

## Chapter 1: Leadership in the Crew



### Responsibilities of a Venturing Officer

**A**s a Venturing officer, you will be encouraged to take responsibility for many facets of the crew's operations. Some areas of responsibility will be harder for you to master than other areas. But learning to take responsibility for others is part of the maturation process—part of growing up.

Your role as a Venturing officer is

- ◆ Fostering and developing an environment within your Venturing crew that has a true sense of community, that encourages growth and responsibility to one another
- ◆ Working in a spirit of partnership with the Advisors of your crew
- ◆ Developing a program of activities for your crew and helping to carry them out
- ◆ Upholding the standards and policies of the chartered organization and the Boy Scouts of America

- ◆ Ensuring that activities are conducted within BSA safety guidelines and requirements
- ◆ Cultivating the capacity to enjoy life—to have fun and to explore as you lead

In the crew officers' seminar (discussed in chapter 2), you will have a good opportunity to discuss these responsibilities and to ask any questions you may have.

Use these responsibilities to evaluate how you are doing throughout the year, not as a judgment of your performance, but as an encouragement to improve. Over time, you will find that you have changed—that your ability to lead has improved.

### Position Descriptions for Each Youth Officer

A Venturing crew has at least five officer positions:

- ◆ President
- ◆ Administrative vice president
- ◆ Program vice president
- ◆ Secretary
- ◆ Treasurer

You not only should become familiar with the position description for your office, you should also be familiar with the job descriptions of the other officers so that you work effectively as a team.

### **Crew President**

- ◆ Serves as youth leader of the crew
- ◆ Implements the crew program in cooperation with officers and members
- ◆ Works closely with Advisors and other adult leaders in a spirit of partnership
- ◆ Represents the crew at Venturing officers' association (VOA) meetings and council VOA program planning conference and is available to report to the chartered organization and crew committee
- ◆ Assists the crew Advisor in conducting the crew officers' seminar
- ◆ Appoints youth chairs for special projects and appoints special crew officers
- ◆ Presents the annual report to the chartered organization at the conclusion of the term of office
- ◆ Assesses on an ongoing basis whether the responsibilities of the officers are being considered and carried out effectively
- ◆ Approaches Venturing and encourages others to approach Venturing in a spirit of fun and enjoyment

As the president, you are the primary leader of your crew. You were selected by crew members as the best person to lead and represent them. Being president carries honor and privilege, but it also requires hard work, responsibility, and dedication.

You share the responsibilities of leading your crew with the other elected officers, working together to develop a leadership team. When you delegate specific responsibilities to other officers and members, it is your responsibility, with the

support of your Advisor, to encourage and follow up to be sure that their jobs have been carried out. You provide leadership at all crew meetings and activities, and you conduct monthly officers' meetings in consultation with your Advisors. Communication with your Advisors, officers, and crew members is essential.

You also represent your crew's members to the chartered organization and to the BSA council, through its Venturing officers' association. The VOA is an association of the crew officers in the area. You should know your own members' needs and desires so that you can adequately represent your crew at the council VOA meetings.

You set an example for members by following the rules and standards of the crew. You may counsel individual crew members who have problems, questions, or concerns. Listen to what they say, and help them find answers that are best for the crew.

With your Advisor, direct the planning of your crew program, and use this manual to plan meetings and activities. The crew president appoints crew members to serve as activity chairs. With your Advisor's help, select members who are suited to the activity and need leadership experience. Coaching and follow-up are necessary to be sure they understand what to do.

Don't hesitate to ask your Advisor for advice and help. That is the Advisor's responsibility—to be your counselor and coach. It is likely that neither of you knows everything about Venturing, but together you can learn how to make your crew succeed. It is important that you work through, not around, your Advisor, who is held responsible by the crew's chartered organization and Venturing for the programs and actions of your crew.

Your duty as crew president is exciting, important, and challenging. You are one person who can really make the difference in how successful your crew is. Read this manual carefully, and attend BSA council Venturing meetings and conferences to learn from other crew presidents.



## ACTIVITY PLANNER

Filled in by Officers

Activity \_\_\_\_\_

Activity Chair \_\_\_\_\_

Consultant \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_ Phone \_\_\_\_\_

Place \_\_\_\_\_ Date \_\_\_\_\_

Officers' comments \_\_\_\_\_

\_\_\_\_\_

### Check Experience Areas

- Leadership
- Outdoor
- Fitness
- Service
- Social
- Citizenship

Filled in by Activity Committee

Committee members \_\_\_\_\_

\_\_\_\_\_

**DETERMINE THE ACTIVITY** (Call a committee meeting, discuss the event, make the plan)

What is to be accomplished? \_\_\_\_\_

### IDENTIFY THE RESOURCES

Equipment and facilities needed \_\_\_\_\_

\_\_\_\_\_

Cost and how activity is paid for \_\_\_\_\_

\_\_\_\_\_

Personnel required \_\_\_\_\_

\_\_\_\_\_

### CONSIDER ALTERNATIVES

How can activity be accomplished? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are alternate plans? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Filled in by Activity Committee

REACH A DECISION—MAKE THE PLAN  
—DELEGATE RESPONSIBILITIES

Job to be done	Assigned To
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Follow up—At additional meetings and through personal contacts, follow up on all assignments until you are sure you are all set. If the going gets rough, call on your Advisor for help.

CARRY OUT THE PLAN—CONDUCT THE ACTIVITY

Just before the activity, double-check all arrangements and conduct the activity to the best of your ability, using your committee and consultant.

Notes \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

After the activity be sure and thank everyone involved and leave things clean and in good order.

EVALUATE THE ACTIVITY

Did the members like it? \_\_\_\_\_

Number participating \_\_\_\_\_ Venturers \_\_\_\_\_ friends \_\_\_\_\_ adults \_\_\_\_\_

Should we repeat this activity? yes  no  why? \_\_\_\_\_

How well did the plan work? \_\_\_\_\_

How can we improve the activity? \_\_\_\_\_

What were costs? To the crew \_\_\_\_\_ cost per person \_\_\_\_\_  
Attach all receipts or bills for the activity.

Signed \_\_\_\_\_ date \_\_\_\_\_

Activity Committee Chair

Fill out and return this report as you plan, execute, and evaluate your activity. Turn the completed report in to the vice president for program for inclusion in the crew's activity file.

## Administrative Vice President

- ◆ Serves as administrative officer of the crew
- ◆ Assumes the responsibilities of the crew president in his or her absence
- ◆ Leads the recruiting and admission of new members during the year
- ◆ Organizes and recognizes the achievements of crew members
- ◆ Conducts opening and closing ceremonies for special occasions as scheduled
- ◆ Attends all crew activities
- ◆ Participates in the council VOA program planning conference
- ◆ Approaches Venturing in a spirit of fun, and seeks to reflect this spirit in the recruiting of new members and through recognizing the achievements of crew members

Two key responsibilities characterize your position: (1) leading the recruiting efforts for new crew members, and (2) managing the recognition of members.

First, you provide leadership for the recruiting of new members into your crew by ensuring that prospective members are made aware of your crew and are invited to your crew's first-nighter, and by encouraging members to bring friends to crew meetings. You follow up with any members who seem to be losing interest. Find out why, so that their needs can be addressed in officers' meetings and in the planning of program activities.

Second, you are responsible for recognizing members and making them feel a part of your crew. When prospective members come to your crew's first-nighter or to meetings, it is your responsibility to welcome each one. It is also your job to stage the installation ceremony admitting new members if such a ceremony is a tradition of your crew.

It is your responsibility to recognize the achievements of individual crew members, honoring members who win scholarships, win awards, or gain other achievements in or out of

Venturing. You may also conduct opening and closing ceremonies to add color and meaning to crew meetings.

Like every officer, you are responsible for maintaining the crew's code and bylaws.

## Program Vice President

- ◆ Serves as the program officer of the crew and, in that position, arranges the program planning process for the crew
- ◆ Collects and maintains a crew activity file consisting of the program capability inventory, a list of crew member interests and suggestions for activities, program resources, and an annual activity schedule
- ◆ Determines the interests of the crew members on an ongoing basis (using Venturing activity interest surveys)
- ◆ Provides support for the chair and committee for each activity
- ◆ Maintains an up-to-date calendar of crew meetings and activities
- ◆ Approaches and encourages others to approach Venturing activities in a spirit of fun and enjoyment

Much of a crew's success depends on the program of activities, and managing the development of a good program is the core of your responsibility. Venturing is based on planning a program that meets the needs and interests of crew members. This is done by asking crew members what they want to see their crew do, and being sure that meetings and activities are adequately evaluated after they take place.

It is your responsibility to maintain an activity file of programs, projects, and trips in which the crew could participate. Base this file of ideas for activities on responses you've collected from the PCI, from Venturing activity interest surveys, and from the activity planners completed by activity chairs. Keep your ears open for ideas from unexpected sources, and ask other crews what they are doing.

You are also responsible for keeping an up-to-date crew schedule and being sure that all the members in your crew know what is happening. You maintain the crew's calendar and should coordinate it with school and community calendars to avoid scheduling conflicts. It might be useful to publish a calendar or newsletter on a regular basis to keep crew members informed.

You help the crew's activity chairs plan and conduct successful activities by sharing ideas from the activity file, discussing possible activities, and coordinating their dates with the crew calendar.

One of the crew's adult associate Advisors is recruited to help you with program responsibilities. Meet as often as possible to share ideas, improve the activity file, support activity chairs, and review the interests of members.

## Secretary

- ◆ Serves as the communications officer and, in that position, manages all communications and publicity for the crew
- ◆ Maintains crew membership and attendance records
- ◆ Handles crew correspondence and minutes
- ◆ Coordinates crew publicity through local media, crew newsletters, and the crew's telephone network
- ◆ Approaches Venturing in a spirit of fun, and seeks to reflect this spirit in the publicity and communications of the crew

Effective communication is a key ingredient in any organization. As the crew secretary, you are primarily responsible for the communication that needs to be put into writing—correspondence, records, and minutes showing decisions, plans, and publicity. It is up to you to ensure that everyone has the right information.

You keep minutes of officers' meetings and crew meetings, which include group decisions and actions taken by officers. You record the names of those assigned to carry out activities,

including all dates, times, locations, and important details.

You remind the president and the other officers of agreed-upon decisions that affect them. Most people appreciate a friendly reminder.

You keep membership records for your crew using the Venturing Secretary's Records (see pages 293–313), which will help you keep accurate registration and attendance information. You supervise all the crew's correspondence, calling the officers' attention to important items and writing letters on behalf of the crew.

You help the program vice president publish a schedule or newsletter for crew members and keep them informed about meeting plans, activities, and last-minute changes. You should organize a telephone network among crew members (see page 314). You handle all publicity through school or community newspapers, newsletters, radio, television, speakers, bulletin boards, and other media.

Effective communication is an important leadership skill. You have the challenge and the opportunity to use this skill for your crew. An adult member of the crew committee may be assigned to assist you. If you become overwhelmed by the publicity and communications needs of your crew, don't hesitate to enlist the help of other crew members. Sharing your responsibility with others is a part of Venturing. It's a quality of good leadership.

## Treasurer

- ◆ Serves as the financial officer and, in that position, maintains financial records and monitors the crew budget
- ◆ Collects and disburses crew funds
- ◆ Communicates with the officers and members on a regular basis to keep them informed about the crew's finances
- ◆ Approaches Venturing in a spirit of fun, and spreads this spirit in carrying out the treasurer's responsibilities

As crew treasurer, you are responsible for keeping accurate records of the income and

expenditures of your crew's funds. Your crew expects an exact accounting of all the money taken in or paid out.

You collect, deposit, and account for all money coming to the crew from dues, money-earning projects, or other sources. If your crew collects dues, you keep accurate records and review them with the other officers at officers' meetings. You make regular reports at crew meetings and officers' meetings of the status of your crew's budget and treasury.

Use the Venturing Treasurer's Records (see pages 315–329) to help you set up a budget by estimating income and expenses based on the crew's activity calendar. Review this budget with crew officers, your Advisor, and the chair for each activity.

You see to it that all expenditures are approved by crew officers and the Advisor before writing any checks. Crew members should approve large amounts. An auditor from the crew committee may be assigned to assist you in setting up bookkeeping procedures, bank accounts, and money-handling methods.

## Responsibilities of Crew Members

It is very important that the youth leaders and the adults assisting your crew communicate the goals of Venturing to your crew's members. **Every member of a crew is responsible for promoting those goals, not only the officers.** Clear communication helps make the individual responsibilities of the crew members more meaningful. The overall goals should be clarified at the beginning of a Venturing program, and care taken that these goals become an integral part of your discussions and meetings.

Members of the crew should

- ◆ **Communicate their interests throughout the year**

Those planning activities need a clear idea of the interests of the entire crew. Interests may change and develop over the course of the year, so it is important that members talk about their interests on an ongoing basis.

- ◆ **Suggest ideas for activities**

Each member should think about and share possible ideas for good activities. In addition, each member should listen to the ideas suggested by others. Suggestions often begin simply by brainstorming possibilities. It's important that members feel free to make suggestions without worrying about their views being criticized. When enough suggestions have been made, then and only then is it time to look carefully at the ideas that serve the best interests of the crew.

- ◆ **Participate regularly in meetings and activities**

If a crew is to become a cohesive group, the group must meet on a regular basis. Being there is an important part of commitment, and commitment is what holds people together and strengthens a group.

- ◆ **Vote responsibly for the best interests of the crew**

The most important crew decisions are made by a majority vote of the membership. Members should attend meetings and take part in discussions before voting, listen carefully to the different positions on the decisions that must be made, and speak out before the actual voting takes place. Once a vote has been taken, the members should support the decision voted upon.

- ◆ **Work with the crew officers to achieve the overall and specific goals of the crew**

Electing good officers is important because they take the lead in activity planning and crew business. All members should carefully consider which members would be good in each office, and consider their own abilities for holding office. Once officers are elected, members should do everything they can to support their officers, offer assistance whenever possible, and take a leadership role for an activity within the year's program. Every member is responsible for contributing to the goals of the crew.

- ◆ **Serve on activity committees**

An activity committee works out the details of the crew program and puts the plan into action. Crew members will be asked to serve as activity chairs or committee members. The success of each activity and the success of the program as a whole depends on members taking their responsibility seriously and doing their best to make each activity meet the interests and needs of the entire crew.

- ◆ **Share the expenses**

All members are encouraged to give input concerning the crew budget, and the entire membership votes to adopt or not adopt a proposed budget. Once a budget is adopted, all the members are expected to contribute their share, paying dues and working on money-earning projects.

- ◆ **Seek the help of the Advisor or other adult leaders**

Any member who has a question or is in doubt about what to do in any situation is encouraged to talk with the Advisor of the crew. That is what the Advisor is for—to guide members and to provide support and assistance.

- ◆ **Recruit new members**

The best people to recruit other young people for a Venturing crew are the members themselves. Person-to-person contact is the most effective method of recruiting new

members who can add fresh ideas and enthusiasm to a crew.

We encourage you to post the four goals of Venturing (page 4) at your crew meeting place, along with the Venturing Oath and Code. In addition, the crew members need to know the responsibilities just described. One option is to make a copy of these responsibilities from this manual, but you certainly have other ways of communicating them. Think about how to make these goals and responsibilities meaningful to members in your crew.

Some ideas . . .

- ◆ Think about fun, creative ways to display these responsibilities.
- ◆ Take snapshots of different members doing something that demonstrates or suggests each responsibility.
- ◆ Consider ways to recognize members for carrying out their responsibilities in a way that brings special meaning to the crew. For example, recognize members for the year's best activity idea, for the best service project, or for demonstrating the most growth.

After reading this chapter, you should have a basic understanding of the responsibilities of all the people who make up a crew. The crew organizational chart on page 22 gives you a visual picture of all the people just discussed and their relationship to one another.

## Volunteer Leadership Position Descriptions of Adult Leaders

One of the interesting and key differences between Venturing and other youth programs is the fact the adults act as Advisors and consultants, not leaders. Like crew officers working together, the working relationship between Venturers and the adults who work with them is an important element in the success of the crew. Venturing adults can be a tremendous resource for the program, and the relationship between Venturers and adults can actually make the crew's program even more worthwhile and fun. This section is important for Venturing adults because it explains each adult role, but it is also important for the officers to read because it tells you how each position might relate to you and what you do.

The different adult roles include:

- ◆ Chartered organization
- ◆ Chartered organization representative
- ◆ Crew committee
- ◆ Advisor
- ◆ Associate Advisor for administration
- ◆ Associate Advisor for program
- ◆ Other associate Advisors
- ◆ Consultants

### Chartered Organization

- ◆ Initiates and commits to a Venturing crew
- ◆ Recruits adult Advisors and committee members
- ◆ Provides program resources
- ◆ Secures meeting facilities

The chartered organization is a church, school, labor group, professional society, civic club, or other community organization that receives an annual charter from the Boy Scouts of America to operate a Venturing crew. The program, leadership, and membership of the crew are determined by the chartered organization within the framework of the policies and

standards of the BSA. The head of the chartered organization agrees that it will recruit competent adults, help them secure program resources, and provide meeting facilities.

### Chartered Organization Representative

- ◆ Represents the crew to the chartered organization and BSA local council
- ◆ Recruits the crew committee

The chartered organization representative is appointed by the head of the organization that operates the crew. In cases where the organization has only one crew, the chartered organization representative may serve as the crew committee chair. His or her primary job is to recruit the crew committee and help it recruit an Advisor and associate Advisors. The chartered organization representative sees to it that all adults involved serve the best interests of the chartered organization and the BSA. He or she becomes a member of the BSA council, representing the chartered organization and the crew.

If the chartered organization has a pack and/or troop, the crew's chartered organization representative is also the chartered organization representative for the pack and troop.

### Crew Committee

- ◆ Provides adequate adult leadership
- ◆ Completes and maintains the crew's program capability inventory (PCI)
- ◆ Secures equipment, facilities, and program resources
- ◆ Reviews, supports, and approves the crew's program plans

The chartered organization representative recruits a crew committee. This committee is composed of three or more adult women and men who serve during the crew's charter year. They meet monthly to ensure that the crew has a quality program, under capable leadership, that

achieves the purposes of the chartered organization and the Boy Scouts of America. New committee members can be recruited during the year from parents of Venturers.

One person is appointed by the head of the organization or is selected by the committee to serve as its chair. The committee chair schedules and conducts all committee meetings, coordinates programs, and serves as a liaison between the Advisor and the crew's chartered organization. The chair assigns projects to committee members and guides their efforts.

The crew committee sees to it that the crew has an Advisor and at least one associate Advisor at all times. If a vacancy occurs, a crew committee member becomes the temporary Advisor. The committee takes immediate steps to recruit the right person to fill the vacancy. It guides and supports the crew's efforts to earn money for trips, projects, or equipment, and helps the crew plan, budget, and properly account for all crew funds.

The crew committee meets regularly at a time and place convenient to all. These meetings keep the committee up to date on the crew's progress, provide support and encouragement to the Advisor, and provide program resources for future crew activities.

The committee ensures that the program capability inventory has been completed and keeps adding to it by continually seeking new adults to add their skills and contacts. It encourages and supports all efforts to recruit new members into the crew.

Some crew committees assign a specific job to each committee member on an annual basis. Some of the specific jobs include: (1) maintaining the PCI; (2) helping the youth treasurer; and (3) supervising program resources such as equipment, chaperons, facilities, and transportation. Other crew committees operate on a task-force basis, with committee members agreeing to specific tasks on a month-to-month basis.

The committee seeks and suggests opportunities, crew activities, and projects. Committee members, on a rotating basis, should be involved with crew meetings and activities so that they

can see firsthand how the crew is doing and have the opportunity to get to know the members.

The committee keeps its chartered organization aware of and involved with its Venturing crew and approves program plans. It encourages crew members to adopt a uniform or other items that identify them with the chartered organization and Venturing.

The committee keeps the parents of Venturers informed about the crew, its chartered organization, and Venturing. Parents should be involved in the crew program and encouraged to support the BSA local council's Friends of Scouting.

## Advisor

- ◆ Fosters an environment within the Venturing crew that has a true sense of community and that encourages everyone's growth and responsibility to one another
- ◆ Develops crew officers to lead—to plan, make decisions, and carry out a program of activities over an extended period
- ◆ Encourages participation and support for the Venturing crew from the chartered organization, associate Advisors, crew committee, parents, and other adults in the community
- ◆ Upholds the standards and policies of the chartered organization and the Boy Scouts of America
- ◆ Provides the necessary framework for protecting the members of a crew from abuse
- ◆ Ensures that activities are conducted within BSA safety guidelines and requirements. Advisors should be trained by the BSA.
- ◆ Seeks to cultivate within the members of a crew a capacity to enjoy life—to have fun through the Venturing experience

**The Advisor is the key adult leader and is responsible for training crew officers,** helping them plan a program of activities, coaching them in their leadership responsibilities, and obtaining adult help and resources as needed

through the crew committee. The Advisor is supported by two or more associate Advisors who serve as backup leaders and provide assistance for the program and administration of the crew.

**The ultimate responsibility for the crew rests with the Advisor.** This person is recruited by the crew committee of the chartered organization and is registered with the Boy Scouts of America as the primary adult leader. All information about Venturing from the chartered organization or the BSA council goes to the Advisor. The Advisor participates in all crew meetings and activities, crew officers' meetings, and crew committee meetings, and conducts the annual crew officers' seminar.

As the primary adult leader, the Advisor sets the tone for the crew, models the desired form of leadership, and helps the officers and members become the leaders of their own crew. The Advisor coaches and guides, demonstrating through actions with the officers and members what the youth officers need to learn and similarly demonstrate with one another and with the members of their crew.

### **Associate Advisor for Administration**

- ◆ Provides backup leadership for the Advisor and assumes responsibility for the crew in the Advisor's absence
- ◆ Supports the youth administrative vice president and assists this person specifically with the crew's recruitment and recognition efforts
- ◆ Knows the Advisor's responsibilities and supports those responsibilities in whatever way possible

The primary role of the associate Advisor for administration is to work in partnership with the youth officer who is the administrative vice president. Together they coordinate the recruitment of new members, sustain the interest of current members, and provide recognition for the individual achievements of crew members.

Every adult leader is expected to be a leadership model for the crew and to seek every opportunity to develop leadership among the officers and members of the crew.

### **Associate Advisor for Program**

- ◆ Supports the youth program vice president to help determine the interests of members, plan the year's program, and ensure that the crew calendar is maintained
- ◆ Supports and coaches the activity chairs to help them plan and carry out their particular activity
- ◆ Helps the program vice president and other officers to evaluate completed activities and to continually fine-tune the year's program of activities, based on insights gained from the evaluations

The primary role of the associate Advisor for program is to work closely with the youth program vice president. They discover and survey the interests of the members on an ongoing basis, plan and schedule the activities for the crew, and evaluate completed activities.

In addition, the associate Advisor for program should work closely with the activity chair of each activity to ensure that he or she experiences success in leading that activity.

### **Other Associate Advisors**

Some crews, particularly those with a large membership or a unique program, may have a number of adults serving as associate Advisors. Their responsibilities may include providing equipment and transportation, making parental contact, planning special activities and several projects, or helping with the superactivity. A crew may recruit as many associate Advisors as it needs to carry out program plans.

## Consultants

- ◆ Provide expertise to the crew's program
- ◆ Assist the crew's activity committees in planning activities

A consultant is a person whose special skill or talent is needed for a crew activity or project. Usually, consultants are adults who are recruited on a one-time basis to provide expert help for a crew activity or project.

Consultants may be members of the chartered organization, parents, or other adults in the community who are found through the program capability inventory (PCI) or recruited by the crew committee. For example, if the crew's Venturing activity interest survey indicates that a number of members would like to learn to play golf, the crew committee reviews the PCI or contacts others with golfing expertise. It recruits someone to serve as a consultant for the golf activity.

This consultant works with the Venturer who is the activity chair to plan the details of the activity. Consultants are recruited for their expert skills and might not know much about the crew. The activity chair is responsible for explaining the interests and abilities of the members and for planning an activity the members will like.

Many adults can serve as consultants to a crew. Some are unable to serve as crew leaders, but most are willing and flattered to serve as an expert consultant for a Venturing activity.

These people are volunteers, so their motivation is to contribute to a program that they believe is worthwhile and can make a difference in the lives of young people. They are the kind of people who care about their community and want to be sure that capable and caring leadership is being nurtured now . . . for the future.

## TYPICAL CREW ORGANIZATION CHART

