



Wood Badge Curriculum & Administration Manual

2020 Edition

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Policies, Procedures, and Materials to Conduct a Wood Badge Course

Wood Badge is a training program developed, owned, and authorized by the National Council, Boy Scouts of America. Local councils serve as the representative of the National Council in conducting this program in accordance with these policies and procedures. It is the duty of the local council to promote Wood Badge as a part of the Scouting program and to provide leadership and support to deliver Wood Badge in a manner that is consistent and ensures compliance with the policies, procedures, direction and support material contained herein. Consistent delivery of the Wood Badge program nationwide is an expectation of all courses.

Leadership for Scouting—Leadership for America



WOOD BADGE

Foreword to Staff

Thank you for committing your time to share the great experience of Wood Badge with others.

Wood Badge is the ultimate leadership development program for adult leaders of the Boy Scouts of America. It has been widely recognized as Scouting's most advanced training program. It is a practical course designed to inspire and empower our volunteer and professional members to achieve their individual potential and to assist our organization in reaching its vision, mission, and goals for young people.

The concept of a youth-led, adult-supported program and partnership took root in the very earliest days of Scouting, in Wood Badge training at Gilwell Park, near London, England. Established in 1919 by Robert Baden-Powell, Scouting's founder, Wood Badge for the past century has been the ultimate training experience for hundreds of thousands of Scouters around the globe.

The first Wood Badge courses in the USA were conducted in 1936, and now thousands of American Scouters are participating in Wood Badge courses every year. With the passing of every decade since those first courses, Wood Badge has become more prominent and stronger than ever. The current version of Wood Badge represents the most significant changes in the program in nearly 20 years. Like most everything else, as the world has changed, so, too, has Wood Badge, and that evolution has allowed this training program, and Scouting itself, to keep pace with the world in which it operates. Wood Badge stands ready to continue providing leadership and service for Scouting and for our nation.

A Wood Badge course is designed for leaders from all areas of Scouting and its family of programs—Cub Scouting, Scouts BSA, Venturing, Exploring, and Sea Scouting—and all levels of the BSA's professional staff. Today, Wood Badge builds on all that has come before it. Wood Badge alumni will clearly still recognize the traditions that make this program unique, just as they will also recognize the value of the new content that will allow for a greater understanding of our members about the world in which we live, and the how to best apply the values in which we believe as we lead and serve.

Through the years, the content of Wood Badge has gradually changed and evolved—from the campcraft and Scoutcraft skills of its early years, to more effective communication, relationship, and planning competencies today. Wood Badge now draws upon the most current leadership models used by businesses, corporate America, university programs, the military, and other leadership entities and organizations to present the latest in leadership theory, competencies, and behaviors.

Wood Badge participants attend a five-day course, offered in five consecutive days or as separate sessions over two weekends (a three-day weekend followed by a two-day weekend). Participants experience a whole day as Cub Scouts to have a full experience in the team formation process. They are first led by the Cubmaster and den chiefs. They experience a den meeting, learn about Wood Badge traditions, and bridge into a Scouts BSA troop at the blue and gold evening banquet. After the crossover, the denners become patrol leaders, and these new Scouts get an introduction into being led by a youth, the senior patrol leader. The dynamics of the larger group change from that of



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pack leadership by adults into troop leadership by youth. The progression of the den chiefs to troop guides aids in this process. At no time should staff treat them as anything other than adults working through roles that will help everyone appreciate the youth perspective and expectations.

Just as Wood Badge participants progress in Scouting as if they are growing up in the program, the Wood Badge curriculum also progresses and builds on the knowledge it presents. It starts with learning about ourselves, learning the value of understanding and including others, and understanding the role good communication has in all that we do. This building of knowledge and skills uses hands-on exercises, active participation, and opportunities for feedback so we can all learn from each other and understand a bit about the programs we offer through Boy Scouts of America. There is little lecture time; the course is designed to be interactive and fun. You will find you learn something new from participants each day, just as they will learn from you. As you progress through staff development and practice the course, you will feel what our participants feel. You may experience both the frustrations and joys that they will. This is good and builds your understanding as you go along. Remember that you will go through the same stages of team development in preparing for the course as they will during the course.

Servant Leadership is a core part of Wood Badge. It is not a presentation or session; it is modeled daily by members serving the needs of participants, being helpful and preparing them to serve and lead others. As staff, you are preparing to learn, to grow, to think about how Scouting values are instilled in youth, and to lead by the example of service to others so that others can do the same. This is not an easy task. Rarely, if ever, can anyone “walk the walk” 24/7, but everyone must do their best. Real servant leaders do not refer to themselves that way; they are too humble. Rather, servant leadership is a way of life that others recognize in them. You are in service to each other and to the world through your attitudes and actions. Trust and respect for each other is vital. If you are having fun, make sure everyone is invited into the fun. The environment of Wood Badge is one of inclusiveness.

This value extends after the course, as well. We are all Scouters in the end—with or without having experienced Wood Badge—with varying experiences and abilities and who should always strive to help other people at all times.

You may have noticed Scouters singing a staff verse at the end of “The Gilwell Song.” It is unknown how this started, but it is not inclusive of anyone other than staff (while each patrol animal verse does reflect some staff member if all patrols are used). Not everyone will have the opportunity to serve on staff, and singing a staff verse may be seen as portraying some superiority to others. It is not a good way to set staff apart.

Since you are leading by example, staff members have the obligation and responsibility to portray positive attitudes and actions. During Gilwell Field assemblies, staff should be attentive, just as we expect from the participants (although you may have a designated staff member quietly moving about to take photos). During large group learning sessions, staff should be present if possible. Being present has dual meanings. It means physically present, showing interest and support of the efforts of the session leaders. It also means being mindfully present, attentive, and respectful. Staff members are expected to be available to answer questions from participants, while respecting the role of the troop guide as the primary go-to resource for the beginning of the course. As the



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course progresses, remain accessible but also reinforce the patrol method of sharing responsibility.

To prepare you to deliver the course, you have been provided with the Wood Badge curriculum. It includes a timetable for the course, showing exactly what events will occur and the order in which they will take place. It also features lesson plans and supplemental pages for each portion of the course, such as assemblies, learning sessions, and application activities. These are presented in an instructor-friendly format that includes:

- Time allowed
- Learning objectives
- Materials needed
- Recommended facility layout
- Delivery method/presentation procedure

You will notice that there is a learning objective for all that we do, whether it is to gain a new skill or to reinforce a Scouting method to take home. It is important that the delivery methods explained in the lesson plans are used. A variety of methods have been employed throughout the sessions to aid in keeping the learners' attention and in improving retention of the concepts. These methods also keep it fun for the presenters! One of them is the use of physical tools as visual aids to reinforce many of the lessons within the learning sessions. It is important that these tools and the associated explanations are presented with the lessons. The summary session will also refer to the tools as a reminder.

As participants develop their tickets, they will have many questions. Their patrol's troop guide is their primary resource, but all staff should be available to consult, offer clarification, and provide support. It is important that all staff offer the same explanation of one vision, five goals to reach that vision, and a ticket that promotes diversity and membership growth for the Boy Scouts of America.

Use this Administration section to get to know all aspects of the course. Read it and re-read it before you focus on the portions for which you are most responsible. Prepare and practice. Use staff development time to ask for feedback on how you are doing and to also provide feedback that makes the whole team function better. Then practice some more. It is important that you understand how the whole plan works and are prepared before the course starts. Be yourself. That is why you were invited to be a part of this experience.

The Boy Scouts of America deeply appreciates your contributions to Scouting and wishes you well as you undertake the important responsibility of delivering the course material of Wood Badge. You have a remarkable opportunity to enhance the skills and vision of those who are providing leadership for Scouting and leadership for America. The positive impact you will have upon the Boy Scouts of America, upon our nation, and upon your own abilities to lead will be profound.



Wood Badge Administration Policies & Procedures

Leadership for Scouting—Leadership for America

(Revised: August 2022)

2020 Edition



BOY SCOUTS OF AMERICA®



Wood Badge Administration

Foreword

The most valuable resources that help assure the success of a Wood Badge course are the volunteer Scouters serving as staff members. This Wood Badge Administration section was developed to help course directors and other staff members prepare for their role in Wood Badge courses. It begins a full year in advance of a course and, step by step, guides a course director through the process of recruiting and preparing the most effective Wood Badge staff possible. While the steps are laid out, many do overlap, so familiarity with the entire curriculum and preparation schedules are necessary. The staff development schedule, forms, and submittal schedule, as well as sample letters and ceremonies, can be found in the appendices to the Administration section (A, B, C, and E).

Wood Badge is designed primarily to further the training of adult leaders in the Boy Scouts of America (BSA). By continuing the training of these adult leaders, Wood Badge enhances the overall program offered to the youth members in the BSA and facilitates BSA's goals of youth leadership development. Participants learn techniques that make them better leaders, and they learn how to lead groups to achieve objectives. Wood Badge also can present a tremendous opportunity for staff members to expand their own training skills, gain hands-on experience as teachers and motivators, and find new approaches to leading and facilitating groups of people within and beyond the Scouting movement.

As BSA trainers, you set the example. The time and talents you offer to BSA leaders reflects your commitment to the youth in the BSA. Indeed, it is a hallmark of your servant leadership.



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WOOD BADGE TRAINING OVERVIEW

Adult Leadership Growth Opportunities

Every quality BSA program is partly a by-product of BSA's position training and leadership training. As BSA leaders, it is our responsibility and privilege to deliver a quality, life-changing program to the youth in the BSA. Attaining the skills to properly lead youth requires ongoing, determined study. It is not intuitive. It demands a commitment to life-long learning.

The BSA offers training for everyone at every level of program experience. For example, the *BSA Guide to Leader Training* (721-920, 2020) notes that the following opportunities for adult training are available to registered BSA volunteer after completing Youth Protection training: **basic** position-specific training for every registered position; **supplemental** training designed to give additional information on targeted areas of the program; and **advanced training** such as Wood Badge, Leadership Challenge, Kodiak, Powder Horn, and Sea Badge for leaders desiring a deeper understanding of the program or seeking additional leadership development.



The Wood Badge curriculum is available to all registered Scouting adults. It is a five-day or two-weekend, internationally recognized, leadership development course. Its exciting, action-packed program is designed to provide all adult members of the Boy Scouts of America with leadership skills and experience they can use in their units, districts, and councils.

The Wood Badge leadership development program is offered through a local council or on a multi-council basis. A local council requests authorization to conduct this national leadership training through a territory training coordinator. The Wood Badge course



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director receives the curriculum at a Wood Badge course directors conference (CDC). All courses will use the current curriculum in accordance with the Wood Badge Course Director's Pledge. More information can be found at www.scouting.org/training/adult/.

Wood Badge aligns with National Youth Leadership Training (NYLT) for BSA youth leaders, and adults and youth learn the same leadership principles using similar lessons and tools. Older youth also may participate in many other youth leadership training opportunities, including National Advanced Youth Leadership Experience (NAYLE), which aligns with the Leadership Challenge experience. For more information on youth leadership growth opportunities, visit www.scouting.org/training/youth/.

Course Culture: Servant Leadership

In all Wood Badge courses, as in all BSA leadership courses, culture is key to success. All aspects of Wood Badge must be carefully considered when preparing, promoting, and delivering a course, and staff who are consistently living as the examples of servant leadership are at the core of success.

A culture of servant leadership means that all staff are committed to embracing a culture of inclusive service, ensuring all participants have a high-quality experience during the course. A culture of servant leadership also means that every staff member will be held and hold themselves accountable to “pull their weight” in executing the course and managing their “on-course staff persona” (emotions, mood, and mindset) in a positive manner.

These following types of issues easily detract from Wood Badge experience:

Overemphasis on Critters (Patrol Animals)

Like Scouting, critter customs are meant to be fun. However, critters should never become a course focus and under no circumstances a rationale for hazing, denigration, or any inappropriate actions toward the property or person of fellow Scouters and/or others. The critter custom stems from Baden-Powell's simple desire to foster a sense of identity and spirit by using animal totems suitable to the outdoor experience of the Scouts. Accordingly, time should not be devoted to collecting or displaying critter items, singing songs in which one critter devours or defeats another (or all others), or unnecessarily identifying others by their critter. Instead, our efforts must be singularly dedicated to training, teaching, mentoring, encouraging, and, by our example, leading others. We are all part of the same team and the same movement. By focusing on our training mission, we will foster a spirit of servant leadership in the course.

Cliques

Wood Badge is not an exclusive social club. It is a training event. Being a Wood Badge staff member is a privilege, not a right. We are all part of the same team and the same movement and are just using different roles to present information in the most relevant way. Our support of participants includes side-by-side interaction, not setting staff apart as somehow more important than participants. Even the subtle elevation of staff status is noticed and must be discouraged. We must always seek inclusion: inclusion in developing a welcoming spirit, inclusion in encouraging all to participate equally, inclusion in equal opportunities for Wood Badge staff service. When we engage



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outstanding, inspirational trainers, regardless of their Scouting background or comparatively less Scouting experience, we can enhance the training experience for all. Consequently, Wood Badge leadership should look for new, perhaps unfamiliar, prospective staff members. Council Wood Badge coordinators, Wood Badge staff, and other council Wood Badge leaders should regularly change, with new staff members allowed to develop as potential Scoutmasters/course directors over a reasonable number of courses. Perpetually relying on experienced Wood Badge staffers is counterproductive to our need to constantly develop new and committed leaders for Scouting. More importantly, it is inconsistent with servant leadership.

Council Traditions That Counter Course Goals

All council programs, including Wood Badge, should provide great fun, challenge, and life-changing character and leadership development opportunities for our youth. To this end, professional and volunteer leaders must carefully and expertly guide Wood Badge. Long and pointless ceremonies, special uniform devices, and the like, often driven by entrenched Wood Badge volunteers, are not appropriate. Any local Wood Badge activity that detracts from learning BSA training skills and focus on the course participants is not allowed. There shall be **no** activities which suggest that staff are somehow more important or special than the participants. Any attempt to glorify staff at the expense of the participants undermines the servant leadership spirit of Wood Badge.

In any actions that we take at Wood Badge, we must ask ourselves, “How does this add to leadership and improving the lives of youth?”

Who May Attend Wood Badge?

To attend a Wood Badge course, individuals must:

- Be registered members of the Boy Scouts of America and age 18 or older.
- Have completed the basic position-specific training courses for their Scouting role.
- Be capable of functioning safely in an outdoor environment. All staff and participants are required to complete Parts A, B, and C of the Annual Health and Medical Record form (available at www.scouting.org). The medical form should not be sent by email, and course leaders must not suggest applicants do so. Also, the course leaders must not keep medical forms in electronic form.

Scouter Accessibility of Wood Badge

Councils should make every effort to support the participation of Scouters with disabilities by making the course and participation requirements flexible. For example, providing barrier-free campsites can help accommodate a participant with unique circumstances. Ultimately, the Wood Badge course is experience-based learning through team-based group dynamics where participation in the patrol is necessary.

Returning Participants

Individuals who have attended Wood Badge, a different version of Wood Badge training, or who did not complete the course may attend Wood Badge again provided that (1) they agree to write and work a Wood Badge ticket; and (2) they agree not to wear Wood Badge beads while they are attending the course.



NATIONAL AND TERRITORY SUPPORT

The Wood Badge course director has a support network at the local, territory, and national levels to aid in developing and delivering a course. All are available for consultation with each other and with the course director to help ensure the success of each Wood Badge course. These individuals are expected to stay current on all national and Wood Badge-specific policies and standards. The national and territory roles and responsibilities in supporting Wood Badge courses are outlined here:

National Wood Badge Coordinator

- Collaborates with the territory training coordinator (TTC) on requests for exceptions to the Wood Badge course requirements and/or standards. The TTC does not have any authority to approve any exceptions to the Wood Badge administration policies and procedures, curriculum requirements, and/or standards, except as noted below.
- Consults with the TTC concerning course sizes. Any request for a waiver of course size **must be approved in writing** by the TTC and submitted to the national Wood Badge coordinator.
- Annually seeks recommendations for updates to Wood Badge curriculum and administration policies and procedures from the TTC based on course closeout reports in the National Service Territory (NST).
- Monitors and consults with TTCs on the scheduling and locations of Wood Badge course directors conferences.
- Reviews and updates as necessary the Wood Badge Course Directors Conference curriculum.
- Works with the national leadership development chair and the volunteer development specialist at Scouting U concerning issues from councils.
- Prepares an annual presentation for the National Training Conference highlighting Wood Badge updates.

Territory Training Coordinator (TTC)

- Provides mentorship
 - Regularly communicates with applicable stakeholders in the territory and local councils.
 - Provides appropriate outreach and support to each council in the territory.
 - Encourages each council in the territory to offer at least one Wood Badge course per year or participate in a multi-council course with a(n) adjacent council(s).
 - Works with the council training chair to prepare, maintain, and promote three-to five-year projections for courses in the territory.
 - Promotes and assists in scheduling cooperation among councils in support of multi-council courses; assists in staff selection from additional councils.
 - Serves as a mentor to the council training chairs or Wood Badge coordinators and keeps them apprised of changes and trends in the Wood Badge program.
- Collaborates with the national Wood Badge coordinator on requests for exceptions to the Wood Badge course requirements and/or standards. The TTC does not have any



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authority to approve any exceptions to the Wood Badge administration policies and procedures, curriculum requirements, and/or standards, except as noted below.

- Establishes working relationships with each Wood Badge course director/Scoutmaster, council training chair, council program director, and Scout executive in the territory.
 - Performs service as a commissioner to Wood Badge courses—visiting, counseling, supporting, troubleshooting, etc., when needed.
- Approves courses
 - Ensures each council submits, prior to June 30 of the prior year, the Request for Authorization to Conduct a National Training Course form for each Wood Badge course being offered during the upcoming year.
 - Reviews proposed roster of council Wood Badge staff members to ensure suitability to serve and diversity of staff (i.e., geographic, program, and gender diversity).
 - Reviews all requests to conduct Wood Badge courses in the territory. Approves request if proposed course complies with all requirements to conduct a Wood Badge course.
 - In consultation with the national Wood Badge coordinator, approves waivers to course size—below 30 or above 48 participants.
- Supports course directors conferences
 - Coordinates the scheduling, planning, and execution of territory Wood Badge course directors conferences utilizing the CDC curriculum of Scouting U.
 - Obtains the Wood Badge Course Director's Pledge from the course director of each Wood Badge course offered within the territory.
 - Reminds all Wood Badge course directors in the territory that they, along with the individual who is the Wood Badge backup course director, are required to attend a CDC within 18 months prior to the start of their courses.
- Conducts reporting
 - Secures the Wood Badge Course Director's Closeout Report with supporting materials from each Wood Badge course offered in the territory within 30 days of course closure.
 - Reviews data and responses to questions from the course director's closeout reports with the national Wood Badge coordinator.
 - Reviews the course director's closeout reports and notes any significant deviations from the curriculum or its administration that may affect future course eligibility. Makes recommendations to the national Wood Badge coordinator on follow-up actions if required.
 - Collects and maintains records of courses, including the number of territory courses and number of participants. Shares information from local councils with the national Wood Badge coordinator and Scouting U.
 - Participates as a consultant to the national Wood Badge coordinator and the national leadership development chair for Scouting U and submits recommendations on course content and organization.
 - Meets with the national Wood Badge coordinator annually to discuss any issues and promote an interchange of ideas and best practices.



COUNCIL SUPPORT FOR A WOOD BADGE COURSE

Responsibilities

A Wood Badge course may be supported either by a single council or by a group of councils. If the course is supported by a group of councils, a host council must be designated, and the course must have the complete support of all councils involved. To meet the standards and specifications required for Wood Badge, each course must have the complete support of the host council's Scout executive, training chair, and training committee. Their responsibilities include:

- Recruit and select the Wood Badge course director. Following the procedures established in this section on administration of the Wood Badge curriculum, join with the course director to select staff members for the course.
- Communicate to the course director the importance of a professionally delivered, full, and exemplary course, the mission of which is to strengthen the program, units, districts, and council.
- Discuss with the course director potential ticket ideas for participants, in part based on specifically identified council, district, and committee needs placed in a Ticket Idea Box. (To learn more, see the detailed CDC presentation on The Ticket and the Day One: The Ticket lesson plan.)
- Provide a BSA professional to serve as the staff advisor to the Wood Badge course.
- Promote the Wood Badge course by developing promotional and marketing materials and coordinating promotional efforts with other councils involved in a multi-council course. (See "Course Promotion" in this section on Wood Badge administration.)
- Supply a site that fulfills the requirements for an appropriate Wood Badge course location.
- Communicate policies and coordinate with the course director regarding physical facilities, use of BSA property, and any other facility issues, including matters of health and safety or particular property concerns. (Council camps should be available to other users while Wood Badge courses are being conducted, although some areas and facilities of a camp may be reserved exclusively for Wood Badge use.)
- Offer direction through the BSA professional serving as staff advisor to the Wood Badge course director on budget preparation, fiscal responsibilities, council policies on financial accounting, and procedures for purchases, cash management, and reporting.
- Consult with the Wood Badge course director to establish the cost of the course and the fee to be assessed each participant.
- Arrange for illness and accident insurance coverage. (As part of the budget-building process, the staff advisor will explain council policies on insurance coverage and guide the course director in assuring compliance with these and all other BSA insurance policies.)
- Provide food, equipment, and other provisions and gear (including trading post stock) as agreed upon during planning sessions with the Wood Badge course director.
- Establish procedures to receive, store, and secure council training materials and equipment that will be used during the Wood Badge course.
- See that arrangements will be made for Wood Badge staff and participants to fulfill religious obligations while attending the course. (For guidelines, refer to the religious



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principles of the BSA as described in Article IX of the *Bylaws of the Boy Scouts of America*.)

- Assist the Wood Badge course director in the final accounting of course finances and in preparing and submitting all required reports.
- Arrange to have an adequate supply of Wood Badge recognition items available at the council service center for presentation to staff members at the beginning of the course and for participants upon completion of their Wood Badge tickets (Wood Badge beads, certificates, woggles, and neckerchiefs). Be sure to budget for these on the Budget Worksheet found in Appendix A.

Council Wood Badge Coordinator

A council Wood Badge coordinator must be a registered Scouter who has previously served as a Wood Badge course director and who continues to be active with district or council training courses. This person must have a desire to maintain the integrity of the current Wood Badge curriculum and its administration and must be prepared to offer feedback to the territory training coordinator (TTC), national Wood Badge coordinator, national leadership development chair, and the volunteer development specialist at Scouting U.

The council Wood Badge coordinator is appointed annually by the council training chair and council vice president for program, with the approval of the council Scout executive. The appointment is communicated to the TTC. Duties include the following:

- Serves on the council training committee and reports to the council training chair.
- Evaluates council and district trainers for possible future service on Wood Badge staffs. Monitors the recommended staff prospect list and works through the TTC for further development, if needed, of council Scouters on neighboring Wood Badge courses.
- Attends course directors conferences when possible and stays current on all changes to Wood Badge administration policies and curriculum.
- Acts as the interface with the TTC; coordinates with the council training committee and appropriate participating councils regarding scheduling in-council and multi-council courses. Ensures that appropriate paperwork is submitted according to the timelines in this Administration section.
- Assists the course director with staff approvals through the Scout executive and council training chair.
- Supports the course director in staff recruitment as requested.
- Assists with the promotion of the council course as well as multi-council and other out-of-council courses.
- Ensures, through the course director, that staff development needs are met. Monitors quality and scheduling of staff development sessions according to this Administration section.
- Observes the course in action. Ensures the quality of the course with attention to adherence to the Wood Badge curriculum and administration policies.
- Works with the appropriate council office staff personnel to maintain records of Wood Badge participation, staff service, recognition awarded, and any other council Wood Badge historical records.



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BSA Professional

The staff advisor, a BSA professional, is appointed by the council Scout executive to work with the Wood Badge course director to ensure a successful course. It is recommended that the staff advisor attend a territory course directors conference prior to first serving and remain current with respect to the details of Wood Badge administration. Duties include:

- Keeping the Scout executive apprised of course developments.
- Working with council Wood Badge coordinators, council training chairs, and the TTC to support multi-council courses, and when appropriate, taking on the responsibility of “host council representative.”
- Providing financial reports from previous courses and assisting the course director in establishing budgets and fee schedules within the guidelines of the *Local Council Accounting Manual* and all council budgeting procedures and policies.
- Supporting the training committee, Wood Badge course director, and staff in preparing a promotion plan for the course, including articles for council newsletters and other council communications.
- Coordinating correspondence and schedules with the council service center.
- Establishing and overseeing the Wood Badge registration process conducted by the council service center and working with the Wood Badge course director to monitor registration and ensure that at least the minimum number of participants are registered.
- Guiding the course director in satisfying council requirements for acquiring accident and sickness insurance.
- Reserving and securing council materials, facilities, and equipment.
- Seeing to it that the Wood Badge course finances are properly documented through the council accounting system.
- Processing orders to the National Supply Group for course materials and recognition items (i.e., neckerchiefs, woggles, beads, and certificates).
- Assisting the Wood Badge course director with course reports as needed.
- Submitting all funds collected at the Interfaith Worship Service(s) to the World Friendship Fund using the World Friendship Fund Transmittal Form, found in Appendix B.
- Ensuring that the training records of participants are updated and maintained.

If the professional Scouter, serving as staff advisor, has completed Wood Badge, meets the requirements to qualify to be a staff member, and will be on site during the course, the course director may invite the advisor (with the approval of the Scout executive) to serve in a staff position (troop guide, quartermaster, scribe, etc. If these requirements are met, the advisor may be given staff recognition.

MULTI-COUNCIL COURSES

For councils that cannot recruit the minimum number of participants for a course, a reasonable alternative is a multi-council course. Multi-council courses combine neighboring councils to share one course. The advantages of this format include:

- Increasing the pool of potential course participants, thus reducing the possibility that a course will be canceled because of lack of attendance.



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- Providing more frequent opportunities for Scouters to attend Wood Badge training.
- Expanding the geographical area from which to recruit a quality staff and enhancing the ability of councils to develop Wood Badge staff members and future course directors.
- Reducing individual council costs by encouraging the sharing of equipment, facilities, and other resources.

Responsibilities of Participating Councils Conducting a Multi-council Course

The host council is obligated to:

- Submit the application for the course.
- Provide a BSA professional to serve as staff advisor.
- Accept financial responsibility for the course.
- Recruit staff members from **all** councils in the group.
- Provide beads, certificates, woggles, and neckerchiefs for all course participants. (Funding is to be drawn from the course budget.)
- Submit to other councils the recommendations of staff and participants who complete the course and can be considered for staff roles in future Wood Badge courses.

Other participating councils in the multi-council course are obligated to:

- Promote the course to all eligible Scouters.
- Provide the host council with a list of potential staff members.
- At the request of the host council, provide a backup course director.
- Provide a staff advisor for the Wood Badge course for budgetary purposes.
- Assist in providing the course with necessary equipment and supplies.
- Ensure that course participants from each council are assigned qualified ticket counselors.

BSA POLICIES AND GUIDELINES

Wood Badge courses are inclusive, and participation may not be restricted on any basis, including cultural background, ethnicity, religious affiliation, program affiliation, or professional status. This requirement should not prevent a council from hosting a course that meets the religious needs of members of a particular faith; however, such a course shall not be limited to members of that faith.

As with any other Boy Scouts of America activity, every Wood Badge course must operate in accordance with all policies, procedures, and guidelines of the BSA and the local host council. The staff must be thoroughly familiar with the following:

1. *Guide to Safe Scouting*
2. *Guide to Awards and Insignia*
3. Host council policies and procedures for council camp use
4. Host council policies and procedures for budgeting and making payments



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Youth Protection and Required Adult Supervision

Involving youth as staff members in Wood Badge comes with tremendous benefits and also a degree of risk. As with all Scouting programs, being prepared is the key to minimizing risks and addressing issues effectively when they occur. Preparing properly ensures youth staff members' safety and provides us an opportunity to model appropriate ways for teens to interact. **A zero-tolerance policy for any youth protection, safety, and bullying infractions should be communicated and enforced, just as it is with other potential problem issues such as drugs or alcohol. Any infraction must also be reported per BSA's incident reporting guidelines and NCAP Standard AO-808.**

All adult staff members are responsible for the safety and well-being of youth staff members. Adult staff members must be constantly vigilant of all activities occurring at the Wood Badge course site when youth are present. Any behavior that is contrary to the Scout Oath and Law and *Guide to Safe Scouting* must immediately be brought to the attention of the course director and addressed.

To ensure compliance with various state law requirements, all Wood Badge staff members, regardless of age, must complete the online BSA Youth Protection Training and share their unexpired certificate of successful completion with the Wood Badge course director.

Wood Badge staff members must be familiar with and follow the *Guide to Safe Scouting*. A digital or hard copy of the *Guide to Safe Scouting* should be available on site.

No harassment or hazing will be allowed by anyone or at any time. The BSA policy on hazing and harassment is as follows:

- The Boy Scouts of America prohibits language or behavior that belittles or puts down members of the opposite sex, unwelcome advances, racial slurs, chastisement for religious or other beliefs, or any other actions or comments that are derogatory of people. Any form of hazing, initiation, ridicule or inappropriate teasing is prohibited. Reference NCAP Standard HS-501.
- Proper adult supervision for youth staff members is always required throughout the course and must meet BSA requirements, including BSA's two-deep leadership requirements. Two registered adult leaders 21 years of age or over are required, and there must be a registered female adult leader 21 years of age or over for Wood Badge staff with female members. Reference NCAP Standards HS-501 and HS-502.
- Adult supervision is required during the outdoor experience and in and around the youth staff member campsite(s), if applicable. If youth staff members will be camping, verify the most current BSA policies regarding youth staff campsite locations and supervision prior to conducting the course, and adhere to them strictly. There must be adults camping in those areas in order to regularly monitor activity and behavior. This may be a challenge for some Wood Badge courses depending on their facility and may require the need for additional adult staff members in order to be in compliance. Reference NCAP Standard HS-502.



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Buddy System

The buddy system is always required (see Scouting's Barriers to Abuse and NCAP Standard HS-511). Buddy pairs cannot be coed, including staff member buddy pairs. Note that because the buddy system is one of Scouting's Barriers to Abuse, courses cannot have one single female or one single male in attendance as a youth staff member. There must be at least two of a gender present as youth staff members.

WOOD BADGE STANDARDS

The *Wood Badge Curriculum and Administration Manual* is the intellectual property of the National Council, BSA. Local councils are responsible for delivering the curriculum; it is usually overseen by a council training committee. The standards provided in this manual must be followed. If a host council significantly fails to comply with the standards as stated herein, future requests to conduct a Wood Badge course may be rejected.

Attendance Requirements

Participants must attend all five days of the training portion of the course to be eligible to earn the Wood Badge recognition.

Future Service for Course Directors

- The term of service of a course director shall not be complete until the final follow-up report is submitted (after 18 months of monitoring the progress of course participants with respect to completion of their Wood Badge tickets). No other Wood Badge role (Course Mentor) may overlap this service.
- A Wood Badge course director may not serve on the staff of a subsequent course except as a mentor to the course or as an instructor. Any such service may occur only **after** the initial term of service is complete and the final follow-up report has been submitted.
- Unless an exception is granted by both the territory training coordinator (TTC) **and** the national Wood Badge coordinator, an individual may only serve once as a course director for any version of Wood Badge, such as Leadership Development Wood Badge or Wood Badge for the 21st Century.

Staff Service

In councils where more than one course is held in a year, no staff member should serve on consecutive courses—such as spring and fall or fall and spring. Staff should not serve on two courses in a 12-month period. Staff members have other Scouting, family, and work obligations and cannot devote the time needed for one course job while also looking ahead to another course within six months. **No staff member may serve on more than five courses** unless there are no qualified candidates to serve for a given course and an exception has been granted by both the TTC **and** the national Wood Badge coordinator together. (See “Staff Recruiting” section.)

Course Size and Patrol Names

The Wood Badge curriculum is designed using experiential and team-based learning. Application works best when presented to 30–48 participants. The intended outcomes



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will not occur with fewer than 24 participants divided into four patrols or more than 56 participants divided into 8 patrols. Therefore, the intended minimum course size is 30 participants; the maximum course size is 48 participants.

At least 30 days before the start of the course, there must be a minimum of 30 participants who have paid their course fees in full. Any request for a waiver for a course of fewer than 30 or more than 48 participants **must be approved in writing** by the TTC and submitted to the national Wood Badge coordinator. Approval will not be granted for a course smaller than 24 or larger than 56.

All Wood Badge courses utilize the traditional Wood Badge patrol names, which were selected from animals found in North America: Beaver, Bobwhite, Eagle, Fox, Owl, Bear, Buffalo, and Antelope. The presentation order of patrol names may not be changed, and other patrol names may not be substituted or added. Patrol names must not be skipped to accommodate fewer than eight patrols. For example, if only using five patrols, the patrol names will be Beaver, Bobwhite, Eagle, Fox, and Owl—in that order.

A full course would be eight patrols comprising six participants each, or 48 participants. **Four-member patrols shall never be utilized.** Experience shows that four-person patrols do not provide the right group dynamic around which the course revolves.

If there are more than the recommended 48 participants, a course may be extended to a maximum of 56 only if a waiver is granted in writing by the TTC and submitted to the national Wood Badge coordinator. Consideration must be given to the camp facility's ability to accommodate the size. However, no additional patrol names shall be used. If more than 48 participants are routinely available to attend Wood Badge annually, the council should consider scheduling additional courses.

Uniforms

Every participant and staff member must wear the official BSA field uniform (BSA Scout leader shirt, pants, belt, and socks), signifying their registered position. Before a Wood Badge course, all participants and staff will receive the standard uniform inspection sheets and are expected to prepare uniforms that comply with the current BSA *Guide to Awards and Insignia*. Nonuniform items shall not be worn. This includes kilts, as kilts are not part of the official BSA uniform. Jackets of any type are acceptable, but patches on red or green Scout jackets must comply with the *Guide to Awards and Insignia*. Staff shall not wear items or use things such as staff staves, or other props intended to draw attention to the staff or to set the staff apart from the participants.

As the symbol of membership in Troop 1, participants and staff will wear a Troop 1 neckerchief held in place with the woggle prepared during the Day One den meeting. Only woggles made on the course may be worn with the Troop 1 neckerchiefs. Activity uniforms may be worn at the option of the course director. The activity uniforms for Wood Badge courses consist of BSA uniform pants (short or long), belt, and socks as listed above and a Scout T-shirt or knit shirt.

In accordance with national policy, Troop 1 tartan neckerchiefs and woggles made during the course **may** be worn with activity uniforms. The Wood Badge beads, and the taupe neckerchief **may not** be worn with activity uniforms. During Days One through Four, as the symbol of membership in Troop 1, staff members will wear a Troop 1 tartan



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neckerchief held in place with the course woggle (made during the Day One den meeting) and Wood Badge beads when appropriate. On Day Five of the course, staff members will wear the official taupe Wood Badge neckerchief, woggle, and beads.

Participants and staff members are not required to remove patches (home position or square knots) from their uniforms to participate in Wood Badge; however, it is recommended that staff members not wear more than nine square knots on their uniforms.

Name Tags

Every participant will be given a preprinted temporary name tag that includes the person's name and the number of the appropriate Wood Badge den (and another name tag with patrol emblem when the den becomes a patrol). The same type of name tag shall be used for staff members and will include the name of that person and his or her staff role. Staff do not have a patrol animal.

The name tag may be worn on the right pocket of a Scouting uniform, clipped to the collar of the activity shirt, or secured to a cord worn around the participant's or staff member's neck.

Donations from Interfaith Services

If donations are collected during the interfaith services of the course, all monies collected shall be sent to the World Friendship Fund. A transmittal form can be found in the appendix. Participants and staff must be notified that this will be the recipient before a collection is taken.

Custom Course Items

The course director and staff may elect to develop a custom baseball-style cap or fabric hat that provides sun protection for participant and staff use during the course. If such a cap or hat is developed, it must be provided to and be the same for all participants and staff members. The cost associated with the custom hat must be included in the participant fee and staff fee. If no custom cap or hat is provided, participants and staff members may wear any appropriate Scouting cap.

All custom course wear items, such as fleeces, shall be equally available to participants and staff members and should have the same type of images; for example, any special council service patches or course patches should all be the same and not depict different numbers of beads for staff or participants.

Branding and Marketing Materials

The Wood Badge-branded materials are the intellectual property of the BSA. Specifically, the Wood Badge logo is a trademark of the Boy Scouts of America. No Wood Badge-branded logos and materials may be altered in any way without the express written permission of the BSA. Further, these materials may be used or reproduced only as outlined in the BSA brand guidelines. All items created for Wood Badge courses should be produced using licensed vendors of the BSA. Licensed



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vendors have access to high resolution artwork and the official brand guidelines (www.woodbadgebsa.org or www.licensingbsa.org) for use of the artwork.

The following are some key guidelines for use of the BSA Wood Badge-branded materials:

- Use current and official BSA Wood Badge logos, graphics, and images in promoting and conducting the course.
- Avoid putting images behind the new logo.
- Showcase Wood Badge with contemporary pictures and graphics; avoid using outdated or historical Scouting and Wood Badge logos, imagery, and clip art.
- Include a diversity of ages, genders, people, and communities represented in all BSA programs in promotional materials.
- Use of axe and log graphics are appropriate only to support text about Gilwell Field and the beginning of Wood Badge.
- Refrain from using the MacLaren tartan in materials outside of the Wood Badge course. When using the MacLaren tartan, use only color images.
- Avoid use of the outdated “log” font. The desire is to create a more contemporary look and feel. Use of the fonts depicting sticks and logs etc. should be curtailed except when used to portray early courses.
- The axe and logs graphic can still be portrayed and used. The axe and log are the symbol of Gilwell Park, as is the MacLaren tartan. The symbol of Wood Badge is the thong and beads. The MacLaren tartan does not translate particularly well in black and white print / various shade of grey. When using it, strive to do so in full color images.

The following resources are available to assist you in the proper use of the BSA Wood Badge-branded materials:

- Form for brand questions, more detailed information on appropriate use of materials can be found at www.woodbadgebsa.org
- High-resolution art requests: licensing@scouting.org
- Legal: licensing@scouting.org

ADMINISTRATIVE TASKS

The success of a Wood Badge course is directly related to the effectiveness of the planning for that course. It is imperative that every stage of a Wood Badge course be planned with care.

Course Approval Process

These first tasks to address in planning a Wood Badge course are necessary to obtain approval for a course **before any staff recruitment and promotion can proceed:**

1. Selecting the Course Director and Backup Course Director

Council and multi-council courses should constantly strive to provide the highest quality staff for each Wood Badge course. The ultimate quality control for each course is the



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course director. To serve as a Wood Badge course director, a Scouter must have the following qualifications:

- Have received the Wood Badge recognition.
- Have served on the staff of a Wood Badge course as a troop guide and either one additional required Wood Badge staff role or in an adult NYLT staff position.
- Be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing a Wood Badge course in a positive manner.
- Be a role model and well-respected Scouter with significant BSA leadership experience who exemplifies the Scout Oath and Scout Law.
- Have extensive experience in several Scouting programs as either a volunteer Scouter or a BSA professional.
- Have demonstrated the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of the assigned position.
- Be approved by their local council Scout executive and the council training chair for a specific Wood Badge course. However, before approval, any exceptions from the requirements stated in the Administration section must be granted by both the territory training coordinator (TTC) **and** the national Wood Badge coordinator.
- In the case of a multi-council course, must be approved by the host council Scout executive.
- Attend a course directors conference within 18 months of the beginning of the course to ensure they are familiar with the updated content.
- Have signed and agreed to strictly follow the Course Director's Pledge. (A copy can be found in the appendix.)

Course director appointment is for one specific course. If the Wood Badge course for which an individual is appointed course director is not conducted, the appointment will lapse, and that person may be considered again for a future course.

Note: *In councils with sufficient resources and people who are qualified to be course directors or potential staff members, serving many times as a staff member denies others the opportunity to serve. A course director should be developing the future leadership of the staff.*

2. Course Dates and Formats

The next planning step is to decide whether this course is to be held on two weekends, consisting of a three-day session followed by a two-day session (usually involving two nonsequential weekends)—the 3 + 2 format—or over five consecutive days—the 5 x 1 format—and to select specific dates. The Wood Badge schedule is a product of careful planning of the progression of the course, and the course shall only be presented



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according to the schedules prescribed in the Wood Badge curriculum and its administration. No exceptions!

Note: Courses that are held at a BSA High Adventure Base may add a day to the schedule to allow participants to experience the high adventure base. These courses may not alter the curriculum schedule. For a 5 x 1 format, the additional day can be scheduled the day before a course begins, the day after a course concludes, or between Day Three and Day Four of the schedule.

3. Course Location

Selecting an appropriate location for a course and securing reservations to use it are critical matters in the early planning of a Wood Badge course. A single site may suffice for all course activities. On the other hand, a course director may find it better to move the course on Day Four and Day Five to an area more conducive to camping. The site or combination of sites selected for a Wood Badge course should provide the following:

- A troop meeting hall or shelter to hold troop meetings and presentations of leadership skills.
- A Gilwell Field area large enough to accommodate the assembly of the staff and participants.
- An area for evening programs (Accommodations for a campfire are ideal, although an actual fire is not essential.).
- An area for an interfaith worship service.
- Meeting areas for individual patrols.
- Quartermaster supply area.
- Facilities for cooking and serving troop meals during the first three days of a course.
- For Days One through Three, sleeping accommodations for the entire troop. Sleeping accommodations may be in the form of tent cities, with tents supplied by the course or by participants, or may be in a dormitory setting or in cabin-type housing.
- For Days Four and Five of a course, a camping area is appropriate for the troop outdoor experience. The site must feature patrol campsites, a staff campsite, Gilwell Field, an area for individual patrol campfires, and a troop learning area. (**Note:** If youth staff members will be camping, verify the most current BSA policies regarding youth staff campsite locations and supervision prior to conducting the course, and adhere to them strictly.)

4. Approval to Hold a Course

A local council or the host council for a multi-council course must submit a Request for Authorization to Conduct a National Training Course (Wood Badge Course) form by June 30 of the year prior to the year in which the course is to be conducted. The request may be denied if it is submitted after this deadline. This form is prepared by the council Wood Badge coordinator or council training chair for approval and signature by the council Scout executive. The request must identify a candidate course director, a backup course director, the dates the course will be held, and the course location. A copy of this form can be found at www.scouting.org/training/adult.



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Before Staff Development

Staff Recruiting

These two steps must be completed before contacting any potential staff member:

1. The course director must complete the staff roster form as described in the “Schedule of Course Reports and Transmittals” page of this Administration section (see Appendix A). This roster will reflect a potential staff roster developed with the advice and consent of the council training chair/committee.
2. To ensure that a staff candidate is qualified and will be available, the Scouter must be approved by his or her local council Scout executive and TTC. For proper contingent planning, alternate staff choices should also be included in this list.

Upon completion of these steps, **and having received approval**, the course director shall extend an invitation to each potential staff member. Ideally, the course director can also include specific assignments for required and optional support staff roles. This will allow the quartermaster and assistant Scoutmasters to begin planning and organizing their areas of responsibilities.

By design, the staff of a Wood Badge course is diverse. It is made up of volunteers representing all Scouting programs in unit, district, and council roles. When possible, the composition of the staff should reflect the diversity in the community. Councils must work diligently to continually train and select new staff so there is always a pool of good candidates to serve as new staffers and consequently be available to provide experience on later courses and as resources for their units, districts and councils.

- The staff selection process is a useful tool for breaking up cliques or groups of Scouters who have become overly focused on Wood Badge to the detriment of their other Scouting responsibilities.
- More significant consideration should be given to an individual’s skill as a trainer than his or her Scouting experience.
- The recommended ratio and goal of one-third new staff members to two-thirds experienced staff members.
- The exclusion of staff members from working on consecutive courses.
- Consideration of adult NYLT staff members who can make excellent Wood Badge staff members
- All staff members must agree to accept and fulfill a commitment to recruit participants. This includes the course director.
- At least one staff member should enjoy and be capable of leading/teaching songs, since appropriate songs promote Scout spirit, support campfires, and enhance religious service,

Staff Qualifications

To serve on a Wood Badge staff, a Scouter must:

- Be a registered member of the Boy Scouts of America and supportive of its mission, all national BSA policies, and all policies of the local council that are consistent with national policies.



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- Have completed a Wood Badge course and received the Wood Badge recognition.
- Shall not have served on staff for more than five Wood Badge courses.
- Be enthusiastic, open-minded, flexible, people-oriented, and committed to implementing the course in a positive manner.
- Be a role model who is well-respected by volunteers and professionals.
- Exemplify the Scout Oath and the Scout Law.
- Be approved by the Scout executive and, if council practice calls for it, by the council leadership training committee or council training chair of the Scouter's home council and the host council.
- Demonstrate the ability to train, to counsel, and to perform the specific skills, duties, and responsibilities of an assigned role.
- Have completed a Trainer's EDGE trainer course.
- Complete the Annual BSA Health and Medical Record (found at www.scouting.org). Parts A, B, and C are required.

Staff Roles and Responsibilities

An individual may serve in only one required staff role during a Wood Badge course and required staff roles may not be shared among two or more staff members. The staff must understand the accountabilities, authorities, and reporting relationships of their roles. There are both required and optional support staff roles. Additional roles shall not be added. They are as follows:

Required Staff Roles

- Course director
- Senior patrol leader
- Troop guides (one per patrol)
- Quartermaster
- Scribe
- Assistant Scoutmaster for troop guides
- Assistant Scoutmaster for program
- Assistant Scoutmaster for logistics
- Backup course director (recommend assistant Scoutmaster of Program, not just backup)

Optional Support Staff Roles

- Assistant senior patrol leader
- Assistant scribe(s)
- Assistant quartermaster(s)

Optional Non-Staff Support Roles

- Instructor(s)
- Cook staff
- Mentor to the course director



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Course Director

1. Serves during the Wood Badge course in the role of Scoutmaster of Gilwell Troop 1. The course director needs to have a complete understanding of the role of the Scoutmaster as presented in the *Troop Leader Guidebook*.
2. Meets with the council Scout executive before staff development begins to gather ideas of needs in the council that could be met through the participants' ticket process. Shares these ideas in the Ticket Idea Box with the Wood Badge staff members so they can assist participants with suggestions that may fit their roles and aid in their growth as Scouters.
3. Upon staff members' approval by the Scout executive and council leadership training committee, recruits and makes staff assignments that take into consideration the leadership skills and developmental potential of each staff member.
4. Ensures that Wood Badge curriculum is followed without additions or deletions to either content or activities. (Local logistical needs may require minor schedule changes.)
5. Serves as a role model by employing the team-building philosophies being presented.
6. Holds each staff member accountable to adhere to the highest standards of Scouting, to embrace the values and mission of the Boy Scouts of America, and to bring them to life for Wood Badge course participants. The course director has the authority to dismiss any staff member when that action is in the best interest of Scouting, the Wood Badge course, or that member. Dismissals should only be exercised after consultation with the staff advisor or council Scout executive.
7. Determines the size of the staff, reducing the number of staff members if course enrollment drops below the original estimates upon which staff needs were based.
8. Cancels the course and notifies all potential staff and participants if, 30 days before the course, registration has not reached the minimum of 30 paid participants (or a lesser number, if approved by the TTC). If the course is canceled, the participants' fees will be returned.
9. Helps prepare staff members to serve in all roles.
10. Encourages staff members to progress through the team development stages.
11. Monitors course presentations and stands ready to redirect sessions that drift from the curriculum. The course director must be prepared for the rare occasion when it is necessary to assign an alternate facilitator or step in and conduct any one of the course sessions.
12. On questions of BSA policy and procedure not spelled out in the Administration section, consults with the staff advisor or the council Scout executive.
13. On questions of Wood Badge course policy or curriculum, consults with the national Wood Badge coordinator and TTC.
14. For course size waivers, with the support of the Scout executive and the council Wood Badge coordinator or council training chair, obtains approval from the TTC before any action is taken.
15. Conducts daily staff meetings, evaluates the progress of each day of a course, and makes staff assignments.
16. Conducts a conference midway through a Wood Badge course with each staff member to assess performance, offer assurance, and search out ways to improve performance.



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17. Ensures that participants have fun and that the program is infused with the joy and fellowship of Scouting.
18. Employs the guidelines in the [Guide to Safe Scouting](#) and the [Guide to Awards and Insignia](#) and ensures that all information disseminated during the course is consistent with official BSA material.
19. Is responsible to the host council for administering all parts of the course, including the budget and expenditures, adherence to council policies and procedures, and submission of a closeout report on the course within 30 days of completion. (Failure to do so may result in the national council rejecting future applications from the host council to conduct a Wood Badge course.)
20. Monitors the progress of all participants with respect to completion of their Wood Badge tickets and submits a final ticket report as required.
21. Ensures ticket counselors update the course director monthly on participants' progress on their tickets.
22. May grant time extensions to ticket completions for valid reasons. The extensions may be given in two-month increments and may not to exceed a total of six months of extensions.

Senior Patrol Leader

1. Functions as senior patrol leader of the Wood Badge troop. Has a thorough understanding of the contents of the *Senior Patrol Leader Handbook* and the two-volume *Troop Leader Guidebook*.
2. Knows and practices all appropriate leadership styles.
3. Serves as the link between the patrols and staff in order to promote the patrol method.
4. By personal example and efficient troop operation, brings the values of Scouting home to the staff and participants.
5. Keeps the course director informed of the progress of patrols and participants.
6. Works with the staff during the course to correct any problems.
7. At every opportunity, emphasizes the leadership styles by which staff members match each patrol's stages of development.
8. Conducts meetings of the patrol leaders' council.
9. Works with the troop guides through the assistant Scoutmaster for troop guides.
10. Sets the expectations for development and delivery of the Patrol Leadership Quest.
11. May work with an assistant senior patrol leader (optional).

Troop Guide (Den Chief)

1. Understands the stages of individual and team development and applies appropriate leadership styles.
2. In an assigned den or patrol, reinforces the learning of all skills.
3. By personal example, brings the values of Scouting home to staff and participants.
4. Serves as a mentor to a den or patrol.
5. Shares information about the patrol with the course director and senior patrol leader.
6. Facilitates assigned course sessions designed as den and patrol presentations.
7. Provides counseling only for members of his or her assigned den or patrol.



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8. Serves as the primary reviewer of Wood Badge tickets drafted by members of that patrol.
9. Functions during the first three days of a course as a mentor of the den or patrol, lines up with the den or patrol at Gilwell Field assemblies, sits with the patrol at the troop meetings, and joins with patrol members in singing the Gilwell Song.
10. Sits behind the appropriate patrol leader at the Day Two patrol leaders' council meeting. At the Day Three patrol leaders' council meeting, sits in a group with the other troop guides. Does not attend subsequent meetings of the patrol leaders' council.
11. On Days Two and Three, attends patrol meetings with his or her assigned patrol. Stays for the entire patrol meeting on Day Two and ensures that the patrol leader passes along all pertinent information given out at the patrol leaders' council meeting. During the Day Three patrol meeting, attends only the first 15 to 20 minutes, guiding the patrol leader in sharing all pertinent information from the meeting of the patrol leaders' council. On Day Four, stops by the patrol meeting to greet participants and briefly visit, then departs.
12. Sits with the assigned patrol at all meals on Days One, Two, and Three to facilitate ticket discussions. On Days Four and Five, troop guides eat meals with other patrols to get better acquainted with other members of the troop.
13. Monitors the progress that members of the patrol are making toward writing their Wood Badge tickets. A completed ticket must be submitted by each patrol member and reviewed by the troop guide either before returning on Day Four of a 3 + 2 format course or by the Patrol Leadership Quest Introduction on Day Four of a 5 x 1 format course. If assigned as a ticket counselor, updates the course director monthly on participants' progress.
14. Encourages open communications between the staff and the participants by making the best effort to answer all questions asked by patrol members.

Quartermaster

1. Works directly with the assistant Scoutmaster for logistics.
2. Understands the content of the course and applies leadership styles appropriate to the developmental stages of the patrols.
3. At the invitation of the course director, assists in preparing the course budget, maintaining financial records, and providing timely reports on the course's income and expenditures.
4. Orders all food, materials, and supplies for the course and makes the items available at the appropriate times.
5. Ensures that food is stored in the proper manner.
6. At the invitation of the course director, recruits support staff to prepare meals and clean up. Oversees their work.
7. Creates a meal rotation roster for staff interaction with dens or patrols, including Troop guides on Days Four and Five.
8. Attends all meetings of the patrol leaders' council.

Scribe

1. Works with the assistant Scoutmaster for program.
2. Functions as a scribe would in any Scout troop.



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3. Prepares presentation materials, daily editions of *The Gilwell Gazette*, handouts, songbooks, notebooks, and other training and recognition materials required during the course.
4. Attends all meetings of the patrol leaders' council.

Assistant Scoutmaster for Troop Guides

1. Coaches and counsels the troop guides. The assistant Scoutmaster for troop guides must have a full understanding of course concepts and content.
2. Oversees, during staff development, the progress of the troop guides to ensure their progress through, and understanding of, the team development model. Sees to it that the troop guides are prepared to incorporate the team development model in their presentations and in other areas where they may influence participants.
3. Serves as the backup for the troop guides.
4. Works with other staff members in assigning troop guides to specific patrols.
5. Attends all meetings of the patrol leaders' council.
6. Summarizes for the troop guides the activities of any patrol leaders' council meetings the troop guides did not attend.
7. Reviews with each troop guide the progress of the patrol to which that guide has been assigned.
8. Serves as a resource for troop guides as they assist participants in formulating their Wood Badge tickets.

Assistant Scoutmaster for Program

1. Assigns responsibilities for presentations.
2. Sees to it that all program materials are available.
3. Takes responsibility for supporting program elements of each troop meeting.
4. Works with the scribe on all program materials and presentations.
5. Coordinates the efforts of the program patrol for each day of the course to ensure that its members carry out their responsibilities.
6. Serves as the Cubmaster on Day One of the course.

Assistant Scoutmaster for Logistics

1. Makes all arrangements for facilities to be used during the course and sees that they are ready for each session.
2. Determines the site and layout of the area to be used for the outdoor experience portion of the course and charts the route that participants will use to reach that site.
3. Sees that the campfire area and ceremonial sites are set.
4. Assumes responsibility during the course for issues involving health and safety.
5. Ensures appropriate first-aid care is available during the course. This includes designating from the staff (with the course director's approval) a person with appropriate medical qualifications to serve as the medical resource person, establishing a properly equipped first-aid facility, and establishing a plan to respond to medical emergencies.
6. Advises the service patrol for each day in carrying out its assigned tasks.
7. Inspects the facilities to ensure the course will be run in the safest possible environment and takes corrective action as necessary.



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Backup Course Director

Every course must designate an existing staff member to serve as backup for the course director. The backup assumes the duties of course director if the course director is unable to serve at any time before, during, or in the 18-month period following the course, including submitting post-course reports. This assumption of duties may be as follows:

1. The backup director must meet all required qualifications for course director and must be identified and approved as part of the process for securing territory training coordinator approval of the course.
2. The backup course director must **not** have been a course director for Wood Badge and must **not** be the current course mentor.
3. It is recommended that the backup serve on staff as assistant Scoutmaster for program.
4. It is strongly recommended that the backup **not** be the senior patrol leader. The backup assumes the duties of course director if the course director is unable to serve at any time before, during, or in the 18-month period following the course, including submitting post-course reports. This assumption of duties may be partial or complete, temporary or permanent, depending on the situation.

Assistant Senior Patrol Leader (optional position)

Assumes responsibilities of senior patrol leader if that person is not able to carry out his or her responsibilities. Assists the senior patrol leader as needed.

Instructor (optional position)

Instructors are selected for teaching skills. They may have either a leading or a supporting role in facilitating specific course presentations or activities.

Course Mentor/Unit Commissioner

Wood Badge courses can benefit from effective course mentors, who can provide helpful guidance to the course director and serve as a resource to the Wood Badge course. The concept of having course mentors (past Wood Badge course director) and approval of individuals need to be done by the council training chair and Scout executive.

Generally, the most effective mentors to units are unit commissioners. Because the participants are members of a Wood Badge unit, it is suggested that course directors designate the course mentor as the unit commissioner to the unit; this designation helps the participants understand which volunteer outside the unit serves as mentor, it more closely models unit operations, and it reinforces the relationship between unit operations and commissioner service.

However, the course mentor/unit commissioner is not considered a member of the Wood Badge staff and should not be the backup to the course director. Course mentors should limit their time at the course and staff development



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Other Staff Assignments

The following assignments are to be fulfilled by staff already serving in other required or optional roles. Staff shall not be added to fulfill these assignments:

Religious Coordinator

In addition to other duties, one existing member of the staff should be selected to serve as the religious coordinator. The religious coordinator will have the responsibility of organizing and facilitating the instructional interfaith worship service, serve as a resource for the patrols' chaplain aides as they prepare the participants' Scout interfaith worship service, and assist them in meeting the religious needs of the patrols and the troop. (The title of "chaplain" is reserved for ordained or church-appointed clergy.)

Medical Resource Person

A qualified staff member should be appointed to serve as a medical resource person. This staff member will be responsible for reviewing personal health and medical record forms, maintaining the first-aid area with a full first aid kit and logbook, and serving as the primary respondent to any first-aid needs. (For further information on minimum requirements that must be met by the staff member fulfilling this role, see the *Guide to Safe Scouting*: <https://www.scouting.org/health-and-safety/gss/toc>.)

Advisor to Youth Involvement

This role needs to be filled early in the course development and assumed by a staff member or a Scouting professional. The advisor to youth is responsible for identifying and recruiting youth to assist with appropriate portions of the program, providing course dates and clothing guidelines to youth staff members, and ensuring that the course adheres to the BSA's Youth Protection policies.

Staff Expectations and Recommended Staff Size

Individuals serving in staff roles are expected to complete all staff development, be present during the entire course, and complete their assignments.

The number of staff needed will vary depending upon the number of participants. Whereas a full course of 48 participants may need the typical staff organization, a small course size of 30 (or fewer, if approved) should consider reducing staff size, especially troop guides. When staff reductions are necessary, those staff members who have fulfilled their commitment to recruit should be retained whenever possible.

"Staff creep" should be discouraged. Oversized staffs send the wrong message—it is not about "being on staff." Keep the focus on the participants' learning experience. Course directors are not allowed to add additional staff roles.

Involvement of Youth Staff in Wood Badge

An exciting part of a Wood Badge course is the involvement of young people during the outdoor experience. They fulfill that responsibility by providing outdoor skills instruction



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and facilitating problem-solving sessions for Wood Badge Troop 1. Active youth participation pays dividends for the course participants, staff members, and the young people themselves, including:

- Opportunities to gain hands-on experience as teachers and guides. The program also provides an ideal setting for young people to interact in meaningful ways with a wide range of adults committed to the values of Scouting.
- Serving as a reminder to participants about who will ultimately benefit from their tickets. Their participation ultimately strengthens units, districts, and councils.
- Added diversity to a Wood Badge course.
- Providing Scouters the opportunity to enjoy the presence and contributions of young people and to witness the effectiveness of youth-led Scouting activities.

Youth staff members' safety and well-being must be a top priority at all times when youth are present. In addition to reviewing the Youth Protection and Required Adult Supervision section of this document, verify the most current BSA policies regarding youth staff campsite locations and supervision prior to conducting the course, and adhere to them strictly.

Youth Qualification and Recruitment

Ideally, the young people contributing their time and talent to a Wood Badge course have previous experience with youth leadership. They may be current members of Scout troops, Sea Scout ships, Venturing crews, Explorer posts, or NYLT staff and may have held leadership positions in the Order of the Arrow. They must be older Scouts, college-age Venturers, Sea Scouts, or young leaders still involved with Scouting. They should be recruited at the same time the course director is putting together the rest of the staff and chosen based on maturity, responsibility, self-reliance, and a background indicating the ability to present assigned material with success.

During staff recruitment, seek out qualified youth through council and district contacts to fill the necessary roles. Give weight to those who have

- completed youth leadership training;
- held leadership positions in youth leadership training; Order of the Arrow lodges; or Venturing crews, Sea Scout Ships, or Explorer posts; or
- taken advantage of other leadership opportunities (serving on the staffs of council camps or high-adventure bases, etc.).

The number of young people recruited to participate in the course should equal the number of patrols for that course.

Every effort must be made to recruit young people to be involved in the Wood Badge course. In the rare event that is not possible, troop guides can fulfill those duties. The key is to encourage the active involvement of experienced older youth from among a council's programs.

Roles and Responsibilities of Youth Staff

- Provide outdoor skills guidance and assistance as the patrols establish their own campsites.



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- Set up and facilitate the stations of the problem solving round-robin.
- Observe the patrol leadership quest presentations.
- Wear the official complete uniform for their program.

The curriculum for Days Four includes specific instructions for youth taking part in scheduled activities. The following checklist can guide the advisor in the most effective ways to incorporate young people into the Wood Badge program:

1. Prepare a calendar indicating the days that youth must be available to prepare for and participate in a Wood Badge course. That commitment includes
 - a. Timing well in advance of the course for orientation, training, and practicing presentations.
 - b. Arrival on-site the day preceding Day Four (this is not always Day Three of the course) to set up problem-solving round-robin and to help prepare for the arrival of the participants the following morning.
 - c. Participation in Day Four and optional on Day Five of the Wood Badge course.
2. Provide guidelines for youth to match their clothing and camping gear to the season and setting of the course. Inform them of equipment that will be provided to them at the course, such as tents.
3. See to it that youth have reasonable transportation options for traveling to and from the course location.
4. Review the BSA's Youth Protection policies and ensure that the course adheres to them.
5. Consider ways to recognize these young people for their valuable contributions to the Wood Badge course. Course T-shirts, hats, patches, or other mementos of the event will be appreciated.
6. Convey the tremendously positive experience ahead for the youth, adult staff and Wood Badge participants.

Course Directors Conference

Within the 18 months preceding Day One of the course, the course director and backup course director must attend a course directors conference (CDC). It is advantageous for the staff advisor, and council Wood Badge coordinator to also attend. The conference is a good way to learn more about putting on a course, discover common pitfalls and how to avoid them, gain helpful tips, and to network with other course directors. These conferences may be one or two-day events, depending on the territory.

Access to the digital Wood Badge course materials and resources is given to course directors at these conferences.

BUDGET AND SUPPLIES

The course director is responsible for preparing a budget with the assistance of the staff advisor and other selected staff members. The budget must be approved by the host council Scout executive before any commitment of funds or expenditures for the course. Usually, the quartermaster will have the responsibility for a large part of the budget and will be responsible to the course director for equipment and meal expenditures. The



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course scribe may also be involved in budget preparations and documentation. A budget work sheet is included in the appendix.

Only after the total costs of the course have been determined can the fee can be finalized. Therefore, budgeting needs to be done very early in the planning process.

Budget Goals of Wood Badge

A goal of Wood Badge is to keep the cost to the participant as reasonable as possible. To this end, several general principles must be followed when developing the course budget:

- The course expenses must not exceed the course revenue.
- Staff members will be responsible for their own expenses and not pass on the cost of staff expense to course participants.
- Items such as custom tote bags, shirts, hats, belt buckles, Scout staves, etc., must be optional costs that are not included as part of the basic participant fee.

Budget Considerations

Before preparing a course budget, the course director should determine the local host council's policies and procedures relating to the following financial matters:

- What is the council policy on liability insurance? (Consult with the staff advisor at the local council.)
- Does the council purchase a yearly policy covering accident and sickness of its youth and adult leaders during council events?
- What fees, if any, will be assessed the Wood Badge course for the use of council camps or other facilities?
- What is the council policy for a contingency reserve? (The contingency reserve is at least 10 percent of the budget. Confirm with your council the percentage to be used in the course budget.)
- Does the council require a specific budget form?
- Does it require the use of specified categories for revenues and expenditures?
- How are orders to be placed? Specifically:
 - Is there a purchase order system?
 - Is a purchase order number required?
 - Who must approve the purchase order?
- What is the council account number for this specific Wood Badge course?
- How is the value of donated materials, goods, or services to be recorded in order to indicate them as revenue with the appropriate offsetting expenditure in accordance with the gifts-in-kind directive in the Local Council Accounting Manual?

Include in the budget all the items on the course equipment list found in the appendix. Some may or may not need to be purchased or replaced for a course. The appendix of this manual does not include a comprehensive list of office supplies, camp supplies, etc. Course directors and staff must give considerable thought to the specific material needs of a course.



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Include in the budget the projected cost of mailings (postage, printing, photo copying, envelopes, etc.). The mailings may include:

- Invitations
- Mailing of beads, woggles, neckerchiefs, and certificates (to be done upon completion of Wood Badge tickets)
- Mailings to the staff
- Miscellaneous other letters associated with the course

Course Revenue

Participant fees should cover all course expenses, **excluding** the cost of optional items such as tote bags, shirts, belt buckles, Scout staves, course photos, etc., that can be offered to participants for purchase.

Like staff expenses, staff costs are not to be passed on to the participants. The staff fee must include all costs directly associated with the staff (meals, daily charges for insurance, lodging, staff beads and certificates, etc.).

In addition to fees, other sources of revenue may include:

- Scholarships.
- Donations or gifts in kind (must be approved in advance by the staff advisor).
- Trading post sales.
- Sales of custom items.
- Sales of course photos.

In projecting potential revenue, estimate it as realistically as possible. Course directors should not overestimate profits expected from trading post sales, gifts in kind, or other variable sources.

Every Wood Badge course should be self-supporting. The course should not make a significant profit or incur a loss.

Media Usage

Several of the videos, songs, and teaching sessions involve intellectual properties. The Boy Scouts of America has secured the appropriate permissions to use these materials; however, local councils must purchase the appropriate license to authorize their use in council courses. Information on the process to do so is below, as well as on the "Request for Authorization to Conduct a National Training Course" form, available here: <https://www.scouting.org/training/adult/administration-of-training/>.

Upon approval of a course, the local council will be required to purchase an MPLC Umbrella Movie License: \$200 for council Wood Badge course(s) and \$100 for council NYLT course(s). The media umbrella license will cover the local and national council liability for video media usage. This license will also provide the local council the ability to present the movies or movie clips in the Wood Badge and NYLT curricula as well as at any council events. Note that this license does not give the local council the ability to present a movie as a fundraiser or where a ticket is purchased to attend.



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To provide this service, every Wood Badge and NYLT course must purchase an MPLC Umbrella Movie License. Upon payment, councils will receive an email confirmation that includes a copy of the license, an FAQ regarding the license, and a list of included production companies. To purchase the MPLC Umbrella Movie License, visit: <https://laserfiche.scouting.org/Forms/MPLCMovieLicense>. Help with the Movie License link or questions regarding payment or the license can be directed to NationalTraining.Course@scouting.org.

Budgeting for Meals

In budgeting for meals, the following must be considered:

- Beverages and snacks are usually provided during staff development sessions.
- If a staff development session includes an overnight stay, all meals will be provided.
- If staff members are required to be on site before the program for camp setup, meals will be provided and will include breakfast on Day One of the course.
- All troop meals during the first three days of a course will be prepared and served by support personnel. In many councils these can be volunteers (campmasters, Order of the Arrow advisers, etc.) who are experienced in planning and preparing meals for large groups and who are qualified to use the council's kitchen facilities. Their involvement in planning and preparing meals may be the most cost-effective method of feeding course participants and staff.
- Cracker barrels should be provided during the course.

Meals During the Outdoor Experience

The patrols will prepare their own lunch and dinner on Day Four and their breakfast for Day Five. Depending on the local council, the troop quartermaster will provide each patrol with a standard ration of food for the outdoor experience or on a weekend course, patrols could purchase the food for the overnighter and receive reimbursement. The patrol Staff portions should be added for the lunch on Day Four, since staff will join the patrols for that meal to encourage bonding, feedback, and networking. This also provides opportunity for "ticket talks" in an expanded manner. Staff members will return to a base camp and have their own staff dinner separate from the patrols that evening. All meals are part of course expenses to be considered in the budget. Staff will not join the patrols for breakfast on Day Five.

Day Five will feature a celebratory luncheon, usually prepared and served by the same Wood Badge course support personnel responsible for making meals available during the first three days of the course.

COURSE PROMOTION

Critical to the success of an upcoming Wood Badge course is letting people know about it. Much effort is required to get the information to potential participants and to generate their interest and enthusiasm. Promotion must be aggressive and timely.

Course dates should be announced as early as possible to allow for annual planning by potential participants. Of importance is announcing the dates early enough for Scouters and Scouting units to prepare their annual calendars.



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Recruiting

There is no better recruiting approach than having each staff member personally identify a Scouter who has not attended Wood Badge, personally inviting that potential participant, and then following up. To help identify prospects, the council training chair may be able to prepare a list of those Scouters who are qualified but have not yet attended a Wood Badge course.

Recruiting participants is a responsibility of each staff member: Invitations from the council Scout executive, training chair, or Wood Badge coordinator may also be effective in reaching some prospects.

Other recruitment tips:

- Encourage staff members to consider other avenues for course promotion—e.g., roundtables, district and council meetings and events, bead presentations, training courses other than Wood Badge, etc. The greater the effort by the staff to promote the course through personal contacts, the higher the likelihood that a course will be fully attended.
- Publish an article in the council's newsletter and other electronic media explaining Wood Badge and giving pertinent information about the course. Include dates, times, location, costs, and contact person.
- Prepare a flier with pertinent course information and provide copies to Wood Badge staff and council training committees for distribution to potential course participants.
- If resources are available, develop a website as a recruiting tool.

Reminder: At least 30 days before the start of a course, there must be a minimum of 30 registered participants who have paid their course fees in full or the course will be cancelled.

Scholarships

Scholarships can be an important part of the process of recruiting Wood Badge course participants. Serious consideration should be given to the percentage of a participant's fee covered by a scholarship. Experience suggests that scholarship contributions greater than 50 percent of the fee tend to result in low commitment to the course and ineffective ticket completions.

Scholarships may come from a variety of sources:

- Some unions and veterans' organizations provide training scholarships for qualified members. Check at the organization's local level.
- Some local councils have scholarship funds or are aware of individuals interested in providing Wood Badge scholarships through the council. Check with the local council Scout executive for further information on the availability of scholarships in a council and the procedures that participants are expected to follow to apply for those grants.
- Many Scouting units provide scholarships for their adult leaders to attend Wood Badge.



PRE-COURSE RESPONSIBILITIES

Participant Roster

A roster of participants should be kept current. After patrol assignments have been made, participants can be grouped on the roster by patrol. The roster will have many uses before, during, and after a course and will prove invaluable to a course director completing sign-up reports, the final course roster, and the final closeout report. These can be found in the appendix. At the close of a course, staff and participants may be given copies of the roster to encourage them to maintain contact with one another.

Staff Development

The process of staff development involves a combination of group activities and individual study and preparation. Staff members who wish to be effective will devote as much time as necessary to getting ready to fulfill their responsibilities. Following their selection, staff members should receive access to the Wood Badge resources and be expected to read and become familiar with all the material.

One of the most important purposes of staff development is to establish a servant leadership culture for the course. The course director should ensure the staff understands the principles of servant leadership and that it is committed to establishing modeling those principles. It is the **course director's responsibility throughout staff development** to help the staff prepare to establish a culture of servant leadership.

To allow staff members plenty of time to prepare, they should be notified of specific course assignments and responsibilities as early as possible. **Staff members should begin to prepare and practice their presentations and sessions well before staff development meetings begin.**

Formal staff development shall consist of three days of meetings that begin not more than 90 days before the start of the course. The location(s) chosen for staff development sessions should take into consideration the locations from which staff must travel. One of these sessions may be extended to an overnight stay, preferably at a location of the course. The overnight experience can allow time for team building among staff members. The course director and assistant Scoutmasters should monitor the progress of the staff and adjust their own leadership styles to match the stages of the staff's progress as a team.

Other expectations during staff development may include:

- Staff can review the course schedule and practice the games, activities, and ceremonies.
- The quartermaster and assistant Scoutmaster for logistics can coordinate their responsibilities.
- The assistant Scoutmaster for program and the senior patrol leader can review schedules, staff assignments, and the formation of patrols.
- Presentations can be offered to help all staff members understand the team development models that form a foundation of Wood Badge courses.
- Periodically review recruitment and participant registrations.



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The Staff Development Plan and Staff Development Schedule are provided in Appendix A to enable you to best prepare your staff to conduct this Wood Badge course, and several staff development PowerPoint slideshows are available in the online resources. These documents are designed to make efficient use of the volunteers' time.

Communications with Participants

Upon completing their initial registration for a Wood Badge course, participants will receive a letter of acknowledgment and information from the course director. The information includes course dates, arrival times, departure times, Scouter uniform requirements, and a schedule for payment of fees. The letter should also include the following attachments:

- Annual BSA Health and Medical Record parts A, B, and C (see www.scouting.org)
- Personal Equipment List (see the appendix)
- Map and directions to the course location
- Personal Resource Questionnaire (see the appendix)
- Adult Leader uniform inspection sheet
- Pre-course assignment of "15 Questions" from the Administration section (see Appendix A)

Optional Pre-course Orientation

A half-day orientation 30 days before the course begins is a good way to introduce staff, procedures, and expectations to the participants and answer questions they may have.

Staff Preparations

Each Wood Badge staff member has several preparatory responsibilities that must be completed **no later than one week prior** to the beginning of a course.

Assistant Scoutmaster for Program

- Develop patrol rosters. After reviewing participant applications, draw up patrol rosters to make patrols as diverse as possible, representing various backgrounds, experience levels, and Scouting responsibilities. Outdoor skill levels are a consideration in the patrol assignment process. Be sure to balance each patrol in skill levels.
- Track application materials. Prepare a schedule for all those registered. Indicate receipt of personal resource questionnaires, payments, and any medical forms that are mailed or hand-delivered, etc.

Scribe (Also see Scribe list in Appendix A)

- Update printed materials.
- Double-check all updates of course information (rosters, schedules, presentation materials, etc.).
- Complete preparations for publishing *The Gilwell Gazette* each day during the course.



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- Prepare all course handouts, schedules for posting, participant and patrol leader notebooks, etc.
- Make name tags for staff and participants.

Quartermaster (Also see Quartermaster list in Appendix A)

- Manage the budget, food planning, and materials acquisition.
- In fulfilling overall responsibilities for managing and tracking the course budget, make regular financial reports available to the course director.
- Ensure that all arrangements have been made for food purchase, delivery, preparation, and cleanup.
- Double-check and confirm equipment lists, including an accounting of all publications required for the course.
- Gather patrol flags, flagpoles, emblems, badges of rank, and mechanisms for attaching emblems and badges to the flags.

Assistant Scoutmaster for Logistics (Also see Logistics: Venue list in Appendix A)

Confirm and physically review camp arrangements for all phases of the course, including the following:

Troop meeting room:

- Scout posters displayed
- Table and chairs for each patrol
- Areas for staff and guests
- Den/patrol name markers for the tables
- Electrical power
- Projection screens
- Flip charts

A meeting spot for each patrol in the general area of the troop meeting room that:

- Is sheltered from the elements.
- Has a table and seating to accommodate participants during meetings.

Gilwell Field

- Flagpoles for the American flag, Troop 1 flag (Pack 1 flag at the beginning of Day One), and historical flag(s).
- Markers indicating the assembly position for each den/patrol.

Lodging for Days One, Two, and Three

- Lodging assignments can be made as participants arrive on Day One.
- Participants need not share the same sites as other members of their patrols, because little activity time will be spent in lodging sites.
- Confirm tents, camping equipment, and other gear the course may supply to participants.



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- Ensure that participants have been informed of any tentage, camping equipment, or other gear they are expected to bring to the course.
- Confirm the lodging site set aside for staff.
- Review all BSA guidelines for providing appropriate co-ed accommodations.

Lodging for Days Four and Five

- Define the route to reach the Outdoor Experience area.
- Designate campsites for each patrol, the adult staff, and the youth staff (verify the most current BSA policies regarding youth staff campsite locations and supervision prior to conducting the course, and adhere to them strictly). Each patrol will require a cooking area and a tent area.
- Determine troop areas for assemblies, campfire, and presentations.

Den and Patrol Assignments

Den and patrol composition should be determined **before** the course begins. Den and patrol assignments should be carefully considered to create a rich, diverse experience for each participant. Den and patrol assignments should reflect racial, gender, age, and geographical diversity. An appropriate mix of participant outdoor skills/experience should be considered. Ideally, den and patrol participant composition should also represent various parts of the BSA program, including Cub Scouting, Scouts BSA, Sea Scouts, and Venturing.

At the beginning of the course, the participants are members of dens. Once the participants cross over into the troop on Day 1, these dens, without any change in participant composition, become the participants' patrols. As more fully discussed in the Participant Check-in and Gathering Activities lesson plan, participants should receive their individual den assignments at check-in.

Facility Setup Immediately Before a Course

The assistant Scoutmaster for logistics must determine the amount of time and staff that will be needed before participants arrive to prepare the course area. Considerations may include the following:

- Setting up tents for participants and staff.
- Preparing other parts of camp.
- Laying out the orientation trail.
- Arranging the troop meeting room.
- Preparing Gilwell Field.

Presentation of Staff Recognition

A staff dinner the evening before Day One of a course is a good time to present the staff recognition (3rd or 4th bead and certificates of service). To qualify for a 3rd bead, the staff member shall have attended all staff developments and the whole course and have presented a minimum of one presentation. The council Wood Badge coordinator or course mentor may present the course director with his or her recognition. In turn, the



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course director presents recognition to staff members. A simple outdoor ceremony is appropriate. (A sample ceremony is included in Appendix B.)

CONDUCTING THE COURSE

Maintaining Standards

The Wood Badge curriculum has been designed to achieve specific results. The lesson plans and presentation guidelines must be followed without deviation. To ensure that the highest standards of Wood Badge training are maintained, variations in course days format or content can be made only with the authorization from the volunteer development committee of Scouting U. No exceptions!

For questions or suggestions concerning content or course format, email the volunteer leadership committee at NationalTraining.Course@scouting.org.

Gilwell Field Assemblies

Gilwell Field assemblies are to be short and focused. Details of each day's assembly can be found in the Wood Badge curriculum.

Program and Service Patrols

There are two daily duty patrols—program and service. The assignment of these patrols will rotate each morning at the Gilwell Field assembly. Details of each day's assembly can be found in the Wood Badge curriculum.

Religious Observances

During the planning stages of a course, staff members must consider the religious obligations of course participants. This is particularly true for courses spanning some or all a weekend.

The course religious coordinator takes the lead in planning the Day Three instructional interfaith worship service. The religious coordinator will also meet during a course with the patrols' chaplain aides to assist them in arranging for troop members to fulfill any additional religious obligations. The coordinator should be familiar with resource information included in the session description for the instructional service and should have access to religious reference materials published by the Boy Scouts of America.

Some faiths have firm requirements regarding the observance of the Sabbath. Consulting with the council's religious advisory committees can be helpful in assuring that provisions will be made for course participants to meet these requirements. If the religious requirements of an individual cannot be accommodated during a course, discuss this with the Scouter before the course so that a decision regarding attendance can be made.

Although the Boy Scouts of America is nonsectarian, it is not nonreligious. Religious instruction is the responsibility of the religious institution to which the member belongs. With that in mind, participants should have a Wood Badge experience that emphasizes that they can be positive in their influence on youth without being sectarian. By their



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spirit, their example, and the ways in which they present the Scouting program, Scouting leaders can do much to develop spiritual values.

Meals

The quartermaster is responsible for all meal planning. This includes preparation of the menus and shopping lists as well as working with support staff to prepare the meals and see to cleanup chores. Care should be taken to plan menus that are healthy and take weather and activity levels into account. The course director, with the support of the quartermaster, recruit support staff to prepare meals.

Note: *Council summer camps often procure food in bulk from wholesale suppliers. Wood Badge courses may be able to take advantage of the same economy and perhaps even arrange for delivery of purchases to course locations.*

During the first three days, meals will be prepared, and clean-up done by support staff. These individuals may be any qualified people recruited to perform these tasks. Usually there are some people in every council who can cook for large groups. Their help in planning menus may also prove valuable. The support staff are not members of the course staff and do not earn a third bead.

Depending on the local council policies, the troop quartermaster will provide each patrol with a standard ration of food for meals and the cracker barrel they will prepare on days Four and Five or participants will be given a budget to purchase the food and receive reimbursement. Patrol members will transport their food to the outdoor experience site and prepare lunch, dinner, and cracker barrel on Day Four, and breakfast on Day Five.

During the outdoor experience, staff members will be guests of the patrols at lunch on Day Four. The quartermaster will prepare a schedule indicating which staff members will dine with each patrol. The staff will depart the site of the outdoor experience on the afternoon of Day Four and that evening will enjoy its own staff dinner. Staff will not join the patrols for breakfast on Day Five.

Cracker barrels should be planned with the same care as meals.

Assignment of Ticket Counselors

Review, approval, and follow-up as ticket counselor are usually done by the troop guide assigned to their patrol. However, this process is guided and controlled by the course director, who might in specific cases substitute a different person for this activity if appropriate and might modify the approval procedure. The final ticket should be reproduced so that the participant can keep a copy, with another copy forwarded to that participant's ticket counselor.

If the troop guides are **not** serving as ticket counselors, then as soon as possible, a ticket counselor should be identified and selected for each participant. Each participant should receive the name, email address, and phone number of his or her ticket counselor before they leave the Wood Badge training.



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Every ticket counselor must have a working knowledge of the current curriculum for Wood Badge or have been brought up to date during a special ticket counselor orientation session conducted by the course director.

If a participant is from a council other than the council(s) hosting the course, the participant's home council training chair or Wood Badge coordinator might prefer to assign a local ticket counselor. Through them, the course director will follow the progress of the participants as they work their tickets. Before the end of a course, the course director and ticket counselors should agree upon the way this monitoring will occur.

The final closeout report, including a report on completed tickets, must be submitted to the national office no later than 19 months following the end of the course.

Staff and Participant Evaluations

The Wood Badge program has a focus on teams and leadership. Each participant and staff member are required to accept a high level of personal responsibility and accountability to allow them to fully contribute. During the first patrol leader's council meeting, the troop is reminded of a portion of the Scout Oath—"On my honor I will do my best" This becomes that standard for each patrol leader and, ultimately, each participant during the course.

Leadership requires constant personal evaluation to encourage individual growth and improvement, and each troop member, whether participant or staff, needs to evaluate his or her performance based on "Did I do my best?" Participants and staff need to be encouraged to practice self-evaluation before, during, and after the course. The staff as a team should continually evaluate team effectiveness as well.

In observing the participants, staff members should be cognizant of those participants who might be suitable candidates for future Wood Badge staffs. The names of such participants should be communicated to the next course director.

Course Evaluations

Participants and staff should be provided the opportunity for feedback on the course in the form of a written or electronic evaluation form. The evaluation forms can be found in Appendix D. See the Day Five: Course Evaluation lesson plan for suggestions on creating an electronic evaluation form.

Participant Pocket Cards

Pocket cards for the Wood Badge training experience are no longer available.

POST-COURSE RESPONSIBILITIES

Ticket Counselor Duties and Responsibilities

Ticket counselors, who are generally the participants' troop guides, play a key role in encouraging participants to put into practice the lessons of a Wood Badge course, and they commit to serving participants for up to 18 months after the training phase ends. If someone other than a troop guide is selected to be a ticket counselor, they should



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contact their assigned participants by telephone or in person within two weeks after the training phase of the course and arrange for initial meetings. Preparations for the meetings should include careful review of participants' tickets to understand the goals established by participants and the leadership skills they intend to apply in reaching them. During their first meeting, the ticket counselor and the participant should agree upon the way in which they will review progress on the ticket. Excessive or elaborate reporting requirements should not be expected. The counselor should check in with the participant monthly over a period of up to 18 months.

Ticket counselors must be satisfied that participants understand the leadership skills they are using as they work their tickets.

Ticket counselors should update the course director monthly on participants' progress.

The course director, with approval from the council training committee, may grant extensions of time to finish the ticket up to six months. No extension shall be granted for more than six months.

Note: *No minimum time requirement has been established with respect to completion of a Wood Badge ticket. However, many years of experience indicate that completion of the ticket should require at least six months of continuous effort. If a participant represents that they have completed their ticket in less than six months, the ticket counselor should work with the participant to ensure that at least the minimum standards of performance have been maintained.*

Amendments to the Ticket

The ticket counselor may accept an amendment to a ticket if a participant's Scouting responsibilities change or if, for some other reason, the original ticket goals are no longer appropriate. The participant should draft the amendment and submit it to the ticket counselor for review. The counselor must be satisfied that any amendments are consistent with Wood Badge ticket guidelines. (Even if one or several ticket items are changed, any ticket goals that have already been reached do not need to be redone.) The course director must be notified of any amendments to tickets.

Ticket Completion and Presentation of Recognition

When a participant has fulfilled the goals of the ticket to the ticket counselor's satisfaction, the counselor sees to it that an "Application for Wood Badge Training Recognition" form (Appendix B) is completed and sent to the course director, who will forward it to the council for action. (In most cases, the application is sent to the council's training chair or its Wood Badge coordinator.) Recognition items consist of the Wood Badge taupe neckerchief with tartan patch, leather woggle, and thong necklace with two Wood Badge beads.

Recognition items must not be customized or altered in any way. This means:

- Neckerchiefs may not be embroidered to personalize.
- Beads must be of the standard size and may not be engraved.



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- The overhand knot must be used in the necklace.
- Woggles must be made of leather.

Standard recognition items may be purchased through the National Supply Group. Wood Badge recognition items are also available for purchase from Gilwell Park.

The participant will give the ticket counselor the name and contact information of the person from whom he or she prefers to receive the Wood Badge recognition; the presenter also should be a veteran of a Wood Badge course. It is also at the participant's discretion to determine when and where the presentation will be made. The council will be responsible for distributing the beads, neckerchief, woggle, and certificate to the presenter and may include a script for a presentation ceremony. (A sample presentation ceremony can be found in the appendix.)

COURSE CLOSEOUT

Submit World Friendship Fund Donations

Experience has shown that people have different preferences for charitable donations, and the handling of donated funds requires the highest fiduciary standards. The World Friendship Fund is a proven, worthy recipient that promotes Scouting worldwide. **All** funds collected at the interfaith services shall go to the World Friendship Fund. The staff advisor is responsible for transmitting the funds using the World Friendship Fund Transmittal Form located in Appendix B.

Submit Closeout Reports

The course director must submit course reports and attachments according to the Course Reports and Transmittals Schedule (Appendix B). This schedule indicates the report and to whom it is sent, the time requirements, and whom to copy in the transmittals. The staff advisor can assist in this process.