

For you are my hope;
O Lord God, You are
my confidence
from my youth.
Psalm 71:5

Staff



Camp Hope Ministries Leaders Manual

The Invitation to Serve

Five young people piled into my office, excited about serving on Camp Hope staff. My office was in its usual summer mode and resembled a small warehouse jammed full of necessities ranging from fruit roll-ups to barrels of glue and tempera paint. One youth noticed the stack of Camp Hope Staff Manuals labeled clearly with each person's name on the binder.

"Why is Ryan on the staff?" he asked. "Ryan isn't a leader. He's.... well... not really one of us."

Wow! A teachable moment for sure. These youth were using the standards from their high school to inform congregational leadership. I often think that if "coolness" or some other value had been applied to being a leader in the church, I would have never been invited in. Jesus gives us an incredible lesson on who should be in the inner circle, so I directed my conversation into an "Oh-by-the-way" kind of Bible Study, helping them re-frame leadership.

Who gets invited to serve as camp staff is one of the most important decisions you will make for the summer. There is a lot to think about as you build a leadership team.

Over the last fifteen years we have organized these questions into a clear system that will help you produce the most effective servant leadership team possible. Think of these four as a movement that will take you through the whole journey of staffing, from your initial hopes to the final evaluation.

This journey grows servant leaders:

The Invitation to Serve — or as Jim Collins says in *Good to Great* "getting the right people on the bus"

Covenanting to Serve — setting clear expectations, boundaries and training for excellence in leadership

Servant leaders in action — regular rhythms for growing skills & deepening faith

Reflection after Serving — transformational learning

What are the qualities you need (I mean raw material) in the summer staff?

What is your responsibility to the parents of campers or to the stewards of the congregation in staffing?

How much does church politics play in your staffing decisions?

What are the best ways to "get" your staff?

What if you have too many youth for the positions available?

What if some people are not ready to serve on staff but you see them as an important part of the ministry?

Will the staff take this seriously?

What if you have to "fire" staff?

What can you really expect out of young people in a staffing position?

How do you protect your staff?

3 Helpful Ways to Recruit Staff:

1) INVOLVEMENT

People support what they help create, so get future staff involved in planning Camp Hope from the beginning. Including youth in the process, using the Camp Hope Mentoring Model for your Ministry Team, will work! Young leaders can recruit their friends

HINT: People are attracted to people like themselves. That means the young leaders you think will be best at serving will have friends that would make great staff members too. Staff does not have to all be members of the host congregation. Don't hesitate to actively recruit the staff that you want.

2) ASK 7-10 DIFFERENT WAYS!

The marketing methods of *McDonalds* teaches us that a person needs to receive information at least seven different ways for it to impact them. In today's over-saturated life styles, communication has to be dynamic. Yet, the power of personal invitation is always the best!

HINT: Ways to extend the invitation might be to invite them in a snail mail letter followed by an email, posting the invitation on face book, on your church website, articles in the newsletter, etc.

3) Teach the value of Camp Hope – Why would anyone want to serve at camp?

Just because the Ministry Team understands the value and impact Camp Hope can have on people's lives does not mean that the youth and young adults in the congregation have caught the vision. How will you help them see what you see?

Lets look at each part of the system for Servant Leadership Formation:

The Invitation to Serve

Who invited you into leadership? Chances are whomever it was saw something in you that you didn't really see in yourself. My own invitation into serving God in the church has come as a series of opportunities without any real skill or expertise on my part. For some reason people continue to give me the chance to grow and learn with them. Searching for Camp Hope Staff is a discernment process like this.

How things start will inform the results. Often congregational leadership is driven by two main agendas: The agenda of "control and power" and the agenda of "just get someone to do it." Neither of these approaches are effective at growing servant leaders.

In John 15: 12-17 there are clues to servant leadership development. The word "servant" is seldom fully understood in our culture today, but the word "friend" makes a lot of sense! Resist the congregational inertia to be driven by "power" or, just as pervasive, the urge to "just get it done." Rather, prayerfully wonder who God is calling to serve as staff in the year ahead. Who will be part of the Camp Hope community as a group of friends growing together in faith and service? How will the Camp Hope staff be part of the congregational staff in carrying out the mission of the congregation in the neighborhood?

The first year a congregation initiates Camp Hope, no one knows what to expect. Oddly enough, I have had parents take to me lunch to explain how much their child would be an asset to the staff. Other parents have become angry because their child wants to serve on staff instead of getting a real job. Teach the congregation the value of Camp Hope as it relates to the overall congregational mission.

Use resources in this manual to help parents, youth and congregational leaders understand the commitment and impact Camp Hope will have in their lives and those who are served. If you aren't clear about this yourself, join the online discussion on our web site at www.camphopeministries.org.

Everyone on the Camp Hope staff should have a completed application on file. This is not just a nice idea. The application serves at least three purposes:

The application questions are designed to help a young person identify their own faith story. This may be the first time a young person has had to struggle with faith questions and put answers down in writing. There are no right or wrong answers to the questions so this is not a test, it is a process. The questions are simply an invitation to articulate faith thoughts.

The application includes a permission to participate and health care information from parents. You are staffing the camp with minors. Parents must be included in this process.

The application will tell you a lot about the kind of team you will build this summer. Use the questions to help you get to know your staff. As you look at the answers to the questions you will be aware of the faith maturity of your youth, of how they think and problem solve and of what they need from you and their mentor to be successful.

The Application Process

I was shocked and impressed to see Matt waiting for his interview, at least ten minutes early. He was wearing a tie and dress slacks, nervously pacing in the hall. Matt understood this was a real job and something to take seriously. Matt's respect for Camp Hope taught me a lot about expectations when hiring staff.

The interview process: We recommend every person who turns in an application be interviewed. The best interviews are face-to-face, but in a time pinch, where staff are out of town for college or for returning staff subsequent years, a phone interview will work.

The congregational pastor or youth minister should never do the interviews alone. In fact, it is best when two people from the ministry team hold the interviews. The staffing plan should be designed in partnership between the interview team and one person from the professional staff.

There are times when the recommendation will be to NOT add a person to the staff. The pastor and/or youth minister should be positioned to work with this person (and possibly their parents) if there are hurt feelings, or more importantly, to invite them into serving in a different place in the congregation.

The interview can consist of discussion about questions on the application, additional questions that pertain to specific roles at Camp Hope and time for the interviewee to ask questions as well. The interview will do at least three things:

Set the tone for staff responsibility. Use the interview to set the bar for staff expectations. A serious, caring interview will prepare the youth for future interviews too! You will also have a chance to get to know the staff in a different way, to think with them about their mentor and pray with them about the upcoming summer.

Teach about servant leadership. The interview should include a brief introduction about servant leadership. Each staff person should leave the interview with new information about being a Christian leader. For most people this will be a new understanding.

Build your team. With each interview you will gain clarity regarding the overall staff. Remember, you have at least twelve positions to fill and want to make a few decisions about this.



Will your staff have the same position for all three weeks? Many congregations prefer this so they can gain real expertise in a given area, but it is not required. I would encourage you to provide opportunities for Small Group Leaders to serve different age groups of children. Often people who choose the younger campers are surprised how challenging this can be and look forward to one week with older campers who can discuss Bible Stories with them and have fewer physical care needs.

Will you move your staff around so that this week's Craft Director is a Small Group Leader next week? This is a great approach if you have several gifted people interested in the same position. It is also a way to manage vacation schedules or staff who want to serve for only two weeks.

Special Needs Staff

People with special needs can be included on the staff. Jonathon has autism. He has been raised in the congregation and now he is in high school. When the invitation to serve on Camp Hope Staff came in the newsletter, his parents wondered if this would be a place Jonathon could share his gifts. They knew he had some limitations, but they also knew he had a wonderful love for playing basketball with people and could easily help with the dishes in the kitchen. Is it a good idea for him to be at camp?

You might have young people like Jonathon; youth or young adults who, for different reasons, are not ready to serve on staff but want to be included. You may feel a tension between staffing the strongest leaders to execute a quality camp and including youth who just need to be at camp this summer. Most of us want to include everyone at camp. The key is to help each person succeed, including high school and young adult leaders. Consider the following:

Physically, Mentally or Emotionally-Abled Leadership:

The summer is a time where all people, including those with special needs, really benefit from an opportunity like day camp. Camp Hope can be a great place for campers to open up their misconceptions about people with differing abilities. The decision to have a staff person with particular needs at camp depends upon the scope of the need and the capacity of the rest of the staff to support this need. In some cases, no decision is necessary because the individual has been included in the congregation's ministry all along and this is a non-issue. In other cases, a person's needs could be so great that they need their own staff person to assist them through the experience. You might ask, "Is this person really 'on the staff'?"

If the person in question can contribute to the community in a small way, and if their own care can be provided for, then I would encourage you to have them on the staff. Our Christian family is a great place to love each other and serve together in ways no one would ever experience otherwise.

Persons who are struggling with an addiction serving on camp staff:

If the person is in recovery and the mentor or sponsor for this person affirms this as part of the healing process, this can work well. In many cases, creating a special camp covenant for the purpose of camper care and staff accountability will clarify expectations.

There is such an opportunity to practice living in a Christian community while serving on Camp Staff. Staff members will learn a lot about serving on a team, including the need to work through each person's strengths and weaknesses.

The real key to successfully adding special need staff to the team is:

- 1. Consider the covenant and mentor relationship. Do you need to build a more structured or clear support system around this person for success?**
- 2. Assign each person in the right position on the team. Some camps add positions to their staff to make room for special people. These positions allow people to be part of the team without giving them full responsibility for camper care.**

Some special paid positions created might include:

- Camp Store Manager
- Worship Leader
- Director's Assistant (Games, Crafts, Snacks, Expressive Arts)
- Office Assistant (for the Camp Manager)
- Camp Newsletter Editor
- Camp Photographer / Videographer

What have you learned about The Invitation to Serve?

Covenanting to Serve

The two hardest things I have ever done as a Camp Hope leader has been to turn down a really gifted youth leader as a staff member because they could not attend the Staff Training Event and to fire a youth leader who was not doing their job. The dynamics within a congregation can make it hard to stand firm, even when you know you are right!

A story about Mike...

It wasn't unusual for Mike to lead liturgy on Sunday mornings or to be a leader of his peers on service trips or in a Bible Study. But his family planned their summer vacation right in the middle of the Staff Training Event.

In my heart, I knew Mike could easily pick up the curriculum and, with a little coaching, do great job as a Small Group leader, and even set the bar high for his peers.

At the same time I realized if I didn't hold the line on the priority of the Staff Training Event, others not as qualified would opt out as well.

When I broke the news to Mike, he said he understood my decision, but his parents and even my pastor felt differently, so you can imagine the tension.

Interestingly enough, Mike didn't apply for Camp Hope again until five years later, when he interviewed as the Camp Manager. After the Staff Training Event that year, Mike gave me a big hug and said,

"Thank you so much for not letting me compromise this training."

I was shocked. He went on to tell me all he had learned at the training and how much he respected the decision to be a community of integrity. I have to tell you, I needed to hear that! No matter how sure you are of a decision, there can still be a bit of regret....

A story about Cindy...

For two weeks I watched Cindy closely with her small group. She was a beautiful girl, very popular with her peers and very bright. But she wasn't doing her job and I knew it.

The first week her Support Staff person was my daughter and it was clear who was leading the group. The truth was, the campers were doing great, but Cindy wasn't doing her part. The next week, with a different small group leader, things went down hill.

By Tuesday she and I had a little chat about her work and by Thursday she was on probation. I had this sinking feeling about the whole thing. If I fired her, how would the rest of the staff behave? She was clearly the most popular girl in the group.

By Friday, I knew we couldn't have another week like this one as her lack of commitment was starting to affect the campers. So, I let her go. As you can imagine she handled this with great dramatics so that the whole staff and a few parents were aware what a bad person I was.

Later, I walked hesitantly into our staff meeting and sat down ready to take on the anger of the staff. I looked at the young faces around the table and just said plainly, "As you know, I let Cindy go today" and braced myself for their anger. Well, they were mad, really mad at me, but not for letting her go. "What took you so long?" they asked. "She was making us all look bad!" Gosh those youth taught me so much about my role on the team! One staff person who does not do their part jeopardizes the whole camp.

How will we be together?

Our staff relationships are built on a covenant—the question is will you do this with integrity and intentionally or will you take whatever evolves through trial and error? Regardless, there will be a “way” that things get done.

Striving for excellence honors God, respects the families we serve in the community and ourselves. The JOY covenant we use for the campers (see Camper section of the Leaders Manual) is a clear way of articulating values for children.

Staff will want something more specific to interactions between peers so that relationships are nurtured and grown (not destroyed) during camp. This is a deal-breaker in staff management.

Staff should draft their own covenant as part of their training event. Adult mentors can participate. Use the Staff Expectations and Safe Haven sections as resources for developing your covenant.

This covenant, along with the Camp Manager and mentors, will shape the culture of your leadership community.

Servant Leaders in Action..

Making the Covenant work!

Peter was everyone's favorite camper. He had been at camp for the past three years and now he was old enough to serve on staff. I don't know who was more excited, Peter or the rest of us, knowing what great gifts he would offer. Monday was a lot rougher than anyone expected. It looked like Peter's small group was out of control. He spent most of the day trying to get his group to line up or to listen to him. By Tuesday, it was clear that Peter was in trouble. The campers had no respect for his leadership and, frankly, he wasn't having any fun either. At the After Day staff meeting, Peter was exhausted. He sat slumped in the chair and when it came time for him to share his highs and lows, without looking up, he said, "I quit. I just can't do it." The room was silent. Everyone knew he was right, but what a shock. How could this great guy, who was an awesome Support Staff person last year have such a hard time transitioning to a staff person? I waited to see how the others on the staff would respond to Peter's resignation.

One by one, the others began telling Peter the tricks they used to manage the campers. One girl told him, "Peter, your problem is that you are being their friend! You need to be their leader, not their friend." Peter shook his head and said, "I know you guys are right, but it's too late now. I don't know how to start over." I sat in the room and watched my young leaders problem solve together. They decided that tomorrow would be "staff switch day." That meant every small group would get a new Small Group leader. They weighed out the pros and cons of the group bonding that had happened in the past two days and decided that Peter's group and Peter needed a second chance.

Although I would have never thought of this myself, I was impressed with their capacity to create a learning community in the midst of Camp Hope. And it worked!

Serving at Camp Hope is hard work. For most people it is their first time managing themselves as well as others. The staff needs a lot of support during the three-week season. The mentors and the staff meetings are an essential part of this support system.

Experience has taught us to require two staff meetings per day. Professional educators would find this annoying, but remember, the staff are young leaders. Think of the staff meeting as daily training sessions.

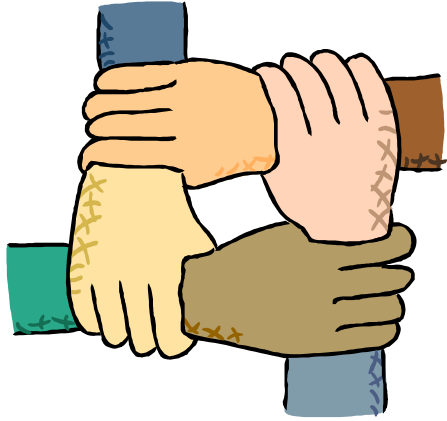
The morning staff meeting is for everyone, including volunteers. Plan for 20-30 minutes that include a devotion (led by a staff person), announcements about the day and time for prayer. Many camps use the daily lesson as the content for the devotion to remind the staff of the day's story. Daily devotions are available on our website and in the Camp Hope curriculum for this purpose.

The evening staff meeting is for paid staff only. This is a time to problem solve and learn from the teachable moments of the day. We recommend a tight agenda, created throughout the day. Keeping a notebook or clipboard with the day's date at the top available for staff to jot down their agenda items makes this a simple process. Some camps use the system of sharing daily highs and lows, others just check in quickly.

The important thing is to meet for 15 to 30 minutes as a way to reflect on the day. This action-reflection model is a key to servant leadership development. When people take time to look back at their experience and process their feelings, the growth gets integrated into their life more effectively.

Some additional ways you can support the staff include:

- A prayer team that takes daily requests
- Notes of encouragement or thanks between staff members
- Surprise breakfast, lunch, candy or special snack for staff during the week
- Public affirmations - in front of parents, campers, peers, pastor, etc.
- Recognition in the congregation on Sunday, in the bulletin, newsletter, bulletin board, website, etc.
- Special thank you gifts at the end of the camp season
- Staff dinner one evening during the second week
- Staff party at the end of the camp season



Camp Hope Staff Expectations

Customize these expectations to meet the needs of your particular Camp Hope setting. Look carefully at every italicized phrase to be sure this complies with your camp and congregation.

1. Staff Training Event (STE): All paid staff are required to attend the STE. Volunteer staff are encouraged to attend. Volunteers attending the whole STE will be “Certified Volunteers” and eligible for substitute positions as needed during the camp sessions. “Before and After Camp” staff who are not at camp all day are encouraged, but not required, to attend the training. A Volunteer Orientation should be held before camp begins.

2. Hours: Regular staff are expected to arrive at 8:45 A.M. and leave at 4:00 P.M. “Before Camp” staff are committed to serve between 7:20 A.M. and 9:30 A.M. with “After Camp” staff serving between 3:45 P.M. – 6:15 P.M. (*Please check times with Camp Manager!*)

3. Sick Days: Sick days are granted to staff, usually without pay. Three consecutive sick days could result in termination. Special circumstances will be reviewed individually by the Leadership Team

4. Scheduling Time Off: Two days notice is needed for time off. Late arrival or early departure for personal reasons will be considered individually. All requests should be made to the Camp Manager in advance.

5. Staff Meetings: Staff meetings are critical to the overall camp, so attendance is mandatory. The morning staff meeting is for devotions, announcements and prayer. The entire staff (volunteer & paid staff) should attend. The evening staff meeting is for reflecting, de-briefing, celebrating and supporting. (Support Staff and Volunteers do not attend the evening meeting.)

6. Dress Code: The following requirements are made on the basis of professionalism working with children, personal hygiene, and day-to-day activities.

- Staff should wear clean, comfortable clothing, which will allow for full participation in activities. Daily showers are required.
- The staff T-shirt will be worn each Monday and Friday, as well as at the evening family celebration and to worship on Sunday when the campers sing. Each staff person will be provided with a T-shirt. Additional shirts will be sold for \$10.
- The staff is expected to get wet on splash day. Staff may change into a one-piece swimsuit (for female staff) or simply bring a dry change of clothes. Most staff wear shorts and t-shirts for splash day activities.
- Shoes must be worn at all times, except during water play. Some camps require closed-footed shoes for staff and campers.

- Theme clothing, costumes and hats are encouraged as they relate to the Bible story.

Clothing not acceptable for staff at camp include: Short shorts, halter tops, low-cut tops, cut-off or mid-length tops, t-shirts with explicit or inappropriate language, speedo style swimsuits for boys and two piece suits for girls.

It is the responsibility of the Camp Manager to enforce this policy. The decision as to what is appropriate or not appropriate dress will be final. All staff should be in compliance with this dress code during camp. Failure to comply can result in termination.

Remember, you are sitting on the floor, working with children. Dress for your role.

7. Grievance Code: Staff are encouraged to take personal responsibility for managing complaints and concerns. Issues should be addressed as they arise. Effort should be made to resolve all issues through words spoken with a positive, caring attitude. Conflicts which are difficult to resolve should be taken to the Camp Manager, or congregational pastor. Please note the following:

- At no time should campers become involved in or aware of conflicts among the staff.
- At no time should a parent of a camper become aware of conflicts among the staff.
- Camp staff are to carry out their job regardless of conflicts, on behalf of their commitment to the ministry.
- “Triangle” situations are to be avoided, gossip is not acceptable, and put-down language or profanity among staff will not be tolerated.
- Emotional outbursts should be avoided.
- Tearing down the staff team for any reason or picking on one staff member is not acceptable.

8. Camper Conflicts: Seek support from the Camp Manager if conflicts cannot be resolved using the Behavior Modification Guideline. At no time should a child become the target of staff anger or neglect due to frustration, or for any other reason. Campers will not be put down or referred to in negative language or made fun of by the staff.

9. Parent Conflicts: Staff members will not argue with parents over any issue. Concerns involving parents will be directed to the Camp Manager. At no time should a staff member be alone during a discussion with an angry parent. Staff should not accept money or medication from a parent for any reason. These items must go through the camp office.

10. Disciplinary Action or Termination: Staff are expected to be responsible for caring for campers, peers and self. The following will result in disciplinary action or possible termination:

- Leaving children unattended, or negligence in caring for campers
- Inappropriate discipline of a child, including verbal abuse, spanking, biting, shaking, pulling hair, or any other rough handling
- Witnessing inappropriate discipline or rough handling of a child and failing to report it to the Camp Manager or Camp Director
- Stealing property or money of the camp or of other people
- Dishonesty
- Malicious mischief or destruction of church property
- Use of profane or abusive language
- Fighting on the church premises
- Possession of any type of weapon
- Refusal to follow proper directions from a supervisor

- Conduct that is detrimental to the camp's good standing in the community
- Accusation or conviction of law violations which relate to moral turpitude, child abuse or matters pertaining to the physical well being of any person
- Being absent from camp and failing to call in before the start of the day
- Discussing personal compensation with other staff members
- Coming to camp under the influence of alcohol or illegal drugs
- Inappropriate use of social media
- Any action, which, in the opinion of the management are detrimental to the orderly operation of the camp

11. Facility Responsibility: Staff is required to provide on-going care for the church facilities throughout the season. Teaching the campers to be stewards of the buildings and cleaning up as you go is encouraged. All staff should remove trash and clean up without being asked.

12. Telephone Calls: Personal phone calls should be made only in case of real need and should only take place during breaks. Phone calls should be limited to 3-5 minutes. It is difficult for staff to receive phone calls during the day. If the church gets calls for you, messages will be taken and put in the staff mailboxes. Only in the case of an emergency will a staff person be made aware of a phone call waiting for them. Campers should be supervised by someone else while staff member is on the phone. All cell phones should be turned off during the camp day.

13. Social Media: Campers and parents have access to social media so appropriate language, photographs and posting are essential. Staff members who post inappropriate items may be fired at the discretion of the Camp Manager.

14. Hand Washing: Campers and staff must always wash hands after going to the bathroom. Clean hands are essential in disease prevention. Always wash your hands after caring for a sick camper.

15. The Host Church: Each congregation may offer additional expectations which can be included on this list. The host congregation has the responsibility for providing a safe, caring environment which meets the high standards of Camp Hope.

16. Keep First Things First: Camp Hope is focused on the camper and on nurturing faith in Jesus Christ. Staff should always ask the questions: "Is this for the camper?" "How will this support faith life?"

17. Water guns: Camp Hope is meant to be a safe place for campers to belong. For this reason, no form of violence (pretend or otherwise), nor putdowns will be tolerated. (This includes no use of squirt guns.)

18. Mr. & Miss: To convey a level of respect from the campers and staff, all of the Camp Hope staff will be addressed as Mr. or Miss. First names following this are acceptable.

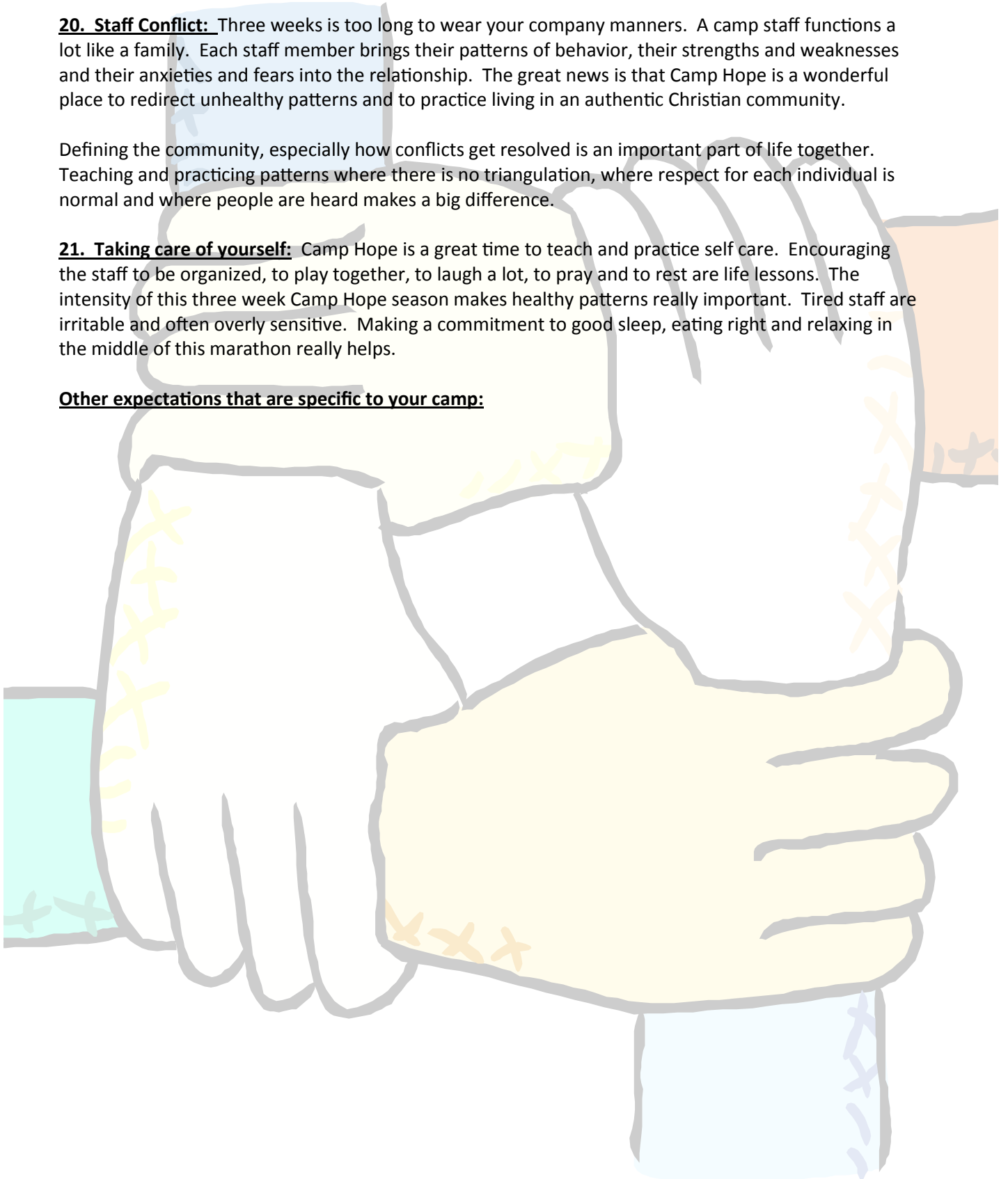
19. Staff Compensation: Staff compensation is a private matter. Choosing to discuss your level of earning as a staff member is unacceptable. Serving on a camp staff is a privilege which cannot be measured by a weekly stipend. Discussing compensation devalues the volunteer ministry of the camp.

20. Staff Conflict: Three weeks is too long to wear your company manners. A camp staff functions a lot like a family. Each staff member brings their patterns of behavior, their strengths and weaknesses and their anxieties and fears into the relationship. The great news is that Camp Hope is a wonderful place to redirect unhealthy patterns and to practice living in an authentic Christian community.

Defining the community, especially how conflicts get resolved is an important part of life together. Teaching and practicing patterns where there is no triangulation, where respect for each individual is normal and where people are heard makes a big difference.

21. Taking care of yourself: Camp Hope is a great time to teach and practice self care. Encouraging the staff to be organized, to play together, to laugh a lot, to pray and to rest are life lessons. The intensity of this three week Camp Hope season makes healthy patterns really important. Tired staff are irritable and often overly sensitive. Making a commitment to good sleep, eating right and relaxing in the middle of this marathon really helps.

Other expectations that are specific to your camp:



Teaching Servant Leadership (Serving like Jesus)

Purpose: To learn and practice Jesus' leadership style

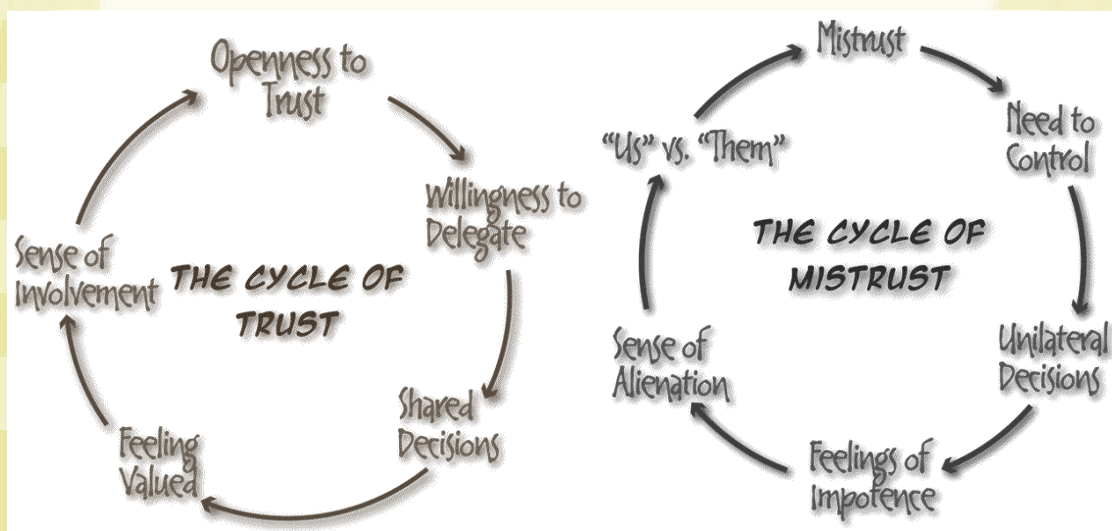
Open this session with a video clip from Meet the Parents on the "circle of trust!"

1. Reflect on this text, the baptismal covenant and stories from Jesus life...Blessed are those who **trust** in the LORD, whose **trust** is the LORD. They shall be like a tree planted by water, sending out its roots by the stream. It shall not fear when heat comes, and its leaves shall stay green; in the year of drought it is not anxious, and it does not cease to bear fruit. -Jeremiah 17: 7-8

...so that [you] may learn to **trust God**,
proclaim Christ through word and deed,
care for others and the world God made,
and work for Justice and peace."
(The Evangelical Book of Worship, Baptism)



2. Look at the circle of trust and mistrust, below. Invite staff to share stories about their own experience with both. What will it take to create a trusting culture at Camp Hope this summer? What are the obstacles?
3. Who is in your circle of trust? Pray together asking God to increase our circle!



Ministry Profiles: Small Group Leader



Small Group Leaders (SGL) are the heart of the relational Christian camping experience. The entire ministry is designed to facilitate the relationship between the Small Group Leader and the camper. Every camper should have a SGL who can share this summer faith journey. The SGL has the following responsibilities:

Training - The Staff Training Event is required for all SGLs. This includes pre-training preparation through reading, studying and praying. Preparation for camp continues throughout the summer.

Team Staff - The SGL is part of the paid ministry team and has a responsibility to others on the team. This includes mentoring Support Staff and participating in daily staff meetings.

Relational - A SGL is a hands-on person who seeks to make camp a great experience for the camper. This means intentionally building relationships with all campers, participating in games, song leadership and worship leadership. The SGL is the primary leader for camper behavior, safety and affirmation.

Steward- The SGL cares for church facilities and supplies while teaching campers to do the same and is serious about preparing to teach each day.

Commitment- SGL's make a commitment to teaching with integrity. This includes daily preparation, doing more than is necessary to help campers succeed and providing quality leadership while serving on staff.

Faithful - SGL's can talk about God and can articulate their faith to campers. Faith talk takes practice. Telling God's story means daily study and personal prayer. SGL's will want to worship God each Sunday.

Daily Check List:

- Start with morning prayer and morning devotion
- Quickly review lesson
- Attend staff meeting
- Make sure you have supplies
- Greet campers and parents
- Fully participate in activities
- Think about the camper first
- Support campers with issues
- Prepare for tomorrow
- Eat and sleep—seriously!
- End with evening prayer

Ministry Profile for the Rotation Directors



The Director has responsibility for a specific part of the camp day. Crafts, Games, Food or Expressive Arts are interactive, creative means for telling the Bible Story and nurturing relationships at camp. The Director has the following responsibilities:

- Training** - The Staff Training Event is required for all Directors. This includes pre-training preparation through reading, studying and praying. Preparation for camp continues throughout the summer.
- Team Staff** - The Director is part of the paid ministry team and has a responsibility to others on the team. This includes supporting the ministry of the SGL's and Support Staff by participating in daily staff meetings and through daily service.
- Relational** - A Director is a hands-on person who seeks to make camp a great experience for the camper. This means intentionally building relationships with all campers, participating in worship, and supporting each small group as a special unit.
- Steward**- The Director will prepare and gather supplies before the camp season begins. This means placing orders, shopping for good prices on supplies and working within a budget. They care for church facilities and supplies while teaching campers to do the same.
- Commitment**- Directors make a commitment to teaching with integrity. This includes daily preparation, doing more than is necessary to help campers succeed and providing quality leadership while serving on staff.
- Faithful** - Director can talk about God and can articulate their faith to campers. Faith talk takes practice. Telling God's story means daily study and personal prayer. Directors will want to worship God each Sunday.

Daily Check List:

- Start with morning prayer and daily devotion
- Quickly review lesson
- Attend staff meeting
- Make sure you have supplies
- Prepare for campers
- Participate in Alpha/Omega
- Think about the camper first
- Support volunteer & paid staff
- Prepare for tomorrow
- Eat and sleep—seriously!
- End with evening prayer

Ministry Profile for the Support Staff



Support Staff serve at Camp Hope. They are people who want to support Small Groups, grow in their leadership skills and care for the campers. The ministry of the Support Staff is a huge gift to the camp. The Support Staff has the following responsibilities:

- Training** - All Support Staff should attend camp orientation. This includes pre-training preparation through mentoring, reading, studying and praying. Preparation for camp continues throughout the summer.
- Team Staff** - The Support Staff is part of the staff as an unpaid volunteer ministry team. All Support Staff meet daily for reflection and support.
- Relational** - Support Staff are hands-on people who seek to make camp a great experience for the camper. This means intentionally building relationships with all campers, participating in games, song leadership and worship leadership. The Support Staff serves with a SGL for the safety and care of campers.
- Steward**- The Support Staff cares for church facilities and supplies while teaching campers to do the same.
- Faithful** - Support Staff are learning to talk about God and are willing to try to articulate their faith to campers. Support Staff will want to worship God each Sunday.

- **Daily Check List:**
- Start with morning prayer and daily devotion
- Quickly review lesson
- Attend staff meeting
- Prepare for campers
- Participate in Alpha/Omega
- Think about the camper first
- Prepare for tomorrow
- Eat & sleep—seriously!
- End with evening prayer

Ministry Profile for the Disciple Camp Director



Campers who are in 5th & 6th grade have a special place at camp. Their camp day includes Manna (as a Disciple group), time serving at camp during rotations, lunch with peers, craft time, worship leadership and more. The Disciple weekly session includes:

Service in the Community -

One time each week the Disciples will go into the neighborhood to serve as a team on a service project planned by their counselor. Transportation is provided by family and church members in private cars.

Fellowship Event -

Disciple Campers may have a \$5 per camper budget built in each week to select and plan a fellowship activity of their choice. The decision-making process, budget management and carrying out of this activity is done in partnership with the Disciples and their Counselor along with support from families & the congregation. Possible activities include swimming parties, bowling, movie and pizza night, etc. This event often takes place outside of the camp day, encouraging the Disciples to see this group as a part of their real life.

Leadership Development -

There are many other possibilities at camp for the Disciples to live out their servant role. Disciples can also staff the camp store, distribute camper t-shirts, write happy notes to the staff, start a prayer tree, initiate a camp-wide collection for a project, create a banner for worship, develop the "Camp Scoop" newsletter, display photos, create skits, etc.

This ministry is an important transition in a congregation's youth ministry as students grow leadership & servant skills which are integrated into their life and church membership.

Daily Check List:

- Start with morning prayer
- Quickly review lesson
- Attend staff meeting
- Prepare for campers
- Participate in Alpha/Omega
- Think about the camper first
- Prepare for tomorrow
- Eat & sleep—seriously!
- End with evening prayer

Ministry Profile for the Camp Hope Manager



Prior to camp beginning:

- Read the camp guidebook. Become familiar with all aspects of Camp Hope Ministry.
- Participate in the hiring process for camp staff, if applicable.
- Support the timeline for camp preparation with the Ministry Team if applicable.
- Review all supplies ordered for camp based on Ministry Team suggestions and recommended supply list. Make sure everyone has the supplies they need for each day, including store tickets.
- Attend the Camp Manager Orientation if possible.
- Attend the Staff Training Event and serve as leader at this event.
- Plan the office layout with the Ministry Team.
- Work with the volunteer coordinator to prepare volunteers to serve at camp.
- Help set up the office as recommended. Be familiar with supplies and resources available.
- Help set up protocol for managing medication based on Camp Hope recommendations.
- Plan the Alpha & Omega for the first day of camp with the camp staff.
- Plan the first staff meeting, including a devotion.
- Work with Registration Team (volunteers) to set up registration process as recommended.
- Become familiar with the process for managing camp money received at registration and during camp.

On the first day of camp:

- Arrive at least two hours early. (This time goes fast!)
- Be sure registration is ready to go.
- Be visible, greeting people but doesn't take on any tasks until after Alpha on the first day.
- Be prepared to greet parents, helping them feel confident about the camp and transitioning campers.
- Assist with campers that are crying or having a hard time leaving parents.
- Solve problems one at a time after Alpha. Set priorities to support camper needs and staff care.

During camp each day:

- Facilitate all staff meetings, soliciting devotion leadership, announcements, etc.
- Support the behavior management process as needed.
- Use the *Daily Check List* to keep things moving.
- Affirm, support, care for and manage the staff each day.
- Do whatever it takes to make Camp Hope a safe, caring, high quality experience for everyone.
- Order hot lunch as appropriate.
- Lead daily staff meetings.
- Get a lot of sleep, eats right and pray!

Following the camp season:

- Evaluate the camp for next summer, offering concrete solutions for raising the quality of ministry.
- Pack up and store all camp supplies for the future.

Ministry Profile for the Volunteers



Volunteers are highly valued as part of the support staff at Camp Hope. A Volunteer Orientation prepares this leadership for the youth-led nature of the camp.

These volunteers often serve as support for the food, crafts, registration, before and after camp as well as a variety of other places.

Volunteer leadership ideas:

- Prayer support
- Promoting camp in neighborhood
- Preparing facilities
- Setting up camp
- Registration each Monday
- Gathering, organizing and preparing supplies for crafts, snacks, expressive arts and games.
- Hosting lunches each day, especially on hot lunch day
- Before and After Camp care
- Transportation for Disciple Camp

Teaching Ministry Profiles

Purpose:

Equip staff members to feel comfortable and be effective in their role.

Activity:

- **Leadership Profile**

- Ask participants to remember a person who was an important leader in their childhood. Maybe this person was a teacher, a youth director, or even a Camp Hope Small Group Leader. Using clay, make an image of what made that person so special.
- Share your images with each other in small groups.
- As a large group, imagine what campers are looking for in a small group leader
- How can you be that person?

- **Ministry Profiles**

- Divide into groups based on jobs (small group leader, Disciple Camp, crafts, etc), look over ministry profiles in your training manual.
- Give each group a puzzle piece and ask them to fill it with illustrations of what their role brings to camp. What do they need from camp to succeed? What does camp need from them? How will each group make a difference in the camp day?
- Put the puzzles together and discuss the way campers need all staff members to learn the Bible story and themes of each day.

- **Group Dynamics**

- What are the roles people play in groups?
- How do groups form?
- When are people excluded?

- **How to plan a Bible Study**

This is a key part of a SGL and Rotation Leader's job. Go through a Manna and Tribe time and discuss creative ways to lead and plan Bible study. How does each role provide a key element of teaching the daily Bible story?

Teaching Leadership Values

Purpose:

- Help Staff members learn their own leadership styles. Discover the way values and gifts can shape leadership.

Audience:

Camp staff of varying experience and adults working with Camp Hope

Activities:

- Personal Values
 - Using the “personal values” handout, provide each participant a complete set of values cards.
 - Ask participants to choose their top 20 values, then top 10 and finally top 5.
 - Discuss how they chose their most important values. Compare with others in the group.
 - Discuss the many ways values and gifts impact leadership styles
 - How can people of different leadership styles work together?
 - What are the best ways to serve in leadership now that you are aware of your gifts and values?

Time:

Notes

Values Exercise

Religious Beliefs

Love

Loyalty

Friendship

Family

Integrity

Balance

Responsibility

Service

Adventure

Artistic
Expression

Flexible

Peace

Creativity

Tolerance

Cooperation

Happiness

Fairness

Nature

Perseverance

challenges

generosity

aesthetics

Physical Health

learning

achievement

humor

competition

recognition

contribution

Values Exercise

efficiency

tradition

independence

conformity

location

Financial security

prestige

control

Stability

accuracy

influence

power

security

organization

advancement

Self respect

competency

leisure

Personal
development



Safe Haven Guidelines... risk management

For the sake of the witness to the Gospel of Jesus Christ, we must be forthright, open and clear about the integrity and standard of conduct to which Camp Hope Ministry is called and to which its leaders are held accountable. These articles are intended to provide guidelines for the faithful witness of the ministry of Christ Jesus.

IMPORTANT NOTE: We highly recommend the Safe Guarding Your Children training and resources by the Episcopal Diocese. Use the Safe Haven Guidelines in your own congregation if you have these available. These guidelines should be approved by your pastor and church council before you implement them.

In this policy the term “adult” includes trained high school and college students serving on Camp Hope Ministries Staff. The term “youth” includes everyone else, under the age of 18 years old.

Safety when driving

1. All traffic laws will be obeyed at all times.
2. All passengers must wear their own safety belts properly at all times.
3. On any activity the driver must be at least 21 years of age. Each driver is responsible for insuring that passengers put on their safety belts.
4. Each passenger must have a safety belt.

In case of an accident while traveling:

Check for any injured persons.

- If anyone is injured, do not attempt to move him or her. Make them as comfortable as possible. Keep him or her warm. Administer first aid only if you have the proper training.
- Do not leave the injured person unattended.
- Call 911 for an ambulance; give the location clearly and distinctly. Do not hang up until they tell you to.
- Call the police or fire department if necessary.
- Get name, phone number, driver’s license number, license plate number and insurance information of all other parties involved.
- Get the names and telephone numbers of any witnesses.
- Do not talk with any media agency. You do not have to answer any of their questions or give them any details.
- Call the emergency contacts of each person involved in the accident and inform them of the accident and the well being of all persons involved.
- Inform your insurance agent of the accident. Tell what happened simply and factually. Provided names of any witnesses.
- (Call the Pastoral Staff of those involved for support as soon as you can.) Leave a message on the answering machine describing briefly what happened if you are unable to reach someone in person. Fill out an “accident report” form within two days of the accident even if it was “minor”.

Safety on the church campus:

Know where to find the first aid kit.

Know how to locate the emergency information forms.

Injuries should be addressed in the following steps:

Assess the injury to determine protocol. Do not make the assessment alone. Adults must be part of the assessment process.

Minor injuries such as bruises, small cuts and rug burns should be treated with the first aid kit or with ice. These injuries should be noted in the first aid log for reference. Church staff should be made aware of the injury.

Secondary Injuries such as injuries to the eyes, ears, or nose; large cuts, bumps on the head, etc, may require a physician's care. Church staff should contact the parent, as the treatment is the decision of the parent or guardian. The injured person should not be left alone. Treat symptoms, making the injured person as comfortable as possible while waiting for the parent to arrive. Fill out an "accident report" form.

Emergency Injuries such as broken bones require emergency care by a physician. The assessment may include calling 911. The parent should be called immediately. Do not move the injured person. Stay with them at all times making them as comfortable as possible. Fill out an "accident report" form within two days of the event. The pastoral staff should be notified for support.

Emotional Safety:

No individual(s) will participate in playing a prank or practical joke that could cause physical or emotional harm on another individual(s).

No form of "Hazing" will be allowed in accordance with the Texas State Law. Hazing is being asked to do something physically or emotionally abusive as acceptance into a group.

No individual(s) will present skits, songs or other forms of presentations that make fun of an individual or their sexual, ethnic, economic, or denominational preference.

Explicit sexual language and jokes regarding sexual, ethnic, economic or denominational matters will not be used or told by anyone. This should be stopped immediately.

Any form of insulting remarks or putdowns will not be allowed.

All children or youth who wish to participate in an activity should be included.

Physical Safety:

General Permission (Camper Registration) forms must be on file before a youth may participate in an event. Forms should be signed by a parent/guardian with a phone number where they might be reached in case of an emergency.

An adult should be aware of any medication taken by a youth while at an event. An adult should administer medication to students under 7th grade or at the request of a parent.

No student should be given pain relievers such as Advil or Tylenol without parent's permission.

No youth should be left alone at any event or elsewhere following a youth activity. Supervision of youth continues until all youth have been picked up from the activity.

No group or youth should leave the large group without asking and receiving permission from the key leader. Always try to move in groups of three or more.

No liquor, drugs, weapons, lighters or fireworks are permitted at any time.

Staff or adults should not engage in romantic displays of affection beyond holding hands and appropriate hugs.

Hugging will be done only in group settings. Types of hugs that are considered appropriate are:

A-frame hugs (hugs in which both arms are used, but the pelvic areas do not touch), side hugs, and one-arm hugs.

When dancing, there will be no inappropriate physical conduct such as: slam dancing, body passing, stage diving, or "freaking".

Physical Interaction:

An adult should not meet alone with a youth in a private place for any reason. Another youth or adult should be present during private meetings or the meeting must be held in a public place. If an individual requests to speak with you privately, choose a public location in which you are in view of other people.

An adult should avoid being left alone with a youth after an event while waiting for the individual's ride. Adults should also avoid being alone in a car with a youth. When being alone with a youth is unavoidable, phone contact with another individual can be used. For example: if you need to drive a youth home call their parents to let them know that you are on the way. This can avoid communication misunderstandings. (Adults under the age of 21 will not transport students.)

Sexual Misconduct:

Sexual touch refers to any contact with the penis, vagina, buttocks, and/or breast & chest area.

This is not permitted at any time.

If you suspect sexual contact is going on between two youth or an adult and youth consult a pastor or adult leader of the event. Do not discuss your suspicions with anyone else.

Remember that suspicions are not reality. Talking with others about your suspicions can spread rumors and bring about emotional, social, and spiritual damage to all individuals involved.

Emotional and Social Issues:

It is preferred that discussion of sexuality take place in a group setting with more than one adult (of like-gender) present.

People under the age of 21 should not engage in a counseling role with a student. Seek out pastoral support. It is unethical to present yourself as a professional counselor unless you are a professional counselor.

No discussion of an individual's sexual experience is allowed. If an individual feels the need to discuss a personal sexual experience, they should share this with an ordained pastor or other professional. If they do not wish to meet with a pastor alone, a third person could be included.

Insulting remarks concerning a person's sexuality will not be allowed.

Put-downs using sexual language or referring to a person's sexuality are strictly prohibited.

Confidentiality:

Definition of confidentiality: any discussion that occurs between any two individuals will be kept from the knowledge of others unless both parties give their consent to share it. Confidentiality encourages trust and builds community, however, there are boundaries within confidentiality that are to be honored.

1. Never promise confidentiality to anyone.
2. Let youth know there are some issues that are required by law to be reported. All forms of abuse of a minor must be reported to the proper authorities. This includes physical, sexual, neglect or abandonment.
3. If you perceive that an individual is going to disclose confidential information, stop them and inform them that you may not be able to keep this information confidential and refer them to an ordained pastor or professional youth worker.
4. If information is disclosed that is required by law to report, inform someone on the Pastoral Staff immediately.
5. Adults should never meet with a youth in private for any reason. Refer to the section on Physical Interaction.

Responsible Behavior:

All individuals will abide by the covenant presented at the beginning of each event. Team leaders of the event shall determine consequences for violation of the covenant.

Disciplinary Actions:

Those who compromise these guidelines or the safety of others in their care will be asked to resign from service with children, youth and families at the discretion of the church leadership.



Teaching Safe Haven, Staff Expectations, Covenant

Purpose:

- Advocate and create a safe environment in which Camp Hope operates.
- Teach camp staffs about value of Safe Haven principles and how to work within a safe environment.
- Establish the congregational expectations of staff members. Allow staff to establish expectations within the group and commit to upholding these ideas

Audience:

All staff members and adult mentors

Key Ideas:

- Safe Haven
 - Carefully review the congregation's Safe Haven guidelines
 - Be specific and ensure that your staff is taking this topic seriously
 - Staff Expectations
 - This section should be presented by the Camp Manager in order to help the Camp Manager establish a leadership position in the group
 - Like Safe Haven, this should be taught in an open, serious and respectful environment
 - Covenant - led by Camp Manager
 - A covenant is vital for a Camp Hope staff. The Staff Covenant will provide ways for the staff to hold one another accountable for their actions.
 - Each congregation will receive a symbol of the Camp Hope covenant from Camp Hope ministries. Use this as the canvas on which you write or illustrate the ideas that your staff expects one another to live by.
 - Be sure everyone participates.
 - Be sure everyone signs the covenant.
 - Keep this covenant in a public place during camp.

Reflection after Serving

I remember talking to a group of youth the Sunday after school was back in session. We had enjoyed a great Camp Hope season and the staff had grown in their faith and in their relationships with each other that year. "How was it to see all your school friends after so much time away this summer?" I asked. "Weird. I was so glad to see them. I went running up and almost gave my friends a hug and then I stopped short, remembering, we don't hug each other at school....good grief!" Everyone laughed and agreed with Serena, that the relationship they have with people after Camp Hope is different than in other places.

It is important to build in times and places to reflect on a summer of serving others. If you have ever traveled to a foreign country or, especially if you have been on an immersion trip to a third-world country, you know that re-entry is hard. Only the people who have been on the journey really know how you feel. But moving from a special community into daily life is critical for growth and integrating skills for servant leadership.

Integrating leadership

"You didn't tell me Camp Hope was so important" said one angry mother over the phone. "My daughter was away all summer and now she doesn't fit into the group. She is behind because she doesn't know all the songs the others know and the little kids at the church don't know her like they know the other youth!" Wow, I had not thought about how hard it would be to integrate the youth who were not on staff at the end of the summer.

It is important to help those who served on Camp Hope staff to use their hospitality skills to include their peers in the fall. Direct conversation about including people is important. There is no need to minimize the trusted relationships that have formed, only to make sure that "inside" stories aren't the only stories told and that the youth themselves are sensitive to their peers.

Some effective ways to re-enter include:

Journaling or letters – writing a reflection paper, newsletter article or thank you note can be a means of downloading stories, information and feelings.

Evaluations – written forms capturing specific information is a form of debriefing and a way to increase quality in the future. Encourage honest feedback.

Celebrations or parties- photo swaps, gatherings at someone's home where there is room to relax and move around help seal memories and begin letting go.

Web reunions- ongoing conversations online that include adult mentors are a great way to continue the relationships that form, even when some young leaders go off to college.

Sunday mornings- wonderful reunions happen at worship each Sunday when peers and campers see each other. This is especially true on the Sunday after Thanksgiving or during the Christmas holidays when college students come home. Special lunches can be planned after these Sundays to make space for relationships.

How will the Camp Hope staff be invited into leadership in the fall?

The Ministry Team and mentors should think strategically about including young people into all facets of congregational leadership.

Students who have been serving need to be given meaningful places to engage. Inviting them into a conversation about their continued leadership is a good way to get at this opportunity.

The research from Christian Schwartz's book *Soul Searching* tells us that congregations that don't invest in their youth have youth that don't invest in their congregation. There is a short window from August to October to integrate the youth into the life of the congregation. Youth with leadership skills will find someplace to serve. If they don't get invited into the congregation they will serve in their schools, on sports teams or other organizations. All of these are great choices for sure, but unlikely to encourage young people to be adult members and leaders of congregations in the future.

Servant Leadership is a journey of stretching, training, practicing, reflecting and integrating new experience into our lives. Leadership is important and Christian leadership is a particular style that demands the care and focus on the other. Camp Hope is a Christian community that can live out all the principles of servant leadership development.

Notes: