

Guide for Staff Advisers



BOY SCOUTS OF AMERICA®

**ORDER OF THE ARROW
GUIDE FOR STAFF ADVISERS**

BOY SCOUTS OF AMERICA

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Preface
INTRODUCTION

This *Guide for Staff Advisers* provides information on the Order of the Arrow (OA) for professional Scouters, especially those who have recently taken on a role related to the OA. It also includes information for professional Scouters who appoint professional or volunteer Scouters to OA-related positions. The guide can be downloaded and printed at the OA's official website, www.oa-bsa.org.

Chapter 1 provides introductory information on the Order of the Arrow and its mission, and how it fits into operations in local councils.

Chapter 2 covers roles within a local BSA council, specifically the Scout executive, lodge staff adviser and chapter staff adviser.

Chapter 3 covers the Order of the Arrow at the section, area and region levels, especially the role of OA sections, and describes the OA-related duties of the region director, area director and section staff adviser.

Chapter 4 covers the selection of advisers at the chapter, lodge and section level.

Chapter 5 covers the selection of the region Order of the Arrow chairman.

This guide includes excerpts from other OA documents, including the *Order of the Arrow Handbook (OAHB)*, the *Guide for Officers and Advisers (GOA)*, the *Lodge Finance Manual (LFM)*, and the *Field Operations Guide (FOG)*. Throughout this guide, text taken from these documents is shown in the Palatino font.

“I think the Order of the Arrow is one of the best youth leadership development programs there is, period, whether it is within the Boy Scouts or anywhere else... To illustrate why I have such great respect for the values that the Order of the Arrow teaches, I'd like to refer to this portion of the script from my call out ceremony. I recall these opening words from the mighty chief, as he approached the council ring:



‘Who in this group is a friend to all and a brother to every other Scout? Who is cheerful even when he has many tiresome jobs to do? And who in this group, by living up to the Scout Oath, serves your fellow Scouts with such an example of brotherhood and cheerful service, that you look up to him with deep respect and admiration?’

It is no exaggeration when we describe the Order of the Arrow as Scouting’s National Honor Society.”

– Wayne Brock, Chief Scout Executive

Chapter 1

THE ROLE OF THE ORDER OF THE ARROW IN SCOUTING

Introduction – For a New OA Staff Adviser

The purpose of this document is to help a new OA staff adviser be successful in their role, whether their role is at the chapter or lodge level, within a local council or outside of a council. Being an OA staff adviser provides rewarding opportunities to work directly with talented youth members and adult Scouters and can broaden a professional's skills and knowledge of an important BSA program.

Essential Resource Publications

There are several publications with which all OA staff advisers should become familiar:

- *Order of the Arrow Handbook*
- *Guide for Officers and Advisers*
- *Lodge Finance Manual*
- *Field Operations Guide*¹

The *OA Handbook* can be obtained from the council Scout shop, and the other resources can be downloaded from www.oa-bsa.org/resources/pubs. Many other helpful resources can also be found on the national Order of the Arrow website.

The Purpose of the Order of the Arrow

As Scouting's National Honor Society, the Order of the Arrow is an integral part of the Boy Scouts of America. Our purpose is to:

- Recognize those who best exemplify the Scout Oath and Law in their daily lives and through that recognition cause others to conduct themselves in a way that warrants similar recognition.
- Promote camping, responsible outdoor adventure, and environmental stewardship as essential components of every Scout's experience, in the unit, year-round, and in summer camp.
- Develop leaders with the willingness, character, spirit and ability to advance the activities of their units, our brotherhood, Scouting, and ultimately our nation.
- Crystallize the Scout habit of helpfulness into a life purpose of leadership in cheerful service to others. [*OAHB*, p. 8]

¹ Text quoted from these documents is shown in the Palatino font within this document.

The Mission of the Order of the Arrow

The mission of the Order of the Arrow is to fulfill its purpose as an integral part of the Boy Scouts of America through positive youth leadership under the guidance of selected capable adults. [OAHB, p. 8]

Councils Benefit by Having an Active Order of the Arrow Lodge

From its humble beginning, the Order of the Arrow was designed as a resource to Scouting. It is often credited with maintaining the interest of older youth in Scouting and retaining them as they reach adulthood, providing a pool of leaders to Scouting in the council. Arrowmen can best serve the movement through their personal example, by upholding the spirit and traditions of the Order and Scouting. [GOA, p. 7]

The longer a Scout stays active in his troop or team, the more he will receive the character development, citizenship training and personal fitness benefits of Scouting. Of course, the main thing that helps retain a Scout is a strong program in his troop or team. In many cases, Scouts also get involved in activities outside their units, and this often helps increase retention as well. The Order of the Arrow is one of these activities; others include serving on summer camp staff, participating in a national high adventure program, and attending or staffing National Youth Leadership Training (NYLT). In many local councils, the great majority of camp staff members are Order of the Arrow members.

An Order of the Arrow lodge helps the council fulfill its mission by doing the following:

- Conducting elections for new members and publicly recognizing those elected
- Inducting members through an “Ordeal”, held on a weekend or during summer camp; a key element of the Ordeal is providing service to the camp
- Promoting camping through visits to troops and teams, and by publishing a “Where to Go Camping Guide”
- Sponsoring youth leadership training programs such as NYLT and a Lodge Leader Development Conference, and promoting attendance at OA training outside the lodge, including section conclaves, National Leadership Seminars, and National OA Conferences
- Conducting service and camp improvement projects, either on weekends or during summer camp

In lodges that have chapters, some of these activities may be performed at the chapter level, as determined by the lodge executive committee (LEC).

The OA offers many opportunities to develop the leadership capabilities of its youth members. Leadership can be developed through elected positions such as chapter or lodge chief, appointed positions such as committee chairman, event-related positions such as fellowship weekend chairman, or simply through chapter and lodge activities,

service projects, and election teams. Supporting the leadership development of its youth members is a key purpose of the OA's program.

The Order of the Arrow Staff Adviser – A Unique Opportunity

One of the unique aspects of the Order of the Arrow staff adviser's role is that this position is one of the few opportunities (other than Scout camp staff, and training assignments such as NYLT or den chief conferences) for a professional to have direct contact with our youth members. Whereas volunteers usually start out in Scouting working directly with youth and making a noticeable difference in their lives, most professionals spend a significant portion of their time with adults and do not often interact with youth members. The chance to personally contribute to and enhance the growth of our youth members through their Order of the Arrow leadership role is a major benefit of being a staff adviser, always understanding and appreciating that the lodge or chapter officer's immediate adviser is an OA adult volunteer who has been assigned to him.

A professional's contact with youth members and adult volunteers through an Order of the Arrow staff assignment can be an excellent way to identify future professional Scouters. Some Order of the Arrow members may want to discuss career choices or options. Sharing the benefits of being a professional may open up this opportunity to them. This can also be a topic for a "staff adviser's minute" at the end of a chapter or lodge event.

“The *Guide for Staff Advisers* is an excellent tool and resource; I hope you will refer to it regularly. Having served as a Scout executive in four councils, I have come to appreciate the value of having a strong working relationship between the council’s camping operation and the Order of the Arrow lodge. I have seen first-hand the benefits of having the lodge chief and the lodge adviser be active members of the council executive board, in cementing that working relationship.



Further, as a past national chief of the Order of the Arrow (1979-1980) and now a seasoned Scout executive, I can think of no more powerful youth leadership development environment than that which is available through Order of the Arrow involvement.”

– Jeffrie A. Herrmann, Scout Executive, Orange County Council

Chapter 2

THE ORDER OF THE ARROW IN THE LOCAL COUNCIL

Within the council, the Scout executive is the final authority over the Order of the Arrow and for this reason, holds the title of Supreme Chief of the Fire. Each year he appoints an adult volunteer to serve as the lodge adviser. As Deputy Chief of the Fire, the lodge adviser acts on behalf of the Scout Executive in guiding the day-to-day affairs of the lodge. This person normally serves as a member of the council's camping committee and is frequently selected to serve on the council executive board.

In some councils, the Scout executive serves as the lodge staff adviser, but in most cases, he appoints a member of the professional staff to that position. The staff adviser, as Chief of the Fire, acts on behalf of the Scout executive in giving guidance to the lodge adviser and the lodge leadership. With support and counsel from the Scout executive, it is the staff adviser's role to see that the lodge adheres to national policy.

Many lodges are broken down into smaller organizational groups called chapters. Chapter advisers and chapter staff advisers are appointed annually by the Scout executive to support the purpose of the OA and give active leadership in their adviser roles.

All lodge and chapter advisers should be Scouters with experience and tenure in the Order of the Arrow. They need to work closely with district and council volunteers and professional Scouters. It is the adviser's responsibility to see that the OA is working in close support of, and in harmony with, the council's strategic plan. *It must at all times be remembered that the Order is an extension of Scouting, an integral part of it, rather than a separate program.* The lodge adviser and chief normally serve as members of the council camping committee, while the chapter adviser and chief normally serve on the district camping committee.

Optionally, with prior approval from the Scout executive, the lodge or chapter adviser may appoint an associate lodge or associate chapter adviser annually to help fulfill the mission of the lodge. One associate at the chapter level should be enough; at the lodge level more than one position may be appropriate, depending on the size of the lodge and the duties assigned. If too many associates are appointed, they could interfere and cause confusion for the youth who are trying to lead. [GOA, pp. 7-8]

Lodge Charter Renewal

The lodge Key 3 (lodge chief, adviser and staff adviser) has an important role to play in the annual lodge charter renewal process. All lodges operate under a charter granted by the National Council and must apply annually for renewal. A charter renewal kit is mailed to the council Scout executive in October of each year. It is the responsibility of the lodge

staff adviser to mail in the signed charter renewal application, along with full payment of membership fees, before it expires on December 31 (postmark date) to the national OA office. Orders for OA supplies, literature, and Founder's and Vigil Honor awards will not be processed for a lodge whose charter has expired.

Before November 30, the lodge Key 3 should meet with lodge officers to prepare the annual charter renewal papers. The lodge charter renewal application can be completed through the OA LodgeMaster membership management system. For those lodges that do not use OA LodgeMaster, an automated, fill-able form is available for download at www.oa-bsa.org/resources/forms. The instructions for completing and returning the application and Journey to Excellence scorecard are included in the charter renewal kit and online. (Completion of the Journey to Excellence scorecard is a mandatory step in the lodge charter renewal process.) It is also important in the charter renewal process that the lodge Key 3 meet with the Scout executive to establish plans and actions for the coming year.

The lodge Key 3 should not forget to apply each year for the national E. Urner Goodman Camping, Service, or Innovation awards. Petitions for these awards can be found online in a fill-able format at www.oa-bsa.org/resources/forms. These petitions are due with the charter renewal application on December 31. National recognition of the lodge recipients is conducted each year at the National Annual Meeting of the Boy Scouts of America.

Lodge Journey to Excellence Program

The Lodge Journey to Excellence (JTE) program evaluates lodge performance and opportunities for continuous improvement in the Order of the Arrow; it is aligned with the BSA's Journey to Excellence program. It provides a guide for good lodge administration and recognizes bronze, silver and gold levels of achievement in program and operation. Similar, complementary programs have been developed for chapters and sections.

To be considered for one of the three levels of recognition, the lodge must have filed its charter renewal on time by December 31, with appropriate fees, and achieved the necessary point score on the Lodge Journey to Excellence scorecard. Instructions for completing the scorecard are included in the charter renewal kit and online.

The Journey to Excellence objectives provide for an overall plan and guide that will ensure a successful lodge program. Achieving at least bronze level performance is required to apply for all national lodge awards, grants, and recognitions.

Guiding The Lodge to Journey to Excellence Recognition

Just like Journey to Excellence helps districts and councils stay active and focused on the right things, the chapter and lodge JTE programs help keep a chapter and lodge active and strong. It should be the lodge's goal to attain JTE recognition each year.

The "Journey to Excellence Guidebook" can be a very helpful resource in guiding the lodge to JTE achievement. It explains in detail each JTE objective and how to achieve the desired JTE recognition level. The guidebook is downloadable from www.oa-bsa.org/resources/pubs.

Several of the lodge JTE objectives are intended to encourage coordination and communication among the lodge leadership, key council leaders, and the Scout executive. Examples include objective 12 (council service projects), objective 15 (council designated support), and objective 17 (annual report). All lodge activities should either support the council's strategic plan or the lodge and chapters' approved annual program plans.

Once a lodge achieves JTE recognition, the staff adviser should encourage ordering of individual member JTE pins (bronze, silver or gold) from the national OA office. Only the JTE pin for the current year may be worn on the OA lodge pocket flap.

Council and Lodge Mergers

The Order of the Arrow lodge must be an integral part of the council and its operations. Because of this, it is imperative that there be only one OA lodge per council.

If [two or more] councils vote to merge, then the lodge leadership has a critical obligation to accomplish a smooth and quick transition of the existing lodges into a single, merged lodge in the new council. Since the lodge is an integral part of the council and its existence is solely based on the existence of the council, it is important to understand that once the councils merge, the lodges must also merge. **Not merging the lodges is not an option.** The lodge merger should be accomplished within six months of the effective date of the council merger. Delays in completing the lodge merger will be detrimental to the success of both the new council and the new lodge. [FOG, p. 75]

More information on council mergers and how they impact OA lodges is in Appendix 5 of the *Field Operations Guide*.

The Role of Order of the Arrow Chapters

Order of the Arrow lodges vary in size from about 50 to more than 4,000 members. In many lodges a chapter plan is necessary if the objectives of the OA are to be realized. In other lodges, where there are few members, chapters would be of little value. For these reasons, the national Order of the Arrow committee has purposely left the decision as to the need for chapters in the hands of the Scout executive in consultation with the lodge leadership.

Before organizing chapters within a lodge, the council staff, lodge officers, and advisers should thoroughly study these factors:

- The active membership of the lodge
- The geography of the council
- Whether a chapter should include one or several districts (a district should never have more than one chapter in its geographical area)
- Potential members and leaders available in the proposed chapter area

- Whether the advantages of the chapter plan will offset the additional lodge administration that will be required
- Whether the best interests of Scouting and the Order will be served through a chapter plan

After a careful study of these factors, the Scout executive decides whether chapters are needed. If they are, the Scout executive annually appoints an adviser and staff adviser for each chapter. The chapter adviser's responsibilities at chapter meetings and activities are similar to those that the lodge adviser has with the lodge. The chapter adviser works in conjunction with the chapter chief, chapter staff adviser, district camping chairman, lodge adviser, lodge chief, and lodge staff adviser. The chapter adviser normally becomes a member of the district camping committee. [GOA, p. 16]

While the Scout executive can decide at any time to change the number or boundaries of chapters, to institute the use of chapters, or to eliminate the use of chapters altogether, typically such decisions are made in response to events within the council, such as a realignment of districts or a merger with another council.

Guiding the Leadership of the Lodge

The lodge staff adviser, as the eyes and ears of the Scout executive in the lodge, should always be alert to the direction the lodge is taking and that the lodge remains true to its mission and supportive of the council's strategic plan. The lodge Key 3 (lodge chief, adviser and staff adviser) is a collaborative body and each member of the Key 3 can provide important input, though it's important to always keep in mind that the role of any adult in the OA is to support the development of the youth members. Informal meetings of the Key 3 at OA functions should allow for free exchange of ideas, along with review of short-term needs, and progress towards achievement of goals. The lodge staff adviser must be familiar with national OA policy in order to help address issues that may arise.

The Scout executive will likely ask the staff adviser's opinion on who should be groomed and/or appointed as the next lodge adviser; he will probably also seek suggestions from the council leadership, the camping committee chairman, and the prior lodge leadership. Like all volunteer positions, the appointment of the adviser should be in writing and for a one year term. While an adviser may be reappointed to serve for more than one year, it should be understood from the start that it is an annual appointment.

The staff adviser should get to know the volunteers who are involved in the OA. What else do they do for Scouting? If they are "retired" Scoutmasters who only attend OA events and nothing else, remind them of their servant leadership role and get them involved as commissioners, district committee members or in some other way. Look for new roles for past advisers, so they can stay active. For example, they may be good candidates for the council camping committee, merit badge counselors, or commissioner service.

Study the list of qualifications that will most likely produce a successful lodge adviser. Make a list of five or six candidates who best fit the criteria and narrow the list down to three finalists. These would be the prospects for the Scout executive's consideration. (Also see chapter 4, "Selecting Order of the Arrow Advisers".) If the lodge has chapters, ask the district executive for his/her input on potential chapter advisers. Like the lodge adviser, chapter advisers are appointed by the Scout executive, with the appointments being in writing and for one year terms.

Youth taking on leadership roles can be observed at all Order of the Arrow events. Leadership training is another vital role of the lodge. As outstanding young men are recognized, the staff adviser should encourage them to run for chapter, lodge or section office and to serve on council summer camp or Cub Scout day camp staff. In OA elections, whoever is elected is the right choice because the youth members made the decision. However, a quiet word from the staff adviser may encourage a strong candidate to run for election. Of course, developing the leadership skills of our youth is a core objective of Scouting; the improvement in leadership skills of an OA officer in the course of a year can be dramatic and is a major responsibility of the lodge adviser.

Lodge Finances

Finance Policy

THE LOCAL COUNCIL ACCOUNTING SYSTEM

All Order of the Arrow Funds will be accounted for in the local BSA council "2371 Custodian Account – Order of the Arrow". The following quotation is reprinted from page 3-5 of the *BSA Local Council Accounting Manual*, chapter 3, volume 2:

"2371 Custodian Account – Order of the Arrow

This account records funds held on behalf of the Order of the Arrow. It is established BSA policy that the local council must act as the banker for the Order of the Arrow lodge and, where chapters are used, for the lodge's chapters. It is against BSA policy for any Order of the Arrow lodge or chapter to have its own bank account. The local council should not maintain the books of any Order of the Arrow lodge or chapter.

Credits to this account will represent receipts from the Cash Receipts Journal representing payment of Order of the Arrow dues, fees for Ordeals, etc. Debits to the account will represent disbursements from the Accounts Payable Journal for invoices approved by the Order of the Arrow lodge for payment.

Supplies purchased by the Order of the Arrow are the property of the lodge and should not be included by the council in Account 1401, Inventory – Supplies for Sale – Council Service Center.

Any other accounts for various chapters of the Order of the Arrow, if in use, are to be maintained by the Order of the Arrow lodge itself." [LFM, p. 3]

There is an important difference between the records (also called books or accounts) the council maintains and what the lodge should maintain. Quoting from above, the custodian account maintained by the council “records funds held on behalf of the Order of the Arrow.” The council’s books show income and expenses recorded on the council’s ledgers, but with minimal detail, often just a brief description with a date and amount. By contrast, the “council should not maintain the books of the Order of the Arrow lodge” as this is the responsibility of the lodge. The lodge’s records/books should have much more detail than the council’s books. The OA’s *Lodge Finance Manual* contains more information about these records and how to maintain them. Though they are maintained separately, the council’s and lodge’s records should total accurately and the totals should be identical.

The first item of financial business for a lodge staff adviser is to get to know the status of the lodge’s finances. Lodge treasurer reports can vary greatly in quality and detail. Talk to the council comptroller or accounting specialist and ask them to provide a printout of the current and past three years’ OA income and expenses. As mentioned above, the printouts won’t have much detail. The lodge will need to keep more detailed records to be able to make detailed budgets, and the lodge staff adviser often provides key guidance in this area. While important information will come from the council staff, developing youth members is a key goal as it is for any other OA function. For lodge finances, the key youth member to be developed is the lodge treasurer.

All Order of the Arrow funds must be held in a council custodian account. The typical account number is 1-2371-CCN-00, where CCN is a cost center number assigned by the comptroller. There should never be a separate lodge-held or chapter-held bank account outside the council as all OA funds must be administered by the council and handled through standard council accounting procedures.

In some local councils, activity accounts are used for OA events. This is contrary to national policy, as stated in the quote from the *Lodge Finance Manual* at the beginning of this section. Lodges are required to maintain their own records and keep all funds in the 2371 custodian account maintained by the council. As a practical matter, this helps make it clear to all involved that all OA-related funds are being held by the council for the benefit of the lodge. Also, at the end of the fiscal year, any surplus in an activity account goes into the council’s general funds, rather than into the lodge’s custodian account. If this happens, the lodge will be rightfully upset. To prevent this, run all OA activity budgets as sub-accounts of the lodge custodian account.

In councils with chapters, it is important that the lodge executive committee (LEC) approve all proposed sources of income, and to determine which chapter expenses will be covered by the lodge budget. All chapter finances must be handled through the council’s financial system and deposited into the council’s OA custodian account. It is important that the LEC establish procedures for how the chapter accounts are to be included in the lodge financial records and reports.

The Lodge Annual Budget

The first step to developing the lodge's annual budget is to develop budgets for each scheduled event, such as Ordeals, fellowships, and training events. OA event budgets should be planned like a camporee, district banquet, or day camp budget. However, unlike the planning of the council budget, it's important to have the lodge treasurer and lodge financial adviser involved in the planning of the OA budget. The lodge staff adviser can help by getting historical records of average attendance, trading post sales, and food costs to help in the preparation of preliminary event budgets; and whether to include the national activity surcharge, accident insurance, and the contingency percentage used by the council for activity budgets. As with all BSA events, a primary goal of event budgets is to cover all anticipated expenses, with enough of a cushion that it is highly unlikely that there will be a financial loss (deficit) on the event. Look at the total expenses at the bottom of the budget form. Divide that number by the average attendance for the event to yield a tentative event cost per person. Don't forget to include expenses for any invited guests who won't be asked to pay the activity fee.

Next, sit down with the lodge chief, treasurer, adviser, and financial adviser to review any extraordinary income or expense items to include in the annual budget. Be sure to suggest a contribution to the council's FOS campaign or some other council financial need such as a camp or council headquarters capital expenditure. Many lodges also include an annual contribution to the council endowment fund by funding a James E. West Fellowship in recognition for one of its key youth or adult leaders. As the group builds the budget, start with the known expenses that will be incurred. Include the cost of copies made in the office, postage and so on, as expenses such as these should be borne by the lodge, not by the council. Other expenses to include are the annual national OA charter fee, ceremonial outfit repair and maintenance, and awards and recognitions. Once all the expenses are listed, begin work on the income. The main source is the annual lodge dues; however, other sources of income could include lodge trading post sales, event fees and donations. Don't forget to include the cost of sales right below the lodge trading post sales. Chapter event income and expenses and chapter expenses subsidized by the lodge must be included in the lodge budget.

An excellent resource for lodges to use in developing their annual budget is the *Lodge Finance Manual*, which can be downloaded from the OA website: www.oa-bsa.org/resources/pubs. The manual provides information on the roles of lodge members related to finance, financial recordkeeping, inventory control, financial reports, and money-earning projects. Using this manual will help the OA lodge develop proper financial procedures that will strengthen its position as a responsible part of the council program.

Creative Funding Ideas

What can be done to increase OA trading post sales? Almost every OA event should have an event patch. Patch sales can be extremely profitable to the lodge, but don't order too many patches. Order just enough for the expected attendance plus a few to sell in the trading post. The lodge can produce additional lodge patches and memorabilia from time to time, as appropriate. Selling these new and distinctive lodge items is often a

good opportunity to raise funds as well as encouraging participation and camaraderie. Try to allow all active lodge members an opportunity to buy these items. With the lodge and staff advisers' assistance, help the lodge chief develop ideas and options and support him as he leads the LEC in deciding what lodge memorabilia will be produced.

Some lodges sell an annual pass to all their events. This pass is nothing more than a fancy patch or wallet card that is ordered in the fall for early distribution the following calendar year. Order only the number needed to meet the demand so there are no leftovers. Figure the cost of all the events for the year and make that the cost of the annual pass. For example say there is a spring and fall fellowship at \$25 each and two Ordeals at \$15 each. The annual events pass then would cost \$80 if paid separately. The lodge charges \$80 (plus the cost of the patch and perhaps next year's dues). The member can attend events without paying at the door and the lodge has the money up front and since not all annual pass holders will attend every event, this can help lower event-related expenses.

Lodge Leadership Development

Training is important to help the lodge be successful. In all lodges, the annual training priority is to train the lodge leadership. The Lodge Leadership Development Conference (LLDC) is held annually right after lodge elections. LLDC is a locally produced training event for all leadership positions in the lodge. (LLDC materials are available online at lld.oa-bsa.org.) Make sure that the LLDC is conducted in a quality manner with a good attendance of current lodge and chapter officers, LEC members, and advisers.

All current lodge and chapter chiefs and those aspiring to lodge and chapter leadership positions should attend a National Leadership Seminar (NLS). Each region hosts three or four of these each year. The lodge adviser and staff adviser are also encouraged to attend. The seminars are led by the region chief and are staffed by section youth leadership and national OA officers. They are considered the very best leadership training in the BSA.

The National Lodge Adviser Training Seminar (NLATS) is basic training for OA adult leaders. Lodge and chapter advisers and professional staff advisers should attend the NLATS as soon as possible after their appointment. This seminar is also appropriate for those that have been identified as strong candidates to be a lodge or chapter adviser in the next year or two.

The NLS and NLATS schedules are available on the region and national OA websites:

- central.oa-bsa.org
- southern.oa-bsa.org
- northeast.oa-bsa.org
- western.oa-bsa.org

If another region offers an NLS or NLATS that fits the lodge's calendar and the travel distances are reasonable, additional attendance from other regions is welcome within space limitations. NLATS is usually offered at the same time as NLS to make it easier for youth members to get transportation to NLS while adults from the lodge attend NLATS.

Finally, youth and adults should attend the national Order of the Arrow conference (NOAC), which is held every second or third summer. The lodge Key 3 should make NOAC a priority and the lodge should send a delegation of youth Arrowmen and selected adult Arrowmen (over 21) to learn new skills, meet new friends and enjoy OA fellowship with brothers from around the nation. (NOAC is primarily intended for youth members; too often more adult Arrowmen want to attend than are needed to support the event. For this reason, the lodge adviser and staff adviser may have to limit the number of adults who can participate as part of the lodge contingent.) Go to activity.oa-bsa.org to learn more about the national OA conference.

The Lodge Program

What does the lodge do for the council? Most lodges have at least one Ordeal weekend where they induct new members and do some meaningful service at camp. But what else do they do for the council?

Every lodge has camping promotion as an objective in their Journey to Excellence requirements, but do they promote just to get by or do they really take pride in contacting every troop and team? The staff adviser should ensure it is the latter. Help the adviser and chief come up with innovative ways to ensure camping promotion teams are successful. What about Cub Scouts? Does the lodge promote and support Cub Scout outdoor programs? Do they help with blue and gold banquets, Arrow of Light ceremonies or cross-over ceremonies? If not, they should. Cub Scouts are future Boy Scouts and OA members. Review the publication "OA Lodge Cub Scout Service Guide." It has many helpful tips on how the lodge can help the council by promoting the exciting opportunities that await Cubs in Boy Scouts. The guide can be downloaded from the Northeast and Southern Region OA websites at northeast.oa-bsa.org/resources/cub-scout-resources or southern.oa-bsa.org/docs. The OA lodge or chapter should also be available to assist with promotion at district roundtables, council program kick-offs, camp promotion rallies, and other appropriate venues.

Most lodges take pride in and provide strong support for their council camps. However, the staff adviser needs to help the lodge leadership develop plans that are in sync with the council's plans. After consulting with the council camping committee and director of camping, help the chief and adviser come up with several good camp service projects for the lodge to accomplish each year which best fit with the long-range plans of the council. Then the lodge chief should present the projects to the LEC for approval.

It's important to coordinate lodge and chapter calendars with council and district calendars. In some local councils, there are scheduling patterns (e.g., first weekend set aside for units, second for districts, third for council events, etc.) that make it fairly easy to avoid conflicts. If a scheduling pattern is not in place, it may be appropriate for the staff adviser to recommend its consideration. In any case, as lodges and chapters are planning their OA calendars, it's important to remember that an Arrowman's primary obligation is to his unit.

OA lodges have active members between the ages of 18 and 21, who are only registered as assistant Scoutmasters. They could be a source of youth for outdoor-oriented Venturing programs.

Enjoy Success as an OA Staff Adviser

Although the same amount of professional time is being spent at camp, the Scout executive is now smiling because the OA lodge is adding significantly to the FOS campaign and youth membership retention, the council camping committee chairman is smiling because the lodge is helping the council fill up camp and providing staff and new programs, the council commissioner is smiling because additional commissioners are being recruited, and each OA staff adviser is smiling because they can directly see the impact they are making in the development of America's youth.

Keep up the good work. Continue making the lodge an integral and indispensable part of the council operation.

THE ORDER OF THE ARROW AT THE SECTION (AREA), REGION AND NATIONAL LEVELS (Organization, Activities, and Training in Support of Local Council Lodges)

For years, the Order of the Arrow has served and supported Scouting at the section, region and national levels. (Some BSA areas have more than one Order of the Arrow section. These areas are divided into sections because of their large geographical size and to provide leadership opportunities for more OA youth members.)

The *Field Operations Guide* is designed as a guide to administration and program pertaining to section, region, and national operations of the Order. It includes current information about the organizational structure and program, as well as the section rules.

Secondly, the *Field Operations Guide* is dedicated to providing the necessary background, knowledge, and information about how to organize and run a successful section conclave. [GOA, p. 41]

The OA in the Section

The section OA organization is led by a section chief who is supported by a section vice chief, secretary, adviser, staff adviser, area director, and (optionally) one or more associate advisers. The two main functions of the section are to conduct an annual conclave and to support the lodges in the section. The three youth section officers are elected at the annual conclave and their terms of office expire at the next conclave. As should be the case for all lodges and chapters, the section Key 3 should communicate periodically in person, electronically or by phone to discuss short-term needs and progress toward accomplishment of the section goals it set for itself at the beginning of the year.

The section conclave is designed to provide training, fellowship, fun and activities for all of the lodges in the section. The conclave program is developed by the section's council of chiefs (COC), which meets several times during the year. The COC consists of the section officers and the section's lodge chiefs and is supported and advised by the section and lodge advisers and their staff advisers. In addition to training courses, many conclaves have forums and contests/competitions that range from dance teams and ceremonies, to newsletters, camping promotion, elections, and sports or games. The election of the section officers for a one year term is another feature of the conclave. Normally, each lodge assumes part of the responsibilities for the conclave, and the conclave service council is usually rotated from year to year. Most conclaves are held at a service council's camp, but some are held on military bases, college campuses, or other settings chosen by the council of chiefs, as recommended by the service council.

The major function of the section is to help lodges succeed. In addition to formal and informal assistance at the council of chiefs meetings, the annual section conclave becomes another opportunity and forum to provide help and resources to meet many of the needs of their lodges. Throughout the year the section also provides guidance and

counseling as required or requested. In support of the Lodge Journey to Excellence program, sections can be a valuable resource for their lodges. The section assumes many of the qualities of a commissioner service directed towards the lodges in the section. Sections have conducted or provided instructors for Lodge Leadership Development Conferences in order to help train new lodge and chapter officers and advisers, using experienced Arrowmen from the section to supplement and complement the LLD training team.

Another prime responsibility of the section is providing effective communication. The section is responsible for keeping its lodges informed of section, region and national events, and to promote attendance and participation. In some cases, when called upon, the section will assist in transportation, multi-council contingent coordination and cooperation, and leadership issues to help solve problems, which may prevent a lodge from participating. Section youth and adult leadership also become resources for lodge leadership to contact for encouragement, advice, interpretation and sharing of best methods to solve problems or enhance the quality of the lodge's programs. In addition to frequent communication with the section leadership, section staff advisers have an important role in keeping lodge staff advisers informed about section matters that could impact their councils.

Because the responsibility of serving as the service council is usually spread amongst the councils, the section staff adviser can be an important resource to helping the lodge staff adviser of each year's service council understand his or her role in supporting the conclave, especially in the area of conclave finances.

Sections may also be called upon to assist, make presentations at, or support area leadership conferences or meetings.

The OA in the Area

In most areas, the section chief(s) and the section adviser(s) are asked to join the area committee, often serving on the outdoor adventures committee. Because of the role played by the section leadership and the services and support provided to the area by the region and national OA organizations, redundant positions such as area advisers are not recognized in the Order of the Arrow structure.

The OA in the Region

The region Order of the Arrow organization is led by a region chief, supported by the region Order of the Arrow chairman and staff adviser. The main function of the region is to train Order of the Arrow members by conducting the National Leadership Seminar (for youth and adults) and the National Lodge Adviser Training Seminar (for lodge and chapter advisers, professional staff advisers and selected candidates to take on these roles). In addition, each region conducts an annual training weekend for section officers and (optionally) section conclave leadership from designated service councils. Region chiefs typically participate in meetings of their region's outdoor adventures committee.

The OA at the National Level

The national Order of the Arrow organization is led by a national chief and national vice chief, supported by the chairman of the national OA committee and the director of the Order of the Arrow. The national chief and national vice chief are responsible for the national program of emphasis conducted annually by the Order of the Arrow, including the following:

- National Order of the Arrow conference, held every two or three years
- Order of the Arrow support of the national Scout jamboree
- Order of the Arrow high adventure programs (a week of service followed by a week of high adventure activities at the BSA's four high adventure bases)
- National service projects, such as *ArrowCorps*⁵ (2008) and *SummitCorps* (2011)

Each year, the section chiefs from around the country are invited to the national Order of the Arrow planning meeting that is held in late December. From this group, the national chief, national vice chief and four region chiefs are elected for a one year term. All youth officers of the Order of the Arrow, at whatever level (chapter, lodge, section, region or national), must be under the age of 21 for their entire term of office, and receive prior, written approval of their Scout executive to become candidates.

The Order of the Arrow was officially integrated into the BSA's program in 1948. Since then, there has been a national OA director in the national office. The salaries of the national director, OA specialist and secretarial staff are funded from revenues raised by the Order of the Arrow.

National OA Committee

The national OA committee's primary objective is to provide support to lodges and their councils. The national committee also establishes OA policy with the intent to ensure consistent operation from lodge to lodge, without dictating how everything should be done within the lodge. The Scout executive is expected to ensure compliance with these policies and does not have the authority to modify, waive or change national OA policy. If there is any question about how to interpret national OA policy, the national OA director or chairman should be consulted.

Section Adviser Appointments

The section adviser is the adult volunteer leader, and a professional Scouter serves as staff adviser. These Arrowmen are appointed annually by the area director, with the concurrence of the region Order of the Arrow chairman and region staff adviser.
[GOA, p. 41]

Position descriptions and responsibilities for the section adviser and staff adviser can be found in the appendix of this guide. In addition to the regional resources, many area directors will consult with their Scout executives, former section advisers and staff advisers, and area committee and program volunteers to identify the best candidates for this position. In all cases, it's important that the region OA chairman be consulted before

the appointment of any section adviser or section staff adviser, and that the appointments are made in writing for a one year term, renewable at the area director's discretion.

Section advisers are expected to personally fund expenses related to their role. This includes registration fees and travel expenses for section activities (conclaves, council of chiefs meetings, etc.) and travel expenses for their region's section officer seminar. Section advisers often serve on NLS or NLATS staff and are expected to cover related personal travel and incidental expenses. Every two or three years, section advisers may be invited to attend the national OA planning meeting, at their own expense.

The Area Director

The area director is the key professional Scouter at the area level. The position is responsible to the region director, and gives leadership, direction, and support to the area committee as well as the councils that are assigned to the area. In the Order of the Arrow, the area director selects and appoints the section adviser(s) and staff adviser(s), helps keep councils and Scout executives aware of appropriate OA national, regional, and section activities, and helps coordinate section conclave calendars through the annual program planning process. The area director gives leadership to integrating the OA into the area's committee and support services to local councils. Most areas serve between eight and twelve local councils. Through the area director many national services are secured and directed towards local council needs.

The area director determines the number of sections in the area. In areas where there is more than one section, the area director determines which lodges will be in each section, in consultation with the region OA chairman and region staff adviser. These changes are typically made because of a change in the number of areas in the region, a change in area boundaries, or following a council merger.

The Region Director

The region director is the professional Scouter responsible for the Scouting program and operations within an assigned region. There are four regions in the BSA (Northeast, Central, Southern and Western). The region director works with the region board and committees to give leadership and support to local councils as well as securing appropriate national support for specific council needs. The region director appoints the region OA chairman but does so in close consultation with the chairman of the national OA committee and the region staff adviser, who typically propose a slate of two or three nominees for consideration.²

The region OA staff adviser (who is assigned from the outdoor adventures team of the BSA by the national General Services Group director) keeps the region director informed of region OA events, policies, concerns, and successes, in order for the region to properly serve its local councils. Through the annual program planning process, the dates for section conclaves and the region NLSs, NLATSs, and section officer seminar (SOS) are integrated into the region's calendar.

² See Chapter 5 for more on the selection of the region OA chairman.

The participation of the region chief and OA chairman on their region's board and/or appropriate committees is important since it establishes the example and precedent for the active involvement of section chiefs and advisers in area committees, and of lodge chiefs and advisers in council executive boards and council committees.

“As a lodge chief and section chief, I had a great relationship with the Scout executive and professional staff adviser. They gave me many leadership opportunities. So when I became a Scout executive, I understood the value of a great partnership; and because of that understanding, the lodge has supported our council’s strategic plan.



I have had the pleasure of working with many outstanding young Arrowmen, including recent officers Bill San Filippo and Frank Caccavale who are pictured with me. I am proud today to say that several of their predecessors have joined our profession.”

– Dennis J. Kohl, Scout Executive, Patriots’ Path Council

Chapter 4

SELECTING ORDER OF THE ARROW ADVISERS

The Order of the Arrow is unique in Scouting because advisers at the chapter, lodge, section and region levels are appointed by professional Scouters, rather than being selected through district, council, area or region nominating committees. This chapter discusses criteria that should be considered in selecting these key OA positions in councils and areas. (Selection of the region OA chairman is covered in chapter 5.)

Guidelines for Selecting a Lodge Adviser

The lodge adviser's role is an important one and requires careful thought and consideration by the Scout executive during the selection process. Appointment of a high caliber, qualified individual to be the council's lodge adviser is critical to the success of the Order of the Arrow lodge operation, as an integral part of the council program. This is one of the few situations where an adult Scouting volunteer is personally appointed by the Scout executive and is directly responsible to him or her.

All lodge adviser candidates should have several years of experience as Boy Scout program volunteers and have an active interest in the Order of the Arrow. Lodge adviser candidates must be persons of good credentials and integrity and supportive of the council, as they will serve in a highly visible council-level leadership role. They should have the demonstrated ability to work with many constituencies. In many local councils, the lodge adviser is a member of the council's executive board and serves on the camping committee. Thus, lodge adviser candidates must be of board-level caliber, and the same considerations given to other prospective board members with program backgrounds should be used in selecting the lodge adviser.

The lodge adviser's primary responsibility is to work with and through elected youth leaders and to give guidance and direction to adult members of the lodge over the age of 21. This is done through individual counseling and through group training opportunities. Prior experience as a participant or staff member in National Youth Leadership Training, Wood Badge, OA National Leadership Seminar (NLS), or other leadership development training courses should also be a consideration in developing a list of lodge adviser candidates.

Critical Steps in Selecting a Lodge Adviser

Step One

Review the current status of the lodge's achievements as part of the council program. Determine the needs of the council in relation to the Order of the Arrow. Write down specific objectives to be achieved by the lodge and the type of leadership needed for accomplishment. The most recent lodge charter renewal application and Journey to Excellence petition may be helpful in getting started with this process.

Step Two

The Scout executive should develop a list of people who have the qualities needed to perform the responsibilities of a lodge adviser. In many cases, the Scout executive may choose to consult the council president, appropriate vice president(s), council commissioner, staff adviser, camping committee chairman, current and prior lodge advisers, camp directors and key OA adult or youth members to identify qualified lodge adviser prospects. Appraise each candidate's qualities and select the top two or three prospects.

Step Three

Make an appointment with the top-rated prospect. Personally visit with the individual and discuss the proposed appointment, including the specific responsibilities of the lodge adviser. Sell the top prospect on the personal satisfaction that can be achieved in developing special Scouting leadership that can have positive and significant impact on the council's program and the lives of hundreds of young people. Get the commitment!

Step Four

Provide personal counseling and instruction on the responsibilities to be accomplished. The best resource to use to prepare for this discussion is a professional with prior experience working with an OA lodge, such as a section staff adviser. Assistance is also available from the OA staff at the national office. Encourage the new lodge adviser to attend an upcoming NLATS course.

Step Five

Publicize the one year appointment through appropriate recognition at a council meeting (e.g., council executive board meeting). If the new lodge adviser will be joining the board at the same time, recognition could be made during the new lodge adviser's first board meeting.

Guidelines for Selecting a Chapter Adviser

Many of the same guidelines that apply to selecting a lodge adviser also apply to the selection of a chapter adviser. Chapter advisers have a very visible role and thus should be carefully selected by the Scout executive, usually with input from the lodge adviser, district executive and chairman. Chapter adviser candidates should have several years of experience as Boy Scout program volunteers and have an active interest in the OA. Chapter adviser candidates must be persons of good credentials and integrity and supportive of their district(s) and the council. They should have the demonstrated ability to work with many constituencies as this is a key aspect of their role. As with the lodge adviser, prior experience as a participant or staff member in National Youth Leadership Training, Wood Badge, OA National Leadership Seminar (NLS), or other leadership development training should also be a consideration in developing a list of chapter adviser candidates.

Critical Steps in Selecting a Chapter Adviser

Step One

Review the current status of the chapter's achievements as part of the lodge, district and council programs. Determine the needs of the district and council in relation to the OA. Write down specific objectives to be achieved by the chapter and the type of leadership needed for accomplishment. The most recent lodge charter renewal application and Journey to Excellence petition (chapter and lodge JTE) may be helpful in getting started with this process.

Step Two

The Scout executive should develop a list of people who have the qualities needed to perform the responsibilities of a chapter adviser. In many cases, the Scout executive may choose to consult the district executive and chairman, district commissioner, district camping committee chairman, current and prior lodge and chapter advisers, camp directors and key OA adult or youth members to identify qualified chapter adviser prospects. Appraise each candidate's qualities and select the top two or three prospects.

Step Three

Determine who will "make the ask;" this could be the Scout executive or lodge staff adviser, and that person should personally visit with the top-rated prospect and discuss the proposed appointment, including the specific responsibilities of the chapter adviser. Sell the top prospect on the personal satisfaction that can be achieved in developing special Scouting leadership that can have positive and significant impact on both the district(s) and council programs and the lives of hundreds of young people. Get the commitment!

Step Four

Provide personal counseling and instruction on the responsibilities to be accomplished. The best resource to use to prepare for this discussion is a professional with prior experience working with an OA lodge or chapter, such as a chapter or lodge staff adviser. Assistance is also available from the OA staff at the national office. Encourage the new chapter adviser to attend an upcoming NLATS course.

Step Five

Publicize the one year appointment through appropriate recognition at a council, district or chapter meeting.

Guidelines for Selecting a Section Adviser

The section adviser's role is an important one and requires careful thought and consideration by the area director during the selection process. Appointment of a high caliber, qualified individual is critical to the success of the Order of the Arrow at the section level. This is the only volunteer position that is personally appointed by the area director and the section adviser is directly responsible to him.

All section adviser candidates should have several years of experience as an Order of the Arrow adviser, typically as a successful lodge adviser. Section adviser candidates must be persons of good credentials and integrity and supportive of Scouting as they will have a highly visible area-level leadership role. They should have the demonstrated ability to work with many constituencies as this is a key aspect of their role. In most areas, the section adviser is a member of the area committee, and the same considerations given to other prospective area committee members with program backgrounds should be used in selecting the section adviser.

Critical Steps in Selecting a Section Adviser

Step One

Review the current status of the section's achievements as part of the area's program operations. Write down specific objectives to be achieved by the section and the type of leadership needed for accomplishment. The most recent section Journey to Excellence petition may be helpful in getting started with this process.

Step Two

The area director should develop a list of people who have the qualities needed to perform the responsibilities of a section adviser. In many cases, the area director may choose to consult the region OA chairman, region and section staff advisers, area president, appropriate vice president(s), area commissioner, and prior section advisers to identify qualified prospects. Appraise each candidate's qualities and select the top two or three prospects.

Step Three

Make an appointment with the top-rated prospect. Personally visit with the individual and discuss the proposed appointment, including the specific responsibilities of the section adviser. Sell the top prospect on the personal satisfaction that can be achieved in developing special Scouting leadership that can have positive and significant impact on the area's program operations and the lives of hundreds of young people. Get the commitment!

Step Four

Provide personal counseling and instruction on the responsibilities to be accomplished. The best resource to use to prepare for this discussion is a professional with prior experience working with an OA section, such as a region staff adviser or region director. Assistance is also available from the OA staff at the national office.

Step Five

Publicize the one year appointment through appropriate recognition at a section conclave or council of chiefs meeting. If the new section adviser will be joining the area committee at the same time, recognition can be made at the new section adviser's first area meeting.

Guidelines for Selecting a Staff Adviser

As is the case for volunteer OA advisers, the selection of an OA staff adviser requires careful thought and consideration by the person who makes the selection. All staff advisers take on their Order of the Arrow role in addition to their primary job function, so the ideal candidate is an employee who has demonstrated the ability to work well with volunteers and who can grow in his or her career through this additional responsibility.

A staff adviser's primary responsibilities are to give guidance and counsel to the chapter, lodge, or section adviser he or she advises, and ensure that all volunteer advisers work with and through elected youth leaders. This is done through individual mentoring and through group training opportunities. Prior experience as a participant or staff member in National Youth Leadership Training, Wood Badge or other leadership development training should also be considered when developing a list of staff adviser candidates.

Critical Steps in Selecting a Staff Adviser

Step One

Review the current status of the OA's achievements in the chapter, lodge or section. Write down specific objectives to be achieved and the type of leadership needed for accomplishment. The most recent chapter, lodge or section Journey to Excellence petition may be helpful in getting started with this process.

Step Two

Develop a list of people who have the qualities needed to perform the responsibilities of a staff adviser. In many cases, the professional (*i.e.*, Scout executives appoint lodge and chapter staff advisers, and area directors appoint section staff advisers) making the appointment may choose to consult with previous staff advisers to identify qualified prospects. Appraise each candidate's qualities and select the top two or three prospects.

Step Three

Personally discuss the appointment with the top-rated prospect, including the role's specific responsibilities. Sell the top prospect on the personal satisfaction that can be achieved in developing special Scouting leadership that can have positive and significant impact on the Scouting program and the lives of hundreds of young people. Get the commitment!

Step Four

Provide personal counseling and instruction on the responsibilities to be accomplished. The best resource to use to prepare for this discussion is a professional with prior experience working with an OA chapter, lodge or section, such as a section staff adviser, another Scout executive or a director of field service. Assistance is also available from the OA staff at the national office. Encourage the new staff adviser to attend an upcoming region NLATS course.

Step Five

Publicize the one year appointment through appropriate recognition and recognize him in front of his or her peers.

Chapter 5

SELECTING THE REGION ORDER OF THE ARROW CHAIRMAN

The volunteer leader in the region is the region Order of the Arrow chairman. Appointed annually by the region director in coordination with the chairman of the national Order of the Arrow committee, this person is responsible for administering and managing the OA program regionally, with a special emphasis placed on the role of adviser to the region chief. [FOG, p. 12]

The region OA chairman is a member of the national OA committee during the term of his chairmanship and normally is a member of the region's board.

In making the selection of region OA chairman candidates, the region director (in coordination with the chairman of the national Order of the Arrow committee) may seek input from several sources, including:

- The region Order of the Arrow staff adviser
- The region Outdoor Adventures and Program Impact chairmen
- The outgoing and previous region Order of the Arrow chairmen

The region OA chairman must have the experience and respect appropriate to this critical position. Regardless of the source of potential candidates, it is important to understand the dual nature of this role, in that the region OA chairman must have knowledge of region operations and personnel, while also having a strong knowledge of the OA and its operations and personnel beyond the lodge. The region OA chairman's familiarity with and enthusiasm for the OA program is vital in helping the OA region chief to be successful. Prospects should have served in section or region Order of the Arrow roles and have previously served as a principal lodge or section adviser. Ideally, prospects have usually been identified for years prior to their appointment and have been placed in strategic positions to develop and equip them for this unique leadership role.

Key attributes include:

- In-depth knowledge of the Order of the Arrow and its operations and policies, especially its regionally-conducted training programs (*i.e.*, National Leadership Seminar, National Lodge Adviser Training Seminar, and Section Officer Seminar)
- Demonstrated ability to work with both youth and adults, including recruitment and management of the region OA committee, which exists to support the region OA Key 3 in accomplishing their objectives and responsibilities
- Strong programmatic and administrative skills

- Personal financial resources to cover their extensive activity and travel commitments:
 - The budgets for National Leadership Seminars (NLS), National Lodge Adviser Training Seminars (NLATS) and Section Officer Seminars (SOS) typically include lodging, meals and related expenses for staff members, with adult staff members, including the region OA chairman, covering their personal travel and incidental expenses; in most regions, many OA events require air travel because of the distances involved
 - Attendance at region board meetings, the National Annual Meeting of the BSA, the Order of the Arrow national planning meeting, and *ad hoc* meetings (*e.g.*, national OA conference site visits, NLS “train the trainer” weekends, etc.) are personally funded by the region Order of the Arrow chairman; this includes registration, lodging and travel costs
- Adequate time to spend helping the region chief succeed through personal, email and phone contacts
- Time to devote to region and national OA events and conferences (*i.e.*, section conclaves, NOAC, Scout jamborees, etc.)

The formal appointment of the region OA chairman is made in writing for a one year term by the region director.

The timing of the change from an outgoing to an incoming region OA chairman requires careful consideration. Region chiefs are elected at the national OA planning meeting that is held in late December. Region annual meetings are held at the BSA National Annual Meeting in late May or early June. Thus, the installation of a new region OA chairman is normally done at year-end or at the time of the region annual meeting.

Having the installation of a new region chairman occur at year-end, at the same time as the election of a new region chief, does provide continuity for the region chief, as he will work with the same chairman throughout his entire term in office. If this option is used, the incoming region chairman could serve on the region board (if nominated and elected) starting in May or June, and use the rest of the calendar year to plan a smooth transition with the outgoing region OA chairman, with the formal transition from the outgoing to the new chairman happening at the national OA planning meeting.

If the change to the new region OA chairman is done at the time of the region’s annual meeting, it is particularly important that the incoming chairman be identified well in advance so he or she can work with the outgoing chairman to ensure a smooth transition that will not distract from the key role of the chairman, which is being the adviser to the region chief.

Either time for changing to a new region OA chairman can work, if the transition is well planned and thoughtfully communicated among all parties involved. The question to ask and answer is: What will be best for the program and the youth being affected and served by this change of leadership?

APPENDIX – POSITION DESCRIPTIONS

Duties of the Lodge Staff Adviser

1. Appointed annually by the Scout executive. (It is recommended that the selected professional Scouter be a member of the Order of the Arrow.) Consults with the Scout executive on the annual performance and appointment of the lodge adviser.
2. Understands the policies and principles of the Boy Scouts of America and the Order of the Arrow. Ensures that all participants at OA functions are members of the OA and BSA. Responsible for all funds being properly budgeted, received, disbursed, and transmitted according to council procedures and the accounting manual of the BSA. Attends all lodge functions, meetings and other OA activities requiring his attendance.
3. Distributes council, region and national information, literature, and correspondence to lodge advisers and appropriate committees. Orders materials, recognition items and supplies from the national OA office and National Supply Group.
4. Works with the lodge adviser to help the lodge chief prepare for lodge executive committee (LEC) meetings. Attends the meeting and sits with the lodge adviser and lodge chief.
5. Recommends and works with the lodge adviser to fill all lodge operating committee adviser positions.
6. Works with the lodge adviser to encourage appropriate adult participation in and support of committees and activities. Keeps professional staff associates aware of OA activities, programs, and policy/rule changes.
7. With the lodge adviser, ensures the lodge charter renewal application and fees are processed and mailed on time. (The lodge charter renewal process begins each year in October, and the charter application is due on December 31.)
8. Recommends agenda items for lodge meetings. Ensures that financial and activity reports required from the council office are printed in a timely manner. Works with advisers to the lodge treasurer and other committees to ensure accurate information is reported.
9. Represents the OA at the council annual staff planning conference, coordinating council, region, section, and national dates. Responsible for making reservations for council facilities. Works with the council's office staff to ensure timely communications to the OA membership, and that member records and mailing lists are kept current. Involves the OA in council programs, and works at having the lodge represented at all national and section OA functions.

10. Oversees the delegation of responsibilities in the lodge and assists the lodge adviser and lodge chief in evaluation, assignments, and follow-up.
11. Recommends to the Scout executive the appointment of chapter staff advisers. Communicates with chapter staff advisers and ensures appropriate lodge and council support is provided to each chapter. Evaluates and makes suggestions for chapter program improvement.
12. Keeps the Scout executive informed about all OA projects and programs. Recommends service projects for lodge consideration. Coordinates with the camp ranger on Ordeal and other OA projects and programs at camp.
13. Understands and supports the Vigil Honor and Founder's Award nominating processes.
14. Sets the example for youth and adult Arrowmen by correctly wearing the Scout uniform, according to the BSA Insignia Guide. [GOA, pp. 17-19]

Duties of the Chapter Staff Adviser

The chapter staff adviser's responsibilities are similar to those of the lodge staff adviser (e.g., calendar development and coordination, budgets, meetings, service projects, training, etc.) that can change with each chapter's unique and specific duties which vary from council to council.

Duties of Area Director, Section Adviser and Section Staff Adviser

The advisers of the section shall be the area director and two other Arrowmen who are 21 years of age or older - one being a volunteer Scouter (section adviser) and the other, a professional Scouter (section staff adviser). If needed, the area director may also appoint an associate section adviser to assist the section adviser. Advisers at the section level are appointed annually by the area director, with the concurrence of the region Order of the Arrow chairman and staff adviser. Each adviser must be a member in good standing with the Order of the Arrow and the Boy Scouts of America, in a council within the geographical boundaries of the section served. The responsibilities of the advisers are as follows:

1. AREA DIRECTOR

- a. Assigns councils in the area to section groupings, based on recommendations made by the region OA chairman and staff adviser.³
- b. Configures sections so that conclave attendance will be in compliance with the 10-hour per day driving restrictions in the *Guide to Safe Scouting* and Tour and Activity Plan of the Boy Scouts of America.

³ This is typically done at the time of area and region boundary changes.

- c. Appoints the section adviser(s) annually with the concurrence of the region OA chairman and staff adviser.

2. SECTION ADVISER

- a. Interprets Order of the Arrow policy in consultation with the region OA chairman, region staff adviser, and the director of the Order of the Arrow, as needed.
- b. Holds no other primary or associate adviser position in the Order of the Arrow during his term.
- c. Advises the section officers and council of chiefs (COC) in planning and conducting the section conclave. Works with the staff adviser to ensure successful section events. Works “behind the scenes” through the section chief.
- d. Assists in the reorganization of merged, dropped or inactive lodges within the section as requested by council Scout executives or the area director.
- e. Assures that the section is operating according to the Section Rules as approved by the national committee.
- f. Brings to the attention of the region chairman and the director of the Order of the Arrow matters of policy or procedures that should be considered by the national OA committee.
- g. Reports to the area director and the region Order of the Arrow chairman on a regular basis.
- h. Meets and communicates with the section chief and staff adviser (Section Key 3) on a regular basis.
- i. Meets and communicates with each lodge adviser in the section on a regular basis.
- j. Encourages and assists the participation of each council in all region and national Order of the Arrow functions.
- k. Coordinates transportation to region and national events through the council of chiefs.
- l. Encourages and assists lodges in the on-time charter renewal process.
- m. Requests an annual report from each lodge, in addition to receiving a copy of the lodge’s charter renewal application and JTE petition.
- n. Encourages lodges to improve performance and meet the objectives of the Journey to Excellence program.
- o. Reports annually to the region chairman and staff adviser on the significant accomplishments and challenges in the section.

- p. Represents the section at region and national functions and activities of the Order of the Arrow, when invited.
- q. Serves as an example of the ideals of the BSA and the Order of the Arrow.
- r. Wears the Scout uniform correctly.
- s. Attends council of chiefs meetings, section officer seminars, and, if invited, the national annual planning meeting.

3. SECTION STAFF ADVISER

- a. Advises the area director on possible nominees for section adviser.
- b. Serves as liaison between the section council of chiefs (COC) and lodge staff advisers.
- c. Keeps the area director informed on all matters related to the section.
- d. Maintains a close working relationship with the section officers and advisers.
- e. Oversees the section finances and coordinates the section financial operations with the appropriate councils. Ensures BSA accounting and auditing procedures are followed.
- f. Assists in establishing the date of the conclave, coordinating with the region and council calendars. Communicates to councils the conclave dates and encourages their participation and non-scheduling of conflicting activities.
- g. Encourages participation in all section, region, and national events.
- h. Participates in conclave and other OA training when requested and available.
- i. Meets and communicates with the section chief and section adviser (Section Key 3) on a regular basis.
- j. Represents the Order of the Arrow and the Boy Scouts of America at section, region, and national OA functions.
- k. Serves as an example of the ideals of the BSA and the Order of the Arrow.
- l. Wears the Scout uniform correctly.
- m. Attends council of chiefs meetings, section officer seminars, and appropriate national leadership seminars.
- n. Insures that the section conclave is covered by accident and sickness insurance and the proper forms and fees are submitted to national for both the insurance and national activity surcharge. [*FOG*, pp. 18-20]