commissioners			
<i>Continuing Education for Commissioners</i> , No. 33615B	Conference planners, trainers and commissioner leaders			
<i>Commissioner Conference Folder</i> , No. 26-028	Conference planners			
<i>Highlights for District Commissioners</i> , No. 34723A	New and prospective district commissioners and their recruiters			
<i>Highlights for Unit Commissioners</i> , No. 34721	New and prospective unit commissioners and their recruiters			

PROFESSIONAL ADVISERS MUST BECOME FAMILIAR WITH ALL OF THE ABOVE.

Priorities For *council commissioners*...

1 VISION

Give all commissioners a vision of what it means to provide exceptional commissioner service to Scout units throughout the council.

People need a vision of the great things that they can accomplish. Good commissioner leadership projects such a vision.

4 CONTINUING EDUCATION

Be sure that districts provide not only opportunities for immediate commissioner orientation and frequent basic training, but also provide monthly learning experiences for all commissioners.

Upgrade the quality of your annual council commissioner conference. Be sure that the conference includes the best in training sessions, fellowship, inspiration, and information on the latest in Scouting. Do everything possible to make it easy for everyone to attend, e.g., attractive setting and close to home.

2 QUALITY DISTRICT COMMISSIONERS

Work to upgrade the quality of people serving as district commissioners and uphold a high standard for their performance.

Help district chairmen and Scout professionals understand the qualities needed for a good district commissioner. Serve on a district nominating committee in those districts where the council president believes you could help the district replace its district commissioner.

5 PREVENTING DROPPED UNITS

Be sure each district has a commitment and a strategy to provide prompt, intensive, and persistent care when major problems occur that could threaten the life of a unit.

Develop a no-lapse/no-drop commitment in the council and each of its districts.

3 A COMPLETE STAFF

Ensure adequate recruiting in all districts to achieve and maintain a ratio of one unit commissioner for every three units and one ADC for every five unit commissioners.

Join with the Scout executive to hold district commissioners and district executives accountable.

6 COMMISSIONER STYLE

Set a pattern of commissioner service characterized by:

- (A) *Service diplomacy*
- (B) *Exceptional service*
- (C) *“Roots and wings”*
- (D) *Good service recovery*

Share the ideas in the latest *Commissioner Fieldbook* on commissioner style.

4 COMMISSIONER MODELS

Which ones does your council select?

Effective commissioners combine good Scouting information and good human relations. Of course, there are many kinds of people with varying degrees of ability. Meet four commissioners.

“Super Scouter Scott”

Scott is the best informed commissioner in the district. He is always present to share his knowledge with unit people and is usually in uniform with as many badges as a person can earn. However, he often overwhelms unit leaders with his experience, is somewhat insensitive to unit leader needs, and seems more interested in Scouting procedures than in people.

The message Scott conveys to unit folk is, “*You are a number. I am here to process you.*”

“Bad-News Bob”

Bob is poorly informed and disorganized about Scouting; is slow to respond to unit needs; and is often unsure how to help. He is also somewhat impersonal, aloof, uninterested, and insensitive to unit people.

The message Bob sends to units is, “*We don’t care.*”

“Exceptional Ed”

Ed is a friendly and tactful commissioner; is always sensitive to the needs of unit Scouters; and is interested in their potential to serve youth. Ed is also well informed about Scouting, provides help in a timely manner, and is consistent in following through with appropriate guidance.

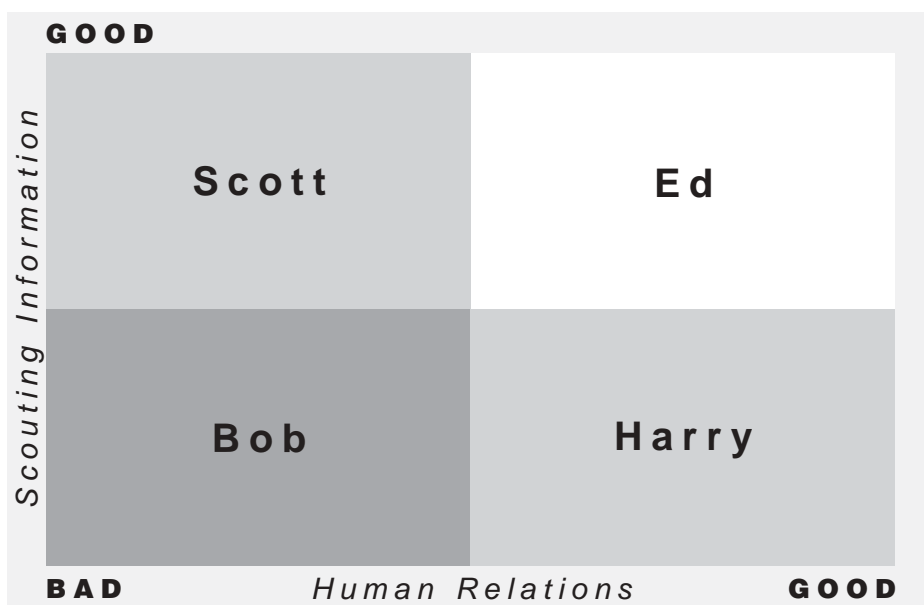
Ed convinces units that, “*We care and we deliver.*”

“Happy-Go-Lucky Harry”

Harry is a very personable commissioner who is interested in unit people and is tactful. Unit

people love him. But, Harry is not sure how to help his units. He has weak Scouting program skills and is often slow in recognizing the need for unit operation changes.

Harry sends this message to unit leaders, “*We are trying hard, but we really don’t know what we’re doing here.*”



As Council Commissioners

- Discuss the 4 commissioner models at your next meeting with district commissioners.
- Discuss desirable attributes for commissioners (use page 23 in the *Commissioner Fieldbook* and Chapter 6 in *Commissioner Administration*).
- Have district commissioners consider which of the 4 models best describes each of their staff members.
- Encourage district commissioners to consider desired attributes as they fill vacancies.

COMMISSIONER SERVICE IN RURAL AND LOW-INCOME URBAN COMMUNITIES

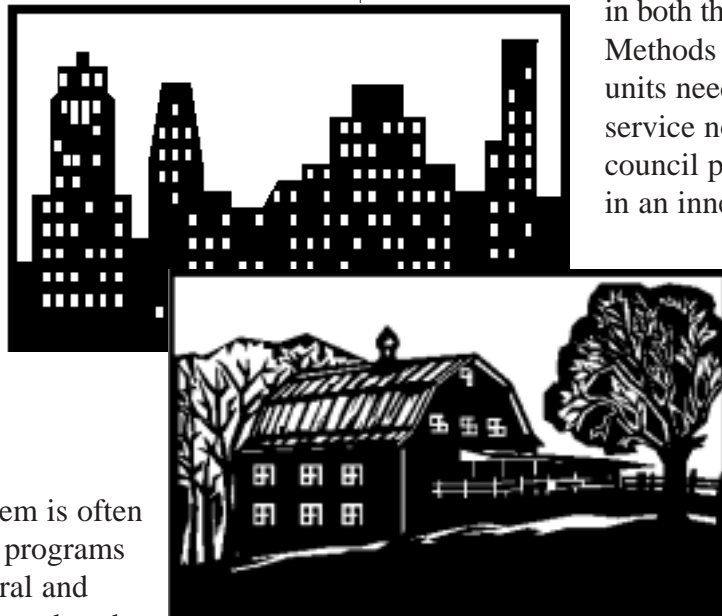
Outreach to low-income urban neighborhoods and service to widely dispersed, isolated, or low-income rural areas have long been a part of our Scouting heritage. Lord Robert Baden-Powell said, "Our aim is to give equal chances to all and to give the most help to the least fortunate."

These are the communities that most require tailoring of our methods and wise flexibility for volunteer-led packs, troops, and posts to succeed. These are the areas where there is a greater need for resources and special understandings for commissioners and other local council personnel.

RESOURCES. Our problem is often not so much the absence of programs and solutions for serving rural and low-income urban areas, but rather the failure to properly use the programs and solutions we have. There are many resources for commissioners. A *Local Council Guidebook on Serving Rural Communities*, No. 33090B, and a *Local Council Guidebook on Serving Low-Income Urban Communities*, No. 33089A, are for district executives, administrative commissioners, staff leaders, and board members. The guidebooks have hundred of ideas for success in these areas and special approaches needed for most aspects of Scouting operation. *Best Methods for District Volunteers Serving Rural Communities*, No. 7-504, and *Best Methods for District Volunteers Serving Low-Income Urban Communities*, No. 7-505, have ideas and methods to supplement conventional BSA literature for unit commissioners, trainers, and organizers. Each kit has eight easy-to-use folders on unit service, recruiting adults, training adults, unit funding,

organizing units, unit program, special activities, and boy/unit success stories.

PEOPLE SKILLS. Commissioner people skills are far more important than technical Scouting procedures in these communities. Over 20 people considerations for commissioners are described in both the Guidebooks and Best Methods kits. Most low-income units need far more than the routine service normally given by district or council personnel. While some units in an inner-city or rural district may succeed with normal unit service efforts, planning for these districts must anticipate and be responsive to those units that are new, weak, struggling, unstable, or otherwise require far more service from the district.



UNIT SERVICE STRUCTURE.
Start with two guiding principles:

1. Personal continuity of relationships with a unit is essential for success. With many rural and urban units, it's better to have one district Scouter helping with all of the unit's needs, rather than three or four district people helping with only one aspect of the unit's needs. **Establishing a good trust level becomes far more important than Scouting specialty, technical expertise, or title.**

Select the person who might best relate to the particular unit. Have them work with the district executive to organize the unit. Then they can conduct the basic training and stay on to provide unit service. You may call this person a commissioner. This provides the continuity of relationship with the unit, which is often needed for unit success.

2. The best commissioner plan is usually neighborhood-based. Small community areas are where most people live and feel at ease. Council operation should support districts in gearing their operation to smaller urban and rural communities. Therefore, a district may be structured with one to four neighborhood-based district substructures consisting of small teams of district Scouters, each team carrying out most district functions for 10 to 20 units. Some of these persons may be called commissioners. For more details, see *Neighborhood/Small Community Plan of District Operation for Urban and Rural Areas*, No. 7-402. Small rural districts may use the committee-of-the-whole plan. Both plans are described in the rural and urban guidebooks.

COMMISSIONER CHARACTERISTICS. Don't assume that all district volunteers can relate effectively to urban poverty or rural situations.

Quietly select and recruit individuals, build a team of people who can best relate, and assign them to work in these areas. Look for people with characteristics described on page 72 of the urban guidebook and page 68 of the rural guidebook: **adaptable to change, relationships with local people, perseverance, creativity, desire to learn, and commitment.** On the surface these qualities may seem good for all commissioners. For rural and low-income serving commissioners, however, these qualities are essential and at the top of the list.



RECRUITING UNIT ADULTS is a major task for rural and urban commissioners. See the variety of alternative recruiting ideas in the rural and urban guidebooks and the "Recruiting Adults" folders from the Best Methods kits.

OVERCOMING UNIT \$ NEEDS is also a concern of commissioners. Use the "Unit Funding" folders from the Best Methods kits to teach commissioners how to help units fund uniforms, equipment, summer camp, and other program needs.

UNIT PROGRAM RESOURCES.

Commissioners should become familiar with the alternative program resources developed to help meet the special needs of many unit adults in low-income urban and rural communities. These include the four Cub Scout Meeting Plans books and 12 Boy Scout Meeting kits.

✦ **For Boy Scout Troops**, many troop leaders can run a more effective program with the alternative Boy Scout Meeting kits. Each of the kits has a month's program tailored to these communities. The kits communicate the program in an unconventional way but result in conventional Scouting skills and program outcomes for boys.

✦ **For Cub Scout Packs**, each Cub Scout Meeting Plans book provides details on all den meetings, pack meetings, and leaders' meetings for each of two Cub Scout themes. Each theme lasts for two months.

Use these pack and troop resources with any leader who cannot effectively use the more conventional program helps. See the rural and urban guidebooks for more details on how these program materials have been tailored to rural and urban communities.

COMMISSIONER TRAINING. For training conference outlines on serving rural and low-income urban communities, see pages 91-94 of *Continuing Education for Commissioners*, No. 33615B.

While many things contribute to Scouting in these communities, two things are essential:

- **A belief in the ability of low-income adults to contribute in important ways to Scouting for their children.**
- **A willingness to use appropriate methods to involve low-income adults in Scouting.**

WHAT HASN'T CHANGED?

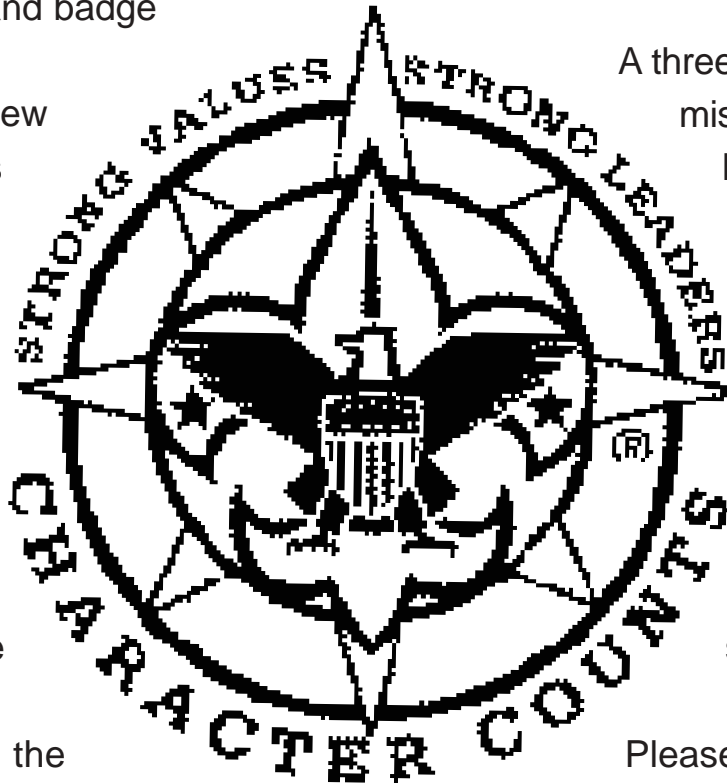
A Thought To Ponder

AS THE NEXT MILLENNIUM APPROACHES, SCOUTING CLEARLY LOOKS DIFFERENT FROM 80 YEARS AGO OR EVEN A DECADE AGO. Programs and activities have changed. Uniforms and badge requirements have changed. We have new leadership structures and boundary lines. We now have videos, computers, and fax. **But some things have not changed.**

Instilling in youth the values of the Scout Oath and Law is still the mission of the Boy Scouts of America. Preparing young people to make ethical choices over their lifetimes is still the central reason that we all give our time and talent to Scouting.

Volunteerism is still at the core of Scouting operation at every level.

Commissioners are still one of the central elements of a council's leadership structure. Effective unit service is still a priority of successful council operation.



A three-to-one unit to commissioner ratio is still a key standard for effective districts and councils. And good people relationships, not computers or spreadsheets, are still the mainstay of successful commissioners.

Please discuss at your next meeting how commissioners skillfully help unit leaders exemplify Scouting's basic principles and values even as they help unit people quickly adjust to changes in Scouting methods and operation. Doing both are part of our commissioner role.

HOW TO BE SURE A PROJECT TEACHES CITIZENSHIP

How a community service project is carried out is far more important than the nature of the project itself in determining whether young people learn citizenship. The following six criteria will help ensure that a project actually teaches qualities of good citizenship:

1 *Be Real— The Project Must Be Real to Youth Members.* It must deal with situations that youth can see, that they understand, or in which they can easily become interested.

Real problems, which need attention by people acting as members either of their group or their community, provide the best project ideas. A civic service project is not real if youth regard it as a “make work” kind of project, if it involves doing something artificial, or if it does not really need to be done. One of the things that can make projects real is the actual evidence of people in need of help or problems needing solutions.

2 *Be Clearly Defined— Youth and Their Leaders Must Know What They Are Going To Do.*

A project must have a clear beginning and ending with logical steps in between. This kind of focus enhances the reality of the project for youth and makes it more manageable for them. A project is not well-defined if youth are not clearly aware of the steps to be taken, who is to take them, and when they should happen.

3 *Know Your Purpose— Youth Must Know Why They Are Doing The Project.* Leaders should know what specific citizenship knowledge or attitudes youth will get from the project. They should know how they will relate the purpose and how the project will be carried out in a way that kids will grow from the experience.

4 *Be Democratic— Youth Members Must Be Directly Involved in Selecting, Planning, and Implementing the Project.* Adult leaders should offer direction and coaching but, allow youth to put together and complete the project.

5 *Be Informed— Youth Should Be Involved In Gathering First-Hand Information Related To The Project.* Leaders help youth to discover where to get information: key people to talk with, organizations to contact, things to read, surveys to take, places to visit, and observations to make. Help leaders and youth to realize that without becoming well-informed about a community need or problem, their project might easily fail or even make the problem worse.

6 *Be Action-Oriented— Youth Must Take Some Meaningful Action As A Result Of The Project and Be Able to Understand the Results.* If citizenship training is to take place, youth must be able to see, hear, or feel how their personal involvement results in positive results. Thus, they gradually come to know that in our society individuals and groups can and do make a difference.

Leaders must set aside short periods of positive reflection to assess the project experience, what was accomplished, and how the Scouting ideals served as guidelines as the project was planned and carried out.

Leaders also need to plan recognition for a successful project conclusion. It might include a public notice or commendation as well as generous comments like “great job” or “you really helped make a difference.”

As a commissioner, help units complete the six criteria to ensure that projects actually teach qualities of good citizenship. Simply taking part in a project does not ensure that a young person will learn citizenship or grow in character.

AS A COUNCIL COMMISSIONER:

- Review community service projects at your next council and district commissioner staff meetings.
- Work with district chairmen to strengthen and stimulate district activities and civic service committees to help spearhead this effort.
- Have this information shared at the next professional staff meeting.

Six Major Tasks *for Volunteer Success...*

To Strengthen Commissioner Staffs and District Committees

Volunteers are the heart of successful district operation. Volunteerism is the heart of successful Scouting. Commissioners are volunteers who reach beyond their paid employment to help units provide a better program for youth.

Commissioners contribute their time, talent and money in ways that are beneficial to Scouting as well as satisfying to themselves. Council commissioners and professional staff strengthen commissioner operation by carrying out six major tasks.

1.

DEFINE RESPONSIBILITIES

Commissioners must know what is expected of them to be successful. Carefully define, in writing, the responsibilities for each position.

2.

SELECT AND RECRUIT

Fit the right person to the job. Consider each prospect's skills, interests, and other relevant factors. Consider the variety of motivating factors for people to get involved in Scouting. Use all the prescribed steps in recruiting commissioners and use the recruiting resources described in *Commissioner Administration of Unit Service*, No. 34128C.

3.

ORIENT AND TRAIN

Provide each person with prompt orientation on their assignment and adequate training to be successful.

Use *Continuing Education for Commissioners*, No. 33615B, and *Commissioner Basic Training Manual*, No. 33613C.

4.

COACH VOLUNTEERS

Provide ongoing coaching as needed. Build commissioners' confidence and self-esteem. Help them make the best use of their volunteers' time. Coaching should be provided by the appropriate administrative commissioner or professional.

5.

RECOGNIZE ACHIEVEMENT

Prompt volunteer recognition has an important impact on the tenure and quality of service in the district. Recognition must be sincere, timely, and earned. Use the large variety of formal BSA recognition items, but also be creative with frequent locally devised thank-yous. The personal "pat on the back" for a job well may be even more effective. Recognize commissioners face-to-face, from a person of status and preferably in the presence of their peers.

6.

EVALUATE PERFORMANCE

Help commissioners to regularly evaluate how they're doing. Use the *Self-Evaluation for Unit Commissioners*, No. 34424A, *A Self-Evaluation Guide for Successful District Operation*, No. 34207B, and the "How Will I Know I Did a Good Job?" section in each of the district highlights books.

Commissioner Priorities

In a world with so many needs and in the Scouting movement with so many opportunities, it's important to know our priorities.

At the recent national annual meeting in Chicago, our national commissioner shared some key thoughts about commissioner priorities. Please plan to share those thoughts with your commissioners in the days ahead.

Priority thought No. 1. Commissioner service itself is truly a No. 1 priority in council success. Commissioners help units succeed and nothing in Scouting is more important than unit success.

Priority thought No. 2. As a commissioner, don't fall into the trap of doing everything else in Scouting except for your appointed job—unit service—it happens.

Commissioners are usually wonderful Scouters and can be asked to do many things. While these other Scouting activities might be important, they are often NOT the primary responsibility of commissioners.

You must concentrate your Scouting time on helping with specific unit needs and helping each unit become more effective with its program and operation.

Priority thought No. 3. Prioritize unit needs. Keep a running list of needs, problems, and desirable improvements for each of your units. Highlight the most urgent needs and problems. Most people's time is limited. So, concentrate your energies on the unit needs you have highlighted.

For example, a unit commissioner becomes aware that the Scoutmaster of Troop 10 absolutely must be replaced. However, the commissioner has been asked by someone to find out who will represent his three units at a ticket sales kickoff, and get Troop 10 registered for the camporee, and solve a uniform problem in Troop 10. But hold on, absolutely nothing that commissioner might be expected to do is more important than helping Troop 10 with the replacement of its Scoutmaster.

Replacing a Scoutmaster involves the chartered organization and the troop committee. It might involve some very sensitive human relations and the need for a lot of careful commissioner diplomacy. It involves some important Scouting procedures; keeping things going during the transition of troop leadership; and getting the new Scoutmaster off to a good start.

The unit commissioner might not want to consider much else in Scouting until Troop 10 has a new Scoutmaster. Helping Troop 10 replace their Scoutmaster could be the difference between the life or death of the unit. By comparison, solving the uniform problem or getting someone out to a ticket sales meeting is inconsequential.

See the commissioner lifesaving section of the *Commissioner Fieldbook* for the process and specific procedures for treating the "hurry cases" of unit service. "Commissioner paramedics" deal with priorities.

Priority thought No. 4. A commissioner might be tempted to give the most attention to the healthiest and most active units. Good commissioners do not do that. They establish priority units. Priority units receive their most careful attention.

Priority thought No. 5. At district commissioner staff meetings, be sure the meeting is sharply focused on the needs of individual units, not preoccupied with district/council needs and projects.

Include time for assistant district commissioners and their unit commissioner teams to review the health of each unit and plan who will help meet specific unit needs during the month ahead. Priority should be given to unit trouble spots that could disrupt a unit, deciding who will provide help and discussing how to help. They share important observations from recent visits with unit people.

The concept for today's commissioner service focuses on the unit. The commissioner's specific mission is to keep units operating at maximum efficiency so that they can deliver a quality program to a growing membership.

In the 1990s, council success will increasingly depend on the responsiveness of commissioners to unit needs. Service is truly the hallmark of commissioners and the assurance of Scouting's future.

Three men working in a stone quarry were asked, "What are you doing here?" The first man said, "I'm cutting rock." The second man said, "I'm making \$10.75 an hour." But the third man said, "I'm building a cathedral."

Be sure your council is building a cathedral. Build a super team of people capable of providing the most dynamic commissioner service in the Boy Scouts of America.

DO YOU HAVE A COMPLETE TEAM?

At the National Annual Meeting in San Antonio, the Boy Scouts of America launched a new report to help councils monitor their progress in providing a complete team of commissioners and district committee members.

Copies were distributed at the commissioner workshops and Key 3 seminars.

Similar to the report in *The Commissioner*, the expanded report shows the progress of local councils and areas, not just regional and national totals. The new report tabulates district committee people as well as commissioners and shows a comparison to the past year.

Council commissioners and Scout executives will receive this report at the end of each quarter.

- Use this report as another tool to motivate commissioner leaders and professional staff to complete your council's commissioner team.
- If the national report numbers seem low, take measures to ensure that current commissioners are registered. The report is based on the registration database.



- Be sure that your district Key 3s are using *Selecting District People*, No. 34512D, a state-of-the-art resource on recruiting district volunteers. District commissioners will find similar assistance in the *Commissioner Administration of Unit Service*, No. 34128C.

The Boy Scouts of America will also start publishing the top 20 councils with respect to commissioner registration. Regions may want to publish a regional top 20.

Many districts and councils have work to do. Some are doing great! Even if your council has achieved 100 percent of the commissioners and district committee people needed, consider recruiting quality trainees to fill future vacancies. People move on to new locations and new opportunities. Challenge your district Key 3s to quickly develop a complete team.

Then let *The Commissioner* know about your recruiting successes as well as creative things you have done to cause districts to maintain a complete commissioner team.