



**Golden Arrow District  
Boy Scout Roundtable Topic - February 2014  
Junior Leader Lesson:  
Evaluating Junior Leaders**

*Too often, the SPL, ASPL, the Scoutmaster, ASM, or other person responsible for that Junior Leader is unaware, not empowered or too otherwise occupied to notice the failure of a Junior Leader to do his job for the Patrol or the Troop - until it is too late.*

Youth leadership - at both the Troop and Patrol level - are elected, appointed or selected to perform a function within the group they serve. However, unlike adults in the workplace, they may not fully comprehend what that means and what is expected of them.

While a Troop may have some criteria that youth leaders agree to (meeting and campout attendance, performance, etc.) often other obligations, lack of understanding of their job and how to do it, other activities or interests, even laziness can get in the way of a successful 6-months of service.

Too often, the SPL, ASPL, the Scoutmaster, ASM, or other person responsible for that Junior Leader is unaware, not empowered or too otherwise occupied to notice the failure of a Junior Leader to do his job for the Patrol or the Troop. By the time this is noticed or the lack of performance begins to impact the Troop or Patrol, it is often very late and difficult to correct the problem.

An organization chart combined with an "evaluation" form - modeled after a simple workplace evaluation program - can be utilized by the supervisory Scouter or Scout to help track the performance of and help encourage better results from those Junior Leaders he is responsible for.

Adding this step has the dual purpose of:

1. Clearly establishing a chain of command and responsibility to others
  - a. Who and what functions am I responsible for.
  - b. Who do I report to for help and instructions, etc.
2. Establishing clear criteria the Junior Leader is expected to follow to be successful in their role.

Giving such evaluative responsibility to the supervisory Scouter or Junior Leaders adds to their understanding of the role they play in making sure the leadership positions they have responsibility for are being well performed, and empowers them to suggest/encourage improvement.

The attached example of a Junior Leader Evaluation program gets right to the problem of determining the performance of Junior Leaders by establishing:

1. Clear performance and success criteria (this should be accompanied by a "job description," and set of job expectations unique to each position)
2. Using a who's responsible for whom approach (this may vary by Troop).

While the example indicates a monthly evaluation, your Troop may elect an every other month or every 3-months approach. However you elect to do so, evaluating your Junior Leaders regularly will help improve job performance all around and help the Leadership better understand their roles and responsibilities.

### **Example Job Description: ASPL – Training and Discipline**

- Assists SPL
- Takes place of SPL in his absence.
- Assist Patrol Leaders with Discipline problems.
- Trains Patrol Leaders and Troop Guides
- Assists Patrol Leaders with Special Needs Scouts.
- Sets a Good Example
- Attends at least 75% of Troop activities.
- Must be proficient in Basic Scouting Skills.
- Sign off on Rank advancement for Tenderfoot through First Class in accordance with Troop's Advancement Guidelines.
- Responsible for Patrol Leaders and Troop Guides
- Evaluates Patrol Leaders and Troop Guides on a monthly basis.
- Responsible for performing or delegating assigned Junior Leaders duties when they are not present or there is a vacancy.
- Campout Responsibilities: Loadmaster for Troop Trailer. Makes sure trailer is properly loaded. Assist Patrol Leaders with Discipline problems. Trains Patrol Leaders. Fills in for other ASPL's responsibilities if they are absent. Inspect Patrol campsites to make sure they are clean after meals and at end of campout.
- Reports to SPL and Scoutmaster

I understand that the above responsibilities will be what I am to be evaluated on in order to complete my Leadership requirement in Troop 113. I will ask the Scoutmaster for a Conference periodically to evaluate my performance in my Leadership position. I understand that failure to complete my assigned tasks, not setting a good example, or any disciplinary actions may lead to my removal from my Leadership position.

Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## Evaluating Junior Leaders

### Purpose and Leadership

The following are instructions on how to do monthly Leadership Evaluations on Junior Leaders

Who does the Evaluations: Scoutmaster, Patrol Advisors, SPL, ASPLs, and PLs

Purpose: To promote Leadership Development.

### Filling Out the Evaluation

1. Evaluations should be done monthly on all Junior Leaders and are available on the Troop website.
2. Fill out the Scout Information at the top of the Evaluation and indicate the month of Leadership being evaluated.
3. For General and Position Specific Requirements sections, rate the Junior Leader on a scale of 0 to 5 for each area indicated. Use the following guidelines:

#### Attendance

- 0 Did not attend any meetings during the month
- 1 Attended only one meeting during the month
- 2 Attended two meetings during the month
- 3 Attended three meetings during the month
- 4 Attended four meetings during the month
- 5 Attended all meetings during the month

#### Campout / Outing Attendance

- 0 Did not attend monthly Campout or Outing
- 1 Performed duties at Scout Shack prior to leaving, but did not attend
- 2 Attended morning of Campout or Outing
- 3 Arrived at Campout or Outing in the afternoon
- 4 Left early on Sunday from Campout or Outing
- 5 Attended entire Campout or Outing

#### Setting a Good Example / Behavior

- 0 Written Up during past month
- 1 Poor Behavior
- 2 Setting a bad example for others
- 3 Off task
- 4 Minor difficulties
- 5 Excellent Behavior

**Correct Uniform**

- 0 Did not wear proper uniform any meetings during the month
- 1 Proper uniform only one meeting during the month
- 2 Proper uniform two meetings during the month
- 3 Proper uniform three meetings during the month
- 4 Proper uniform four meetings during the month
- 5 Proper uniform at all meetings during the month

**Leadership Log**

- 0 No Leadership Log presented
- 1 No entries for the month in Leadership Log
- 2 One entry made for the month in Leadership Log
- 3 Minimal entries for the month in Leadership Log
- 4 Several entries for the month in Leadership Log
- 5 Complete entries for the month in Leadership Log

**PLC Meeting Attendance**

- 0 Did not attend PLC Meeting and no Patrol representation or call
- 1 Did not attend PLC Meeting and no Patrol representation, but called
- 2 Did not attend PLC Meeting, but Patrol was represented
- 3 Attended PLC Meeting, but was disruptive and minimal participation
- 4 Attended PLC Meeting without making a report
- 5 Attended PLC Meeting and made a report

**Specific Requirements Section**

(based on position job description and agreed expectations)

For each area use the following guidelines:

- 0 Did not do indicated area
- 1 Made a poor attempt in area
- 2 Made a below average attempt in area
- 3 Made an average performance in area
- 4 Made an above average performance in area
- 5 Excellent Performance in area

**Follow Up/Goals to Work Toward**

(write any specific improvement needed or tasks which need to be completed in the next month)

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4. Discuss the evaluation with an Adult Advisor prior to meeting with the evaluated Junior Leader.

### **Meeting with the Junior Leader Being Evaluated**

1. Set up a time and location to meet with the evaluated Junior Leader.
2. Make sure meeting location is relatively private and free of distractions.
3. Let Junior Leader read their evaluation.
4. Answer any questions that the Junior Leader has.
5. Let Junior Leader write any comments in section provided.
6. Have Junior Leader sign evaluation.

### **After the Evaluation Meeting**

1. Make a copy of the signed Evaluation and give it to the Junior Leader.
2. Turn in completed original Evaluation to the Scoutmaster.
3. Scoutmaster may have a Scoutmaster's Conference with Evaluator and Junior Leader if needed.
4. After the Scoutmaster reviews each evaluation, the Troop Scribe will file the Evaluation in the Scout's folder.