

Section 4

Caring For Yourself

Appropriate Behavior and Decision-Making

Created May 3, 2002; Updated May 16, 2007

As staff members you will be faced with the need to make decisions about your behavior, your actions, and your words. You will also field requests from campers who will ask for permission (hopefully) to engage in some activity that is outside the regular camp structure. What will you say or do?

Some of the areas where you will need to make decisions based on what is "appropriate":

- Deciding how to discipline a camper who misbehaves
- What to do if a camper asks you a question about a sensitive topic
- How to respond to someone who says something you disagree with
- Choosing a theme for an evening program or an Olympics program
- How to conduct yourself if you are in a relationship with another staff member
- Handling requests from your cabin to serenade or switch cabins late at night
- How to react if you disagree with the decisions of your supervisors
- How to manage the behavior of your campers during meals
- What you can and can't do while using the camp computers on the Internet
- How to describe a child's experience at camp in a Parent Letter
- Avoiding the perception of abuse as enumerated in the Child Protection Plan
- What to consider when planning or participating in a prank
- How to decide if a particular "ghost story" should be told to your campers
- Choosing a topic for Morning Reflections or Taps Talk, or a greeting at Flag Raising
- How to spend your time off when off camp property

What types of things (words ... actions ... decisions) are "appropriate"?

- Things that help achieve Camp Echo's goals for campers, listed on Page 1-4
- Things that allow campers to enjoy camp, while not upsetting parents
- Things that help camp run smoothly
- Things that keep campers safe and within the rules while also explaining "why?"
- Things that make your job, or the jobs of other staff members, easier
- Things that lift other people's spirits or make them feel better about themselves
- Things that enhance the reputation of Camp Echo

Questions you can ask yourself to help you decide what is "appropriate"

- Is the thing I am about to do, or that my campers are about to do, safe?
- Would I say this or do this if the parents of my campers were watching me?
- Would I say this or do this in front of the Camp Director?
- Will anyone else be adversely affected or hurt by what I do or say?
- Am I breaking a camp rule? Am I breaking the law?
- Is my judgment clouded at the moment? Am I caught up in the situation?
- What are the consequences of my decision? For me, others, and for Camp Echo?
- Will my reaction or my response make the problem worse?
- Would I make the same decision tomorrow after thinking about it all night?
- Am I willing to take full responsibility for this decision or action?
- Would my parents, or an older staff member I trust, approve?

What to do if you are not sure if something is "appropriate" or "inappropriate"

- Stop. Think. Reconsider. Stall. Count to 10. Hold your tongue. Think. Think.
- If you are still not sure, ask an older staff member or a supervisor.

How to be an Excellent Staff Member

Updated May 18, 2005

- **Be on time** to flag raising, your area, meals, meetings, evening programs, and other camp activities.
- **Show camp spirit** after meals, during programs, at campfires, and any time the activity calls for excitement and exuberance.
- **Demonstrate concern for camper health and safety** at all times. See that campers eat healthy meals, wear clean clothes, and wash up.
- **Set a good example** with your own personal habits, your dress, your language around campers, and your daily lifestyle.
- **Take care of camp property and equipment.** Take service tasks seriously. Put things back where they belong. Clean up after yourself. Pick up litter. Report maintenance needs immediately.
- **Remember that camp is for the campers** and that camper needs take priority over staff needs. Make camp fun for the campers.
- **Help camp run smoothly** by supporting your co-workers, following the rules, offering suggestions, and carrying your weight.
- **Communicate** with your co-workers, your supervisors, and the Directors. Remember that nothing can be done about a problem if the people who can change things don't realize that a problem exists.
- **Show respect for your peers** and work to earn other's respect. When there is an atmosphere of mutual respect and trust things will go better.
- **Contribute to the program** in your own special way. You have been hired because you have skills and talents that will add to camp.
- **Be prompt with all written reports** including parent letters and end-of-the- summer evaluations and inventories.
- **Radiate a positive mental attitude around campers** even when you disagree with decisions. Save controversy for staff-only settings.
- **Make bedtime a positive and pleasant experience** for campers. Always have a Taps Talk. The primary activity in the cabins after the Taps Talk should be sleeping.
- **Help enforce the camp Code of Conduct** at all times.
- **Do your job.** Each position at camp has its own specific set of duties and responsibilities. When in doubt, ask!
- **Go the extra mile** by offering to do that which is not necessarily a part of your job.
- **Observe other staff** as they perform their jobs. Make a point of letting others know when they have done something extraordinary. Counsel others – away from campers – when they have made a mistake.
- **Above all, take care of yourself** by staying healthy, knowing your limits, and maintaining a positive attitude. Being an “excellent staff member” includes being able to function at the 100% level at all times, for the duration of the summer. The next two pages provide some valuable suggestions.

How to Survive the Summer

Updated May 14, 2009

- 1. Pace yourself.** Remember that camp is 24x7. The behaviors we expect from camp staff – that you will be ‘alive’, ‘awake’, ‘alert’, and ‘enthusiastic’ every day – extract a toll of physical, mental, and emotional energy. Live every day to the fullest, but practice moderation so you don’t burn out.
- 2. Take Saska.** Every day is a long day. Camp staff members are on the go, continuously, from 8 am to 10 pm and frequently longer. Saska is a gift. Minimize the number of times you say to someone, “We can meet during Saska” or “I’ll take care of it during Saska.”
- 3. Make the best use of your time off before or after dinner.** There will be many days when you will be asked to “sub” during your time off, and many days when the “only time you can meet” is during Fun Swim or Twilight Fun. There will also be days you spend your off time with a problem camper. Be sure to set aside some days for yourself.
- 4. Go to bed at a reasonable hour.** Yes, there are plenty of things to do after the kids are asleep. There are programs to plan, parent letters to write, emails to respond to, phone calls to make, and showers to take. You will also want to spend quality time with your peers. Curfew is midnight for a reason.
- 5. Use the breaks between sessions to rejuvenate yourself.** Don’t be like the person who, when asked how their vacation was, responds, “I need a vacation to recover from my vacation.” Yes, these breaks are a chance to get away from camp, spend time in town, and spend time with your peers.
- 6. Exercise.** Some staff members already have a regimen that they continue to practice throughout the summer – a daily walk or run; swimming a few laps; or specific isometrics or calisthenics. Others don’t have a plan, or lose their rhythm once camp starts. Lets share ideas and find time to stay active.
- 7. Practice techniques to reduce stress.** When you are under stress, you’re more susceptible to various ailments, and more likely to cause stress in those around you. *See the suggestions on the next page.* If you see someone else who is “stressed out,” talk to them about it and ask what you can do to help.
- 8. Get rid of gossip and negativism.** A wise man once said, “If you are not part of the solution, you are part of the problem.” Spend your energy looking for ways to make camp better, and don’t be afraid to share your ideas with members of the leadership staff. *See the suggestions on the next page.*
- 9. If you are not feeling well, stop and get healthy.** The importance of your own health can’t be emphasized enough. When you are sick, you can’t do your job well. Even though your absence may mean that others will have to cover for you temporarily, that’s better than running yourself into the ground, doing a sloppy job, or in the worst case – overlooking a risk or making a poor decision. If you take the time to get well, everyone around you will be better off when you return to full strength.
- 10. Ask for help.** There may be times when you feel like you are “in over your head.” There may also be times when you feel like the weight of the world is on your shoulders because others are not carrying their share of the workload. If you feeling overwhelmed or frustrated, discuss the situation with the LEADERS Coordinator. Asking for help is not an admission of failure, it’s solving a problem.
- 11. Don’t sweat the small stuff.** All anyone can ask is that you do your best, and if you are doing your best, don’t be worried if it’s not “perfect.” This is not an excuse to slack off; it’s a recognition that a camp job asks a lot of you, and there may be things that don’t turn out the way you wish they would.
- 12. Find a shoulder to cry on.** You may have a sick relative; you may break up with your significant other; your parents may be going through a divorce; you may be worried about your future. Know that there are resources for helping you cope with things that are out of your control but not out of your life. The Camp Echo staff is your “family” for the summer, and there is always someone willing to listen.

Techniques for Reducing Stress

Updated May 14, 2009 with suggestions from Christopher A. Thurber, PhD, ABPP campspirit.com

Get organized. Put things where they belong so you won't cause stress by looking for them. (This applies to the program areas at camp as well as your living space.)

Live in the present. Try to take one day at a time. If your body is "in" the present, but your mind is in the past or future, the results can be hazardous.

Help others. Looking outside yourself to others, and their problems, diminishes your own concerns.

Develop positive relationships with all your campers. This is the foundation of trust and caring upon which they base their good behavior and respect for you and others. Kids are usually willing to work hard to keep the good opinion of someone they believe genuinely likes them and believes in them.

Maintain positive expectations for all your campers. Campers respond to our expectations.

Laugh. Laughter, from whatever source, is known to have healthful effects. Finding humor in a problem means you're on the road to solving it. Kids are kids and they'll act like kids – no kidding!

Let other people "do their own thing." Realize – in your cabin, and at your area – that not everyone will do things your way. If you don't expect it, you won't feel the stress of disappointment.

Distinguish between the things you can change and the things you can't. Focus on the things you can change; adjust to the things you can't. Focus on the power you have, not the power you don't have.

Give people a break. If you see your significant other, campers, co-workers, or supervisor doing something wrong, unsafe, or unwise, help rather than condemn.

Monitor your frame of mind. If that "self talk" that goes on in your head makes you begin to feel stressed, stop yourself and think in a positive way. Focus on the good. Negative attitude saps energy.

Treat yourself right. That means eat healthy, exercise, get enough sleep, and take time – a little each day – for something that gives you pleasure.

Change your vocabulary. Instead of calling something a problem, call it an opportunity. Use the term "finish line" rather than "deadline." Turn a hassle into a challenge.

Respond calmly. When a stressful situation arises, you can choose to respond in a stressful way, or in a calm way. You control your own response. Lower your voice instead of yelling. Yelling wastes energy and conveys a message that you've lost control. Campers need to know you are competent and in charge. Express confidence, openness, and authority in your voice and body language. Don't waste energy intimidating, threatening, or disparaging a child. Notice and reward good behavior, and it will multiply.

Get Rid of Gossip and Negativism

Added May 20, 2004

1. Complain or criticize only to someone who can do something about it.
2. When someone approaches you with a complaint or criticism, and it's about something for which you have no responsibility, say, "Please take this to someone who can help you resolve it."
3. When making a complaint or criticism to the right person, be specific and constructive. After both of you agree on the real problem, ask those responsible to take action within a reasonable time frame.
4. Take ownership of the part you play in the situation. The trick to transforming a gossip-filled culture is to take responsibility for it, regardless of where you are in the organizational chart.

Reporting Incidents at Camp Echo

Added May 16, 2007

If a camper is injured he or she ends up at the Klein Clinic. The Health Officer asks what happened and initiates an accident report if appropriate. What if there is an incident, but no injury? What is an “incident”? What types of incidents should be reported? An “incident” is when something unexpected or out of the ordinary happens. Sometimes we ignore minor incidents because it’s just “camp.” But if an incident is unusual enough for a camper to write home about, and what they write is likely to alarm a parent, that incident should be reported. The Leadership staff may investigate the incident, determine if it was preventable, and proceed accordingly.

Multiple choice. Read these stories. Consider the above and mark each story with one of the following letters:

A: Report *immediately* **B:** Report *within 24 hours* **C:** Report *5 days later* **D:** *No need* to report

___ One of your campers tells you her iPod is missing. You look all around the cabin and can’t find it. At Saska you call the cabin together and ask if anyone has seen the iPod. Nobody has anything useful to report. You talk to the camper again and she is in tears, telling you that her parents are going to be angry when she gets home.

___ You are working at sailing. Two campers are rigging a Sunfish and they do it wrong. Suddenly the mast falls. It crashes onto another boat and rolls into the water. Everyone looks around. Nobody is injured. You go over and show the two campers what they did wrong. Later, you overhear kids talking and laughing about it.

___ You are assigned to Kybo North for service task with Friendship Lodge. One of the campers opens a stall door and screams because there is blood and vomit all over. All the kids come and look. It’s so gross that you are gagging, and you decide you can’t clean it up, so you close the stall door and tell the kids “We’re done. Go.”

___ You notice that one of your campers is wearing the same T-shirt for the 5th day in a row and it’s filthy. You tell him he should really change his shirt. He explains that it’s his favorite shirt and he just likes to wear it. You escort him over to his suitcase and find that he has a stack of 6 clean T-shirts. He agrees to change the next day.

___ You are in the meadow for olympics. You tell the campers to go collect wood. You are building the fire. You look around and notice that one boy has climbed up a tree and is reaching out to grab a limb. You race over yelling for him to get down. He slips and falls, landing on the grass. He laughs and starts to get up right away.

___ You have told your campers that ghost stories are inappropriate. For taps talk, the campers decide to tell true stories about scary things that have happened to them. One girl tells a story about when she and her Mom were carjacked, driven around for a while, then pushed out onto the street. Two other girls begin crying.

___ One of your campers, who normally enjoys meals and eats plenty of food, has nothing on his plate. You ask him what’s up and he says he hates fish sticks, the smell makes him ill, so he’s not hungry. You encourage him to get something from the salad bar, but he refuses and says he is happy with only a glass of milk for that meal.

___ It’s layover, and the group is sleeping in the Social Lodge. It’s late, the movies are over, and the kids have been told to go to sleep. You and the other staff are out on the porch. The kids keep talking, despite your efforts to get them to be quiet. Another staff member gets up and screams “Shut the f*ck up” The kids get quiet.

___ It’s Saturday lunch and you are eating with your Olympic team. It’s a fried chicken meal. Suddenly you notice a camper choking. You jump up to go over to the camper and the camper coughs and out pops a chicken bone. The camper is breathing fine, and says he’s fine. He’s not one of your campers. The meal resumes.

___ You are assigned a cabin of 5th grade girls. One of the girls in the cabin is physically larger than all the other girls. On the second day of camp, this girl tells you she is entering 7th grade and asks you why she has been placed in a cabin with all 5th graders. You check your cabin list and it says she is entering 5th grade.

Answers on Page 12



We build strong kids, strong families, strong communities.

McGaw YMCA Camp Echo Personnel Guidelines Manual 2009

Introduction

This document explains the personnel guidelines that apply to Seasonal employees at Camp Echo. It is a supplement to the McGaw YMCA Personnel Policy Manual. A copy of that Manual is on file in the Camp Director's Office and is available for viewing by any Camp Echo staff member at any time. This document addresses the special nature of the camp program as well as resident camp regulations imposed by the state of Michigan.

Camp Echo is an equal opportunity employer and as such guarantees employment opportunities to all persons regardless of race, gender, ethnic heritage, sexual orientation, age, disability, religious beliefs, income, education, or any other basis prohibited by statute. Our cabin living situation requires that we consider male and female applicants separately and fill counselor positions based on certain quotas. Trip leaders, drivers, and certain supervisors must be age 21 or older, and Michigan resident camp regulations require that we have an adequate number of staff members age 18 or older on the property at all times; as such, we must consider age in the hiring process. The unique demands of the camping experience require that we consider disabilities related to job performance in order to ensure the safety of the participants we serve.

Recruitment and Initial Employment

Employment with Camp Echo is "at-will" which means that a staff member may leave his or her position at any time with or without notice. Similarly, Camp Echo may dismiss a staff member at any time with or without notice. Disciplinary procedures and grievance procedures are outlined in the McGaw YMCA Personnel Policy Manual.

Camp Echo selects personnel who meet high personal and professional standards, who possess skills and qualifications related to the position, and who will make a contribution to the camp. Employees must support the mission of the YMCA.

The Camp Echo Director will provide each staff member a job description outlining his or her duties and responsibilities.

The Camp Echo Director will provide all teen camp staff with a Teen Camp Staff Manual, and all staff with a Main Camp Staff Manual. These manuals detail the procedures and policies related to the respective divisions of the camp. Staff members must attend the designated training sessions and/or training weeks. Exceptions, which may be granted only by the Camp Echo Director, must include an alternative plan for training that meets Michigan Camp Licensing Standards.

All Camp Echo employees must complete all necessary employment documents as required by the YMCA, state, county, or federal government, prior to the commencement of work. These documents include:

- Camp Echo Staff **Application** signed by the applicant and **three** current, written **References**
- **Federal and State (IL or MI) W-4 Forms**
- **I-9 (citizenship) Form** with photocopies of supporting documents
- Photocopies of **certifications** and **licenses** as specified in the letter of employment
- If you are 17 years old or younger, a **Michigan Work Permit** or a copy of your **High School Diploma**
- **Health Form** with physician's signature and date within 24 months of the start of your employment
- **Scheduled/Prescription Med Form** if you are bringing scheduled or prescription meds to camp with you
- **Waiver of Liability Form**
- **Voluntary Disclosure Statement**
- **Background Check Permission Slip (FCRA)** (18 & over and new to Echo, or returning after a year away)
- **Child Abuse/Neglect Clearance** from your State's social service agency (US citizens 21 & over)
- McGaw YMCA Child Abuse Prevention **Code of Conduct Form**
- **Personal Vehicle Info Sheet** if you will have a personal vehicle (e.g. car) at camp with you
- **Staff Bio** for posting your information to the Echo website emailed to the Camp Echo Program Manager

Camp Echo employees receive a "Letter of Agreement" covering the specified terms and conditions of employment. Such letters are not contracts, but general guidelines of the McGaw YMCA and subject to change by McGaw YMCA management Board of Directors. For those working at Camp Echo, the official employer is the McGaw YMCA in Evanston.

For purposes of the McGaw YMCA Personnel Policy Manual, Camp Echo employees are classified as Seasonal Employees, who agree to work for specified periods of time, generally less than ten months in any given calendar year regardless of the number of hours worked per week.

Compensation

All Camp Echo employees are offered and entitled to room and board, which is provided for the convenience of the camp and is not included in the calculations of wages reported to the government. There are only a few positions at Camp Echo for which this offer may be rejected, and only with the approval of the Camp Director, allowing the employee to live off camp property; such positions include, but are not limited to, cooks, social workers, health officers, and certain support staff.

For staff members who accept this offer and choose to live on camp property, Camp Echo has established a pay scale that provides a starting weekly salary based on the year in high school or college (or equivalent, based on age). Designated amounts are added to that starting salary based on certifications, job responsibilities, experience leading adventure trips or working with horses, and previous experience at Camp Echo as a staff member, LIT/CIT, or adventure trip participant. In addition, high school graduates and beyond who attend all of the staff training that is scheduled for their staff category will earn a higher weekly salary for every week they work (subject to the pre/post season cap if working in May and August.)

For staff members who reject this offer and choose to live off camp property, an hourly wage will be negotiated. Such employees will be categorized as Nonexempt Employees and a McGaw YMCA Personnel Policy Manual will be provided. These staff members will be required to comply with all aspects of this Camp Echo addendum that pertain to their time on camp property and the execution of duties and responsibilities that impact on the supervision of the campers we serve.

Camp Echo's Seasonal employees are not eligible for benefits Overtime, Holiday Pay, or Severance/Separation Pay.

Employee Benefits via the McGaw YMCA

Camp Echo's Seasonal employees are not eligible for Group Medical/Dental Insurance, COBRA, or Group Term Life Insurance. All staff members (other than international staff) are required to participate in FICA, which, along with applicable State and Federal taxes, will be deducted from paychecks according to Federal law.

Camp Echo's Seasonal employees, other than volunteers, are granted complimentary individual memberships in the McGaw YMCA that are of the same duration as their term of employment at Camp Echo. The membership period, which must be contiguous, may be initiated any time after their employment at camp ends, but before one year from that date has elapsed.

Employee Benefits Specific to Camp Echo

Camp Echo has a staff computer lab (closed 11:50 pm to 8 am) for staff members to use for creating handouts, conducting research, checking email, and other legitimate and productive activities. Staff members who bring their own laptop may connect to the network wirelessly or via available ethernet connections. Personal business should be restricted to time off.

Staff not otherwise obligated with camper-related duties are encouraged to participate in "Staff Snacks," offered in the dining hall, from after Taps until 11:50 pm. Food, fun, conversation, games, camaraderie, and WiFi internet are available.

Camp Echo's Seasonal employees are not eligible for employee discounts for class or camp participation. The exception is that camper-age children of Health Officers, Social Workers, and certain other key positions may be enrolled in on-camp programs during the employee's period of work at camp, at no charge; and some child care is provided for younger children.

Echo clothing items sold in our Trading Post will be priced for staff personal use (in other words, not for friends or family) at just \$1 over cost per item. Certain Echo-branded non-clothing, non-food items may also be available to staff at a discount.

The Staff Training periods at the start of the summer are not only an important time for Camp Echo – when camp policies, rules, and procedures are explained, and team building exercises and activities are conducted – it is also a valuable time for each staff member – as they learn techniques for working with campers and improve their camp activity skills. CPR and First Aid certification classes are offered at camp the day before staff training begins – free for those taking them for the first time.

The Camp Echo **L.E.A.D.E.R.S.** program (**L**ong-term **E**cho **A**dvancement, **D**evelopment, **E**nrichment, and **R**ewards System) provides staff members with skill development through observation, peer review and feedback during the summer; new job challenges each summer; connections to a worldwide alumnae network that can offer support with decisions related to college, graduate school, travel, and career; assistance with resume writing; and guidance for professional development.

Camp Echo seeks to instill, in every staff member a set of life skills that are all highly transferable to any future career path. Summers at Camp Echo not only lay the groundwork for personal growth and development during the college years, but also set the stage for gainful employment after graduation and professional accomplishments later in life. These skills include:

- an understanding of the YMCA's core values of caring, honesty, respect, and responsibility;
- a considerable work ethic that combines long hours, attention to detail, and pride in work well done;
- the ability to think and act with imagination and creativity, often using only limited resources;
- a knowledge of safety procedures and methods of ensuring the well-being of younger children;
- a high degree of independence, resulting in increased self-confidence and a feeling of self-worth;
- important skills necessary for successfully living and working in a close community;
- an appreciation of diversity as the mosaic of differences that people bring to camp as assets; and
- the ability to collaborate around a shared vision, work towards common goals, and celebrate success.

Time Off

- **At least two hours off each day:** This is time during which the staff member is free from assigned camp responsibilities, not expected to be at a specific place, or performing camp-related duties. For staff on Adventure Trips and in the Birches, consideration will be given to the staff need for privacy and freedom from camper responsibility, but the nature of these programs makes it difficult or impossible for staff to have time physically away from the group for long periods of time. For in-camp staff, supervisors will arrange and schedule appropriate time off, given your specific job responsibilities. At least one paid staff member must be in each of the camper cabins during all of Saska and continuously from Taps through wake-up.

- **One night out each week:** The night out begins after Fun Swim and ends at the start of Campactivities the next morning. If the staff member leaves camp property, he or she must sign out, and must sign in by 12:50 am. Staff assigned to work Twilight Fun must find a substitute and note the sub's initials on the Sign-Out-Sign-In Sheet. Cabin counselors are expected to sleep in their cabins unless alternative arrangements have been made with the Main Camp Director. The Main Camp Director schedules nights out. Nights out for staff members under the age of 18 are scheduled and supervised by a staff member age 21 or over. When a Senior Counselor is on a night off, and the Assistant Counselor is under 18, a non-cabin staff member will be assigned to that cabin as a substitute counselor. Kitchen crew nights out are determined by cooks' nights out. The only nights out granted during the one-week Session 1 will be for those working the "layover" between Sessions 1&2.

- **Breaks between sessions:** Each staff member will be granted one or two (as the case may be) full days off, typically starting at noon (but only after all obligations have been met) and ending at noon, between sessions 1&2 (June 20-21), 2&3 (July 3-5), 3&4 (July 17-19), and 4&5 (July 31-August 2). These breaks are also designated as "layovers" during which a small group of campers will be supervised by a small group of staff who are granted compensatory time off.

- **Emergency or sick leave:** Staff members may be granted emergency or sick leave with pay at the discretion of the Camp Director. Such leave is not to exceed three days. Additional emergency or sick leave may not be compensated. Long-term illness and/or requests for emergency leave longer than three days may result in termination and/or replacement of the staff member. The Camp Director may grant **additional time off in exceptional circumstances**.

- **Staff members are urged and expected to follow all Conditions of Work, Rules, and Regulations while on time off.**

All-Summer All-Star Perks

Staff members who work a total of ten-weeks or more (which must include Session 5) are entitled to a number of perks:

- A \$50 laundry credit for the summer (checks will be distributed to eligible staff at the closing staff banquet);
- a token of appreciation at the closing staff banquet; and
- an invitation to apply for a training fund grant of up to \$200. Training funds are not to be used for required certifications, they are for things that go above and beyond, to improve your skills as a staff member, which improves camp too. Examples are attendance at camp-related workshops or conferences, subscriptions to camp-related magazines, or memberships in camp-related professional associations. Applications for training funds will be taken and approved on a rolling schedule until our pool of funds is exhausted, with the prerequisite that you must be "signed" for all summer 2009 in order to receive the funds.

General Expectations for Camp Echo Staff Members

- **Model, teach, and uphold the Camp Echo Code of Conduct** at all times. This code enumerates the camp rules.

- **Demonstrate concern at all times for camper health and safety** including good nutrition, sleep habits, and cleanliness. Set a good example in your own personal habits, dress, and language. Maintain good health habits that will enable you to remain in excellent physical condition and to perform your duties effectively.

- **Take pride in the Camp Echo grounds and facilities** and do your share to maintain them in a neat and tidy condition. This includes performing service tasks responsibly (if assigned) and picking up litter. Report any condition that may affect the health and safety of campers or other staff members to the Camp Echo Property Manager.

- **Be at your designated positions when scheduled**, and report to all assignments on time. Attend all staff meetings. This includes short meetings held after meals as well as longer meetings held in the hours after a session ends and before the official day off begins, or in the hours after the official day off ends and before a session begins.

- **Demonstrate a positive attitude in front of campers.** Support and respect your coworkers. Demonstrate mature behavior when disagreements occur and communicate problems in an appropriate and timely manner. Staff members who disagree with the decisions of camp administrators are expected to address their concerns in appropriate settings away from campers.

- **Present yourself in a socially acceptable manner** which brings credit to the camp and to yourself. Conduct, both on and off the job, reflects upon Camp Echo, the caliber of the staff as a whole, and the YMCA. Exercise mature behavior, personal poise, and sensitivity appropriate to your work as leaders and role models for young people with due respect for their spirit, mind, and body, and for the spirit, mind, and body of others.

- **Support the goals of the camp and the mission of the YMCA** through active and engaged participation in those aspects of the program that address these areas, including Morning Reflection, Grace, and Taps Talk. We seek to build character in our campers through the YMCA Core Values of caring, honesty, respect, and responsibility. Work to increase your own cultural competence and help us create an environment that values diversity. Support our efforts with Activate America.

Conditions of Work, Rules, and Regulations

• Diversity at Camp Echo

At Camp Echo, we want to create and maintain an environment where everyone is respected and included. Respect means we treat others, including those who are different, as we would like to be treated, and as they in fact want to be treated. **Diversity is the mosaic of people who bring with them a variety of backgrounds, styles, perspectives, beliefs, and competencies as assets.** We value diversity because diversity is inclusive, not exclusive. Our success is linked to the unique contribution of the many individuals that make up the camp community, representing the various dimensions of diversity.

• Freedom of Speech and Offensive Speech

Camp Echo staff members are free to exercise their full liberties as citizens to express personal opinions on social, economic, religious, and political issues, including via public profiles and group pages on social networking websites. However, staff members must refrain from stating or giving the impression that they are acting or speaking on behalf of Camp Echo unless they have been directed or permitted to do so by the Camp Director. A staff member or applicant's public display of a persona outside of camp that is in conflict with the core values of the YMCA will be considered during the hiring process, and if it occurs during their term of employment, could be grounds for a formal reprimand or termination of employment. At camp, staff members must refrain from speaking in a manner or context that others may reasonably find to be offensive.

• Discussion of Sensitive Issues with Campers including Teen Participants

At camp, staff are urged to **exercise restraint when talking with campers, or answering questions from campers, about sensitive issues.** Such issues include, but are not limited to, **your own personal choices** regarding sexual behavior, drugs, alcohol, or socially polarizing topics or subject matter. Our goal is to provide campers with a framework for making their own choices (caring, honesty, respect, responsibility), and to feel comfortable discussing those choices, while recognizing that, as a role model, everything you say and do has an influence on the decisions and life-choices a camper makes. Refer to sections in the staff manual for tips on how to handle discussions of sex, drugs, and risk-taking behavior in general.

• Public and Private Camper/Staff Communication At Camp and Outside of Camp

Because of the strength of the bonds that form at camp, and the many camp linkages across generations, we believe that camper/staff communication and connections outside of camp have tremendous value. Accordingly, any outside-of-camp camper/staff communication (mail, phone, internet-based, or face-to-face) must be healthy and appropriate. Public communication outside of camp (e.g. at restaurant, at the mall, at the ball park, etc) is, for the most part, spontaneous and limited in scope; accordingly, we urge only that you use your best judgment in such situations. **To protect yourself from the perception of inappropriate action towards a minor,** you should obtain permission from the camper's parents before contacting a camper privately outside of camp. If a camper contacts you privately outside of camp, you should ask the camper if their parents are aware that they are communicating with you before proceeding. Any time you converse with a camper, at camp or outside of camp, if the camper asks that you keep the content of the conversation confidential, you should inform him/her up front that you will use your best judgment in deciding whether to break confidentiality – for example, if you become aware that someone's life or safety is in danger, and that breaking confidentiality is in everyone's best interest.

• Staff Social Networking Sites, Privacy, and Camper or Teen Participant Access to Same

The private content (that which requires permission for viewing) of any personal social networking site you maintain is **your own business**, and Camp Echo will not ask you to reveal such content during the hiring process. If you choose to admit a camper or teen participant to your private website, even after camp ends – during the off-season – **it behooves you** to ensure that the content thus revealed is healthy and appropriate. If, for example, the parent of a camper or teen participant you have admitted to your site brings compromising content to the attention of the Camp Director, **we will have no choice but to consider such content** during the hiring process, and if it occurs during camp, could be grounds for a formal reprimand or termination of employment.

• Social Networking Group Sites Maintained by Staff Members and Picture/Video Postings by Staff Members

Any group networking site that you maintain for the purpose of connecting Camp Echo staff members and/or campers must contain a statement that it is **not an official Camp Echo website**, and that the only official Camp Echo website is <www.ymcacampecho.org>. We ask that as the administrator of such a site, you monitor all content and ensure that it is respectful of the camp, its program, the campers, and other staff members. Profanity, derogatory or humiliating comments, sexually explicit content, or anything that promotes behavior that is prohibited by camp policy **has no place** on a website that uses Camp Echo as its primary reason for existence. The posting of Echo-related videos on YouTube or equivalent is similar to group networking and should be done with the same discretion.

• Camper/Staff Contact and Child Protection Outside of Camp

Although we tell parents that we are not responsible for your conduct after camp ends – during the off-season – Camp Echo staff members are ethically obligated to follow all applicable policies and procedures for appropriate conduct and child protection in contact with campers outside of camp, even after camp ends – during the off-season. Parents are urged to contact the Camp Director (and other authorities if necessary) if they become aware of unhealthy, inappropriate, or repeat unwanted communication from a staff member outside of camp. At camp, a staff member may not be alone with a child in private – a third person must always be present. If a camper's parents ask you to provide one-on-one child care outside of

camp, it is **your responsibility** to provide them with an *Unsanctioned Child Care Waiver* which by their signature releases camp from responsibility in one-on-one situations and protects you from adverse employment consequences at Camp Echo.

- **Work Environment Free of Harassment**

Camp Echo staff members are responsible for providing a working environment that is free of harassment. Camp Echo does not condone, permit, or tolerate aggressive behavior, physical abuse, verbal abuse, or sexual abuse. **Unwelcome sexual flirtations, advances, or propositions; verbal abuse of a sexual nature; graphic verbal comments about a person's body; sexually degrading language; and displays in the work place of sexually suggestive objects or pictures are not permitted.** Leadership staff are expected to take immediate corrective action, including disciplinary action if appropriate.

- **Personal Staff/Staff Relationships and Displays of Affection**

Discretion is required in all personal staff relationships. Displays of affection in the presence of campers are always inappropriate and not permitted. Displays of affection in the presence of other staff members may make other staff members uncomfortable and may be considered inappropriate. **Displays of affection are therefore best kept private.**

- **Staff/Camper or Staff/Teen Participant Relationships**

Inappropriate staff-camper (including LIT and CIT) relationships are not allowed. Such relationships will be cause for disciplinary action. If a staff member's performance as a role model elicits an uncomfortable response from a camper, the staff member should immediately discuss the situation with the Social Worker or the Camp Director.

- **Substance Abuse**

Staff members are prohibited from the **non-prescribed use, sale, possession, distribution, manufacture, or transfer** of any controlled substance (including **prescription drugs, non-prescription drugs, illegal drugs, and alcohol**) on Camp Echo property or while participating in any Camp Echo program. Staff members are prohibited from participating in any Camp Echo activity while **under the influence** of any controlled substance. Violation will result in immediate suspension or dismissal. Anyone exhibiting signs of controlled substance use while on Camp Echo property, or while participating in a Camp Echo program, including **emitting odor of alcohol or marijuana**, will be treated as an individual under the influence.

- **Alcohol Use by Those of Legal Age**

In Michigan, the **legal drinking age is 21**. For those of age, drinking while on time off, off camp property, is a personal decision. Staff members 21 or over are urged not to drink with or around those under 21, and **not to drive after drinking**. Upon return to camp, a staff member 21 or over who has been drinking while on time off must be **immediately capable of assuming responsibility for the guidance and safety of campers**. Any staff member who violates the drinking laws of the State of Michigan, or who is in the presence of others who violate those drinking laws, may be dismissed immediately.

- **Smoking**

Camp Echo is a **non-smoking** facility. No provision is made for smokers, who must refrain from smoking while on camp property or while participating in any Camp Echo program for the duration of their employment by Camp Echo.

- **Curfew**

Curfew is midnight for those on camp, 1am for those on nights out, and 2am during session breaks. You must have permission from the Main Camp Director, Teen Camp Director, or Program Manager, to be out of your cabin after curfew.

- **Performance Warnings and Reprimands**

The Program Manager, Main Camp Director, or Teen Camp Director may issue and document performance warnings (via counseling, verbal warning, or written warning) for substandard performance. The Camp Director may reprimand, suspend a staff member with or without pay, or dismiss a staff member, for repeated, serious, or significant infractions of the rules. The disciplinary and grievance procedures are described in detail in the McGaw YMCA Personnel Policy Manual.

Miscellaneous

- Staff members are expected to arrive at Camp Echo as indicated in the letter of agreement or as verbally instructed and to **provide their own transportation to and from camp**. Some staff members may be assigned to camper buses; additional requests for use of the camper bus beyond those assigned may be refused if there are no available seats on the bus. At the discretion of the Camp Director, Camp Echo may provide transportation to or from nearby airports, bus terminals, or train stations to accommodate staff coming from outside the Midwest or from out of the country.
- Staff members may bring **insured vehicles** to camp, but must be 18 or over to transport others while on time off. **Campers may not be transported in a staff vehicle without permission of the Camp Director.** All vehicles must be kept in the designated parking area. All staff bringing vehicles to camp must file a *Personal Vehicle Info Sheet* with the Camp Director.
- Staff members may bring a **bicycle** to camp, but note that bicycle use is prohibited on the peninsula. There is no room to store a bicycle inside camper or staff cabins; bicycles should only be parked in the racks by the Dining Hall or Staff Village.
- Teen Camp staff members will be **assigned to help pick up or return vans** to/from any and all locations as necessary.
- **Pets** are not allowed at camp. The Camp Director may grant exceptions under extraordinary circumstances.
- **Weapons** are not allowed at camp. This includes hunting gear (rifles, crossbows, etc) that could be used as a weapon.
- **Staff Children** are welcome at Camp Echo, subject to the guidelines in the *Camp Echo Staff Children Policy Statement*.

- An *Unsanctioned Child Care Waiver* should be filed with the Camp Director if, for example, you sit for, or transport, **children you meet at camp, outside of camp**. The reason for the waiver is these activities are prohibited by the Child Abuse Prevention Code of Conduct you sign at the time of employment. The child's parent or guardian must sign the waiver.
- **Camp Echo does not assume responsibility for damage, loss, or theft of personal belongings.** Staff members are advised not to bring unnecessary amounts of cash, valuables, or expensive equipment with them to camp. Campers will not be held responsible for damage or loss of the personal property of staff members.
- **Expenses** incurred by staff members are **not reimbursable without prior approval** of the Camp Director.
- Camp Echo **does not reimburse** staff members for the cost of obtaining **certifications**, **except those approved under the L.E.A.D.E.R.S. program**. Camp Echo may provide certain on-site certifications when time permits and instructors are available. Occasionally, and under extraordinary circumstances, Camp Echo sends staff to outside certification courses, at Camp Echo's expense. The Camp Echo salary recognizes the importance of certain certifications to the camp and therefore includes incentives to obtain them. Camp Echo **does not reimburse** staff members for the required **health examination**.
- Permission to have a **visitor** must be obtained from the Camp Director prior to the visit. The presence of a visitor must not interfere with the camp program or take a staff member away from their duties. Visitors who want to stay for an extended visit should instead apply to work as volunteers; they will then be required to have all necessary paperwork on file.
- Camp Echo is **not responsible for injury to a staff member while on time off** or when not on the Camp Echo property, unless participating in a Camp Echo program or on camp business. Staff members should have appropriate insurance information with them and recorded on their *Health History Form*. Camp Echo does carry Workers Compensation insurance that covers on-the-job injuries for paid and volunteer staff members with appropriate paperwork on file with the Camp Director. Camp Echo does not carry any other health or accident insurance for staff members.
- Parents, alumni, or visitors offering **gratuities greater than \$50 or donations** should be directed to the Camp Director.
- Staff members may bring a **cell phone** to camp but may only use it during time off, out of view of campers. Cell phones, if carried, should be switched off so they don't ring around campers. Use **as a phone** in camper cabins at any time is prohibited.
- Staff members may bring a **personal music player** (iPod, etc) but may only use it indoors during time off. Counselors who are supervising *Saska* or bedtime for campers are not on time off – they should be listening to campers.
- Staff members may bring **speakers for personal music players, radios, CD players, or boom boxes** and may use them in camper cabins, at a reasonable volume, for group enjoyment of music during *Saska*, or when a camp program requires the use of music. When campers are listening or participating, use discretion and always choose songs with age-appropriate lyrics. The use of these items at **outdoor campactivities is inappropriate** – for indoor campactivities, check with the Program Manager.
- Staff members are encouraged to bring an **alarm clock**. If the alarm clock is also a clock radio or boom box, then playing of music is subject to the previous rule, which governs the use of speakers, radios, CD players, and boom boxes.
- Staff members may bring a **laptop computer** or a **personal DVD player**, but may only use it during time off, and out of view of campers. Use in camper cabins is allowed at night, after campers are asleep, with volume muted or with ear buds.
- Staff members may bring a **digital camera**. Never take pictures or movies of anyone in any state of undress or any other compromising situation. Before posting pictures of program participants on a personal website, other than appropriate posed photos of an entire cabin group, you are urged to obtain permission from teens, or the parents of younger campers.
- **Hand-held electronic games** (Nintendo DS, Sony PSP, etc) are prohibited at Camp Echo – for staff and campers.
- Staff members should not bring a **full-size television or large component stereo system** to camp unless they are certain that they will be assigned to staff housing, away from campers for the entire summer, and with enough space for the item.
- Staff members may **purchase pop** in the Staff Lounge, and **may receive packages containing edible items** in the Program Office, but may only consume such items in staff-only buildings, or in the Dining Hall during Staff Snacks.
- In the event that the a camp session is **shortened or cancelled** due to circumstances such as low enrollment, epidemic, accident, or the authority of Mother Nature, neither Camp Echo nor the McGaw YMCA will be responsible for unearned staff salaries, room, board, or separation pay.
- Pay dates are 5/8, 5/22, 6/5, 6/19, 7/3, 7/17, 7/31, 8/14, 8/28, 9/11 and 9/25. Pay periods end one week before pay dates, so paychecks always appear to be a week behind. Lost paychecks can be reissued but a \$25 penalty fee is charged. Your final paycheck will be mailed to the address on your previous paycheck unless you leave us with alternative written instructions.
- Staff members are **required to have completed all obligations at the end of each session before leaving camp**, including writing obligatory parent letters, settling Trading Post accounts, and submitting appropriate inventories for program areas. **Failure to complete** these obligations will be noted as unsatisfactory performance and will influence future hiring decisions.

Last updated 12/23/08: R. Grierson

Correct Answers to Quiz on Page 6: B, B, A, D, A, B, D, B, A, A

McGaw YMCA

Employee Disciplinary Guidelines

Modified slightly for Camp Echo May 17, 2006

Overview

The association expects satisfactory performance from all employees. When performance falls below minimum level, the association will address employee performance in a timely manner with the intent of improving the employee's performance.

Disciplinary actions, when taken, should correspond to the severity of the situation and be consistent with previous responses to similar performance problems within the association. Employees are expected to play an active role, and are responsible for improving performance deficiencies. Management follow-through is essential in dealing with performance problems.

Employees' progress or failure to meet an established goal must be monitored and communicated to the employee until the problem is resolved.

In addition to, or along with, warnings for unsatisfactory performance, supervisors may issue an employee reprimand if the employee has violated specific rules or portions of the code of conduct.

Procedure

Camp Echo management may administer a performance warning and/or reprimand via informal counseling, verbal warning, written warning, suspension with or without pay, and dismissal.

Informal Counseling

Informal counseling consists of non-threatening reminders regarding basic performance problems, typically used with new employees who may not be familiar with certain procedures or practices, or when the situation simply does not warrant a more serious approach.

Informal counseling need not be documented in the employee's file, however, it behooves the supervisor to make notes that may be helpful later on, should the situation require that the next step be taken. The verbal warning (described below) includes written documentation that may refer to previous informal counseling attempts to correct the same problem.

With repeated problems, it is up to the supervisor to decide when to move from this step to the next.

Verbal Warning

Verbal warning is appropriate to correct minor misconduct or performance difficulties. Verbal warnings are informal discussions between the supervisor and employee. They are most effective when potential problems have been identified in the earliest stages.

Verbal warnings should be written up by using the McGaw YMCA Performance Warning form. A copy of the form must be kept in the employee's personnel file. The department head must sign this form.

Written Warning

When a verbal warning proves ineffective, or a newly identified problem calls for a more serious action, the supervisor should initiate a written warning. Documentation should be done by using the McGaw YMCA Performance Warning form.

A written warning must be administered in a private meeting that includes the employee and the supervisor. The supervisor must complete the Performance Warning form to be presented to the employee at the meeting. A future meeting date to follow up on the written warning must be included on this form.

Written warnings should include signatures of the employee and the supervisor, and signatures of the department head. The employee may add a written rebuttal or statement indicating he/she has read the written warning. If the employee declines to do sign the form, the supervisor should note on the form that the written warning was given to the employee and the employee refused to sign the warning.

A copy of this form must be forwarded to the Executive Director, and another copy placed in the employee's personnel file in the Human Resources Office.

Suspension

Suspension is defined as a forced absence from work with our without pay.

A suspension is imposed when an employee's conduct is determined to warrant association investigation and warrant possible dismissal from McGaw YMCA employment. A suspension must be initiated by a department head and with the approval of the Executive Director. A meeting with the employee will be held to inform the employee of the decision. The meeting must include the employee, department head, and the Executive Director or his/he designee. In some instances, dismissal can be imposed without a suspension. A copy of the Performance Warning form will be forwarded to the Human Resources Office to be included in the employee's personnel file.

Dismissal

When all possible disciplinary efforts and discussions have not succeeded in improving the employee's performance, and after management has reviewed all of the disciplinary documentation, and employee will be dismissed from the McGaw YMCA's employment.

Dismissal must be initiated by the department head and with the approval of the Executive Director.

A letter of dismissal will be presented to the employee, and an exit interview form must be completed, all to be placed in the employee's personnel file in the Human Resources Office.

Expedited Procedures

If the performance problem is too serious for the progressive steps as outlined, any one of the steps could be utilized without the prior steps. Determining the appropriate choice of action is dependent upon the circumstances of the infraction. The following factors should be considered:

- Nature of the problem
- Seriousness of the problem and the impact on the camp or the association.
- Effect of discipline on other staff members.
- Need for consistency in managing similar problems within the camp or association.

McGaw YMCA Camp Echo

Performance Warning and/or Employee Reprimand

Employee Name: _____

Date of Meeting: _____ Previous discipline meeting, if any, held: _____

Purpose of Meeting:

Verbal Warning Written Warning Suspension Dismissal

Reprimand -- check this box if there has been a violation of a rule or the code of conduct

Evidence of goals/standards not being met and/or example of rule violation:

Employee's reason for not meeting goals/standards or following rules:

Mutually agreed-upon solution, or corrective action plan, to achieve desired results:

Summary of meeting:

We expect that you will take the opportunity to improve your performance.
Further disciplinary action will take place if mutually agreed-upon results are not achieved.

I have received a copy of this document.

Employee (signed): _____ Date: _____

Supervisor (signed): _____ Date: _____

Camp Director (signed): _____ Date: _____

Executive Director (signed): _____ Date: _____

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