

Troop 71

Junior Leader Handbook

Adapted from the Troop 96 JLT Handbook written and compiled by John Muir, JASM, 2nd Edition, March, 1998 and The BSA JLT Manual by Rich Diesslin, October 2003



KNOTS cartoon reprinted with permission

Table of Contents

Introduction

ScoutMaster's Message

Troop Organization Chart

Positions of Responsibility

PLC Guide

The Patrol Method

Safe Haven

The Baden-Powell Patrol

Conflict Resolution -- Counseling

Qualities of a Good Patrol Leader

Conclusion

B-P's Last Words

Introduction

What Is Leadership?

Leadership is a process of getting things done through people. The quarterback moves the team toward a touchdown. The senior patrol leader guides the troop to a high rating at the camporee. The mayor gets the people to support new policies to make the city better.

These leaders are getting things done by working through people -- football players, Scouts, and ordinary citizens. They have used the process of leadership to reach certain goals.

Leadership is not a science. So being a leader is an adventure because you can never be sure whether you will reach your goal -- at least this time. So leaders have to try again, using other methods. But they always use the same process the process of good leadership.

Leadership means responsibility. It's adventure and often fun, but it always means responsibility. The leader is the guy the others look to to get the job done. So don't think your job as a troop leader will be just an honor. It's more than that. It means that the other Scouts expect you to take the responsibility of getting the job done. If you lead, they will do the job. If you don't, they may expect you to do the job all by yourself.

Wear your badge of office proudly. It does not automatically make you a good leader. But it identifies you as a Scout who others want to follow -- if you'll let them by showing leadership.

You are not a finished leader. No one ever is, not even a president or prime minister. But you are an explorer of the human mind because now you are going to try to learn how to get things done through people. This is one of the keys to leadership.

Good exploring -- both in this handbook and with the groups you will have a chance to lead.

ScoutMaster's Message

Leading is something we do every day. In fact, leadership is such a basic part of everything we do; we sometimes don't recognize it. There are good leaders and bad leaders, popular leaders and unpopular leaders. The main thing to remember is that good leaders are trained, they are not born that way. So if you see someone that isn't a good leader, it is probably because they have not been trained.

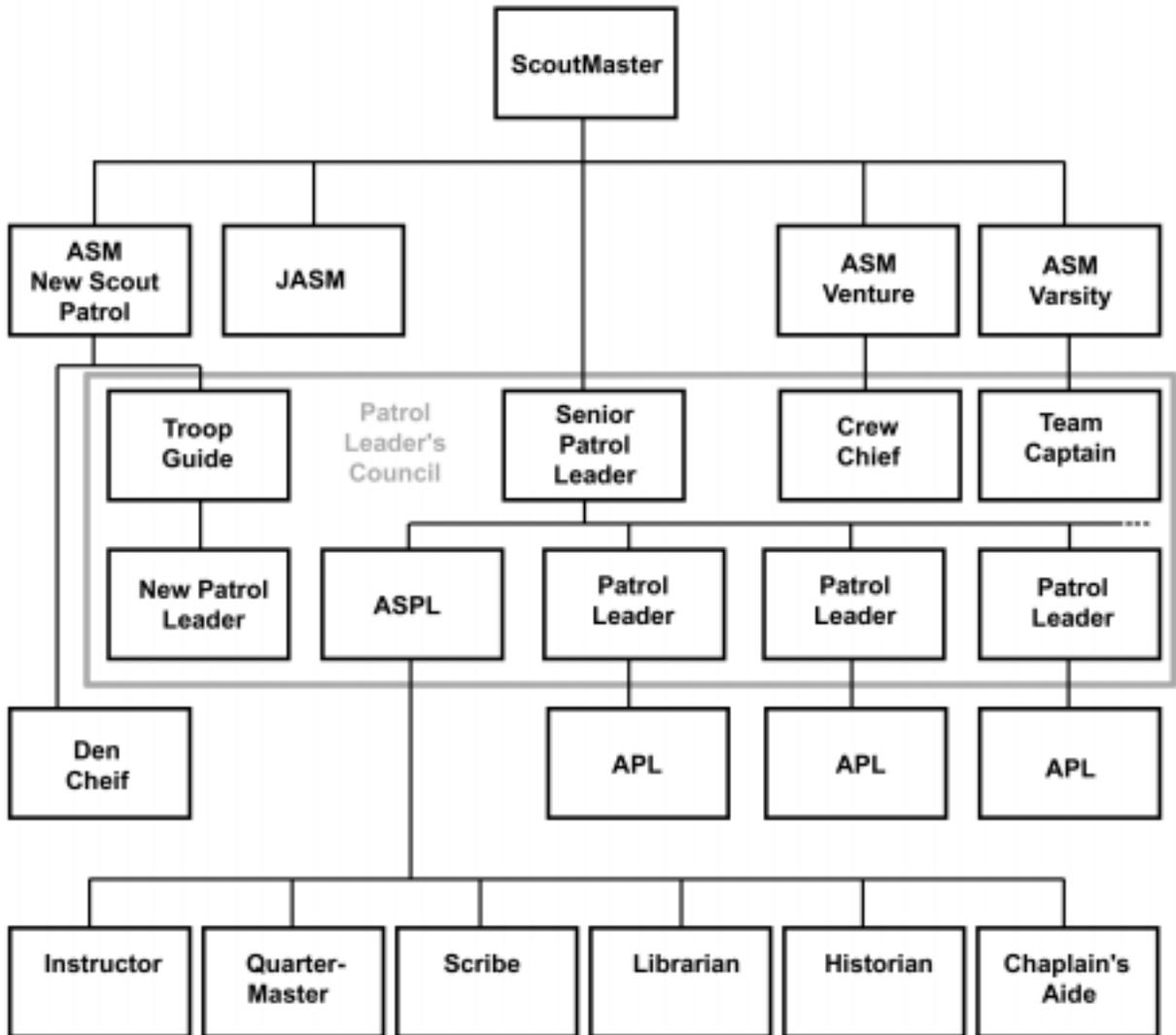
Whenever you organize an activity, make plans with your friends, or tell some one how to do something you are exhibiting leadership and using your leadership skills. We recognize these activities in the scout troop as organizing a campout, planning in the PLC, and teaching a skill to another scout. When we do them outside of a troop meeting, we don't think of them as leadership activities but they really are. For instance, when you organize a group of people at school or church to do any sort of activity, you are using leadership. When you make plans to go to the movies with your friends you are using leadership. When you help a friend with homework you are teaching a skill and using leadership.

If you are going to use leadership everyday, why not learn some basic skills to make it easier? You can't learn everything about leadership in one JLT, or even in several, but you can learn enough to get you started. Some people make careers out of learning about and teaching leadership, but taking classes and learning about it doesn't really make you a leader anyway. As with anything you want to learn, you have to practice it to get good at it. Once you learn some of the skills in JLT, you can practice them in the troop meetings. The more you practice your skills, the easier they become. When your skills become easy, then being a leader will become fun.

As you go through the Boy Scout Junior Leader Training, you will learn a lot about leadership. You will learn about the organization of the troop, about problem solving, and you will learn about two styles of leadership, the "Big Boss" and the "Shared Leadership." I would challenge you to think about the decisions you make from now on, both in scouts and outside the troop. Are you a big boss or do you share leadership in the decisions you make?

Patrick E. Price
Troop 71 ScoutMaster

Troop Organization Chart



The Senior Patrol Leader

Top junior leader in the troop

Prerequisite: Passing of the JLT Basic Training course

Reports to: the Scoutmaster



Senior Patrol Leader Duties:

1. Runs all troop meetings, events, activities, & the annual program planning conference
 - is essentially the MC, only the SPL should lead ceremonies and activities
 - perfect attendance is essentially a requirement
 - should feel comfortable standing up in front of people and talking LOUD
2. Organizes and chairs Patrol Leaders' Council meetings
 - will meet with the SM ahead of time to compile the meeting agenda
 - keep the meeting on track, this is NOT the SM's job so don't make him do it!
 - is responsible for scheduling PLCs and making sure all are in attendance
3. Appoints other troop junior leaders with advice and counsel of Scoutmaster
 - Appoints the following: ASPL, Quartermaster, Grubmaster, Scribe, historian, librarian, plus others required
 - Will require the help of the ASPL with appointing 'Auxiliary Positions,' since they will be working under him
 - The SM has the prerogative to reject someone for one of the above positions
4. Assigns duties and responsibilities to junior leaders
 - Delegation is the main job of the SPL
 - Needs to know WHAT needs done so he can decide WHO has to do it
 - Balances the JOB with the GROUP
5. Assists the Scoutmaster with Junior Leader Training
 - Has attended JLTC and should have a working knowledge of leadership skills
 - Should help other junior leaders by sharing these skills on an informal basis

And as with all other Junior Leaders -

1. Sets a good example
2. Enthusiastically wears the Scout uniform correctly
3. Lives by the Scout Oath and Law
4. Shows Scout spirit

The Assistant Senior Patrol Leader

Second-highest junior leader. Appointed by SPL with approval of the SM.



Prerequisite: First Class Rank

Reports to: the Senior Patrol Leader

Assistant Senior Patrol Leader Duties:

1. Helps the SPL run troop meetings and activities
 - a. Must help to enforce and support what the SPL decides or does
 - b. Must set an example of “following the leader” to encourage others to do so
 - c. Has the task of supervising Auxiliary Leaders during troop meetings or activities
2. Runs the troop in the absence of the SPL
 - a. Has to keep in communication with the SPL
 - b. Responsible for “filling-in” the SPL on anything he missed
3. Helps to train and supervise the troop scribe, quartermaster, librarian, historian, and chaplain aid
 - a. Makes sure that the QM is taking care of the Scout Room and of the equipment
 - b. Goes over menu plans with the Grubmaster at least a week before food is bought
 - c. Keeps track of the Scribe’s job of dues collection
 - d. Assists the Librarian with borrowing and returning of books by other scouts
 - e. Communicates with the Chaplain Aide about prayer during meetings and outings
4. Serves as a member of the Patrol Leaders Council
 - a. There as an ASSISTANT to the SPL, not an adversary
 - b. Remember to bring up concerns of the Auxiliary Positions

And as with all other Junior Leaders -

- 1 Sets a good example
- 2 Enthusiastically wears the Scout uniform correctly
- 3 Lives by the Scout Oath and Law
- 4 Shows Scout spirit

The Patrol Leader

Elected leader of the patrol. Represents patrol in Patrol Leaders' Council.

Prerequisite: First Class rank

Reports to: the Senior Patrol Leader



Patrol Leader Duties:

1. Appoints the Assistant Patrol Leader
 - a. first duty as a PL
 - b. pick someone who is ABLE and WILLING
 - c. ask for the help of the SPL or other junior leader in picking and training the APL
2. Represents the patrol in the Patrol Leaders' Council (PRIMARY JOB)
 - a. must get patrol's feelings on something BEFORE going to the PLC
 - b. attendance is ABSOLUTELY MANDATORY!!!
 - c. similar to the US Congress – the PL is the congressman
3. Plans and steers patrol meetings
 - a. must run patrol meetings both in and out of meetings
 - b. is responsible for meeting objectives set by the PLC
 - c. outside patrol meetings are not required, but may be necessary because:
 1. It is an opportunity to work on scout skill advancement
 2. A good chance to increase patrol spirit
 3. May be needed to prepare for an outing or other activity
4. Helps scouts advance
 - a. should help everyone in the patrol to First Class rank
 - b. is a senior scout within the patrol, should share his knowledge
5. Acts as the chief recruiter of new scouts
 - a. works through patrol members to add new members to the troop
 - b. has patrol bring friends to meetings, responsible for "showing them around"
6. Keeps patrol members informed
 - a. by communicating with them weekly before meeting night
 - b. keeps patrol informed of what the SPL says
7. Knows the resources and the needs and characteristics of his patrol
 - a. by "Resource Questionnaires"
 - b. by TALKING with patrol members

And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

The Assistant Patrol Leader

Appointed by the patrol leader, runs the patrol in his absence.

Reports to: the Patrol Leader



Assistant Patrol Leader Duties:

1. Helps the PL plan and steer patrol meetings and activities
 - a. must support the PL
 - b. helps to keep the patrol under control
2. Runs the patrol in the absence of the PL
 - a. should be in communication with the PL
 - b. should be aware of what's going on in case the PL is absent
3. Helps keep the patrol members informed
 - a. helps the PL when patrol members need to be called
 - b. should take responsibility of calling some members of the patrol on regular basis
4. Helps the patrol prepare for troop activities
 - a. works with the PL to plan and steer patrol meetings
5. Represents his patrol at the PLC in the absence of the PL
 - a. should be aware of 'how' the PLC works
6. Lends a hand in controlling the patrol and building group spirit
 - a. needs to encourage good behavior
 - b. should encourage patrol cheers and patrol teamwork

And as with all other Junior Leaders -

1. Sets a good example
2. Enthusiastically wears the Scout uniform correctly
3. Lives by the Scout Oath and Law
4. Shows Scout spirit

The Troop Guide

Works with new scouts. He helps to introduces them into the troop.

Prerequisite: Star Rank

Reports to: the Assistant Scoutmaster for New Scouts



Troop Guide Duties:

1. Introduces scouts to troop operations
 - a. prior to the Bridging-Over, should meet with the Webelos dens to make sure that they know the Troop Joining Requirements
 - b. meets with them, along with the SM at a special meeting when they bridge-over
2. Guides new scouts through early scouting activities
 - a. for each new scout, must obtain complete advancement statues
3. Shields new scouts from harassment by older scouts
4. Helps new scouts earn First Class rank in their first year
 - a. responsible for organizing the "Skills Instruction" for Young Scouts, either by preparing a presentation or insuring that an 'expert' scout is doing so
 - b. during any meeting or outing where there is not a planned program, he must take the younger scouts aside to work on advancement
5. Teaches basic scouting skills with the help of the Instructors
 - i. must know the troop procedure for signing off a requirement
 - ii. Teach the new Scouts what needs to be done, and later (next week) test them to see if they've really learned it.
 - iii. If satisfied that one or more of the Scouts have met a requirement, he prepares a report for the Advancement Chairman or Assistant Scoutmaster.
6. Coaches the patrol leader of the New Scout patrol on his duties, works with him at PLCs
7. Attends the PLC with the new scout PL, helps planning of 'Skill' sessions of meetings and

And as with all other Junior Leaders -

1. Sets a good example
2. Enthusiastically wears the Scout uniform correctly
3. Lives by the Scout Oath and Law
4. Shows Scout spirit

The Instructor / Advancement Aid

Teaches scouting skills.

Prerequisite: First Class Rank

Reports to: the Troop Guide

Instructor Duties:

1. Teaches basic scouting skills to his patrol
2. Works to get each scout in his patrol to First Class rank
3. Performs duties as assigned by the Troop Guide, assists him with scout skills instruction

And as with all other Junior Leaders -

1. Sets a good example
2. Enthusiastically wears the Scout uniform correctly
3. Lives by the Scout Oath and Law
4. Shows Scout spirit



The Scribe

Keeps track of troop records.

Prerequisite: First Class rank

Reports to: the Assistant Senior Patrol Leader

Scribe Duties:

1. Attends and keeps a log of Patrol Leaders' Council meetings
 - a. keeps the minutes of the meeting to be published for reference
 - b. trained by the ASPL for this dutie
2. Records individual scout attendance and dues payments
3. Records individual Scout advancement progress

And as with all other Junior Leaders -

1. Sets a good example
2. Enthusiastically wears the Scout uniform correctly
3. Lives by the Scout Oath and Law
4. Shows Scout spirit



The Quartermaster

Keeps track of troop equipment.

Prerequisite: First Class rank

Reports to: the Assistant Senior Patrol Leader, ASM for Quartermaster



Quartermaster Duties:

1. Keeps records on troop equipment
2. Makes sure equipment is in good working condition
3. Issues equipment and makes sure it is returned in good condition
4. Makes suggestions for new or replacement items

And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

The Librarian

Sets up and takes care of the troop library.

Prerequisite: None

Reports to: the Assistant Senior Patrol Leader



Librarian Duties:

1. Keeps records of books and pamphlets owned by the troop
2. Adds new or replacement items as needed
3. Keeps books and pamphlets available for borrowing
4. Keeps as system for checking out troop literature
5. Follows up on late returns

And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

The Chaplain Aid

Helps Troop to remember that “A Scout is Reverent.”.



Prerequisite: None

Reports to: the Assistant Senior Patrol Leader

Chaplain Aid Duties:

1. Keep troop leaders appraised of religious holidays and events when planning activities
2. Encourage saying grace before meals at troop outings
3. Tell troop members about religious emblems

And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

The Bugler

Troop musician for special ceremonies.



Prerequisite: Owning and knowing how to play a trumpet or bugle

Reports to: the Assistant Senior Patrol Leader

Bugler Duties:

1. Perform at special troop activities
2. Perform appropriate calls on outings to assist in the orderly program of the event.
3. Perform duties as required by the SPL or ASPL

And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

The OA Representative

OA Representative Duties:

1. Conduct the annual OA election for the troop
2. Encourage other OA members within the troop to remain active
3. Creates interest for others who may be elected to the Order of the Arrow



And as with all other Junior Leaders - Sets a good example / Enthusiastically wears the Scout uniform correctly / Lives by the Scout Oath and Law / Shows Scout spirit

Patrol Leaders' Council

The Patrol Leaders' Council is the main decision-making body of the troop. The PLC is what makes the troop run and function correctly. Large decisions require vote by this entire group. The main job of this team is to PLAN.

Three main responsibilities:

1. Plans the troop program
2. Makes the program happen
3. Deals with troop and patrol problems

Run by → Senior Patrol Leader

Members →

Patrol Leaders
Asst. Senior Patrol Leader
Troop Guide
Scribe

Individual Member Responsibilities:

1. Senior Patrol Leader is the chairman of the council, leads the discussion and voting on particular items, represents the interests of the troop as a whole
2. Patrol Leader is the most difficult position of the council, holding the responsibility of representing his patrol's opinions, NOT his own
3. Asst. Senior Patrol Leader is a member of the council not only to provide support to the SPL, but he is there to represent the interests of the auxiliary troop positions
4. Troop Guide has the responsibility of protecting the interests of the new scouts, as well as planning of skills instruction for all scouts not yet first class
5. Scribe is technically a non-voting member of the council, although his input is just as important as the other members. His main responsibility is note-taking, keeping the minutes of the meeting

Other members of the troop, especially those in auxiliary positions, will be asked to the PLC

PLC Agenda

The agenda for a PLC meeting is something that is worked out ahead of time between the scoutmaster and the SPL. The following are the major features, not necessarily in any order.

Opening

- The SPL leads the PLC in a short opening around the table

Agenda Items

- The day’s agenda is passed out and gone over to ensure “same page-ness”

Program Plan

- The month’s program feature is discussed
- Meetings for at least the next four weeks are planned
- Plans are made for the month’s outing

**Sample Meeting Plan Sheet

	Date	March 3	
<i>The activity and who it is run by</i>	Preopening	FINDING PACES john	
<i>Patrol with setup, plus other items</i>	Opening	- Ravens - Uniform inspection	
<i>Plan for new and old scouts, req.s involved, who is in charge</i>	Skills	NEW Phys. Fitness Req. T-9b with TG	OLD Plan compass hike for the campout-SPL
<i>Dues always, plus intrapatrol items</i>	Patrol Meetings	- Dues - Work on patrol flags	
<i>Figure this one out yourself!!!!!!</i>	Game	***Blind Compass Relay***	
<i>Same as opening, include ceremony</i>	Closing	- Ravens - Scout Benediction	

New Business

- Items of importance brought up by the scoutmaster or SPL
- Concerns brought up by other members

**The minutes of the meeting should be copied for reference by the troop and next month’s PLC

The Patrol Method

The patrol is the basic unit for scouting. Its purpose is to provide leadership, responsibility, support, and a sharing of experience

Responsibility

The following are patrol positions that may be assigned. Remember that everyone needs a responsibility.

1. Patrol Scribe → Collects dues during patrol meetings, keeps notes when required
2. Cheermaster → Leads cheers and skits, carries the patrol flag and takes care of it
3. Chief Cook → In charge of meal preparations at outings, communicates with Grubmaster

Patrol Flag

A quality flag that has the name of the patrol and its emblem. This is an important item for *Patrol Spirit*. Needed at Openings and all campouts. See APPENDIX for more on the patrol flag.

Patrol Yell

An appropriate cheer, part of *Patrol Spirit*.

New Scout Patrol

Boys who have crossed over from Cub Scouts and have not yet reached the Tenderfoot rank are placed in a patrol by themselves. The purpose is to provide an enclosed environment for new scouts to learn how the troop operates and become acquainted with Boy Scouting. The New Scout Patrol is supported by the Troop Guide and an Assistant Scoutmaster, who's job it is to 'guide' the new scouts to Tenderfoot rank.

Specifics of the Patrol Method

1. Patrol Leaders and all others in responsibility must be trained from their jobs
2. Patrols must undertake activities as a patrol as much as possible
3. Leaders will avoid mixing members of patrols for job whenever possible
4. Patrols will compete formally and informally
5. The patrol and troop must be a SAFE HAVEN

The Safe Haven

It is the mission of the Boy Scouts of America to serve others by helping to instill values in young people and in other ways prepare them to make ethical choices over their lifetime in achieving their full potential.

Your goal as leader is to create a SAFE HAVEN, a place where everyone feels physically and emotionally secure. There are several things required of you for this:

1. Set the example by always behaving as a scout should. Live the Scout Oath and Scout Law to the best of your ability.
2. Refuse to tolerate any kind of inappropriate put-downs, name-calling, physical aggression, or hazing
3. Communicate acceptance of each scout through expressions of concern for them and by showing appreciation whenever possible
4. Create an environment based on learning and fun. Seek the best from all your scouts and strive to help them to achieve it

The Troop 71 Code of Conduct

Every Scout is:

1. Trustworthy
2. Loyal
3. Helpful
4. Friendly
5. Courteous
6. Kind
7. Obedient
8. Cheerful
9. Thrifty
10. Brave
11. Clean
12. Reverent

As you can see, the only rules that exist for our troop are found in the Scout Law (get it? Scout LAW). It is your job to see that each scout IS each of these things at all times.

REMEMBER that part of the job requirement for every single leader in the troop is to *live by* the Scout Oath and Law

The Baden-Powell Patrol

If you really want evidence that the patrol you lead is the best, you'll want to go the extra mile and earn the Baden-Powell Patrol Award. This award is special because it is named after Scouting's founder, Lord Robert Baden-Powell. More importantly, the patrol that earns the award will be getting the most out of Scouting.

The award is an embroidered star, worn beneath your patrol insignia.

The award is given to patrols who complete the following:

- 1. Spirit.** Have a patrol flag and rally around it. Put your patrol design on all your equipment. Use your patrol yell or cheer. Keep patrol records up-to-date for 3 months.
- 2. Patrol Meetings.** Hold two extra patrol meetings each month for 3 months.
- 3. Hikes, Outdoor Activities, etc.** Take part in one of these alone as a patrol within 3 months.
- 4. Good Turns.** Do two Patrol Leaders' Council-approved service projects within 3 months.
- 5. Advancement.** Help two patrol members advance one rank during 3 months.
- 6. Uniform.** Patrol must always wear the uniform (correctly) during the 3 months.
- 7. Patrol Leaders' Council.** Represent the patrol at all PLC meetings.

Counseling

The Skill of Conflict Resolution

Why do we counsel?

- To help people solve their problems
- To encourage or reassure
- To help a Scout reach his potential

Counseling Techniques

1. Find out if there is really a problem

- If the person comes to you, there is a problem. It may be big or small, but there is one
- If you think there might be a problem, ASK. Do it in a kind and helping way

2. Create a climate for counseling

- Take the person aside but don't make it obvious to other members of the group. Aim for privacy and confidence
- Help the person to relax and calm down
- Wait and see what the problem looks like

The Basics

- **Listen Carefully** -- Hear what he has to say. We are usually not good listeners. You must give your undivided attention. Make it known that you are willing to take the time to hear him out.
- **Summarize** -- It is important to summarize now and then to ensure understanding and keep things on track. This allows the person to know exactly what you are hearing from him.
- **Add Facts** -- There may be a need to give additional information at some point. The conflict may have resulted from a misunderstanding that can be corrected if the person understands the truth of the matter.
- **Check Alternatives** -- Encourage the person to think of different ways of handling the problem. Ask if he can think of anything else to do. Try not to let him settle on just one approach too hastily. Encourage him to think through all the possibilities.
- **Don't give advice** -- Above all, you should NOT try to solve the problem yourself, because it may not be the right advice for this person

The Five Ways to Respond

1. Restate his words in your own words
2. Make a statement about his feelings
3. Show that you are listening and understand
4. Ask questions but don't cross-examine
5. Encourage him to continue talking

REMEMBER

- NEVER yell at or discipline another scout -- this isn't the job of a youth leader
- Always send to an adult if their is a behavior problem

Qualities of a Good Patrol Leader

1. Has a working knowledge of scout skills, so that he can assist patrol members in Tenderfoot, Second Class, and First class skills
2. Sets a good example by always wearing his uniform correctly
3. Plans and leads patrol meetings, so that his patrol does its part in troop meetings, outdoor activities, and service projects
4. Has 100% attendance
5. Keeps his patrol up to full membership, and has a job for each member
6. Looks to adult and junior leaders for advice and training
7. Is active in the Patrol Leaders' Council, bringing ideas from his patrol and taking the accepted program and putting it into action
8. Supports the SPL and other junior leaders and makes sure that he listens to them
9. Believes and takes pride in the fact that he can make his patrol the BEST!!!!
10. Is prompt in arriving at troop meetings and outdoor activities
11. Desires to be of service to others
12. Strives to earn the rank of Eagle Scout
13. Realizes that an appointment to a position of leadership is more than a privilege, leadership involves responsibility to the welfare of your patrol members and the troop
14. Is prepared for all patrol and troop activities
15. Lives by the Scout Oath and Law
16. Shows Scout Spirit

Conclusion

“Scouting is not an abstruse or difficult science. Rather, it is a jolly game if you take it in the right light. In the same time it is educative, and, like Mercy, it is apt to benefit him that giveth as well as him that receives.”

- Baden-Powell

Preface to *Aids to Scoutmastership* (1920)

A Boy Scout troop is a place where boys learn to grow up and be men, upstanding members of our society. It is the responsibility of the troop’s leadership to ensure that such an environment exists. As a troop leader you must first recognize that the final requirements of your job are the most important. You must set a good example. This means that you must exemplify the qualities that you stand for. This requires you to always follow directions and be the first person to volunteer for any task that needs to be done. Remember that as a leader, there are many young men who look up to you, and whether consciously or not, they will emulate your behavior. Remember: if you set a good example by living the Oath and Law, everything else will fall into place.

Baden-Powell's Last Message to Scouts

The following message was found among B-P's papers after his death.

To Boy Scouts:

Dear Scouts,

If you have ever seen the play Peter Pan you will remember how the pirate chief was always making his dying speech because he was afraid that possibly when the time came for him to die he might not have time to get it off his chest. It is much the same with me, and so, although I am not at this moment dying, I shall be doing so one of these days and I want to send you a parting word of good-bye.

Remember, it is the last you will ever hear from me, so think it over. I have had a most happy life and I want each one of you to have as happy a life too. I believe that God put us in this jolly world to be happy and enjoy life. Happiness doesn't come from being rich, nor merely from being successful in your career, nor by self-indulgence. One step towards happiness is to make yourself healthy and strong while you are a boy, so that you can be useful and so can enjoy life when you are a man.

Nature study will show you how full of beautiful and wonderful things God has made the world for you to enjoy. Be contented with what you have got and make the best of it. Look on the bright side of things instead of the gloomy one.

But the real way to get happiness is by giving out happiness to other people. Try and leave this world a little better than you found it and when your turn comes to die, you can die happy in feeling that at any rate you have not wasted your time but have done your best. "Be Prepared" in this way, to live happy and to die happy - stick to your Scout promise always - even after you have ceased to be a boy - and God help you to do it.

Your Friend,
Baden-Powell.