

**THE PATROL SYSTEM  
AND  
HOW IT OPERATES**



# THE PATROL SYSTEM AND HOW IT OPERATES



A series of four articles explaining the Patrol System and how it may be practised

## 1 WHAT IS THE PATROL SYSTEM?

The principles of the Patrol System were first introduced by the Founder when he was working with the army in India. The system enabled soldiers to operate in small groups and use their own initiative within the overall plan of campaign. *It dispensed with massed formal drill training in favour of interesting and competitive activities.* The men ceased to be automatons moved about like pieces on a chess board and received individual recognition. This brought an immediate improvement in the ability and interest of the individual with a resulting marked increase in the efficiency and team spirit of the whole company. To advance the idea within the army B.-P. wrote a small book "Aids to Scouting", but many members of the teaching profession called it a revolution in Education and adapted the principles to teaching.

Many years later when B.-P. was asked to work out a programme for British boys, it was only natural that he should adopt the system which had met with such wide acclaim and which experience had proved so successful. Also this system, when adapted for Scouting, had an additional factor overwhelmingly in favour of its adoption—it blended perfectly with the natural desire in boys to form into gangs in their neighbourhoods and schools. The idea was that, given worthwhile adventure in a way they could appreciate, the often mis-spent energies of these gangs would be channelled to useful purpose. When "Scouting for Boys" was published, that is just what happened—it was these very gangs which met in the streets who *spontaneously formed themselves into Patrols and started Scouting.*

What was it then which so appealed to boys and accounted for the pheno-

menal growth of the Movement? *It was a combination of the appeal of real adventure offered by the programme, coupled with the challenge it offered to the 'gang' to plan its own-activities and to be responsible to itself for discipline, without interference from adults.*

Let us analyze these points and see how they fit in today, for they are the keys to the successful operation of the Patrol System. Remember also that a Troop operating by any other system is no more a Scout Troop than a child's pedal car is a modern automobile.

### Real Adventure

It was the adventure programme coupled with the Patrol System which appealed so much to boys. The Patrol System alone, without adventure, is, to carry the above analogy further, like an automobile without any gas in its tank. For the Patrol System to work, you must supply adventure.

Real adventure is still just around the corner and, in some ways, much easier to find than it was in 1908. However, much of the adventure offered to youth today by the organized and well meaning adult, is sterile. By the time a boy reaches eleven or twelve, his attitude towards organized adventure has become sophisticated. He feels that any scheme has been thoroughly washed in antiseptic before being presented to him, that there is absolutely no hazard, and worse still, that the whole experience is designed to do him good.

Adventure means chance, hazard, a bold and dangerous undertaking of uncertain issue, a noteworthy experience in one's life. This does not infer complete disregard for safety, but rather the acceptance of a calculated risk. The adventurer does not go off oblivious to danger, but fully aware of what he has to face and secure in the knowledge

that he is trained to meet it with confidence.

So must it be with Scouts. Their training and adventure must go hand in hand, be challenging and progressive. Remember, that while it may be necessary to do some initial training indoors, it is out of doors that real adventure is found.

### The Gang

Because of our improved living conditions, the trend to live in suburbs rather than in congested cities, the gang, or natural gang as it is often called, is a little more nebulous and scattered than it was in 1908. Also, our system of sponsorship often tends to prevent all the members of a natural gang joining any one Troop. Nevertheless, the gang urge is still present and particularly strong in boys from ten to fourteen years of age. Obviously, if Patrols are to operate successfully, they must comprise boys who want to work and play together. In other words, while they may not be the natural neighbourhood gang, they must be a self-selected gang from among the boys available. By the same token, members of each Patrol should choose their own Patrol Leader.

### Responsibility

The natural gang planned and conducted all its own activities and took care of the members who broke its unwritten laws. So, the Patrol must know the fun of planning and executing its own adventures, the delight of making and learning by its own mistakes. Only when mistakes are likely to have serious consequences should you intervene. It also sets the standard by which its members must live, and maintains its own discipline. The Patrol which is allowed to work out its own salvation

will accept the challenge, but one which is wet nursed will find itself in the position of the automaton, and merely move when, and only as far as, it is pushed.

Thus, collectively, the Patrols are responsible for Troop standards and behaviour. The responsibility for this falls squarely on the shoulders of the Patrol Leader although each member must play his part. When trust is placed in a boy, he will respond to the best of his ability and try not to let you, or his team, down, but given little or no responsibility he will feel free to behave irresponsibly.

### No Adult Interference

When the first Scout Patrols were formed, there was no such thing as a Scoutmaster but the boys soon found the need for help and advice from some-

one older in order to carry out many of the more adventurous activities. Now, inevitably, almost the reverse is true and probably that isn't too important, *but the change which is important and which has had a most adverse effect on the operation of the Patrol System, is that the Scoutmaster has taken charge.* Instead of the boys going to their leader with their plans, seeking his help, he, all too often, tells them his plans and doesn't even seek their opinion! Thus, while Patrols exist in these Troops, they do so in name only, although the Scouters may genuinely think they are working by the Patrol System. To B.-P. the principles of the Patrol System were so simple that he felt he could safely leave its interpretation and practice to the Scouters. Unfortunately, in doing so, he appears not to have reckoned with one of man's failings—the desire to be the boss. It is very difficult for an adult

to sit back and watch boys reject his ideas and ruin (to him) a wonderful scheme, but that is what you must be prepared to do if you are to operate the Patrol System successfully.

Boys want a Scouter to whom they can turn for advice, ideas and guidance; someone who can do things for them which are beyond their own powers; someone who knows this great world and who can show them some of its secrets—not in a classroom but by example in reality and perhaps, above all, a man whose understanding is at least equal to his knowledge.

Play fair with the boys and play your role as a Scouter properly—don't be an interfering busybody. Remember your own youth and try to see things through the boys' eyes.

## 2 Organization and Practice Patrol Leader Training

**The door to the successful operation of the Patrol System is opened by the Patrol Leaders but the key is placed in their hands by the Scoutmaster.**

The Scoutmaster's most important function in the Troop is training Patrol Leaders, for they form the governing body which controls the affairs of the Troop and they influence to a very great extent the Scouting experiences of each of its members.

The training of Patrol Leaders is a continuous process of education by example and learning by doing. For this purpose, the Patrol Leaders form a Patrol of which the Scoutmaster is Patrol Leader. Together they learn Scouting skills by participating in activities. They learn leadership ability by observing the example of their Scouter and they absorb his philosophy by working and talking with him. They are prepared for events in which they will have to train their Patrols to participate by way of Troop activities. In this way each Patrol Leader is able to make personal advancement and remain in a position to lead. He learns how to instruct and design training activities for his Patrol and how to handle it as a team and each member as an individual.

The training of Patrol Leaders in a new Troop takes time and it may be as long as three years before the Patrol System is established to the extent where a Scoutmaster can have full confidence in the ability of his Patrol Leaders. The reason for this is experience—while a Patrol Leader gets direct training from the Scoutmaster, the Scouts in his Patrol are also developing leadership ability and gaining experience under his guidance, so that when

their turn comes they already have a good knowledge on which to build. While the Scoutmaster is primarily responsible for Patrol Leader training, he may delegate training in specific skills to his A.S.M.s or others brought in especially for the purpose. Patrol Leader Training may be carried out during Troop Meetings, (leaving Patrols in the charge of Seconds), after Troop meetings or at some other time. It is generally considered that one meeting of two to four hours per month is better than several short meetings, and there should certainly be at least one week-end camp per year.

An essential feature of the Patrol System is the responsibility given to the Patrol Leader. Naturally, this must be compatible with training and experience, but the degree to which a Scoutmaster is able to delegate and rely on his Patrol Leaders is a measure of his success.

The Bronze Arrowhead Course is a recognized Training Course designed to help Scouters give their Patrol Leaders basic training. Notes on how to conduct this course are available from your District or Provincial Headquarters.

### The Organization of a Patrol

**THE PATROL.** A Patrol usually comprises not less than four and not more than eight boys who have *chosen* to work together as a team. Under no circumstances should boys arbitrarily be placed in Patrols. In a new Troop, or at a later date when a re-shuffle is necessary, the boys should be allowed to form their own groups. Thereafter, each Patrol should actively recruit new members. The most important thing is that the boys are a happy gang together.

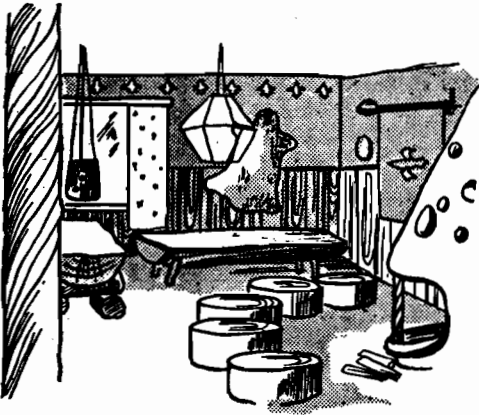
However, provision must be made for boys, who because they may be un-

popular, might not be invited to become members of any Patrol. This is a subject with which the Scoutmaster and the Court of Honour must be prepared to deal—it will provide a fine lesson and an opportunity to practise Brotherhood.

In the majority of Patrols boys vary in age, possibly from 11 to 16 years, but there is nothing which says this must be so. If they form into Patrols of boys of similar ages, they should be allowed to remain so. In this way, Cubs coming up at 11 years would tend to form a Patrol and remain together throughout the Troop. There are pros and cons for both methods and it is important that they are fully explored, but after that, the decision should be left to the boys.

The Scout Patrol is the character training school for the individual. It is the original and most important unit in the Movement.

**THE PATROL LEADER.** A Patrol Leader is the boy elected by the members of a Patrol to be its leader. Normally, he will be selected from the members of a Patrol but occasionally, it may be necessary to widen the field and permit a leader to be elected from the Troop at large. The election should be by secret ballot, after the Scoutmaster has instructed the Patrol on the qualities required of a Patrol Leader. Each boy concerned writes on a piece of paper, first the name of the boy he would most like to have as Patrol Leader and then his alternative choice. When this has been done, the papers are collected and two points awarded to the first name and one point to the second. The boy with the most points is the leader elected. It should then be ascertained if the boy chosen wishes to be a Patrol Leader. The name then goes to the Court of Honour for approval. Only in



extreme circumstances would the Court of Honour refuse approval.

**THE PATROL SECOND.** A Patrol Second is chosen by the Patrol Leader to help him lead the Patrol. Obviously, it is essential to success that his choice be acceptable to the members of the Patrol.

**OTHER MEMBERS.** Other members of the Patrol will each have a specific responsibility to the Patrol. These responsibilities will vary according to individual choice and ability and they may be changed and varied as often as it is thought necessary. Here are a few suggestions: — Quartermaster, Chief Cook, Hikemaster, Keeper of the Log, First Aider, Naturalist, Engineer, Artist, and so on. The smart Patrol Leader will see that opportunities are frequently provided for each boy to play an active role according to his specialty. In this way, even the newest member may feel he is a useful member of a Patrol and occasionally may have the opportunity to take the lead. These special responsibilities are not the exclusive privilege of the boys concerned, for example, the Patrol Cook doesn't do all the cooking—each boy will take his turn, but will seek the advice of the Patrol Cook on the preparation of certain dishes. However, under emergency, or in a competition, the Patrol will operate at maximum efficiency if each boy does his own job.

**TROOP LEADER.** A Troop Leader is appointed by the Scoutmaster in consultation with the Court of Honour. A Troop Leader must have leadership ability, have led a Patrol for at least six months, and have earned his First Class Badge. The Troop Leader is the boy leader of the Troop—he co-ordinates the Patrols in Troop activities, acts as Chairman of the Court of Honour and generally assists Scouters. His assessment of a situation at boy level can be very useful to the Scouters. The appointment is not essential and should only be filled by a boy likely to do a good job.

**PATROL DEN OR CORNER.** Each Patrol should have a place of its own—some-where it can meet and keep its treasures. (Compare this with neighbourhood gangs that build "huts" or "forts" etc.). The Patrol Den can be a hut in someone's back yard or a corner of someone's basement, a corner of the Troop room or a room in the Troop Headquarters, an old box car or a farm outbuilding—anything, so long as the Patrol can meet there when they wish and can decorate and furnish the place to their liking. At the very least, Patrols should have removable screens around their corner of the Troop room—charts and pictures can then be fastened on the inside. The Patrol Den is the core around which Patrol spirit and tradition can be built. It is the place where each generation of the Patrol can and will express its personality. The maintenance and development of Dens or Corners can form an important training aid and should be part of the Inter-Patrol competition.

#### The Patrol System in Practice

**PATROL MEETINGS.** The regular meeting of the members of a Patrol under the leadership of their Patrol Leader is a very important feature of the Patrol System and too little attention is given to it today. A Patrol Meeting should normally last about one to one and a half hours and it is here that most of the instructing is done. Just as the Patrol Leader was instructed and trained by his Scouter, so he in turn, passes this training onto his Patrol. He does not do all the training himself, but makes use of his Second and other members of the Patrol according to their qualifications. The training will be related to the coming activities of the Troop so that each Patrol is ready to play its part when the Troop meets.

Ideally, the Patrol should hold weekly

Patrol Meetings but, if for a very good reason, the ideal cannot be achieved, one of the following arrangements should be adopted:—

- (i) Alternate Patrol Meeting one week with Troop Meeting the next.
- (ii) Three weekly Patrol Meetings followed by a monthly Troop Meeting.
- (iii) A period of at least half an hour set aside during Troop Meetings for Patrol Meetings, planned and executed by the Patrol Leaders.

Patrol activities fall roughly into six categories:—

1. Training for activities on which the Troop will be working.
2. Training for personal advancement.
3. Group interest activities, e.g. woodwork, hiking, model railroading, inventing gadgets.
4. Straight fun, quizzes, non-athletic games.
5. Athletic games, hockey, swimming, etc.
6. Good Turns.

Within reason it matters not so much what a Patrol does so long as they do it together and some balance is maintained between the six categories. It is a poor Patrol or Troop Meeting from which any member goes home without having learned or achieved something.

**PATROL-IN-COUNCIL.** Patrol-in-Council is an informal gathering of all members of the Patrol for discussion. It is called to get the boys' ideas and desires for programme items, plans for camp, training progress and so on. It is here that the Patrol Leader gets the expression of opinion which he will convey to the Court of Honour. At other times, if a problem which presents no obvious solution arises during an activity, the Patrol should gather round for an impromptu Patrol-in-Council. In this way,



Court of Honour Meeting

# the patrol SYSTEM

SLEUTH



ENGINEER



THE



SCRIBE

## TRAINING

SCOUT MASTER  
TRAINS PATROL  
LEADERS



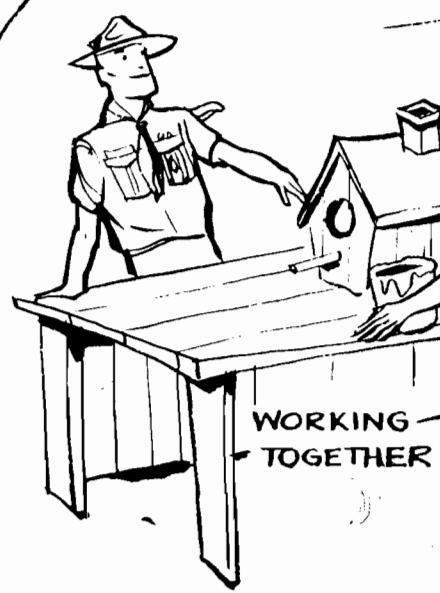
COURT OF HONOUR

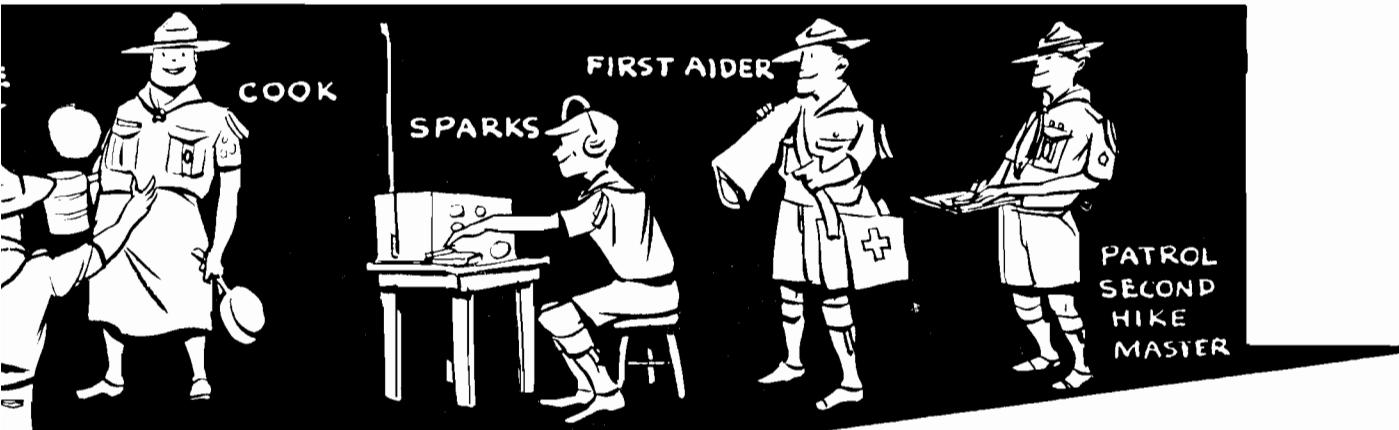


ADVENTURING  
TOGETHER

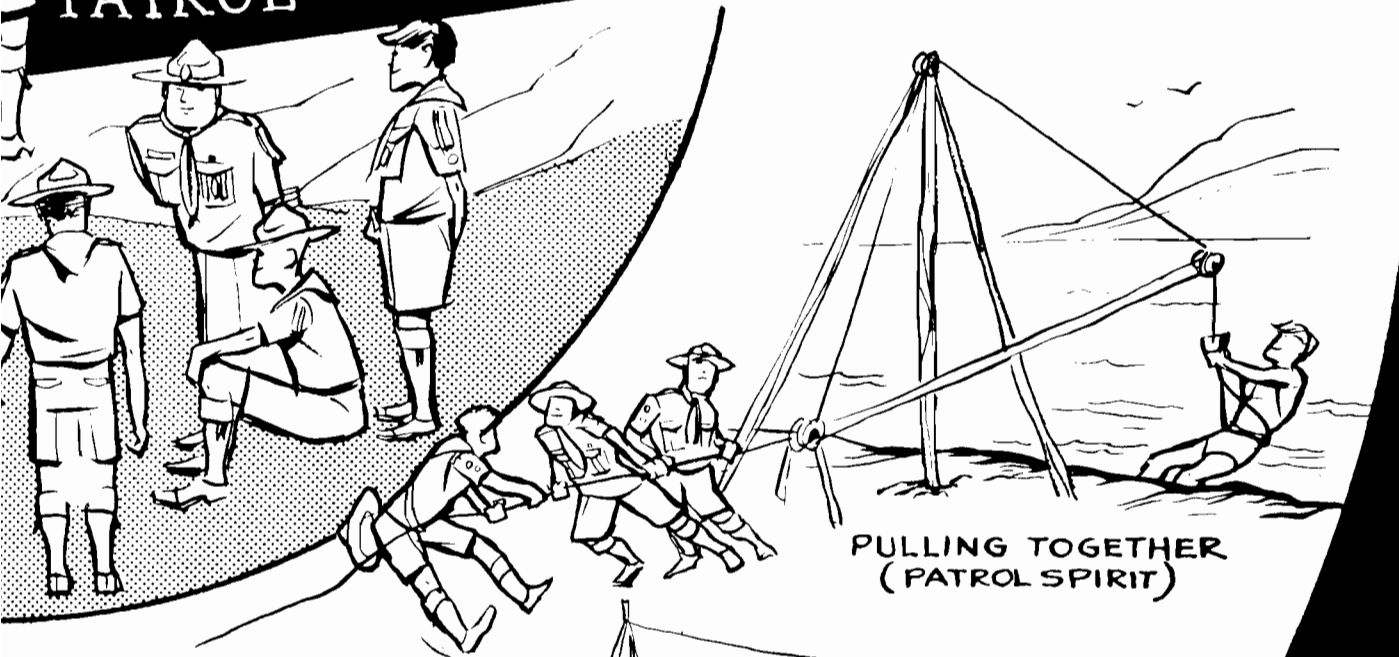


WORKING  
TOGETHER





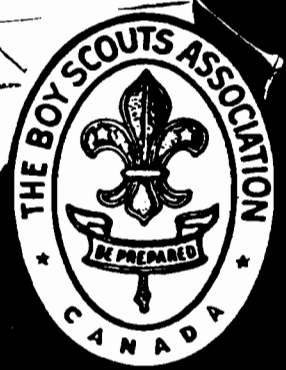
PATROL



PULLING TOGETHER  
(PATROL SPIRIT)



CAMPING TOGETHER



*baslaw*

everyone should have a chance to express an opinion, probably the best solution is arrived at, and everyone sets about the job knowing what the objective is and what to do.

**TROOP MEETINGS.** Troop Meetings are meeting of Patrols under the overall direction of a Scouter or boy leader assigned to the job. Patrols continue to function as individual units under the guidance of their Patrol Leaders. Activities are organized by a Scouter or boy leader on the plans made by the Court of Honour. All instructions for activities are given to Patrol Leaders who then organize their Patrols accordingly. According to the activities planned Patrols may work together to a common end, or may participate in

competitive activities. Inter-Patrol Competition should be used to create incentive and enthusiasm, but must never be permitted to become cut-throat. Competition must be for the fun of the activity, not merely for winning.

**THE COURT OF HONOUR.** The Court of Honour is the governing body of the Troop. The Patrol Leaders form the main core of this body. Full details of the organization and operation of the Court of Honour will appear in article 3.

The Patrol System requires intelligent application and calls for considerable effort and patient understanding on the part of the Scouter. His task is, to guide and, unobtrusively, to help

but not to interfere. He has to find a happy balance between giving the boy no help or ideas and doing everything himself—between expecting too much and demanding too little. Obviously, in a new Troop (or one not previously operated on the Patrol System) the amount of help and guidance the Patrol Leaders need will be considerable, but as they gain experience, confidence, and as their minds are opened, the Scoutmaster can slip further into the background.

Perhaps the best definition of the Scoutmaster's part is that of a catalyst—someone whose presence promotes action among others without apparently taking any active part himself.

## 3

### THE COURT OF HONOUR

#### Composition of the Court of Honour

The Court of Honour is made up of the Troop Leader (if there is one) the Patrol Leaders, and the Scoutmaster who may attend in an advisory capacity but does not vote. In Troops of three or less Patrols, Patrol Seconds may also be included. Although Assistant Scoutmasters may attend Court of Honour meetings, it is suggested that usually they should not do so. Too many adults will tend to overwhelm the boys with the result that they will not speak freely.

A session of the Court of Honour is a business meeting conducted on formal lines, thus a Chairman, Secretary, and Treasurer are required and are elected by the Court of Honour from its own membership.

In a new Troop, the position of Chairman is perhaps best filled temporarily, (say for ten weeks), by the Scoutmaster so that the Patrol Leaders may be instructed on how to prepare for and how to conduct a Court of Honour meeting.

The Secretary will keep the minutes of the meetings and attend to correspondence on behalf of the Court of Honour and of the Troop. The Treasurer will keep a record of dues collected and keep the Court of Honour informed of expenses and the balance in hand. He will prepare a budget and see that approval of the Court of Honour is obtained for all major expenditures.

The position of officers of the Court of Honour may be rotated, if necessary, so that each member has a turn and no job becomes a burden.

As the Troop grows and the Patrol Leaders gain experience, they should take over the running of the Court of Honour completely. Normally, the

Troop Leader will act as Chairman and the Scoutmaster will sit in on some meetings but take little part in discussions. He will give advice when asked and maybe suggest a possible solution to a difficult problem but, in most cases, it is better to let the boys reach a decision for themselves. He has the right to veto a decision of the Court of Honour, but this right should only be exercised in extreme cases. Whenever it is sensible to do so, let the boys learn by their own mistakes. However, too many mistakes can be as disheartening as too much interference.

#### Meetings of the Court of Honour

The Court of Honour should meet regularly. Many Troops find that a short meeting after regular Troop meetings plus one extra meeting each month, is satisfactory. Sometimes Seconds can be left in charge of Patrols, and a Court of Honour held during a Troop meeting. In any case, the motto should be "little and often". If the agenda gets too large, the job of dealing with the problems becomes too much for the boys with consequent poor results.

#### The Job of the Court of Honour

The Court of Honour is the governing body of the Troop. It is responsible for:

(1) Guarding the honour of the Troop. This is the Court of Honour's first and most important function. Right from the beginning the Scouter must imbue his Patrol Leaders with a sense of responsibility, both personal and corporate, for tradition and honour. A Troop without honour and a sense of its responsibilities will not contribute anything worthwhile to the development of its individual members, or to the Movement as a whole.

The Court of Honour and the Patrol Leaders who form it, must set the high-

est standard possible in regard to smartness, courtesy and general efficiency. The joint example of the Patrol Leaders will do more than anything else to develop the right spirit in the Troop.

All new recruits should come before the Court of Honour before they join, so that the traditions of the Troop and the function of the Court of Honour may be explained to them. They should also be told what will be expected of them in return for the privilege of joining the Troop. Membership is a privilege—don't let any boy think that he can treat it lightly.

Before any boy may be tested for a badge he should first get the approval of the Court of Honour. There is more to the earning of a badge than the mere passing of the technical requirements. The Court of Honour, through the Scout's Patrol Leader, should be reasonably sure that the boy is ready to pass the technical requirements (saves wasting examiner's time) and that he has displayed the right spirit and amount of effort in preparation. For instance, some boys may be selfish and work for badges for themselves to the neglect of their duties to their Patrol, or a boy may be ready for his First Class but making no effort to live up to his Scout Promise. If it is evident that a boy is not ready, he must be told so, and why. He should be presented with a challenge which will encourage him to make up his deficiency and go on to earn the badge.

Most disciplinary action can, and should be, performed by the Patrol Leader concerned—usually after consulting with the Scouter. Occasionally, however, a more serious problem may arise and the Court of Honour asked to consider the matter. A defendant should be given a chance to state his case before the Court, who will then

decide the necessary disciplinary action—if any. The Scouter will have to be very careful and exercise some very skilful guidance here, as boys tend to be cruel and go to extremes. They tend to be more interested in the punishment than in an action which will help a boy to correct his shortcomings.

The Scoutmaster must remember that he is responsible for the action of the Court of Honour and must never seek to hide behind its decisions.

(2) Programme Planning. As a result of a Patrol-in-Council, each Patrol Leader brings the ideas and wishes of his Patrol to the notice of the Court of Honour. These are discussed and those receiving majority votes are put forward as programme material. In this way, the Leaders are able to present Troop programmes which they know the majority of boys desire.

Here is a wonderful opportunity to train a boy in democratic living. He has to learn to represent his Patrol and to put their case forward even though he may not agree with it personally. He has to persuade his Patrol to back up loyally any decisions of the Court of Honour, even when they are contrary to their own wishes. He must learn to accept success or defeat with equanimity.

Programme Planning should be achieved in three stages—Long Range, Short Range and Immediate Planning.

Long Range Planning consists of setting up objectives to be achieved during the coming year, noting special events scheduled to occur and developing general themes and ideas which will help the Troop achieve its objectives.

Long Range Planning must not become too large or involved—too many items or too much detail at this stage will cause congestion and confusion. If the boys have too many things over which to spread their enthusiasm, they may well end up indifferent to them all. Long Range Planning is best done in the period July-August and the ideal place is Summer Camp when a special event can be made of it for the Patrol Leaders. Then, at the last Camp Fire, the Troop can be let into some of the

adventures in store, so they have something special to which to look forward.

Short Range Planning is the main business of the special monthly Court of Honour. Here the Long Range Plan is taken and expanded to cover the immediate future, usually the period of the next three months. More details are added; possibly additional objectives are included, dates are fixed and organizing responsibilities are allocated.

Programmes for the immediate month are put into outline shape.

Immediate Planning is done by the person or persons responsible for the activity. Most immediate planning will be done by the Scouters using the Short Range Plan submitted by the Court of Honour as a basis. However, Patrol Leaders (and Troop Leaders) should be given activities to organize themselves from time to time. Last minute suggestions for final plans will be put forward at the weekly Court of Honour meetings.

When the Scouters are generally responsible for Immediate Planning they should meet together, preferably after the Court of Honour, to build the programme and allocate responsibility for organizing and running activities. It is most important that Assistant Scoutmasters share in planning detail programmes and are not just told what to do by the Scoutmaster.

A few moments should also be taken at the weekly Court of Honour to analyze the last programme, to learn by mistakes, note what was popular and to make necessary adjustments in the coming programmes.

In addition to programme planning Patrol Leaders should be accustomed to running Troop meetings and the Troop should be accustomed to their doing so. In this way, if a Scouter is unable to attend a meeting, the Patrol Leaders can take over without any problem or unusual comment. During a Troop meeting (but not necessarily every Troop meeting) each Patrol Leader should be responsible for an activity, which he will prepare and run by himself. Occasionally, Patrol Leaders should run an entire meeting by themselves.

(3) General Administration. A Court of Honour also looks after the administration of Troop funds (weekly dues). It is responsible for the proper maintenance of all Troop equipment and any general decisions affecting the Troop.

#### Court of Honour Code

As a valuable aid to establishing and maintaining a tradition of sound Court of Honour operation, it is strongly recommended that each Troop adopt a Court of Honour code. This code should be visible at each meeting of the Court of Honour and should be used or presented in card form to each Patrol Leader at the time of his investiture as a Patrol Leader. It would serve as a guide to the job he has to do, a constant reminder of the responsibility which he has to discharge. Here is a suggested code, use it or write your own but be sure to keep it simple and to the point.

It is the duty of each member of this Court of Honour

1. To set a good example in living the Scout Promise and Law.
2. To uphold the honour and tradition of the Troop.
3. To consider the wishes of his Patrol before those of himself.
4. To be fair and just in making all judgments.
5. To abide cheerfully by the decision of the majority.
6. To respect the secrecy of Court of Honour discussions.
7. To loyally assist the Scouter in the efficient operation of the Troop.

The extent to which a Court of Honour can be left to itself depends on the experience and training of the Patrol Leaders. Patrol Leaders need as much training and guidance for their work with the Court of Honour as they do for skills and the wise Scouter will always be feeding the ideas and suggestions to stimulate their imagination. Remember the Scoutmaster is the catalyst which stimulates the action of his Patrol Leaders. The Court of Honour represents the hub from which action in the Patrol System stems. Thus it is evident that a Troop can only be as good as its Court of Honour.



#### 4 THE PATROL GOES TO CAMP

The Founder said, "Camp is the Scoutmaster's great opportunity". It is equally the great opportunity of the Patrol, the Patrol Leader and each boy, if it is operated on the Patrol System. Only in camp do Scouts live together under the complete influence of the Scout programme for any continuous length of time. Under these conditions, the Patrol System has its greatest opportunity to help in forming a boy's character and the Scoutmaster, relieved of all detailed organization, except the overall responsibility, has time to observe what goes on around him and to help each individual with his problems.

In camp, the Patrol operates entirely on its own—whether it succeeds or fails depends on its previous training, the Patrol Leader's ability and the spirit which prevails among its members.

#### Training for Camping

Training for camping begins as soon as a boy joins the Troop. At Patrol Meetings and on hikes, he learns the basic skills that he will need, not only to be able to camp, but to be able to live comfortably and enjoyably in camp. Throwing a boy into deep water is not the best way to teach him to swim and the same theory applies to camping.

In a new Troop the Scoutmaster must first train his Patrol Leaders (and possibly Seconds) in camping by taking them on several short term camps as his Patrol. Even in established Troops it is an excellent idea for the Scouters to hold at least one Patrol Leader's training camp early each year. The programme for this camp will be designed to improve any weaknesses noted in previous camps, to put across new ideas or improved techniques and more advanced aspects of camping with which the Patrol Leaders are not familiar. A Patrol Leader's training camp also serves to develop fellowship among the members of the Court of Honour and helps to build the 'esprit de corps' among them so necessary for harmonious functioning of the Troop as a whole.

#### Short Term Patrol Camps

The preparation and operation of Patrol Weekend or Short Term camps is much the same whether Scouters are present or not. The decisions made in your Troop will depend upon the experience and reliability of the Patrol Leaders and possibly Seconds, and the location of the camp site. Nevertheless, it should be emphasized that Patrol Leaders taking their Patrols to camp under approved conditions is a desirable standard which every Troop should achieve in time.

Patrol camps are planned by the Patrol-in-Council. They discuss the programme, the menus, the transportation, the cost, and so on, and then jobs are allocated to members of the Patrol. Usually, the Patrol Leader will make up the final programme, possibly the Patrol Cook and another will draw up the menu and purchase the stores. The Patrol Quartermaster will organize the equipment, someone else will arrange the transportation and the Patrol Treasurer will collect the necessary charge and provide the funds for purchasing food and incidentals.

The Patrol Leader will submit all the plans to his Scoutmaster well before the camp and they will discuss them thoroughly. No Patrol may go to camp without the Scoutmaster's permission.

Arriving in camp, the Patrol will set up its own self-contained camp including sleeping tent, stores tent, kitchen, dining area, latrine and ablution arrangements. The Patrol Leader is in complete charge of his Patrol and responsible for discipline and organization. If Scouters are present the part they play varies according to the experience of the Patrol Leader but under no circumstances should they interfere with the Patrol Leader's authority. Any suggestions for improvements or necessary instructions should be given in confidence to the Patrol Leader for him to carry out. Scouters can, of course, supervise swimming activities, organize games and activities at the request of the Patrol Leader and be present for passing grade and badge requirements.

If more than one Patrol is camping at the same time they should be well separated so as not to intrude upon each other. Here again the Scouters

may organize inter-Patrol activities, if so requested. Scouters may prepare their own meals or be the guest of a Patrol.

If Scouters hope for responsible leadership from their Patrol Leaders, they must show faith in the boys' ability to lead their Patrols.

#### Long Term or Troop Camps

Troop camps are planned by the Court of Honour in conjunction with the Scouters. The original planning for the Annual Summer Camp should take place nine to ten months prior to camp being held. The selection of good camp sites is part of the training of a Scout so whenever possible the Patrol Leaders should visit the possible sites with their Scouters and Group Committeemen, so they may learn and have the opportunity to express their own choice. Once a site is chosen they should also select possible Patrol sites and make a map of the site to facilitate planning at home. Back at Troop Headquarters the copy of the map, together with any photographs or other relevant data, should be posted on the notice board to begin promoting the next summer camp.

When planning the programme it is important that the time is not taken up with only Troop activities, i.e. activities in which all Patrols will participate. There should be periods when each Patrol is free to operate its own activities in the charge of its Patrol Leader or Second.

The Court of Honour will also help in compiling menus and in drawing up food orders. Although each Patrol may do its own ordering at Summer camp and be entirely responsible for its food,

CHIPMUNK PATROL ROSTER

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Patrol Leader Jim	Dish Washer	Wood	Asst. Dish Washer	Asst. Cook & water	Cook	Tent & kit
Second Tom First Alder	Tent & kit	Dish Washer	Wood	Asst. Dish Washer	Asst. Cook & water	Cook
O.M. Brent	Cook	Tent & kit	Dish Washer	Wood	Asst. Dish Washer	Asst. Cook & water
Signaller Barry	Asst. Cook & water	Cook	Tent & kit	Dish Washer	Wood	Asst. Dish Washer
Engineer Wayne	Asst. Dish Washer	Asst. Cook & water	Cook	Tent & kit	Dish Washer	Wood
Time Keeper Chuck	Wood	Asst. Dish Washer	Asst. Cook & water	Cook	Tent & kit	Dish Washer

it is more usual for the food to be bought by the Troop Quartermaster, from whom Patrols draw daily rations.

The layout of a Troop camp will include separate and, if possible, secluded areas in which each Patrol will set up its own camp exactly as for a weekend camp. The Scouters should be, more or less, centrally located with the Medical, Quartermaster Stores and Equipment tents and the main flag pole and notice board.

It is recommended that all Troop Scouters eat with Patrols as their guest—each Scouter rotating to a different Patrol each day. This provides a wonderful opportunity for boys and Scouters to really get to know one another and causes good friendly rivalry as each Patrol tries hard to please its guest. Scouters are also able to keep a close check on each boy's health and condition by observing him at mealtimes.

The inter-Patrol Competition at Summer camp is best divorced from the regular weekly competition. The competition should be largely confined to camping standards, otherwise it can

be over-emphasized and, by causing tension, tend to spoil the happy atmosphere of the camp. Score should be given for all phases of morning inspection (punctuality, personnel, tent and equipment, kitchen and pits, dining shelter and utensils, stores, and latrine), punctuality, quality and service of meals. Other scores may be introduced as necessary as an incentive to better discipline for specific activities and games, and occasionally for night inspection of sites or other surprise items.

It is important for Scouters to realize and remember that Scout camp is NOT a holiday camp—it is an essential part of Scout training and, in most cases, is the basic reason why the boys join the Movement. Camping with his Patrol, as described above, gives each boy identity as an important member of a team and the experience will develop his ability and self-reliance. In a well-organized Patrol there are no chores, because every boy has his responsibility and takes pride in seeing it through to a satisfactory conclusion for his pals. In this respect each Patrol Leader

should draw up a roster for the daily routine so there is no likelihood of one or two boys being "Joed" for the same jobs.

Working for the Patrol and his pals is an important function in character building, therefore the practice of each boy "doing his own", e.g. washing up his own dishes, is generally to be deprecated. Naturally each boy will do what he can for himself and help out with other jobs, if necessary, when his own is completed. If the right spirit is generated in the Troop, by the Scouter's example, and in Patrols by the example of their Patrol Leaders, the boys will be looking for ways to help.

Make sure that the Scouts in your Troop are presented with a challenge in camping through the proper application of the Patrol System. That, quoting from the headings of the first article in this series, the "gang" through being responsible for its own welfare without adult interference, finds real adventure out of doors.

Produced by  
Canadian Headquarters  
for the  
Canadian General Council  
of  
The Boy Scouts Association