

National Youth Leadership Training Staff Guide

National Youth Leadership Training is an exciting, action-packed program designed to provide all 13 to 20 year old youth members of the Boy Scouts of America with leadership skills and experience they can use in their home units and in other situations demanding leadership of self and others.

For many years, junior leader training (JLT) was an important part of the leadership training continuum of BSA local councils throughout America. In 2003 and 2004, a task force of leadership experts and hundreds of Scouts in pilot courses across the nation reviewed and tested every aspect of this NYLT syllabus, which incorporates the latest leadership ideas and presents fresh, vital, and meaningful training for today's Scouts.

In 2009 and 2010 the program was updated to include Venturing participants in addition to Boy Scouts. This new version addresses some of the issues that an inclusive NYLT may pose, along with solutions. This format has become the standard NYLT course in 2011. Why are we making this change?

Read the Vision Statement of the BSA: *The Boy Scouts of America will prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law.*

Above all, remember: *The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.*

GOLDEN COMPASS POINT: STAFF AND COURE CULTURE

In all NYLT courses – in ALL of our leadership courses – *Culture* is key to success. Look at the Vision and the Mission Statements of the BSA. Our mission is to young people, our vision to prepare every eligible youth in America to become the best leaders he or she can be. The color of a green or a tan shirt is irrelevant – all of the youth in each of our programs deserves as much age appropriate, quality leadership training as possible.

The entire staff must embrace the culture of Servant Leadership, with a view to success for all. This is especially critical as we roll out our new version of NYLT. Staff members must be selected who embrace change and look to success. As before, all staff, male and female, Boy Scouts, Venturers and adults are chosen to be of the highest quality each of whom will deliver an outstanding NYLT program to our youth.

You will see that the core content of NYLT is essentially unchanged, but the language and format has been modified slightly to provide a program that is inclusive of both Boy Scout and Venturing needs and models. Many are fearful that this will somehow “weaken” the NYLT course content but this is not the case. This will actually strengthen the Boy Scout model, as each relevant section will be highlighted to demonstrate how this should be at work in the home unit. This is not called this out directly in the current NYLT program although it is assumed that the NYLT model would be compared to the home unit- but it does now. For example, the Leadership Council will be preceded by an explanation of how this models a PLC for a Troop, and is more like an Officer's meeting for a Crew.

The other additions are the logistic pieces to consider when running a coed program. These can be modified to suit the needs of your camp as long as Youth Protection Guidelines are met. Do what works for you.

The Youth Training Continuum

Youth leadership training is a three-phase training experience, and a common thread will connect all three phases. The first phase begins in the unit with the senior youth and adult leader conducting the Troop or Crew Leadership Training course. Phase two is NYLT conducted by the local council, and the third phase is National Advanced Youth Leadership Experience (NAYLE) at Philmont Scout Ranch. NAYLE is a coed program as of 2010. Kodiak is an optional trek based experiential course based on the leadership skills of Troop Leadership Training and Crew Leadership Training. Kodiak is not required for NYLT or NAYLE.

The Name Change

Several issues spurred the change of the JLT name to correspond with its updated course content. Among them was the desire to make clear that this is a *national* course. Also, studies have told us that our membership would prefer to be referred to as *youth* rather than *junior*, so the name became clear—National Youth Leadership Training.

The manual you are holding is the result of a long and careful process to revamp junior leader training into NYLT. This NYLT Staff Guide outlines the steps of initiating a council NYLT course, sets out a calendar to ensure that course preparations are timely, and offers an overview of the staff training essential to conducting an effective course. The NYLT syllabus offers a minute-by-minute guide to an NYLT course and detailed instructions on presenting sessions and activities.

Including Venturing

Beginning in 2011, each council will offer NYLT courses that are open to Venturers and all courses will use the new 2011 syllabus, for which this is a model. NYLT courses are open to both males and females. This syllabus must be used in its entirety; it cannot be modified to pick and choose from the new terms or sessions.

This manual offers carefully considered guidance on accomplishing this transition in a respectful, considerate, and effective manner. A careful reading will reveal numerous small changes, and some more significant ones as well. This careful reading will be even more important for those who are already familiar with the past course as it is easy to miss small changes when you have the past model in mind.

New Names for Staff Positions

Since NYLT will now serve both Boy Scouts and Venturers, it is important the course is presented in a manner that places both programs on an equal footing. The format is no longer formally based on the Boy Scout Troop as a model but will suit any leadership team. For this reason, the names for staff positions of responsibility have been changed. This may require a short-term effort for the new titles to flow easily but it is essential that the new names be used.

In addition, we firmly believe that the senior youth staff members are as responsible for the outcome of the staff development and overall course results as the adult staff. Too often we have seen a split in the past “boy” and “adult” teams. It is time we all realize we are one team with a common vision of success and that the efforts of our youth staff be fully recognized. As such, we have renamed the senior youth leaders to be called Assistant Course Directors. The Senior Patrol Leader becomes the Assistant Course Director of Youth Operations (s/he will simply be referred to as Course Leader in much of the syllabus for brevity). Assistant Senior Patrol Leaders will be Assistant Course Directors for Youth Program and Youth Service. The Scoutmaster becomes the Course Director, Assistant Scoutmasters hold Assistant Course Director titles along with the senior youth, and a Troop Guide, becomes a Team Guide, or simply Guide.

The NYLT Troop becomes the NYLT Group (or Course in certain cases), and a patrol is renamed a team. This is the same format used at the National BSA office in their structure and is common to many business settings.

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Remember – it is not what you call the position that is important! The key is the leadership content.

Staff Makeup

Because Venturers are now a part of the course, every effort must be made to ensure that Venturers, both male and female, are represented on the course. It is also required that at least one adult leader be female. The critical decision for any role is who is best suited for the job, not what their gender is. **Remember the NYLT Culture!**

Team Makeup

We strongly recommend mixing males and females in the same team. The initial impulse might be to have male only teams and female only teams. **All** of the experience with coed training, camps, Philmont treks and more show that when you mix the males and females, the behavior, standards and ultimate performance of that team is much higher than single gender groups. Experience also shows that mixing Venturers with Boy Scouts leads to very good outcomes for both programs!

Teams should be made up of youth similar in age to one another so that they are divided roughly into teams of younger youth, older youth, and those in between. By no means should the 13-year-old boy be put with the 20 year old girl – or 17-year-old boy. Organizing teams so that there is not a large range of ages (more than 2-3 years difference) can maximize the learning potential and leadership experience of all NYLT participants by giving team members equal footing with one another. Maximizing geographic, cultural, program, and gender diversity in each patrol will enhance the ability of each team to observe and understand the team dynamics, and encourage higher levels of team maturity.

Remember that NYLT is a leadership course, not an outdoor skills course. Since Venturing has no advancement that requires outdoor skills training, and Venturing Crews may focus on almost any hobby, interest, or activity, Venturing Crew members (male or female) may have little or no such skills although in truth most will likely be more proficient in these skills due to the high adventure basis of many crews. This makes it essential for NYLT Teams to be mixed in ability, and for the team aspect of the course to be highlighted.

Youth Protection

Anytime you bring together 32–48 teenage youth for an intensive six days learning experience, there is a potential for problems. As with all Scouting programs, being prepared is the key to minimizing these problems and to addressing them effectively when they do occur. It provides us the opportunity to model appropriate ways for teens to interact. The BSA teaches us to manage risk and this is no different. *A zero tolerance policy for any infractions should be communicated and enforced, just as it is with other potential problem issues such as drugs or alcohol.*

During the NYLT staff orientation session, youth and adult staff will now undertake the Venturing version of the Youth Protection training together. As part of this training, a qualified leader should lead a discussion on the problems that could occur on the course and how they should be dealt with, using real examples from past experience where possible. Adult staff should refrain from active participation as much as possible to ensure maximum participation by the youth members. Often young people will withdraw when adults begin to speak, allowing them to dominate the discussions. It is essential that this does not occur—and that youth staff is fully invested in and takes ownership for ensuring that the course is safe and appropriate for all participants. This process will be

repeated with the participants and will lead to the development of a code of conduct for the course.

From the Guide to Safe Scouting, Leadership Requirements for Trips and Outings:

1. Coed overnight activities, even those including parent and child, require male and female adult leaders, both of whom must be 21 years of age or older, and one of whom must be a registered member of the BSA.
6. Safety rule of four: No fewer than four individuals (always with the minimum of two adults) go on any backcountry expedition or campout.
7. Male and female leaders must have separate sleeping facilities. Married couples may share the same quarters if appropriate facilities are available.
8. Male and female youth participants will not share the same sleeping facility. (Note: This means separate TENTS- not separate camp sites, and separate rooms- not separate buildings)
9. Single-room or dormitory-type accommodations for Scouting units: Adults and youth of the same gender may occupy dormitory or single-room accommodations, provided there is a minimum of two adults and four youth. A minimum of one of the adults is required to be youth-protection trained. Adults must establish separation barriers or privacy zones such as a temporary blanket or sheet walls in order to keep their sleeping area and dressing area separated from the youth area.
11. If separate shower and latrine facilities are not available, separate times for male and female use should be scheduled and posted for showers. The buddy system should be used for latrines by having one person wait outside the entrance, or provide Occupied and Unoccupied signs and/or inside door latches.

Adult leaders need to respect the privacy of youth members in situations where the youth are changing clothes or taking showers, and intrude only to the extent that health and safety require. Adults also need to protect their own privacy in similar situations.

Reference: Tours and Expeditions, No. 33737 Guide to Safe Scouting

Stress to the staff that NO harassment or hazing will be allowed, by anyone or at any time. BSA defines Hazing and harassment as follows: **“The Boy Scouts of America prohibit language or behavior that belittles or puts down members of the opposite sex, unwelcome advances, racial slurs, chastisement for religious or other beliefs, or any other actions or comments that are derogatory of people. Any form of hazing, initiations, ridicule, or inappropriate teasing are prohibited”**

The Buddy System

For mixed groups with an odd number of male or female staff or participants, the buddy system must be a group of three instead of a group of two and a single. (This is sometimes called the truddy system) and must be enforced (by the youth) for both staff and participants.

Camping Logistics

One of the important details necessary to ensuring a successful course is appropriate attention to the camping arrangements. Experience has shown that this is not as hard as some might expect. The following points summarize the necessary steps to accomplish this:

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In any given campsite, teams should arrange tents so that all males are in one area of the camp site and all females are in another area of the camp site. There is no prescribed distance. Periodic discrete visits by the staff to the patrol sites are appropriate. In a course that is predominantly male or predominantly female, i.e. only one or two of the minority in each team, all of the minority may camp in one area away from the team sites. Team members will meet up their minority member(s) early each morning and drop them off late each evening, allowing the minority member(s) to spend as much as possible of each day with the team. Campsites may still be used for presentations, meal prep etc during the day – it is just that not every team member will have his or her tent at that same site. Remember the Truddy System. A final possibility is that all male participants sleep in one area and all female participants sleep in another area, with the team being together during the “day”.

Staff housing should not be an issue, since there will be proper two deep coed adults in the staff campsite. Of course the same Youth Protection rules apply.

Remember, youth are more likely to misbehave when they feel that you do not trust them. Lay out the rules and expectations early and clearly, along with the reason and consequences if any rules are broken.

Shower and Toilet Facilities

If shower facilities must be shared, hours for youth and adult females and youth and adult males must be posted. Solutions include shower times, clearly labeled signage of who is using the facility, separate facilities and more.

If toilet facilities need to be shared, appropriate male/female protocols must be developed and followed such as using male/female flip. Latching doors should also be provided, as it is all too easy to forget to read the sign.

Youth and adult staff should be consulted on the restroom facilities and logistics to ensure nothing is being overlooked that might make them feel uncomfortable.

Outpost Camp

The locations of each team’s overnight campsite must be determined in advance. The teams that contain female participants will be placed adjacent to each other. Adult tents may be located near to these teams, preferably out of site, but not out of earshot. The teams need not even know the adults are there. Each team will have an emergency plan, and know where to get help fast if necessary. The staff may wish to quietly walk among the teams during the night to ensure that everything is OK and “on course”, just as many courses do now for younger participants.

Course Overview

The NYLT course centers around the concepts of what a leader must *BE*, what a leader must *KNOW*, and what a leader must *DO*. The key elements are then taught with a clear focus on *HOW TO*. The skills come alive during the week as the team goes on a Quest for the Meaning of Leadership.

NYLT is a six-day course. Content is delivered in an outdoor setting with an emphasis on immediate application of learning in a fun environment. Interconnecting concepts and work processes are introduced early, built upon, and aided by the use of mnemonics (memory aids), which allows participants to understand and employ the leadership skills much faster.

Elements like demonstrating the Teaching EDGE by finding waypoints with a GPS make learning fun for staff and participants alike.

The skills of visualizing success, setting goals to accomplish that vision, and developing a plan to get there are core to the leader’s role. Other key course elements include leading yourself, communicating, developing a team, applying a leadership style that fits the

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team's stage of development, and teaching skills to others. Sessions on problem solving, making ethical decisions, and valuing people are added as elements of a leader's toolbox.

The six-day course schedule parallels the program month of a typical Scout unit. Three model unit meetings, a group leadership meeting in the round followed by daily leadership team operating sessions, and an instructional campfire are coupled with *Explanation, Demonstration, and Guided* practice to create an *Enabled*, productive unit program. Throughout the week, the Course Director models his or her role in delivering that program in an adult-led, youth-run unit.

Built on the legacy of past JLT successes, the new NYLT syllabus integrates the best of modern leadership theory with the traditional strengths of the Scouting experience. Through activities, presentations, challenges, discussions, and audiovisual support, NYLT participants will be engaged in a unified approach to leadership that will give them the skills and confidence to lead well. Through a wide range of activities, events, games, and adventures, NYLT participants will work and play together as they put into action the best that Scouting has to offer.

A Month in the Life of a Unit

An NYLT course is set up to represent an activity cycle in the life of a typical Scouting unit. . This might be a month in the life of a troop or a series of meetings leading to an activity in a Venturing Crew. The first three full days of the course represent the planning stages, complete with leadership council meetings, unit meetings and planning for a larger event. Participants use the full range of BSA resources for planning and conducting meetings that are interesting, lively, and relevant—a skill they can incorporate with great effect when they return to their home units. NYLT participants put their preparations to the test with an NYLT Outpost Camp symbolizing the big event that culminates a typical unit's activity cycle program.

The Stages of Team Development

During an NYLT course, participants find themselves going through the four stages of team development—*Forming, Storming, Norming, and Performing that all groups experience when brought together for a purpose*. Their challenges heighten the team development process, enabling them to use their awareness of the stages to build a highly effective team that can reach its full potential. Along the way they also enjoy Scouting fellowship and fun..

Leadership Requires Vision, Goals, and Planning

NYLT participants discover that leading themselves and leading others requires a vision—a picture of future success. Each team will develop a vision for the course, and each individual will prepare his or her own vision. A constant refrain of NYLT is “If you can see it, you can be it.” Through presentations and positive experiences in goal setting, planning, and problem solving, participants learn how to set a clear course toward realizing their team and individual visions, and then how to put themselves in the center of those pictures of future success.

A Toolbox of Leadership Skills

Several NYLT presentations are designed to give participants a toolbox of effective leadership skills they can make their own. Added to the idea of developing a vision, the skills in the toolbox form the NYLT Memory Tips—a short list that encompasses the key course concepts:

Vision—Goals—Planning: Creating a Positive Future Success

SMART Goals: Specific, Measurable, Attainable, Relevant, Timely

Planning and Problem-Solving Tool: What, How, When, Who

Assessment Tool: SSC—Start, Stop, Continue

Teaching EDGE: Explain, Demonstrate, Guide, Enable

Stages of Team Development: Forming, Storming, Norming, Performing

Leading EDGE: Explain, Demonstrate, Guide, Enable

Conflict Resolution Tool: EAR—Express, Address, Resolve

Making Ethical Decisions: Right vs. Wrong, Right vs. Right, Trivial

Communication: MaSeR—Message, Sender, Receiver

Valuing People: ROPE—Reach out, Organize, Practice, Experience

Team Stage	Development Phase	Leadership Behavior That Is Best for That Stage
Forming	High enthusiasm, low skills	Explaining
Storming	Low enthusiasm, low skills	Demonstrating
Norming	Rising enthusiasm, growing skills	Guiding
Performing	High enthusiasm, high skills	Enabling

Consistent Leadership Modeling The youth and adult staff members of an NYLT course are charged with providing participants with the best possible opportunity to learn effective leadership skills in a setting where the highest ideals of Scouting shine through. Essential to that effort is the fact that staff members use NYLT leadership skills and philosophies themselves, which provides them with an extremely effective means of sharing skills and leading teams. It also models the skills and leadership ideals that the NYLT program seeks to convey.

COMPASS POINT

NYLT Culture

The youth and adults serving as NYLT staff members model appropriate leadership skills in everything they do, creating a rich learning environment for the youth they are serving and for themselves. Servant leadership is an important NYLT leadership attitude, and it is critical that the staff model a focus on course participants and not on themselves. Great leaders seek to serve *others*.

Scouting Ideals

Every NYLT course operates according to Scouting ideals – those of Boy Scouting and Venturing. Each participant and staff member is welcomed, appreciated, and valued. There is no room for hazing, sexual innuendos, or for any activities that do not add to a positive learning experience for everyone.

Have Fun!

Leadership, fun, challenge, adventure—NYLT offers all of those and much more. The NYLT program can be a centerpiece of a council’s youth training opportunities, providing local units with outstanding youth leaders and giving participants the tools and leadership ideals that will serve them well in whatever they do.

This staff guide provides the Course Director and staff with the essential tools needed to teach and learn leadership. Each presenter is charged with making the sessions fun and entertaining, especially by bringing the material to life by relating experiences that fit the topic.

Course Preparation and Staff Training

Conducting a National Youth Leadership Training course takes a great deal of planning, plenty of inspiration, and the enthusiastic participation of many dedicated people. The rewards for participants, staff, and the Scouting movement are tremendous.

NYLT courses are the councils' responsibility and are usually overseen by its leadership training committee. Any council that does not offer a coed NYLT course should seriously consider making it a part of its service to youth.

National standards

National standards for NYLT have been developed in concert with NYLT regional coordinators. The structure will be similar to the process in place for Wood Badge courses. All courses need to comply with the following.

- The local traditional names were phased out for 2009 courses; all courses should be known as NYLT. Joint names (i.e., Brownsea NYLT) are not to be used. This is to avoid confusion with non-standard names so that youth and adults alike understand that they have taken NYLT (as opposed to Pine Tree, Golden Acorn, Bristlecone, or whatever stand-alone variant was used in the past.)
- Trainer's EDGE replaced the Trainers Development Course in 2009. As a part of staff development, all youth and adult NYLT staff complete the new Trainer's EDGE within 3 years of the upcoming course.
- "Course Director" is the preferred term versus "Scoutmaster." The term "Scoutmaster" will be dropped.
- A Course Director's Pledge is included in the revised syllabus.
- Participation in annual region/area NYLT conferences is encouraged for professional staff advisers, and required for Course Directors in the year of his/her course in order for any of the staff to be recognized with Wood Badge beads.
- NYLT courses will have between 30 and 48 participants. Courses with larger or smaller participant populations should be discussed with the area or region NYLT coordinator.
- Standard course staff recognition (belt buckle) is earned by all staff members. The staff buckle was made available for 2009 courses.
- The culture of NYLT will be one of servant leadership versus staff elite. This should be considered when ordering course wear, including eliminating staff-only items.
- The syllabus must be adhered to in its entirety.

Adult (over age 18) Service Recognition

In its early years, the "Wood Badge" was a training recognition used for more than one specific course. Recognizing that we are in the business of developing youth leaders, this recognition has been authorized for NYLT adult staff as follows. Regions may authorize the awarding of Wood Badge beads for NYLT volunteers who have met the following requirements:

Three Beads for NYLT

1. Course Director of his/her course attended the CDC **within 12 months of the course**.
2. Completed a Wood Badge for the 21st Century course and earned their beads.
3. Attended a Trainer's Edge course within three years of the NYLT course.

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3. Staffed an NYLT course as a Course Director or Assistant Course Director.

Four Beads for NYLT

1. Served as a troop guide for a Wood Badge for the 21st Century course.
2. Completed an NYLT Regional NYLT Conference in its entirety **within 12 months** of NYLT service as Course Director.
3. Attended a Trainer's EDGE course within three years of the NYLT course.
4. Served as a Course Director for an NYLT course.

There is NO exception for previous service or CDC attendance. In order to permit the third bead recognition for the rest of his/her staff, the NYLT course must be qualified/certified by the Course Director attending the NYLT Conference, and must adhere to the national standards and the syllabus in its entirety.

The recognition, as in Wood Badge, assumes full service (all days) on the course and participation in the required course staff development sessions. Staff who only show up for a portion of a course do not warrant beads.

Most councils find it practical to operate their NYLT course at a council resident camp. Courses may take place at any time of the year, but they are most often scheduled to occur just before or after the normal camp season. Of course, a weeklong training course needs to conform to resident camp standards. By hosting an NYLT course before summer camp and opening it to those who will serve on the camp staff, a council can provide its camp staff members with the most effective leadership training the BSA has to offer.

Preparing for an NYLT course begins with

- Appointing a council staff adviser
- Recruiting an NYLT Course Director
- Establishing a course budget
- Developing a planning calendar
- Course Director attending regional/area NYLT Conference

Council Staff Adviser

The council Scout Executive appoints a member of the council professional staff to serve as the NYLT Staff Director, whose duties include serving as liaison with the council service center, the camp, and suppliers, and helping enable the council leadership training committee to select an appropriate Course Director.

NYLT Course Director

The Course Director for an NYLT course is recruited by the council leadership training committee with the advisement of the council staff adviser and the approval of the council Scout executive. The Course Director should have recent success leading a regular unit and should be committed to using the current NYLT syllabus to train the youth and adult staff and to present the NYLT course. The Course Director and all other adult leaders should set a positive example of proper uniforming and physical fitness.

Budget and Fees

The council leadership training committee, Course Director, and NYLT council staff adviser work together to prepare an NYLT course budget and to determine the participant fees. All funds and financial details should be handled in accordance with the local council's standard accounting procedures.

Preparations for an NYLT course should begin a year in advance. This sample calendar shows the major steps to be accomplished and the time frame for completing them.

NYLT Planning Calendar

360 days before the course: The council leadership training committee confirms the course dates and location and places the course on the council calendar.

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300 days before the course: Recruit the NYLT Course Director.

240 days before the course: Recruit the NYLT Assistant Course Directors.

230 days before the course: The Course Director and Assistant Directors meet to review the course syllabus, refine the budget, prepare the promotion plan, and begin recruiting and selecting the adult and youth staff.

210 days before the course: The council leadership training committee approves the course budget and determines the participant attendance fee.

210 days before the course: Those appointed by the council leadership training committee prepare the plans and promotional materials to advertise the course.

180 days before the course: Continue recruiting youth staff.

180 days before the course: Mail course promotion materials to the leaders of local units, asking them to encourage the qualified youth in their units to attend NYLT training. The NYLT Course Director, Assistant Directors and council staff members are prepared to respond to questions from potential NYLT participants and their leaders.

120 days before the course: Send additional promotional materials to the head of each chartered organization and the chairperson of each unit committee.

120 days before the course: Conduct staff orientation for NYLT adult and youth staff members.

120 days before the course: The promotion team begins making personal contact with units. The promotion team consists of the adults and youth teaching the course, district training teams, and any others asked to help promote the course.

120 days before the course: The NYLT quartermaster and other adult staff prepare equipment lists, determine the course menus, and order provisions.

COMPASS POINT

Participants will often prepare their own meals during an NYLT course. The staff and quartermasters should plan menus that are simple, nourishing, and easy to cook, and should provide the teams with instructions for preparing the dishes. (Recipes can be included in the NYLT Participant Notebook so that recipes can be taken home for use in the local unit.) Remember that cooking is not a part of the leadership experience of this course – keep the menus simple and easy to prepare and clean up.

Sample menus can be found in the appendix.

90 days before the course: Conduct the first staff training weekend (led by the NYLT Course Director, other adult staff, and the Course Leader).

60 days before the course:

- Conduct the second staff training weekend (led by the Course Director, other adult staff, and the Course Leader).
- Check course registration. If registration has not reached the appropriate levels, follow up with uncommitted units.
- Begin printing course materials. Items to be produced include printouts of certain sessions of the National Youth Leadership Training DVD and the contents of the NYLT Participant Notebooks.

30 days before the course:

- Conduct the third staff training weekend (led by the NYLT Course Director, other adult staff, and the Course Leader).

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- The quartermaster and other staff ensure that printing of course materials is completed and the equipment and supplies have been delivered to the course location.

30 days before the course: The staff arrives to make final preparations for the course.

0 days: The course opens.

+7 days: The course closes.

30 days after the course closes:

- The staff wraps up financial matters, ensures that equipment has been returned and/or stored, and sends any remaining letters of thanks to those who helped make the course possible.
- The Course Director submits his report to the council leadership training committee.

COMPASS POINT

This sample calendar should be adjusted to fit the needs of local council courses.

Staff Recruitment

Selecting qualified staff is vital to the success of every National Youth Leadership Training course. Recruiters should seek out potential staff members who possess enthusiasm, reliability, and a strong dedication to Scouting. Make a special effort to have diversity, including Program and gender diversity.

The Course Director recruits adults to serve as Assistant Course Directors. Together they recruit the youth staff. Minimum requirements for youth staff members include:

- Be at least age 14.
- Have held positions of leadership in their home unit.
- Have been an NYLT course participant or have completed the NAYLE bridge course if they are new Venturing staff who have not had an opportunity to take NYLT.

In order to keep NYLT fresh, half of the staff should be made up of youth who have not served on an NYLT staff before. The Course Director and Assistants can serve for two years but then should step aside and allow others the chance to take advantage of all the learning and leadership opportunities of being NYLT adult leaders.

Upon being chosen to serve on the NYLT staff, each youth staff member will be sent a staff application to be completed and approved by his or her parents and unit leader. There is no nationally used application form; councils are to design a form to fit their unique needs.

COMPASS POINT

Councils with long-standing NYLT courses may find that some adult and youth leaders are deeply tied to old local traditions and outdated syllabus elements. Those individuals may have attitudes about their own roles as NYLT leaders that are in conflict with the philosophy of servant leadership that is essential to conducting modern NYLT courses. Change can feel threatening to them. Often with the best of intentions, they may resist implementation of some or all of the new NYLT syllabus.

Councils should be proactive in helping those youth and adults understand that the new syllabus, while different from earlier versions, has the same goal of enabling each NYLT participant to become a more effective leader. It may help if those resistant to change can observe the new syllabus in action at an NYLT course conducted by another council, or can observe portions of their own council's courses.

If a former staff member is still unwilling to buy into the new syllabus fully and enthusiastically, the solution may be to thank that person for his former service, find him a more appropriate role in the council, and make room for fresh adults or youth to take his position on the NYLT staff.

Staff Organization

The minimum adult staff roster for an NYLT course consists of:

- Course Director
- Two or more adult Assistant Course Directors . The Quartermaster staff may be considered Assistant Course Directors if they work with youth and fulfill a significant role on staff. NYLT courses run at Council Camps using camp staff may not offer a significant enough contribution by the QM staff to warrant beads. If this is the case, they should not be called Assistant Course Directors.

The minimum youth staff roster for an NYLT troop includes:

- Assistant Course Director - Youth Operations (formerly SPL; key Course Leader)
- Assistant Course Director for program
- Assistant Course Director for service
- Youth Quartermasters, if youth used in the QM role
- Team guides (one assigned to each team)

NYLT courses that include a large number of participants—enough for more than four patrols, for example—can include additional staff as the Course Director deems necessary. . Teams should not consist of more than six to eight youth.

If recruitment indicates an interest in NYLT that far exceeds the capacity of a planned course (more than six patrols can become difficult to manage), the council may consider scheduling a second NYLT course at a later date or developing a second course that can run a course concurrent with, but separate from, the first course.

Adult Staff Position Descriptions

Course Director

The NYLT Course Director should have the same qualities of leadership as any good unit leader. The Selecting Quality Leaders brochure, No. 18-981, lists some of these qualities and gives helpful hints on recruiting quality leaders for an NYLT course.

The Course Director, must be currently registered as a Scout leader, at least 21 years old and should have had recent experience as the Scoutmaster of a troop, or Advisor for a crew and should be familiar with council programs. Because the basic purpose of the NYLT course is to teach leadership skills, the Course Director should have completed a Wood Badge course, ideally Wood Badge for the 21st Century.

Duties include:

- Working directly with council-appointed NYLT staff adviser
- Recruiting quality adult and youth staff
- Conducting staff training before the course
- Helping staff develop a vision for the course, and the goals and plans to fulfill that vision
- Being well-versed on all core content sessions in order to act as a resource as well as a role model to participants
- Conducting the course as outlined in this manual
- Serving as coach and mentor to the Youth Leader and other NYLT youth staff

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- Working closely with Assistant Course Directors and other adult staff to ensure their effectiveness in completing their staff assignments
- Modeling the core learning and leadership messages of the NYLT syllabus
- Recruiting youth participants

COMPASS POINT

One of the Course Director's most important roles is to attend all assemblies, course meetings, and teaching sessions of an NYLT course in order to stay abreast of course developments and to be available to coach and mentor the NYLT Youth Leader and other youth staff members. S/he must be able to rely on the Assistant Course Directors to handle any administrative matters that would divert attention from primary duties.

Assistant Course Directors

(Adults)

The adult Assistant Course Directors should have the same qualifications as the Course Director. A course must have at least one adult Assistant Course Director to comply with the BSA's Youth Protection guidelines, which call for two-deep leadership at all times. If the Course Director is male, at least one Assistant Course Director must be female. Ideally, a course will have two or more Assistant Course Directors so that the responsibilities of adult leadership and administrative duties can be more easily shared.

Duties include:

- Serving as backups for the Course Director
- Sharing in the administration of the NYLT course
- Working with the management of the commissary, equipment, and course supplies
- Participating in staff training sessions
- Modeling the core learning and leadership messages of the NYLT syllabus
- Handling any issues that arise that could detract the Course Director from his primary role of guiding and coaching the Course Leader and other youth staff
- Receiving, storing, and issuing course equipment and supplies
- Receiving, storing, and issuing food supplies
- Providing support for staff training
- Helping facilitate the Patrol Lunch Planning Challenge on Day Two of the NYLT course
- Recruiting youth participants

COMPASS POINT

Assistant Course Directors may be asked to assume responsibilities and take ownership of certain areas of the course. However, each Assistant Course Director must model *all* of the core learning and leadership messages.

Youth Staff Position Descriptions

Assistant Course Director

Youth Operations (Course Leader) As in any unit, the Assistant Course Director of Youth Operations, hereafter referred to as the Course Leader for brevity, is the *key* leader of an NYLT course. She or he is empowered by the NYLT Course Director to run the course with the help of the rest of the youth staff and the NYLT team leaders.

Duties include:

- Running course meetings, events, and activities
- Chairing meetings of the leadership council
- Delegating duties and responsibilities to other members of the NYLT youth staff
- Assisting the Course Director with staff training
- Modeling the core learning and leadership messages of the NYLT syllabus
- Recruiting youth participants
- Being well-versed on all core content sessions

Assistant Course Directors for Youth Program and Service

The Assistant Course Leaders are prepared to fulfill the duties of the Course Leader if s/he is unavailable at some point during a course. One Assistant Course Director will take responsibility for program matters; another will accept responsibility for service.

Duties of the Assistant Course Director for program include:

- Providing mentoring and coaching to each day's program team
- Overseeing the preparation of campfires
- Supporting NYLT presenters with preparations for sessions, meetings, and activities and ensuring they are prepared
- Overseeing audiovisual support for NYLT sessions
- Modeling the core learning and leadership messages of the NYLT syllabus
- Completing other assignments as determined by the Youth Leader
- Recruiting youth participants

Duties of the Assistant Course Director for service include:

- Providing mentoring and coaching for each day's service team
- Overseeing preparations of the model campsite on the Orientation Trail (Day One of the NYLT course)
- Conducting daily campsite inspections and guiding teams in complying with the Daily Campsite Inspection Checklist
- Teaching the daily service teams to police and clean up course areas with a Leave No Trace ethic
- Managing presentations of the daily Baden-Powell Team streamers
- Completing other assignments as determined by the Youth Leader
- Recruiting youth participants

Team Guides

The role of a Team Guide is similar to that of the troop guide in a regular Scout troop. In addition, NYLT Team Guides are key to facilitating the NYLT syllabus and advancing each team's development.

Duties include:

- Serving the team to which s/he is assigned
- Coaching and mentoring each day's team leader
- Presenting selected sessions and activities of the NYLT course
- Modeling the core learning and leadership messages of the NYLT syllabus
- Completing other assignments as determined by the Youth Leader
- Recruiting youth participants
- Being well-versed on all core content sessions

Promoting the Course

The NYLT staff, local council, and district leadership training committees are charged with getting out the word about an upcoming National Youth Leadership Training course. A key to successful promotion is personal contact with each local unit leader to point out the advantages of NYLT for the unit's youth leaders and for youth who soon may serve in these positions. Units may be encouraged to pay the course fees for these youth leaders—an investment that will be repaid many times over in the quality of leadership skills that youth who have completed NYLT can bring to their home units.

NYLT Participant Age and Rank Requirements

An NYLT course is ideal for training unit leaders. It can also be a valuable experience for other older Scouts and Venturers.

In order to attend an NYLT course, a youth must have the following qualifications by the beginning of the course:

- Boy Scouts and Varsity Scouts must be 13 years of age and fall within the maximum age allowance for their program registration.
- Be a First Class Scout and have completed Troop Leadership Training (TLT).
- Other youth participants must be at least 14 and fall within the maximum age allowance for their program. They must have completed Crew Officer Orientation, the Venturing Leadership Skills Course, or the new Crew Leadership Training.
- Beginning in 2010, councils will have the option to open up their NYLT courses to Varsity teams and Venturing crews. If other youth attend, coed options must be available so that all youth registered in these programs have equal access.
- Have a unit leader recommendation.

COMPASS POINT

Unit leaders should not allow exceptions to age and rank requirements. Experience has shown that Scouts younger than 13 often lack the physical and emotional maturity to benefit fully from the NYLT experience.

Enabling Your Participants' Success

Application of the skills learned at NYLT is usually based heavily on the environment of the home unit. The last E in the Leading EDGE for the NYLT Course Director is *Enabling*. The key to *Enabling* is to help create a positive environment for application of NYLT skills in the home unit. The participants' success in this area will be determined by the involvement of the Scoutmaster in the elements of this course.

It is suggested that you consider the following:

- Offer a course synopsis to participants' home unit leaders.
- Invite the home unit leaders to the course orientation meeting.
- Invite the home unit leaders to the closing feast and Creating Your Future closing session.
- Establish a follow-up system to receive feedback on the participants' application of NYLT skills.

Recognition

The national recognition for completion of an NYLT course is an NYLT patch, certificate, and a belt buckle.

Councils may supplement recognitions with other local traditional items. The NYLT logo is in the appendix and on the NYLT Web site, <http://www.jltbsa.org>.

Many NYLT courses have created a process for the participants to take the teaching from their NYLT experience back home to the unit by encouraging them to write a simple commitment or statement of goals to take home. This is allowed but is not required for any participant to "graduate" or to wear any recognition for having attended NYLT.