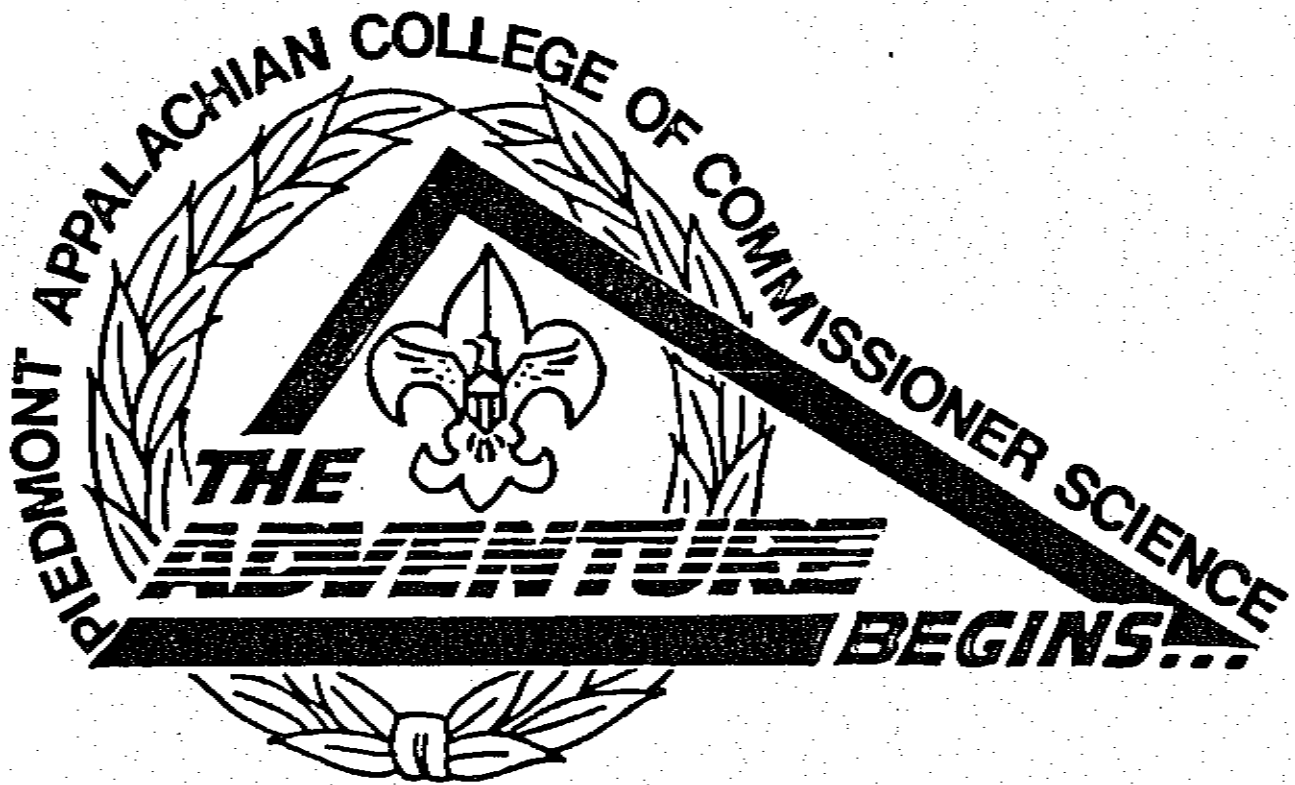


# Doctor



## Commissioner Science

ENHANCED COMMISSIONER SERVICE:  
A GUIDE FOR INCREASING THE EFFECTIVENESS OF  
COMMISSIONER SERVICE BY PROMOTING A MORE  
EFFICIENT UTILIZATION OF COMMISSIONER STAFF

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# **ENHANCED COMMISSIONER SERVICE:**

A GUIDE FOR INCREASING THE EFFECTIVENESS OF  
COMMISSIONER SERVICE BY PROMOTING A MORE  
EFFICIENT UTILIZATION OF COMMISSIONER STAFF

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A Thesis Presented to  
the Faculty of the Piedmont - Appalachian  
College of Commissioner Science

---

In Partial Fulfillment of the Requirement for the Degree  
Doctor of Philosophy in Commissioner Science

by: Samuel D. Redd

March 31, 1989

# APPROVAL OF READERS

This is to certify that I have read and approved the thesis entitled, Enhanced Commissioner Service: A Guide for Increasing the Effectiveness of Commissioner Service by Promoting a More Efficient Utilization of Commissioner Staff. This thesis is respectfully submitted by; Samuel D. Redd, in partial fulfillment for the Ph. D. Degree in Commissioner Science.

Thesis submitted to the Dean and Faculty of the Piedmont - Appalachian College of Commissioner Science, for your earnest consideration, on this 31st Day of March, 1989.

Signed: Samuel David Redd

## READERS SIGNATURES:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

## **ABSTRACT**

The model of "Enhanced Commissioner Service," outlined in this paper, is intended to serve as a guide to the restructuring of Commissioner Services in such a manner that it will foster the recruitment, utilization and retention of quality personnel in Scouting - especially, in Commissioner Service.

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# INTRODUCTION

Historically, the Commissioner Staff of the majority of Councils and Districts has consisted mainly of a few key positions being filled by individuals who were, in many instances, performing primary duties in other positions. The staff was usually comprised of the District Commissioner, a Boy Scout and a Cub Scout Roundtable Commissioner, and infrequently, an Assistant District Commissioner. However, under this operational model, only the Roundtable Commissioners were actually performing Commissioner services. The District Commissioner, along with any Assistants he or she might have had were usually "roster fillers (scouters signed up in secondary positions as Commissioners in order to fill all the positions in a Council or District)."

A few Districts have had large, well-functioning Commissioner staffs. However, even many of those Districts with the best of Commissioner Service Staffs have not, generally speaking, utilized their Commissioners to their fullest potentials.

Typically, the emphasis has been on attendance at monthly Commissioners meetings, completion of Basic Commissioner Training, earning the Arrowhead Honor award, working toward award of the Scouter's Key, and the assignment of three units to each Unit Commissioner and visiting them once a month, recharging on time, and participation in a few other events - usually considered of importance to the Council or District. Some Commissioner staffs , traditionally, have been superior year-after-year. Most, however, have been mediocre to poor in performance.

The writer feels that the above mentioned mode of operations has probably been a contributing factor in the inability of Council and District Commissioner staffs to retain "Good" Commissioners for any significant length of time, although they may have recruited and trained some excellent prospects. This situation, if allowed to continue, will eventually erode the Commissioner services of the Boy Scouts of America beyond recovery.

A comparison between the extant literature on Commissioner services in Scouting and the "real world, day-to-day experiences of the writer, and other (more experienced) Commissioner's," has convinced this writer of the need for a new, and much more progressive, approach to Commissioner Services to Units in the Boy Scout movement. The model of Commissioner Service which is being outlined in this paper, and henceforth referred to as the "proposed model," is intended to offer "Good" volunteers the motivation to remain in Commissioner Service , for longer periods of time, and to feel that their contributions are of major import to the youth they serve. The "Enhanced Model of Commissioner Service" is mainly a more structured approach to the services to units, placing more emphasis on those services already delineated in the Scouting literature, and which the writer feels Commissioners should have been performing all along. The "old ways of supplying Commissioner Services will no longer suffice



to retain those "Good (exceptional)" Commissioners that are very important to Scouting. It is the intent of the proposed model to not only retain good Commissioners, but also, to serve as a vehicle to lure "Good" volunteers into Commissioner Service.

## MAIN BODY

The most salient point in Commissioner Service, as stated in the Commissioner Fieldbook for Unit Service (p.3):

There is only one service to a unit that is constant--and that is the friendly personal help given by the unit pack or troop/team commissioner. This person must be available to offer advice, program suggestions, and to support unit leaders.

The implications inherent in the above statement were, so the writer feels, intended to enable commissioners to serve a wide-range of functions above and beyond the traditional ones that have become customary in scouting. It is the express intent of the "enhanced model of commissioner services," being proposed in this paper, to serve as a guide to Commissioner Services Staff wishing to offer much improved services to their units.

Much of the material contained in this paper teases-out the implications (noted in the "Mission" statement), and re-interprets some portions to more fully qualify Commissioner Services in light

of the intended purposes stated earlier. The enhanced areas to be articulated are as follows:

1. Administration and Operations.
2. Resources and Support.
3. Advancement and Recognition.
4. Adult Leadership Development.
5. Recruiting and Training.
6. Activities and Events.
7. Exploring and Varsity Services.

Additional areas of enhanced commissioner services may be included at the discretion of those using the model (i.e., 8. Tiger Cub Services, etc.).

This paper will consider the first seven (7) areas of commissioner services listed above (as the writer has experience in those areas in the past, and feels these are the more important areas of consideration for enhanced commissioner services).

The model is being offered only as a "Guide," and therefore no long, drawn-out details will be expoused in this paper. It is felt that this approach allows for a greater latitude of freedom, to those utilizing part or all of its principles, in operationalizing the model. This approach, hopefully, will prevent users from becoming bogged down in detail, and allow freedom for developing unique models that are the more useful to those using the "Guide."

This "Guide" is meant to be both adaptable and useful to the users.

The "Guide," (enclosed as a complete entity) will begin by re-casting the Commissioner Services into "Teams." Each team will have specific duties and responsibilities assigned, and will perform functions within its area of concern, which will promote and aid all the Commissioner Staff in carrying out their duties to their assigned units - and to scouting in general. A brief synopsis of each team's mission, duties and responsibilities will be given. It will then be left to users of the "Guide" to maximize services.

# ENHANCED COMMISSIONER SERVICE:

## "THE MODEL"

*THE PROCEEDING PAGES CONTAIN THE ESSENCE OF THE IDEAS UNDERLYING THE PROPOSED MODEL OF, ENHANCED COMMISSIONER SERVICE: A GUIDE FOR INCREASING THE EFFECTIVENESS OF COMMISSIONER SERVICE BY PROMOTING A MORE EFFICIENT UTILIZATION OF COMMISSIONER STAFF.*

**ENHANCED**

**COMMISSIONER SERVICE:**

A Guide for Increasing the Effectiveness of  
Commissioner Service by Promoting a More  
Efficient Utilization of Commissioner Staff.



Samuel D. Redd

District Commissioner

Daniel Boone District

Sequoyah Council

Johnson City, Tennessee

## **PREFACE**

The writer's intent for the "Enhanced Commissioner Service" model contained in this "Guide," is that it be available for use by those engaged in Commissioner Service. It is a "Guide," nothing more, and nothing less, to be used to enhance commissioner service to units, which hopefully, in turn will motivate Commissioners to register, train, and remain in commissioner service for much longer periods of time - especially "good" Commissioners.

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# ENHANCED COMMISSIONER SERVICE

## INTRODUCTION

The "Model of Enhanced Commissioner Service," presented in the following pages, is intended purely as a "Guide" for use by District Commissioner Service Staffs that may realize positive improvements in services to their units through the implementation of "some" form of this model. The model is in no way meant to replace any part of current methodology utilized by Scouting's Commissioners Services, but rather, to (hopefully) enhance the services of the Commissioners involved in this most important work in scouting.

It is worthwhile to note that there are no detailed explanations describing Commissioners jobs, or procedures to follow in performing Commissioner duties - but rather, a simple, and minimally outlined "guide" which could be useful to varied types of District Commissioner Service Organizations. It is hoped that this "Guide" will prove useful to the intended users.

# COMMISSIONER SERVICE TEAMS

ONE

ADMINISTRATION  
AND  
OPERATIONS

TWO

RESOURCES  
AND  
SUPPORT

THREE

ADVANCEMENT  
AND  
RECOGNITION

FOUR

ADULT  
LEADERSHIP  
DEVELOPMENT

FIVE

EXPLORING  
AND  
VARSITY

SIX

RECRUITING  
AND  
TRAINING

SEVEN

ACTIVITIES  
AND  
EVENTS

FIGURE 1.

## COMMISSIONER SERVICE TEAM ONE:

Service Team One performs the administrative and operational functions for the District Commissioners Staff.

Service Team One is composed of a Team Leader, and as many members as necessary to perform the Team's functions effectively. The Team Leader is nominally the District Commissioner; who has overall responsibility for the successful performance of the District Commissioners Services to Units. Other members of the Team, ideally, would consist of Assistant District Commissioners, the "primary" Roundtable Commissioner, the Chairman of the Explorer Service Team, and other "Key District Staff Members" as deemed necessary for the optimum performance of the Team. The Team composition is as follows:

	<u>TEAM ONE:</u>
<u>LEADER:</u>	<u>DISTRICT COMMISSIONER</u>
<u>MEMBERS:</u>	<u>ADCs, RTC ("p"), ESTm. CH., ETC!</u>

# **TEAM ONE (CONTINUED):**

## **DUTIES AND RESPONSIBILITIES:**

### **DUTIES**

1. Actively participate in meetings and other activities of the Team.
2. Carry out all tasks assigned by the DC or the Team.
3. Report on Unit and Commissioner Staff needs and functioning.
4. Seek and report on areas requiring additional services.
5. Actively aid in recruiting and training functions of the Commissioner Service, District and Units served.
6. Serve the function of a "ready" reference source for the Commissioner Service, District and Units served.
7. Act as an overall guardian of the effectiveness of Commissioner Services to entities served.

### **RESPONSIBILITIES**

1. To insure that the Commissioner Services to Units are of the highest quality possible, and that every Unit is served by a Commissioner.
2. That appropriate records are prepared, maintained and reported to the proper entities, in a timely manner.

## COMMISSIONER SERVICE TEAM TWO:

Service Team Two has as its "Mission," program development aimed at insuring that information pertaining to "Resources and Support Services" sources are available for use by Unit Leaders.

Service Team Two is composed of the Team Leader, sufficient Unit Commissioners and other personnel required to carry out the Team's mission of providing much needed information to its units relevant to Resources and Support Services sources which are available for their use. The Team Leader is appointed to his/her position by the District Commissioner. The other members of the team are, ideally, selected by the Team Leader (serious consideration should be given to using Unit Committee Members, the Unit Service Representative (formally, the Scouting Coordinator), and to the parents of Unit Scouts. The Team composition is as follows:

<u>TEAM TWO:</u>	
<u>LEADER:</u>	<u>ASSISTANT DISTRICT COMMISSIONER</u>
<u>MEMBERS:</u>	<u>UCS, CMs, PARENTS, ETC!</u>

FIGURE 3.

## TEAM TWO (CONTINUED):

### DUTIES AND RESPONSIBILITIES:

#### DUTIES

1. Members will attend and participate in all regular and/or called team meetings.
2. To gather information concerning individuals, groups, businesses and organizations that may be good resources for the units being served. Also, those same sources that might serve as supporting entities to scouting units.
3. Provide information to the rest of the Commissioner Staff concerning area resources and support sources.
4. To act as a source of information on area resources and support services available to units being served.

#### RESPONSIBILITIES

1. To develop, prepare and maintain a current directory of available resources and support entities within the area being served by the District Commissioner Service Team.
2. Insure tht the District Commisioner and Staff are kept up-to-date on all sources that are capable, and willing to, provide support to the units in the District being served by the Commissioners Staff.

# COMMISSIONER SERVICE TEAM THREE:

Service Team Three has the mission of promoting growth of the District youth through steady and timely advancement, and motivating the youth and adult members of the District to achieve recognition for their services through earning available awards.

Service Team Three is composed of a Team Leader, selected Unit Commissioners, and other members of the District personnel necessary to accomplish its overall mission of advancement and recognition.

The Team Leader is directly responsible to the District Commissioner, and the District Commissioners Service Staff, for the overall performance of the Team in carrying out its functions. Service Team Three is composed of the following:

<u>TEAM THREE:</u>	
<u>LEADER:</u>	<u>ASSISTANT DISTRICT COMMISSIONER</u>
<u>MEMBERS:</u>	<u>UCS, CMs, PARENTS, ETC!</u>



## TEAM THREE (CONTINUED):

### DUTIES AND RESPONSIBILITIES:

#### DUTIES

1. Attend regular, and called meetings throughout the year to plan and carry out the functions of the Team.
2. To advise the District Commissioner and his or her staff on matters pertaining to advancements and recognitions in the District.
3. To develop, implement and update a District Advancement and Recognition Program.
4. Provides impetus to, and inspires Unit Leaders in areas of youth and adult advancements and awards.
5. Acts as a source of help to the District Advancement Chair Person, and other District personnel.

#### RESPONSIBILITIES

1. To insure that the District Commissioners Services to its Units, in the areas of Advancement and Recognition, are efficient and effective.
2. That the Advancement and Recognition Program is highly successful, and is vigourously pursued by all leaders and scouts within his or her District.
3. To assure that proper records are maintained for all Advancements and Recognitions.

## COMMISSIONER SERVICE TEAM FOUR:

Service Team Four performs a very important service to scouting in carrying out its mission of Adult Leadership Development in the District's Adult Leader cadre.

Service Team Four consists of a Team Leader, and as many members as needed to perform the Team's functions effectively. The Team Leader is appointed by the District Commissioner, and is nominally the "Prime" Roundtable Commissioner (Boy or Cub Scout). Members of the Team are selected by the Team Leader. Other members of the Team are usually, and ideally, Members of the Roundtable Commissioner's Staff and other District Staff personnel as needed to carry out the functions of the Roundtable staff. The Team is composed of the following:

<b><u>TEAM FOUR:</u></b>	
<b><u>LEADER:</u></b>	<b><u>ROUNDTABLE COMMISSIONER ("PRIME"); ADC</u></b>
<b><u>MEMBERS:</u></b>	<b><u>UCS, CMs, PARENTS, ETC!</u></b>

FIGURE 5.

## TEAM FOUR (CONTINUED):

### DUTIES AND RESPONSIBILITIES:

#### DUTIES

1. Staff will attend and participate in all regular and/or called planning and informational meetings.
2. Prepares and presents monthly Roundtable programs to the adult leadership of the district.
3. Insures Roundtables are well publicized and attended.
4. To plan relevant and timely program materials for each Roundtable (use of "Themes" related to the Scouting Programs suggested by the Boy Scouts of America).
5. To act as a resource for the Adult Leaders of the District, as regards Unit Programming and Adult Leadership Development.

#### RESPONSIBILITIES

1. To provide the Adult Leadership of the District with the best ongoing developmental program possible.
2. Inspire and encourage the District Adult Leaders to "Grow" and "Develop" by actively attending and participating in "all" Roundtables.
3. To keep the District Commissioner apprised of the status of leadership in his or her District.

## COMMISSIONER SERVICE TEAM FIVE:

Service Team Five serves as the District's Exploring Service Team. Team Five provides services (similar to Unit Commissioner's service to Scouting Units) to Exploring, Varsity Scouting and Career Activity Units (when no Exploring Services are independently operational in the Council - District) within the District.

Service Team Five is composed of a Team Leader (Exploring Service Team Chairman), and sufficient Exploring Service Team Members needed to provide superior service to the District's Exploring, Varsity and Career Activity Units. The Chairman of the Team is appointed by the District Commissioner (under this plan), and in turn, selects his or her Team Members. The Exploring Service Team is composed as follows:

<b><u>TEAM FIVE:</u></b>	
<b><u>LEADER:</u></b>	<b><u>EXPLORER SERVICE TEAM CHAIRMAN; ADC</u></b>
<b><u>MEMBERS:</u></b>	<b><u>STMs (UCs), PCMs, PARENTS, ETC!</u></b>

FIGURE 6.

## TEAM FIVE (CONTINUED):

### DUTIES AND RESPONSIBILITIES:

#### DUTIES

1. Convene on a regular (or called meeting) basis throughout the year to conduct business related to its function.
2. Develop and upgrade programs to insure that timely and effective service is provided to units being served.
3. Insure that all Service Team Members understand and perform duties as delineated in the Exploring Service Team, Workbook, No. 6612. Brunswick, New Jersey: Exploring Division, Boy Scouts of America, 1979.
4. Develop and maintain a current Directory of Resources and Support sources available to the Units served.

#### RESPONSIBILITIES

1. Keeps the District Commissioner (under this plan) apprised of the overall health status of all Units served.
2. To insure the best Exploring, Varsity and Career Activity Unit Services are provided to the District's scouting programs in an efficient and effective manner.
3. Maintain accurate and up-to-date information on all Units being served by the District's Exploring Service Team(s).

## COMMISSIONER SERVICE TEAM SIX:

Service Team Six functions as the Recruiting and Training arm of the Commissioner Service. The Team's Mission is to provide policies and procedures designed to aid the Commissioners Staff in its Recruiting and Training of new Commissioners, and to act as a resource for Recruiting and Training information useful to Units being served by the District Commissioners Staff.

Service Team Six is composed of a Team Leader, Unit Commissioners and other District personnel necessary to carry out its mission. The Team Leader is appointed to his or her position by the District Commissioner. The Team Members are selected by the Team Leader. Unit Committee Members and Parents should be actively sought to serve on this Team. The Team consists of the following:

<b><u>TEAM FIVE:</u></b>	
<b><u>LEADER:</u></b>	<b><u>ASSISTANT DISTRICT COMMISSIONER</u></b>
<b><u>MEMBERS:</u></b>	<b><u>UCS , CMs, PARENTS, ETC!</u></b>

# TEAM SIX (CONTINUED):

## **DUTIES AND RESPONSIBILITIES:**

### DUTIES

1. To attend all the regular and called meetings of the Team throughout the year to plan and carry out its functions.
2. Apprise the District Commissioner and his or her Staff on status of Commissioners Service Team, and of Units in need of Leaders, or Training of their leaders.
3. Develop, implement and up date a District-wide Recruiting and Training Program.
4. Helps the District Training Chairman in areas pertaining to his mission.
5. Maintains current information on the training status of all Commissioner Staff, and Unit Leaders.

### RESPONSIBILITIES

1. To insure that the District Commissioners Staff provides quality Recruiting and Training leadership guidance to its own Staff, and to the Units being served.
2. That the Recruiting and Training Program is of top quality, and provides the Commissioners Staff and Units served the information necessary to recruit and train sufficient volunteers to meet their Scouting needs.
3. To insure proper Training records are maintained.

## COMMISSIONER SERVICE TEAM SEVEN:

Service Team Seven is entrusted with the mission of serving as the District Commissioners Service Team's Activities and Events resource entity. The Team formulates and disseminates policies and procedures covering the Commissioners role in these areas.

Service Team Seven is composed of a Team leader, Unit Commissioners and such other District personnel needed to serve its functions. The Team Leader is appointed to his or her position by the District Commissioner. The Team Members are selected by the Team Leader. This Team, once again, should actively seek some of its members from Unit Committee Members and Parents. Team Seven is composed of the following:

<u>TEAM SEVEN:</u>	
<u>LEADER:</u>	<u>ASSISTANT DISTRICT COMMISSIONER</u>
<u>MEMBERS:</u>	<u>UCS , CMs, PARENTS, ETC!</u>



# TEAM SEVEN (CONTINUED):

## DUTIES AND RESPONSIBILITIES:

### DUTIES

1. To attend all regular and called meetings of the Team throughout the year to plan and carry out its functions related to Activities and Events.
2. Compile, up date, and disseminate information regarding Council, District and other Scouting activities and events occurring in the area of service.
3. Establish, up date and act on policies and procedures related to Activities and events, as it relates to Commissioners roles and functions pertaining to said activities and events.
4. Keeps the District Commissioner and his or her Staff informed as to policy, needs and requests in the area of concern - "Activities and Events."

### RESPONSIBILITIES

1. To insure that the District Commissioners Staff provides needed guidance and encouragement in the areas of Activities and Events planning and participation.
2. To insure the best possible participation and input into all planned Activities and Events by the District Commissioners Staff.
3. Maintain records on Unit and Commissioner Staff participation in all Activities and Events.

## **SUMMARY**

In closing, there are a number of points which need reviewing:

1. It is very important for the user of this "Guide" to keep in mind that it is intended to be used solely as an aid to increasing services to units by enhancing Commissioner Services.

2. The "Guide" does not advocate any changes in current policies and/or procedures promulgated by the Boy Scouts of America, but rather, its intent is to provide ideas that may serve to improve Commissioner Services to units served.

3. The concepts contained in the "Guide" are also intended to encourage Commissioners to "feel that what they are doing is very important to scouting," and thereby provide the impetus to "Good" Commissioners to remain in their roles for much longer periods of time than is the current practice.

4. By giving Commissioners, already in scouting, more important functions to perform, increased motivation obtains for

## **SUMMARY (CONTINUED)**

individuals outside of scouting, that may have some interest in doing volunteer work in scouting to become Commissioners.

5. Finally, it is felt by the writer, the overall improvement in the Commissioner Services will serve to promote recruiting, training and retaining "Good" volunteers in Commissioner Service.

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# ENHANCED COMMISSIONER SERVICE:

## "THE MODEL"

*THE PRECEEDING PAGES CONTAINED THE ESSENCE OF THE IDEAS UNDERLYING THE PROPOSED MODEL OF, ENHANCED COMMISSIONER SERVICE: A GUIDE FOR INCREASING THE EFFECTIVENESS OF COMMISSIONER SERVICE BY PROMOTING A MORE EFFICIENT UTILIZATION OF COMMISSIONER STAFF.*

## CONCLUSIONS

In closing this paper, the writer wishes to re-emphasize a number of points that are important to remember when utilizing the "MODEL" (SEE: INSERT), and are as follows:

1. Many of the ideas advanced in the "Model" are based on the writer's experiences as a Commissioner, and in other areas of Scouting (ie., Scout Master, Scouting Coordinator (Unit Service Representative), Unit Committee Member, and various other positions held during his years in the Scouting movement), which has caused the writer to give a good deal of thought to those areas of scouting which could use improvement. Commissioner Services is an area that badly needs attention, when it comes to the way most Commissioner Service Staffs perform. It was with the above need in mind, that the writer selected this dimension of Scouting to observe, conceptualize in, and to derive a viable "Model" that possibly could be utilized to bring about the much needed improvements in Commissioner Service.

## CONCLUSIONS (CONTINUED)

2. Although many of the concepts contained in the "Model" are based on the personal experiences of the Author, as well as beliefs and ideas of other commissioners (with more years of experience than the writer), as expressed in numerous conversations, they are buttressed by knowledge of human nature, and experience as a volunteer in many other, non-scout, activities. The same principle concerning the individual's need to feel that what he or she is doing is important, and worth his or her efforts, applies as well to Commissioners. The "Enhanced Commissioner Service Model" attempts, in addition to providing improved service to scouting units, to provide this much needed attribute.

3. Lastly, the need of the scouting movement to attract, and retain "Good" volunteers as Commissioners serves as the rationale to try unchartered paths in development of methods to accomplish this goal.



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