



The Boys'
Brigade

N.C.O.'S TRAINING PAMPHLET

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CONTENTS

	page
1. Introduction	4
2. OUTLINE OF THE COURSE	5
3. THE TRAINING OF THE N.C.O.	
The Organisation to which he belongs	6
How he fits in	8
The Younger Boy	10
Working in the Company	12
Drill	15
4. PLANNING THE COURSE	16
Appendix . . . ADVANCED TRAINING	17

INTRODUCTION

Throughout the history of the Brigade, N.C.O.s have played an important part in the running of a Company, and the promotion system has been a valuable help in training the older members for leadership and responsibility.

The present Manual (p. 30) (and previous editions) contains the following words:

"The system of Non-Commissioned Officers in The Boys' Brigade is of great benefit in facilitating the organisation of the Companies, and in developing the powers of leadership and the character of the Boys selected as N.C.O.s. Officers will find it beneficial to the Company to make the fullest possible use of the N.C.O.s."

To achieve this, the N.C.O. must be helped and trained, and not left to find his own way. His enthusiasm on appointment must be maintained by carefully planned and progressive systems of training.

The responsibility for N.C.O. training rests with the Company, but many Battalions and Districts provide special forms of training which are referred to in the Appendix to this pamphlet.

The purpose of the basic training contained in this pamphlet is to make a good N.C.O. for the Company, and is not designed to go beyond this. Consideration of future service as an Officer and all that this involves does not come within the scope of this pamphlet.

OUTLINE OF THE COURSE

There are five main subjects to be covered : —

1. THE ORGANISATION TO WHICH HE BELONGS

A general look at the B.B., what it sets out to achieve, and how it is structured.

- (a) The B.B. Method
- (b) Brigade Structure and Church Relationships

2. HOW HE FITS IN

The place of the N.C.O., what is required of him, and the people with whom he will work.

- (a) His personal place, duties and responsibilities
- (b) His personal relationships
- (c) His relationship with the Church

3. THE YOUNGER BOY

A general look, in simple terms, at the make up of the younger Boy with whom the N.C.O. will come in contact, and how to handle him.

- (a) What the Boy has
- (b) What the Boy needs

4. WORKING IN THE COMPANY

How a Company operates, and the work of an N.C.O. as Squad Commander, etc.

- (a) The Company and how it works
- (b) As a Squad Commander
- (c) As an Instructor
- (d) In Camp
- (e) In Company Activities

5. DRILL

Normal drill training and certain ceremonial aspects.

- (a) Normal drill training
- (b) Ceremonial

LAYOUT OF THE COURSE NOTES

The pamphlet has been divided into sections corresponding with the above outline, and for convenience, each section of the detailed notes which follow is divided into two parts;

- (i) **Material** An indication of the actual ground to be covered.
- (ii) **Method** Some suggestions as to how the material can be put across in an interesting and helpful way.

THE TRAINING OF THE N.C.O.

1. THE ORGANISATION TO WHICH HE BELONGS

(i) MATERIAL

(a) The B.B. Method (see Manual p.18)

Every organisation has a "method" by which it does its work. The B.B. Method is designed to work among Boys and young men with the sole aim of helping to achieve the B.B. Object. The B.B. Method provides more than just entertainment and a programme of interesting activities: it is the basis for a sound preparation for a full life in the years to come. The various elements of the Method are:

The Company

The important unit to which the Boy belongs, and where Officer/N.C.O./Boy relationships are built up. For the N.C.O. and the Boy, the Company is theirs: it belongs to them.

The Church

The Company must belong to and be part of the life of a local Church.

Uniform

The B.B. wears uniform:

- (a) to attract the Boy, especially the younger one
- (b) to encourage pride in one's appearance and self-respect
- (c) to encourage a sense of 'belonging'
- (d) to encourage acceptance of the ideals for which the uniform and the B.B. stand.

Religion

Direct teaching of the Christian way of life, and encouragement to Boys to consider for themselves whether they should follow it.

Discipline

Training in obedience and discipline in its widest sense, with an ultimate aim of personal self-discipline and self-control.

Activities

A four-sided programme under the headings of Christian Citizenship, Physical, Educational and Service. These are based on the all-round development of a person as shown by the Boy Jesus, who increased in wisdom (Educational) and stature (Physical) and in favour with God (Christian Citizenship) and man (Service). All the activities undertaken in the B.B. come under one or more of these headings.

Awards

Progressive systems based on the programme of activities to encourage and maintain interest and appropriate standards of achievements.

Leadership

The appointment of Leading Boys in the Junior Section, and N.C.O.s in the Company Section to encourage and develop a sense of responsibility and leadership, and to enable Boys to share in various degrees in the planning and running of the Company.

(b) Brigade Structure and Church Relationships

The B.B. Company begins and lives within the Church, and is part of the youth work of the Church. Its Officers **must** be, and its Warrant Officers should be, Church members or adherents, and are nominated by the Church (see Manual p.11). The Boys' Brigade organisation provides only the machinery which the Church may use in "the advancement of Christ's Kingdom among Boys, and the promotion of habits of Obedience, Reverence, Discipline, Self-Respect and all that tends towards a true Christian Manliness."

Constitutionally, the Church is responsible for the Christian Education in the Company, and for its property and finance (see Manual p.10). Having nominated its Officers, including the Chaplain, the Church usually leaves the Officers to look after the day to day running of the Company.

Officers, having been nominated by the Church, are enrolled by the local Battalion as Chaplain, Captain and Lieutenants. The Captain must be a man, aged 20 or over. Lieutenants, who must have completed Basic Training and be over 18, may be men or women (women Officers serve only in the Junior Section). Warrant Officers may be either men or women over 18 (women again serving only in the Junior Section). Staff Sergeants are appointed within the Company, at age 17-19, to carry out specific duties in the Junior or Company Section (see Manual p.20/21).

The Company operates in different Sections, the age ranges being laid down, and therefore mandatory. The Junior Section is divided into Groups, and the Company Section into Squads, the latter being under the leadership of N.C.O.s (see Manual p.32).

For convenience of organisation, B.B. Companies in one town or area are grouped together into Battalions, and Battalions are grouped into 18 Districts throughout the U.K. and the Republic of Ireland. In addition to administration, the Battalions and Districts provide convenient groupings for local events and competitions (see Manual p.54/56).

The overall management and supervision of the Brigade is carried out by the Brigade Executive, a body elected by Districts from among their own Officers. The ultimate 'parliament' of the Brigade is the Brigade Council, which meets once a year, and upon which every Company should be represented, either in person or by proxy (see Manual p.12/14).

The local B.B. Company should also take part in the activities and functions of the Youth Service which forms part of the Local Education Authority. The Brigade has much to offer, and can often take advantage of grants and facilities available to local units (see Manual p.62).

(ii) METHOD

This subject can become very boring if covered just by means of straight talking, and Officers should try to present the material in an attractive way, with plenty of action on the part of the N.C.O.s.

For the B.B. Method, a visual aid could be prepared (e.g. a bridge, a brick wall, the B.B. Anchor divided into sections) with sufficient sections for each element of the Method. By questions and discussion, the N.C.O.s could be encouraged to discover each element, and then write the appropriate words on one section of the visual aid. Alternatively, the N.C.O.s could be asked to form a 'panel' to meet Church officials (played by Officers) to explain what the B.B. is, and why they should consider starting a Company in their Church.

For the Brigade Structure and Church Relationships, the Officer could prepare a list of questions, give them to the N.C.O.s, either individually or in small groups, get them to look up the answers to those they do not know already, or find out by asking other Officers, etc., and then prepare a tape recording, as if for a broadcast on a local radio station, with the Officer (or even one of the N.C.O.s) acting as the interviewer, using the prepared questions, plus one or two others, just to add to the interest!

Alternatively, a newspaper report could be prepared, or a visual display of what the Brigade really is, and this could be shown in the Church foyer, or in the entrance hall for the Annual Display.

Other ideas could include:

- (a) Putting a selection of activities of the Achievement Scheme and Company Section awards under one or more of the four headings — Christian Citizenship, Physical, Educational and Service.
- (b) Preparing on a chart or chalkboard, a "family tree" of the Brigade organisational structure — i.e. Brigade Council, Brigade Executive, Headquarters, Districts, Battalions, Companies, Sections, Groups and Squads, Officers, N.C.O.s and Boys.

2. HOW HE FITS IN

(i) MATERIAL

(a) His personal place, duties and responsibilities

It is essential for the N.C.O. to be clear exactly where he stands and what is expected of him. His duties will vary from Company to Company, but there are a number of considerations which will apply in almost every case. (Officers will no doubt be able to adjust these considerations in the light of their own Company circumstances).

The N.C.O. is appointed to assist the Officers, so he too will be an 'Officer — Non-Commissioned,' not just a sort of privileged Senior Boy. His responsibilities will include such generalities as personal loyalty, encouragement of loyalty by the Boys, setting of examples, leadership in many aspects of the life of the Company. (Specific duties and responsibilities will be covered in the later section on 'Working in the Company').

(b) His personal relationships

These can be grouped under the following headings:

(i) **The Officers** Relationships with the Officers is a two-way business, and a good Officer will realise the importance of establishing the right relationship with the N.C.O. There must be mutual trust, and the N.C.O. should know that he can count on support from the Officers in a tricky situation. Even when an N.C.O. disagrees with an Officer, he should be prepared to admit that there may be other points of view, and the Officer probably has more experience of life and the B.B. than he has. Nevertheless, if the relationships are right, he will be able to talk to the Officer privately, and discuss the matter with him. A good maxim for the N.C.O. could well be 'Do unto the Officer as I would that the Boys should do unto me!'

(ii) **Other N.C.O.s** The N.C.O. must learn to accept and work with the other N.C.O.s, no matter what he may think of them as individuals. The best results are seen when the N.C.O.s combine to form a united team, working together for the good of the Company, and sharing ideas, talents, etc.

(iii) **The Boys** The N.C.O. holds an important position between the Boys and the Officers. At times, he will need to be the mouthpiece of the Officers, encouraging what they have felt to be wise, whilst at the same time he will need to be the mouthpiece of the Boys, seeing that their views and experiences are fed back honestly and accurately to the Officers. An N.C.O. should never forget that he is probably a 'hero' to one or more of the Boys who will copy him in very many ways. This may not always be apparent, but much of what a N.C.O. says, does, and indeed is, will form the basis of the pattern which the young Boy seeks to follow as he grows up in the Company. (Here, specific examples in the life of the Company may be used, and reference made to hero-worship and example in sport, etc.) In the short term, the influence of the N.C.O. upon a Boy may in fact be greater than that of an Officer. The example set, not only on Parade Night and at Bible Class, but in the canteen, at school, on the sports field, and even at times when he would rather not be seen, must never be overlooked. Example counts all the time. Even though the N.C.O. may work only in the Company Section, he should also be encouraged to take an interest in the work of the Junior Section.

(c) His relationship with the Church

It is, of course, a basic principle that the B.B. is a part of the Church, and the N.C.O. must therefore realise that this aspect is vitally important. Whilst at the age of 14 (the age of his first promotion) he is unlikely to be a committed Christian, the N.C.O. must realise and accept that everything done in the Company is in fact being done for the Church as part of the advancement of Christ's Kingdom. Whilst the relationship with the Church will no doubt grow and change as the N.C.O. grows, he should be encouraged to act, and give,

according to his ability. (Here the Officer might mention specific examples relating to the local Church, and ways in which this relationship can be established).

(ii) METHOD

The N.C.O.s personal responsibilities and qualities could be covered by getting the N.C.O.s to work these out for themselves. This could be just a straightforward activity, using a discussion technique, and drawing up a list of qualities and responsibilities felt to be appropriate, or they could imagine that they are the Officers of a Company at an Officers' meeting, looking at the need for considering promotions, and deciding what they would expect of an N.C.O. (without actually going on to consider themselves in detail!).

Relationships with the Officers and each other must be covered, but they are really subjects that happen, rather than being talked about. Regular informal sessions between Officers and N.C.O.s (e.g. Sunday evenings after Church, a weekend camp or other special occasion), all help to build up relationships. The N.C.O.s could be asked to discuss what they expect from the Officers, and then ask them to put themselves in the Officers' place, and discuss what they would expect from the N.C.O.s.

Officers must realise that this is a two-way process, and they should give a lead by being frank with the N.C.O.s and being prepared to discuss with them, various aspects of Company life.

If they do not already do so, it would be useful for the N.C.O.s to look in at the Junior Section meeting one night, or be attached to the Junior Section for a short time (e.g. to take one or two particular Achievements).

For relationships with the Church, much will depend on the Officers' own relationships, and wherever possible, the Company Chaplain should be involved in this section. The N.C.O.s should be invited to say what they think the Church is, and should be able to attend various Church functions, and discuss them afterwards.

3. THE YOUNGER BOY

(i) MATERIAL

(a) What the Boy Has

This is certainly not meant to be a deep psychological study, but the N.C.O. should be aware of certain parts of the make-up of most Boys. Perhaps the most obvious and important are the following:

(i) **Enthusiasm and energy** Boys of this age cannot sit still for long: they always want to be on the go, doing something they like, on their own, or more usually with others of their age. Most things are commenced enthusiastically, but this enthusiasm may wane after a time.

(ii) **Capacity for fun** Life is never very serious at this age: most things have a funny side (even if it is not intended!) and the Boy has a great sense of humour. He has few worries, and those he has soon pass; what he likes to do is to enjoy himself.

(iii) **Capacity for hero-worship** Whilst this is with us at most ages, it is particularly strong at this age: his 'hero' may be a footballer, or pop star, but it may equally be his B.B. Officer or N.C.O. In many ways, although this may happen without him being aware of it, the Boy will model his life, what he does, says and tries to do, on his hero.

(iv) **An element of uncertainty** When he stops to think of it, (which may not be very often), he feels a need for security, and someone who will take a real interest in him, and whom he can trust in every way. Some Boys are lucky to find this at home, but many others do not, and seek it outside their homes.

(b) What the Boy needs

The four points covered above lead to four aspects of Company life which the Boy needs to find, and which can be given to him by the N.C.O.s as well as the Officers.

(i) An opportunity to let off steam — Boys must use their energy, and it is up to the B.B. to provide outlets in the right sort of way. In addition to the obvious ways of Physical Activities, Drill, Games, etc., the N.C.O. should also be prepared to encourage him to work off his surplus energy in **doing** things at all times — this may involve the way in which the N.C.O. allows the Boys to participate in the instruction he gives them, or it may be just being prepared occasionally at informal times to allow the younger Boys to chase him, roll on top of him or duck him in the swimming pool (usually with a ratio of at least five Boys to one N.C.O.!).

(ii) A good balance between the serious and the light-hearted. The Boy will be prepared to listen and be serious when the occasion demands, providing the N.C.O. will join in his fun, share his jokes, and see the funny side of things (even when the joke is on himself). If the Boy feels that the N.C.O. can laugh with him, etc., then he will be more ready to obey him and take his problems to him, when the occasion demands.

(iii) The right sort of 'hero' who will set the right sort of example. The vital importance of the N.C.O.'s example at all times cannot be over-stressed. The N.C.O. should be made aware of his responsibilities in this connection, and should never forget it.

(iv) Someone who will be prepared to take an interest in him — the N.C.O. should take every opportunity of talking to the Boy, and taking an interest in him — his family, his life outside the Brigade (school, hobbies, friends, hopes for the future, etc.) and then there is a need for the N.C.O. to remember what he

has learned about the Boy. It is also essential that the N.C.O. should realise how important it is that he never lets the Boy down, even in small matters.

(ii) METHOD

The N.C.O.s can probably work out for themselves the various points covered in "What the Boy has," and it does not matter if they produce a different list, as long as the points are relevant.

For the second part of this topic, the N.C.O.s could be asked to consider their own Company, and see what activities, relationships and other factors provide the answers to the Boys' needs. Whilst there is always a danger in discussing individual Boys, this is often a good way to illustrate the points, especially if the N.C.O.s themselves suggest certain Boys as examples of the different aspects being discussed.

4. WORKING IN THE COMPANY

(i) MATERIAL

(a) The Company and how it works

The N.C.O. must know his own Company, and how it works, the range of activities and the central theme which it uses. The Brigade is sometimes criticised for being an end in itself, whereas activities like drill, first aid, canoeing and football are a means to the promotion of the habits mentioned in the Object.

The N.C.O. is of course aware of the use of awards, and should understand how these graduate from the Achievements of the Junior Section to the Queen's Badge for Seniors. Whilst not being required to know all the detailed regulations, he should have a sound background knowledge of how they work (see Achievement Scheme and Award Regulations). Similarly, he should have a good knowledge of the Brigade's age ranges (see Manual p.34) and uniform regulations (see Manual p.66).

There is, however, much more to a successful Company than the carrying out of certain regulations, important though this may be. All Companies have their own customs and traditions which are passed on from Boy to Boy, and the spirit and life of the Company often determine how successful, or otherwise, the work will be. (Here the Officer will wish to mention, or draw out from the N.C.O.s, those aspects which relate to their own Company).

(b) As a Squad Commander

The N.C.O. must take a personal interest in every Boy in his Squad, and this will include such things as regular attendance, smartness, behaviour, and help with any activity which the Boy may undertake. This must involve some link

with the Boys' homes and parents, and visitations of the homes should not just be a matter of a duty when a Boy has been absent.

Much of the influence that the Squad Commander has upon the Boys in his Squad will stem from his personal example, both in a general sense, and also in his approach to particular topics. If the N.C.O. sets a good example and high standard in his approach to an unpopular subject, it will probably do more than any 'pep-talk' that an Officer gives.

(c) As an Instructor

Suitable N.C.O.s should be encouraged to offer themselves as instructors for certain 1st stage awards or topics in Target Award training. One of the first essentials is a belief in the subject he is to teach, and a personal enthusiasm which will be passed on to those in the group. Many Boys will delight in making things difficult for the young instructor, and will not be slow to pick up faults in their instructor's technique or material.

An N.C.O. acting as an instructor must be himself first, and a teacher second. The Boys in his group will know him for what he is and this should be apparent in his instruction.

N.C.O.s who are to be used as instructors in Company classes should be strongly encouraged to work for and gain the Instructor's Certificate. As part of this, they will attend a special "Instructional Techniques" Course, which will be a great help to them.

(d) In Camp

In most Companies, the N.C.O. is in contact with the Boys for about as many hours during a week in camp, as he is for all the rest of the session put together. This shows how important are the contacts he makes in camp.

The N.C.O. must have a good knowledge of camp craft, since on this may depend the happiness and welfare of the Boys in his tent. Perhaps even more important is the need for the N.C.O. to accept a real responsibility in looking after the younger Boys in his tent, especially those who may need special help or encouragement. The same principle applies to many other facets of camp life. (Here, the Officer will wish to refer to the experience and traditions of their own Company camp, to supplement this section).

(e) In Company activities

(Whilst every Company will vary in this respect, there are some generalities which will apply to most Companies, and Officers will add or amend in the light of their own experiences in the Company).

In the Junior Section, the Achievement Scheme provides a ready made avenue for service by N.C.O.s in taking particular achievements. This is particularly true of the physical achievements, where the N.C.O. can be very useful in training and testing appropriate Boys. He can also help in the spiritual, social and educational sections, and N.C.O.s should make themselves as familiar as possible with the details of those achievements with which they can help.

The old method of "lecturing" Company Section Boys to cover the knowledge they are required to gain has been largely replaced by a more informal and less dictatorial type of teaching. In this development the N.C.O. will find himself more and more in demand, since groups for instruction will become much smaller than in the past, and more helpers and instructors will therefore be required. This will mean, of course, that the N.C.O. will need to keep himself up-to-date at all times, and he will need to work closely with the Officer or instructor in charge of each subject. N.C.O.s may be used as 'understudies' or assistant instructors, but on occasion, may find that they are required to take a complete period of instruction. They should always keep this possibility in mind, and ask themselves from time to time "How would I handle this one?"

All award work is related in some way to the President's Badge, which leads on to the Queen's Badge, and work which an N.C.O. does in relation to badge classes will in fact be of help to him in attaining the final awards that the Brigade has to offer.

In addition to all this, it is in the less formal activities of the Company, including sport, that the N.C.O. holds a key position. He must learn to master the natural desire to criticise the Officer, referee or other player, to grouse and retaliate against what he considers to be dirty play, or to unleash his tongue in the heat of the moment.

(ii) METHOD

This section of the course is probably the most important, and it will certainly take most time. Great care should therefore be taken to ensure that the best possible methods are used to enable the material to be absorbed and understood. The following are just a few suggestions to indicate the sort of approach that can be used, and Officers are encouraged to consider other ideas for themselves.

(a) The Company and how it works

Some of this knowledge will already have been gained in the Company. Much of the rest is to be found in the Handbook for Boys. A quiz or other form of competition could therefore be used. Some of the Company's customs and traditions could be discovered by getting the N.C.O.s to contact named Old Boys, and report back to the next meeting.

(b) As a Squad Commander

Apart from a brief introduction, this section can be handled well by using case studies or role play. Examples can be given of the type of incident that happens, and the N.C.O.s can then discuss how it should be handled. An Officer's own Company experience should provide many examples in this respect (with the names suitably disguised), but the following will give an idea of the sort of case study that can be used:

"Brian, aged 11¾ has been a regular and keen member of the Company Section for the first half of his first year. Over the last few weeks, however, his attendance has been erratic, his uniform turnout has deteriorated, and when you speak to him, he says that he is getting fed up because he has not been picked for the football team, he cannot take part in the specialised activities, he

was told off by one of the Officers for something he had not done, and he is thinking of leaving the Company. What would you, as his Squad Commander, do?"

(c) As an Instructor

If the N.C.O.s attend a Battalion "Instructional Techniques" course, this will give them the necessary information and experience, to enable them to commence instructing in the Company. If not, then some helpful tips concerning instructing Boys should be given to them, and then they should be asked to prepare and then take a short period of instruction (e.g. 10 minutes) in the N.C.O.s training class, on an appropriate subject, using the other N.C.O.s to play the part of the Boys in the class. The other N.C.O.s, guided as necessary by the Officer, should then comment on the instruction given.

(d) In camp

The N.C.O.s could be asked to produce a list of the things that a tent commander should look out for in camp, and responsibilities which he should be prepared to undertake. In addition, some more case studies could be used, as suggested in the section on the Squad Commander above.

(e) In Company activities

Following a discussion concerning the various responsibilities which each N.C.O. may be willing to accept in the Company, this section will be covered mainly by the actual practical work which the N.C.O. will carry out.

5. DRILL

(i) MATERIAL

(a) Normal Drill Training

All N.C.O.s should be working for the Drill Badge, and by this time, may well be on the way to gaining the 2nd stage award. It is possible, also, that the N.C.O.s will have a general knowledge of drill as a result of the years that they have spent as members of the Company Section. What is required now, therefore, is additional information and experience to enable them to qualify for the 3rd stage award, or at least to be able to drill a squad in simple drill movements, and understand the basic principles of Advanced Drill.

(b) Ceremonial

Under this heading, all N.C.O.s should be trained in the following:

- (i) Falling-in the Company Section on Parade Night, and requirements of all Squad Commanders in charge of their Squads.
- (ii) Carrying of Colours, and positions and movements of members of Colour Parties.
- (iii) Falling-in the Company for a Church Parade.

(ii) METHOD

Whilst some theory will need to be included, these sessions should be mainly practical. If the Company is not doing Advanced Drill, a suitable visual aid, e.g. flannelgraph or magnetic board, should be used, and the N.C.O.s acting as Section Commanders should move the appropriate pieces around themselves, as they give the necessary commands.

The main practice required by the N.C.O.s will probably be in the giving of drill commands. The N.C.O.s can be paired off and lined up at opposite ends of a hall: all those at one end can then give commands at the same time, to their opposite numbers. This encourages the right use of the voice, and soon enables those who are hesitant to give adequate commands to get over their hesitancy. Each N.C.O. in turn can then go on to drill the others in simple movements, using everyone to make constructive comments and criticisms from time to time.

For the ceremonial aspects, the practical side will come on appropriate occasions at Company meetings, and every N.C.O. should be given the opportunity once in a while to fall-in the Company. For the first few times, however, the drill Officer should be with him to give support, and prompt and encourage as necessary.

PLANNING THE COURSE

Circumstances in Companies will vary so much that it is impossible to suggest any one pattern which can be followed by all Companies in the running of a course of this kind. Normally, a series of evening meetings will take place, but some Companies may prefer to take the N.C.O.s away for a day or weekend, either camping or using a suitable hostel, where, in addition to the training sessions, a real spirit of fellowship can be built up between the N.C.O.s and those Officers, especially the Captain, who take part.

The time available, the number of N.C.O.s, their previous knowledge and general background are all factors which will affect the total time required to complete the training covered in this pamphlet, but as a general rule the following may be considered for a six-week training course, assuming a total of 1-1 ½ hours per session.

WEEK	1st PERIOD	2nd PERIOD
1	The organisation to which he belongs — 1	Drill — 1
2	The organisation to which he belongs — 2	How he fits in
3	The younger Boy	Drill — 2
4	The Company and how it works	As a Squad Commander
5	As an Instructor — 1	Drill — 3
6	As an Instructor — 2	In Camp In Company Activities

APPENDIX

ADVANCED TRAINING

THE PLACE OF ADVANCED TRAINING FOR THE N.C.O.

Whilst the main responsibility for N.C.O. training rests within the Company, there are some limited spheres of advanced training which it is less suited to undertake than higher formations. This is the case particularly with those N.C.O.s who have developed Officer potential. The advanced level of training which is required often calls for special facilities or larger numbers at any one time for effective training than the individual Company can find.

TRAINING AT NATIONAL LEVEL

Accordingly, the Brigade at national level undertakes the responsibility for Senior N.C.O. training by means of the King George VI Leadership Training Course — the Brigade's Officer Cadet Scheme. Brief details of this scheme are to be found on page 28 of the Officer's Manual, and more complete information can be obtained from the Secretaries for Training at Brigade Headquarters.

Company Captains should always consider the possibilities of this scheme whenever they have, amongst their N.C.O.s, one who is obviously first class material for this scheme.

It should also be realised that amongst the national training programme carried out each year at the Brigade's national training centres, are many specialised courses on a wide variety of Brigade subjects, and many of these are open to N.C.O.s who are, or who may be required to become, instructors in these subjects within their own Companies. General Leadership Courses are also included in the programme most years. Captains should ensure that all suitable N.C.O.s are told of these courses, and encouraged to attend from time to time.

TRAINING AT DISTRICT AND BATTALION LEVEL

In every Battalion, and most Districts, there is a training organisation already in being under a local Training Convener, and this provides a ready-made means of carrying out advanced level training for N.C.O.s. Attendance should not be restricted just to a particular locality or Battalion, and co-ordination between Battalions and Districts may be sought through the Field Officers or the Training Secretaries at Brigade Headquarters.

No attempt is made here to give any detailed syllabuses for those courses which seem to be undertaken more usefully by Districts and Battalions than at Company level. However, there are a few specific types of Course of which mention should be made:

(a) Queen's Badge Completion Courses

The Queen's Badge is the premier award in The Boys' Brigade, and although the final courses are organised by Districts (or in some cases, Battalions), the sanction for the running of such courses, and the ultimate award of a Queen's Badge is in every instance given at Brigade Headquarters, and this enables standards of training to be maintained. The training agencies are acting in this as agents of the Brigade Executive.

The requirements of the award prior to the Completion Course are explained fully on pages 5-11 of Award Pamphlet No. 15 for the President's and the Queen's Badge.

(b) Instructional Techniques Courses

As part of the Instructor's Certificate, satisfactory completion of a special Instructional Techniques Course is required. It is hoped that all suitable N.C.O.s will be encouraged to work for this award, and in addition to providing an interesting and useful activity suited to the age range concerned, the knowledge and experience gained will be of great use within the Company.

Battalions are asked to make the necessary arrangements for the holding of these courses, and there is available to them, guidance on the way they should be run, and what should be covered.

(c) Christian Leadership Courses

These courses are designed to help N.C.O.s and other Seniors who are reaching the climax of their service in the Brigade. A typical course, lasting over a weekend, might well include short sessions on the approach of the young Christian to his work and to the Church; also his continuing education and his attitude towards modern trends in sport and lawlessness. Another such course might have as its theme — "Give God a chance . . . at home, at work, at leisure and at worship, etc."

A few formal talks by experts outside the B.B. (for example, from commerce, from the Church and from the world of sport) might be interspersed with discussion and physical activity of one sort or another. It is important that only outside speakers of well-tryed experience should be invited, and, for obvious reasons, these cannot be tied rigidly to a particular approach.

The Secretaries for Training at Brigade Headquarters will be pleased to offer further suggestions for Christian Leadership Courses, and Field Officers, where available, may be able to assist by advising on suitable speakers.

(d) Physical Recreation Courses

The advantages of larger numbers may be considered valuable in the various forms of physical recreation, both traditional and specialised, and it may thus be thought worthwhile to offer courses of this nature at District and Battalion level. Physical activities of most kinds may be treated in this way.

CONCLUSION

Finally, it is emphasised that the provision of training for N.C.O.s and Seniors by Battalions and Districts never releases the Company Officer from his responsibility for training his own N.C.O.s.

Whatever training is carried out by the N.C.O., this is not the end. The stage has now been reached when the N.C.O. may, in fact, become an Officer. He must never think, though, that with his Basic Training Course to qualify him for Officership, his training days are over. Nothing is further from the truth, for never will he stop learning something more about Boys.