

PIEDMONT-APPALACHIAN
COLLEGE OF COMMISSIONER SCIENCE

Doctor



Commissioner Science

RECRUITING:

BY DESIGN

OR

BY CHANCE

A PERSONAL PERSPECTIVE

by

Dennis M. Compos, Jr.
Palmetto Council Commissioner

PREFACE

The Recruitment of good responsible volunteers
is the most vital element in Scouting's success.

BSA, Harnessing Community Resources

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A POINT OF VIEW

This paper will attempt to provide some insights on my experience as District Commissioner in recruiting. Perhaps I can reveal some of the pitfalls on "How not to go about recruiting". In addition, I wish to point out some of the "needs" as I have experienced in attempting to find actual scouting material on recruiting. In that task, my observation has been that "recruiting" material on the how to recruit is sadly lacking, or sketchy at best and especially in the new or latest material now available for distribution from "National Headquarters."

What is ironic, is that the older dated material that I have found from other scouts, in boxes sitting around the Scout Office and items I had accumulated in my tenure as District Commissioner, has much more information about the actual "nuts and bolts" of recruiting.

From my perspective what is needed is for National Headquarters to gather all the pertinent data about recruiting together under one comprehensive volume titled "Recruiting Volunteers". Many of us may or may not know intuitively on how to recruit or what kind of person we want to recruit, but not all the same methods work on the myriad of different backgrounds that make up the scouting movement.

In addition, my observation, by trial and error, has been that the "Recruiting Volunteers" manual that I envision

should go into the motivational aspects of "what makes people volunteer." In that way, we would have a good feeling about recruiting a person that fits, thus avoiding the pitfalls of the "square peg in the round hole" syndrome.

SOME PERSONAL EXPERIENCES
IN RECRUITING

In too many cases the recruiting process is a process of elimination. That is, the only person left that would serve is the person that will get the job, a warm body to fill a position. We in scouting and in other social and business intercourse, are all guilty of this. Someone once said that the way to take over an organization is to be available to work and volunteer for any job and eventually, by process of elimination, you will be the chairman, president or head of that organization. In some circles, that is known as the "Peter Principle."

My experience in being appointed a District Commissioner and told to recruit a commissioners staff, may be a more typical situation than I realize. I say this because now that I have become the council commissioner, the pattern that emerged when I was requested to become district commissioner has already happened to the newly appointed "volunteer" for a district that has not had a commissioner in several years. Perhaps, I can assist him in some small way as a council commissioner, who has already been there.

I was told by those that recruited me for district commissioner, that my most important task was to recruit an adequate staff to man one unit commissioner for each three units and that there were approximately 90 to 100 units.

This meant that I was faced with the formidable task of recruiting at least 30 persons. Not knowing just how complicated and demanding this would be, I accepted this as a challenge.

I personally had not been in the scouting hierarchy to be familiar enough with people's names or available resources. I didn't even know where to start.

As I look back now, that is not the ideal way for a district commissioner to start a recruiting program.

Fortunately, the scout executive was very knowledgeable and gave me of his expertise and knowledge. Without his dedicated and personal interest, I probably would have quit in frustration. Enough cannot be said about these dedicated individuals.

My scout executive steered me to some pertinent publications. Of course the "Commissioner's Field Book" which is the "bible" for all commissioner is an outstanding guide on the how to of commissioner concepts. It reads in the preface, "The purpose of the field book is to provide a resource of practical, usable information, simply stated and readily adaptable."¹ Unfortunately, the only mention on recruiting in this handbook is under the commissioner concept where it states in putting the concept to work - "Other Commissioners: 1. Recruit men and women to serve as commissioners."²

¹Boy Scouts of America, Commissioner Field Book No. 3617, (Irving, Texas: Boy Scouts of America, 1975, Revised 1977, 1982 Printing), p. 1.

²Ibid., p. 5.

The earlier "Unit Commissioner, Commissioner Field Book" of 1972 had a more detailed outline on the "How to of Commissioners Service" and even provided a three ring binder with dividers on Commissioners Service, Charter renewal, etc. The binder concept with single pages was a more practical field book but even at that the sketchy mention of recruiting is in the commissioner concept section under Line Staff Organization, DISTRICT COMMISSIONER - "He gives leadership to the recruiting, training, and supervision of his staff."³ The manual again mentions recruiting under "District Commissioners, Mission, Responsibility, - Recruit, train, guide an adequate staff etc."⁴ The last time the manual mentions recruiting is under the responsibility of assistant district commissioners, "Recruit, train and guide on a man-to-man basis unit commissioners as they work to accomplish their mission."⁵

To prove a point that the new manuals are lacking in recruiting information, I came upon a "jewel" of a Commissioner Service Manual dated 1969. Chapter 9 of this manual No. 3703, devotes three whole pages to recruiting.

³Boy Scouts of America, Commissioner Field Book, Unit Commissioner, NO. 3617, (Irving, Texas: Boy Scouts of America, 1972) p. 3.

⁴Ibid., p. 4.

⁵Ibid., p. 4.

Under the paragraph "About Recruiting - the manual states about recruiting:

. The basic job of the district and assistant district commissioner is to recruit, train and supervise an adequate staff of neighborhood commissioners. Obviously the first step toward training and supervising neighborhood commissioners is recruiting them."⁶ (My emphasis)

This manual goes into further detail about recruiting.

RECRUITING STEPS

"The district commissioner and the district executive should work together in the following recruiting steps:

1. Determine what you've got.
2. Determine what you need.
3. Determine who you are going to get.
4. Get them.
5. Appoint them.⁷
6. Induct them."⁷

This fine service manual also gives qualifications of a commissioner "These qualifications are essential to the success of the neighborhood commissioner:

High moral character
Ability in human relations
Fundamental interest in people
Ability to be a good listener, and
Ability to work on a team."

Someone in "National" must have had the same kind of "How not to" recruit experiences as I to have actually written this helpful and informative material in a commissioners manual.

⁶Boy Scouts of America, Commissioner Service Manual, No. 3703 (New Brunswick, New Jersey, Boy Scouts of America, 1969), p. 59.

⁷Ibid., pp. 59 & 60

⁸Ibid., p. 61.

Among the older manuals which I found that has more than a passing mention of recruiting is an undated manual, page 14, called "Service to Units" "Outlines and Suggestions to Set Up Training and Recruiting Programs for Commissioners".⁹ Page 11 of this manual has a very good section on "Some Tips on Recruiting Unit Commissioners".¹⁰ The unique thing about this resource is that it also states in part 5, "IMPORTANT - Two things you are not going to do: Rob units of top successful leadership, and just count bodies."¹¹

That paragraph says in a few words what is probably one of the most profound examples of what happens only too often in our quest to fill members or slots.

I particularly like the opening statement of this section which says: "General - It is impossible to list the many methods, procedures, and steps that might be taken in a recruiting program of such importance."¹²

This is a helpful little pamphlet which has some very insightful hints and is geared strictly for the commissioner. It also outlines in the paragraph on "Commissioner Recruiting

⁹ Boy Scouts of America, Service to Units, Outlines and Suggestions to Set Up Training and Recruiting Programs for Commissioners, No. 14-108.

¹⁰ Boy Scouts of America, Service to Units, Outlines and Suggestions to Set Up Training and Recruiting Programs for Commissioners, No. 14-108.

¹¹ Ibid., p. 11.

¹² Ibid., p. 11.

Preparation for District Executive", in paragraph 2, "In conference with your district commissioner, identify and arrange to enlist at least three people who will serve as the nucleus of your district's recruiting team."¹³

None of the previous material cited, has given any statement about having people serve as a nucleus for a recruiting team. Nor have I found any other scouting material that expands on this idea. It is a concept that needs more indepth coverage by the scout hierarehy. A real possibility to be explored and perhaps a concept that can be field test by this council, given that there are no formal guidelines. This opens a whole new field of possibility. I like the idea of a "Nucleus" for a district recruiting team. Although it does not explicitly say so, the footnote to the concept implies that the "key three" be involved in the process. The footnote states "It is very important that there be complete agreement by the key three on potential commissioner manpower before any contacts are made."¹⁴

A more recent (1980) guidebook, titled, "Commissioner Administration of Unit Service" "A Guidebook for Council Commissioners, Assistant Council Commissioners, District Commissioners, Assistant District Commissioners, and Professional Scouters has some indepth coverage on recruiting. In the preface, Mr. Walt Whidden, the author of this "Guidebook"

¹³Ibid., p. 13

¹⁴Ibid., p. 13

has a comprehensive chapter which gives one typewritten page on recruiting. The main theme in Chapter 8---Commissioner Recruiting outlines a "Recruiting Campaign" and states "It should be noted here that recruiting presented in this chapter is almost entirely related to assistant district commissioners and their effort to recruit unit commissioners."¹⁵ There again the guidebook says nothing about what motivates people to volunteer.

The following chapter gives some standard "Types of Recruiting" again assuming the prospect is a unit commissioner and the recruiter already has the prospect in mind or on paper.

Of interesting note in this "Guidebook" is in the "Commissioner and the Boy Scouts of America---Historical Background" which states in speaking of the starting of the scout movement in this country: "Immediately it became apparent that local people must assume leadership---those first local leaders were called commissioners."¹⁶ It was an interesting historical note that commissioners were among the first leaders in the scouting movement and remain a very important link between the council, district and unit even today.

With time and luck, I as a district commissioner had become moderately successful in selecting a commissioners staff. As a district commissioner for six years, I had been exposed to

¹⁵Walt Whidden, ed., Commissioner Administration of Unit Service, No. 4120, (Irving, Texas:, Boy Scouts of America, 1980), p. 8.

¹⁶Ibid., p. 34

several seminars or workshops which touched on recruiting, always emphasizing the importance of recruiting quality people.

After a time, I was considered an expert in the recruiting of commissioners and was given the task to teach in the College of Commissioners Science on the "ADV 425" course "Recruiting New Commissioners."¹⁷ Some problems related to this fine outline are that's all it is, an outline. It forces the instructor to come up with their own ideas, presentation, handouts and related material. But as someone once said "Every problem is but a challenge." The challenge did spur me on to search for other material on recruiting and to develop a certain philosophy about what was needed and what was lacking from my own perspective.

As an instructor in recruiting, I did come across some good home grown material, "Selecting a Commissioner", (See appendix I) which has "Six Steps" and is very similar to the Boy Scouts of America pamphlet No. 3007 (See appendix II) "Selecting a Commissioner" which has "Seven Sure Steps to Success". (See appendix II)

Part of my "Recruiting" material for instructing was found in a manual titled, "Harnessing Community Resources". What was new in this manual was the "Prerecruiting Strategy---3. Sell the smell! Too often the sale is lost with the mechanical details of the job rather than the description of the overall objective".¹⁸

¹⁷ Boy Scouts of America, College of Commissioners Science, No. 14-118, (Irving, Texas: Boy Scouts of America), p. 55.

¹⁸ Boy Scouts of America, Harnessing Community Resources, No. 3083, (Irving, Texas: Boy Scouts of America) 1977., p. 2.

STEP 4 POINT RECRUITING TEAMS

prospects' names are listed on chalkboard, flipchart or large paper that everyone can see. They are then listed in order of preference according to their replies.

Recruiting teams are appointed using the person who is the recommendation as team leader and two others as team members. A team of three would have three prospects. Since each of the team members has recommended someone, each will be team leader for a prospect.

STEP 5 MAKE AN APPOINTMENT

As soon as possible each team leader makes an appointment. The first appointment is made with the best appraised prospect on the team's list.

The prospect questions the exact purpose of the appointment, tells him that it is to discuss a Scouting offer.

When the appointment is made, the other team members are notified since all three must be present at the meeting in the prospect's home.

STEP 6 CALL ON THE PROSPECT

The recruiting team meets with the prospect and spouse, and makes every effort to convince him that he should accept this opportunity for service to the youth of his community. He is the choice of the group and will receive their support.

SELECTING

A

COMMISSIONER



This time-tested plan has produced good leaders in many different jobs in Scouting where it has been carefully followed. It is simple and has countrywide application regardless of population conditions.

However, this plan produces desired results only when it is followed exactly. Omit a step and a prospect commissioner may be lost.

SIX SURE STEPS TO SUCCESS

SELECTING A COMMISSIONER

This time-tested plan has produced good leaders for many different jobs in Scouting where it has been carefully followed. It is simple and has countrywide application regardless of population conditions. However, this plan produces desired results only when it is followed exactly. Omit a step and a prospective commissioner may be lost.



SEVEN SURE STEPS TO SUCCESS

1 CALL A MEETING

The district commissioner calls a meeting of assistant district commissioners and experienced unit commissioners. He does this by written invitation and personal follow-up.

2 LIST PROSPECTS

At this meeting the district commissioner first defines the position (unit commissioner, etc.) to be filled. Then he leads a brainstorming session to produce names of prospects. Do not allow discussion of abilities, just write down the names as quickly as they are suggested.

3 APPRAISE PROSPECTS

Now the group should discuss the qualities a person must have to do the job well. Use the list on the right headed, "Qualities of a Good Commissioner." Have each person review the names they suggested.

4 DEVELOP SHORT LIST

Provide the form on the right for each person present. Have each person appraise his or her recommendations. The forms are then turned in to the district commissioner.

Recommendations made by:

The prospects' names are listed on chalkboard, flipchart, or large paper that everyone can see. They are then numbered in order of preference according to their appraisals.

5 APPOINT RECRUITING TEAMS

Recruiting teams are appointed using the person who made the recommendation as team leader and two others as team members. A team of three would have three prospects. Since each of the team members has recommended someone, each will be team leader for that prospect.

As soon as possible each team leader makes an appointment. The first appointment is made with the highest appraised prospect on the team's list.

6 MAKE AN APPOINTMENT

If the prospect questions the exact purpose of the appointment, tell him that it is to discuss a Scouting matter.

When the appointment is made, the other team members are notified since all three must be present at the meeting in the prospect's home.

7 CALL ON THE PROSPECT

The recruiting team meets with the prospect and spouse and makes every effort to convince him that he should accept this opportunity for service to the youth of his community. He is the choice of the group and



List the names of prospects in the vertical spaces. Indicate each prospect's potential by placing a check mark opposite each quality below if you know the person to be well qualified in that area.

AID FOR SELECTING A COMMISSIONER

Qualities of a good commissioner

Based on the overall essential of good character, a commissioner should:

Be willing to help boys by helping their adult leaders.							
Have a capacity for leadership and ability to plan and delegate.							
Be a counselor, able to listen well and help others make their own decisions.							
Be a team worker able to motivate others with infectious enthusiasm.							
Be able and willing to set an example through behavior and appearance.							
Be interested in others, tactful, sensible, friendly.							
Be willing to invest a definite amount of time for training, unit service, and staff meetings.							
Have stature in the community that will win confidence.							
Be willing to accept the ideals and principles of the Boy Scouts of America.							

Another good pointer was listed under item #6. "Prior to the recruiting meeting you must anticipate objections and plan answers to overcome those objections".¹⁹

In addition to the good recruiting strategy this manual offers a statement that in my mind should be on the forefront of any good scouter who is involved in scouting. "The recruitment of good, responsible volunteers in adequate numbers is the most vital element in scouting's success.²⁰ (My emphasis). But there again, the platitudes and the good intentions does not necessarily get the job done. Top leaders, starting with the key three in the council and the district need the commitment and expertise to recruit top people or find people that can. The expertise may already be learned through experience but that should not be left to chance. In my judgement, a comprehensive and detailed manual should go in depth on the motivation factor of scouting. "What makes People Volunteer?" Obviously, the factors are psychological but should be spelled out in such a manner so a layman learning about recruiting can understand and be able to pinpoint these factors in others.

The challenge of recruiting is certainly one of the most demanding requirements of a district or council commissioner. "The need to expand (the scouting movement) through volunteers is vital if we are to accomplish the many daily tasks required.

¹⁹Ibid., p. 2.

²⁰Ibid., p. 2.

In addition, there is a constant turnover in people...sharing the responsibility is another effective way of multiplying our effort."²¹

In a September, 1982, issue of Scouting Magazine, there is an article that I like to refer to, over and over. The article is about a Federal Judge who is a true believer in the scouting movement and as such he is the council president. Judge Gerald Tjoflat "is a zealot, a true believer obsessed with a sense of mission".²² He goes on to say that "There's no question he gets a lot of mileage from his prestige as a high ranking judge, but that's not the key to his scouting success...but it's the fact that he's welded volunteers into a tight-fitting team".²³

One of the first steps Judge Tjoflat had to undertake was "the council got its act together in the areas of unity, finance and the recruitment of strong volunteer leaders".²⁴ My view would be that the council got its act together when it recruited strong volunteer leaders and then the other elements fell into place.

But what really impressed me about the whole article was how he went about recruiting. "First you identify objectives and then you translate those objectives into projects, then you throw away the textbook."²⁵

²¹Ibid., Harnessing Community Resources, p. 3.

²²William Simon, Gerald Tjoflat Scouting Crusader, scouting magazine, (Irving, Texas), Boy Scouts of America, September, 1982), p. 28.

²³Ibid, p. 30.

²⁴Ibid, p. 30.

²⁵Ibid, p. 30.

Because there was an inspirational message that touched my thinking, I started to go into some of the "How to Recruit" and detailed a list of "Do's and Don'ts". These are outlined in a presentation I have given numerous times over the years and the key section is as follows: (See appendix III)

The Judge Tjoflat story had a profound effect on my motivation and so by the fourth year of my tenure as district Commissioner, I had finally gotten to the highest plateau of my scouting career. As district commissioner, I had by hook, crook and luck, recruited a required amount of commissioners. Because the Spartanburg district is twice as large as the next largest district and has half the population of the whole council, my district always had to have much greater members in order to get the percentages of the other districts. The coveted "Council President's Trophy" was always out of our reach for our district unless we had the numbers of commissioners required for the 90 units in our district. Fortunately I had recruited 3 top scouters as assistants and they in turn had recruited the required amount of commissioners we needed. (See Appendix IV) The President's Trophy was awarded that year to our district for the first and only time. It was the culmination of four years of hard, sometimes frustrating work by a dedicated group of "Super" individuals. I have never worked with a finer group of people.

That year and that incident convinced me of the upmost necessity for a fully manned commissioners staff. With the necessary trained commissioners, all other criteria for a successful and growing district seemed to fall in place.

APPENDIX III

Good Principles of Recruiting

"Recruiting is everybody's business. There are mysterious/ulterior motives that bring people together and to volunteer.

But first you must be a believer, a fervent fanatic yourself to convince others. "Be motivated."

We must learn to look at motives.

Motivation defined: Induces action or incentive, which determines choice.

It is an inner urge that incites action such as passion, emotion, instinct, tendency, habits, mood impulse or ideas.

Certainly Scouting is action and one aspect of that action is ideas.

RELATE

An idea instilled in me from my first Commissioners training session by Dr. Ivan Stafford ie.: What is Scouting to you?

The techniques of scouting recruiting and the tried and true method. But if that method doesn't suit you don't be afraid to try a different method.

I would like to point out some do's and don'ts of recruiting.

DO IT NOW - get started - if you are scared - do it anyway.

DO HAVE FUN DOING IT - make it more fun to be on the inside participating than being on the outside looking in.

DO START with WHO you are and WHERE you are: If not as diplomatic as Benjamin Franklin or creative as Walt Disney or as eloquent as John Kennedy, as energetic as Mother Hubbard - then recruit people who have these talents.

DO DARE TO BE DIFFERENT - If the old and tried methods don't work - try something new! BE A DREAMER!

Appendix III cont'd

DO TAKE TIME TO PLAN - One of the most planned attacks - AMWAY

DO FOCUS ON GOALS - As more learn about your group - make it more selective ie. "A FEW GOOD MEN"

DO TRUST THE TRIED AND TRUE PROCESS
Selection Method

DO GO TO THE TOP - Believe you are the best and ask the best people to join.

DO BE YOURSELF and know your OWN LIMITATIONS

DO KEEP YOUR PRIORITIES STRAIGHT - Might have to make tough decisions between family and scouting.

DO MAINTAIN A POSITIVE MENTAL ATTITUDE
(SEE NAPOLEON HILL)

Napoleon Hill, a noted author of the book "Success through a Positive Mental Attitude", SAYS: "Whatever the mind of man or woman can CONCEIVE and BELIEVE IT CAN ACHIEVE!!

YOU LEARN THESE BY:

1. INVOLVEMENT
2. TRAINING - FORMAL AND INFORMAL
3. SETTING THE EXAMPLE
4. KEEPING PROMISES
5. BE DIPLOMATIC
6. KNOW PRIORITIES
7. KNOW HOW TO COUNSEL
8. FOLLOW THE SCOUT PROGRAM

DO REFRESH YOUR MEMORY TO KNOW THE PURPOSE OF SCOUTING

1. CHARACTER DEVELOPMENT
2. CITIZENSHIP TRAINING
3. PHYSICAL AND MENTAL FITNESS

DON'T GET DISCOURAGED - ie. Winston Churchill

DON'T think you can do it all by YOURSELF

DON'T BE AFRAID TO ASK FOR HELP -

It takes courage to admit you need help and brains to ask for it.

DON'T DEPEND ON ONE SOURCE OF VOLUNTEERS - ie. story of Indian Boy

WHO CAN YOU ASK?

1. FAMILY
2. FRIENDS - (AMWAY)
3. CO-WORKERS
4. PROFESSIONAL CONTACTS
5. MEMBERS OF OTHER ORGANIZATIONS
6. CHURCH MEMBERS
7. SENIOR CITIZENS
8. LADIES
9. SCOUTING PARENTS

DON'T EXPECT TO BE APPRECIATED -

reward is a job well-done but don't be shy in lavishing praise on your fellow co-workers -

We need and must recruit new members to bring story to all.

WHAT IS A MEMBER? Not just another name to fill slot. A member is actively involved in the organization. These are the people you count on to show up and take part when you need them.

The key is action. Every organization should have an active and ongoing membership committee. The health of a scouting organization depends on a large part on the dynamics of this committee.

IN CLOSING

We have the plans on how to recruit.

We should know the story of scouting and be sincere in presenting it to others.

We can and should use whatever techniques-fits and suits us best.

We should know what makes an organization fail.

(AN ALMOST UNANIMOUS ANSWER "LACK OF DEDICATED LEADERS".

Experienced people say dedication or desire to do the job is the most essential ingredient.

When you leave here today you will be well on your way to being a better informed leader.

L - liberated, able to think

E - educated - basics to teach

A - associated - best people in world

D - dedicated to scouting

E - earnest - a man in earnest finds means, or if he cannot find, creates them.

R - rich - in the scouting spirit - every man is rich or poor according to the proportion between his desires and enjoyments.

S - success - the surest way to succeed is to determine

ROSTER OF COMMISSIONERS
 SPARTANBURG DISTRICT, PALMETTO COUNCIL

DISTRICT COMMISSIONER
 Dennis M. Compos, Jr. (T)

ROUNDTABLE COMMISSIONER
 Bobby Scoggins (T)

ASST. R. T. COMMISSIONER
 Bobby Simmons (T)

CUB ROUNDTABLE COMMISSIONER
 Claude Hunt (T)

<u>Asst. District Commissioner</u>		<u>Asst. District Commissioner</u>		<u>Asst. District Commissioner</u>		<u>Asst. District Commissioner</u>
Toney Messel (T)		Mason Harris (T)		Paul McGaha (T)		<u>Special Units</u> Richard Kugler (T)
<u>Unit Commissioners</u>		<u>Unit Commissioners</u>		<u>Unit Commissioners</u>		<u>Unit Commissioners</u>
Oscar Huskey (T)		Tom Goings (O)		Lewis Mills (O)		Robertta Justice (T)
Chuck Bohling (T)		Betty Michaels (O)		Gussie Ballenger (T)		Jarry Bryant (T)
Randy Wells (T)		John Powers (T)		Ed Davis (T)		Hal Leslie (O)
George Wright (T)		Benny Fagan (T)		Floyd Teasley (T)		
Kathy Messel (T)		David Cox (T)		Paul McKinnon (T)		
Arnon Williams (T)		Troy Newman (T)		Wayne Barnes (O)		
Harry Burnett (T)		Kenneth R. Barrett (T)		Vernon Rowland (O)		

T = TRAINED AT UNIVERSITY OF SCOUTING
 O = ORIENTATION IN COMMISSIONER SERVICE

APPENDIX IV

CONCLUSION

In my limited experience in recruiting commissioners, I have found out that had there been some prior guidelines with perhaps an all inclusive manual, that my job as district commissioner would have been a much easier and confident task. That is to say, I could have accomplished my goal of 38 commissioners possibly one to two years sooner.

I am not sure that National considers the "Recruiting of Strong Leadership" a "Priority" in this day. The latest alphabetical listing of "Subject Index of Scoutings Literature"²⁶ only gives 10 references on recruiting. Three on exploring, three on cub scout recruiting, three on boy scout recruiting and one on commissioner recruiting from the "Commissioners Fieldbook."

It is ironic to note that most of what can be found on recruiting is in the older dated material, (prior to 1980).

It is also my observation that a comprehensive "Recruiting Volunteers" manual is needed. The material in all the sources outlined in this paper would provide a good start in a recruiting "How to" manual.

Even though there are tried and true methods recommended for volunteer recruiting, the material is sketchy, and often times hard to find.

What is lacking in all the recruiting material is background material to give a commissioner or others involved in recruiting, some insight into "What Motivates a Person to Volunteer?"

²⁶Boy Scouts of America, Subject Index of Scoutings Literature, No. 70-061, (Irving, Texas: Boy Scouts of America, 1980).

What makes that person a leader? What is motivation defined?
How does the motivational aspect of human nature fit into scouting?
If one recruiting technique doesn't work, are there alternative
methods? How can we motivate people to volunteer (become a
true believer)? What kind of people do we need in the scouting
movement? Do they fit into a single mold?

My list of questions on recruiting could go on but perhaps
the ones I have mentioned suffice to point out the dilemma I
found myself when attempting to "size" people up for recruiting.

Perhaps, I am asking too much of "National" in my attempt
to find the "Word" that would be helpful to me and I think
to all recruiters. Maybe, I'm asking too much given the
restraints of budget, manpower and priority.

I can only repeat the words in my preface to make my
case. "The recruiting of good responsible volunteers is
the most vital element in scoutings success".²⁷

I may be only a "Voice in the wilderness---We shall see!"

²⁷Ibid., Harnessing Community Resources, p. 3.

IV

APPENDIX

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ABSTRACT

This thesis will attempt to point out to the Commissioner, and others in recruiting scouters, a personal viewpoint on some of the pitfalls in attempting to recruit without adequate material, training and knowledge. It will also attempt to point out the scarcity of information from "National" on recruiting. All of the material listed in the bibliography is available from this author to assist those who desire to pursue the subject further.

APPROVAL OF READERS

This is to certify that I have read and approved the thesis entitled Recruiting: By design or by chance-a personal perspective.

Submitted by Dennis M. Compos, Jr., in partial fulfillment for the PhD Degree in Commissioner Science, Piedmont-Appalachian College of Commissioner Science, Boy Scouts of America, Lutheridge, North Carolina.

DATE OF SUBMITTAL:

March 6, 1987

SIGNED:

Dennis M. Compos Jr.

READERS SIGNATURES

1. _____

2. _____

3. _____