

The Cody Guidepost



Scout Staff Manual

"We are not a club or a Sunday school class, but a school of the woods." **Baden-Powell**



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"Camp Cody "The best backwoods camp in the Sierra" lies at 7,260 feet on the shores of Cody Lake in the El Dorado National Forest. When Troop 1 founded Camp Cody in 1937, there was just brush and timberland. Camp Cody is now a rugged backwoods summer camp, boasting a full range of Scouting programs, an active waterfront, and three support lodges. There are no roads into camp, no soft beds. Each Scout has a real opportunity to camp in the great outdoors, sleeping on the ground in tents. Hiking, fishing, swimming, boating, and rock climbing are just some of the challenges available at Camp Cody. Experienced cooks offer three meals every day, except for the overnight trip when Scouts go outside Camp. Our Scouts tell us that there is no better food in the mountains. Careful attention to sanitation makes Camp Cody a healthy environment. It's fun, you learn a lot, and you'll have a great time."

From an old Camp Cody guide



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PURPOSE

Provide a written document that details for adult leaders, Junior Camp Directors, Junior Officers and interested Scouts the purposes and philosophy of camp staff, various positions and their duties, methods and minimum standards for selection and schedules.

INTRODUCTION

Camping is one of the best-known methods of the Scouting movement. When he founded the Scouting movement in the early 1900s, Robert Baden-Powell encouraged every Scout to learn the art of living out-of-doors. He believed a young person able to take care of himself while camping would have the confidence to meet life's other challenges, too. Scout camping is a critically important method that we use in achieving our mission -- to train boys for leadership and citizenship, to instill traditional values, to learn service to others, and to prepare for responsible adulthood.

Your Scouting experience as a member of Troop 1 is about personal growth via new skills, advancement, leadership and service. Camp Cody, as an extension of Troop One, is also about personal growth. Camp Cody provides a service like McDonalds or Southwest Airlines. The service we provide is an intense outdoor scouting experience. If selected as a Camp Cody staff member, your primary mission will be to help every attending Scout have a rewarding and fun-filled experience. You will help Troop 1 achieve its goal of providing the ideal location and facility where all Scouts have the opportunity to grow in a high quality camping experience. You will accomplish this service with the Scouting example that you present, with your efforts providing instruction and guidance, and with your hard work operating and maintaining the Camp Cody facility. To be eligible for Camp Cody Staff, you must demonstrate the ability and willingness to serve the Scouts of Troop1 throughout the year.

This is a real opportunity to demonstrate your ability to lead. Camp Cody needs staff members who have already demonstrated the learned and natural skills of leadership. Opportunities to practice leadership skills are readily available in Troop 1. Examples include leadership positions (SPL, ASPL, PL or Troop Guide), outing leadership in the form of planning, implementation and on-the-ground leadership on the outing, and special project leadership such as planning, directing and leadership at something like a major Troop 1 fundraiser. *The more positive leadership you demonstrate, the higher your chances of being selected for staff.*

"An invaluable step in character training is to put responsibility on the individual."

Baden-Powell



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MISSION AND VISION STATEMENTS

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

The Camp Cody mission is to provide a safe, healthy and fun high Sierra environment for Boy Scouts emphasizing the growth of the individual Scout and his patrol.

The Camp Cody Vision: We will be leaders in camping excellence, using sound management, seeking continuous improvement and promoting sustainable and appropriate forest practices.



"I think the character that you learn in Scouting—working together, being honest with each other, being close knit ... and depending on one another, on our camping trips and doing things—all these things build character in a young man that he takes with him into adulthood and makes him a much better citizen. I think it's one of the best youth organizations that we have in this country."

James A. Lovell Jr., Eagle Scout, President, Lovell Communications, and Mission Astronaut, Apollo 13



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The first Boy Scout camp on Brown Sea Island

BACKGROUND

Troop 1-Sacramento has conducted its own summer resident camp since its incorporation in 1916. The camp is modeled after Lord Baden-Powell's original Brown Sea Island experiment in that it is boy run, it is patrol based with each patrol in its own camp site and with adults present to teach MBs, cook and maintain safety. The troop has been at its current location, Camp Cody, since 1937. Our Junior Officer (JO) staff, led by the Junior Camp Director (JCD), is responsible for setting up and operating Camp Cody. The position of JO is and has been a significant leadership position held by Scouts in Troop 1 for at least 78 years.

A Junior Officer at Camp Cody is a teacher, a friend, a brother and a leader. Staff members wear one hat but have many assignments. Camp Cody operates 24 hours per day. We are awake and active in our purpose of "Best Cody Ever" 16 of those hours. The Junior Officer Staff is expected to be a visible part of Camp Cody, setting the example, and performing staff duties for at least 10 hours per day. During the Time between morning flags and the evening meal, the entire Junior Officer Staff is expected to be actively involved with the running of Camp Cody.



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EXPECTATIONS FOR CAMP STAFF

Expectations

- Be a leader for the positive benefit of the Scouts of Troop 1 and Camp Cody.
- Learn, understand and practice Servant Leadership.
- Work with other troop leaders to make the troop successful.
- Live by the Scout Oath and the Scout Law.
- Set a good example (uniform, language, behavior).
- Devote the time necessary to handle the responsibilities of the position.
- Agree on a written vision of success for your team(s) and a plan to get there.
- Lead and participate in planning and implementation of required activities including camp related teams.
- Keep your word. Don't make promises you can't keep.

Required Attributes

- Team Player
- Someone who can adjust and thrive in new environments.
- Brotherly Respect
- Willingness to work – i.e. someone who, when asked to hike food, accepts without hesitation.
- Initiative
- Is prompt and on time (waking up, assembly, campfire, classes, jobs, etc.)
- Full participation, both during and before camp
- Willingness to perform (campfire)
- Respect for general Cody Rules
- Maturity in the sense that one is self-determined, self-relying, punctual, and a good citizen
- Understanding of one's own duties and the duties of others.
- Patience
- A good and appropriate sense of humor
- Willing and able to devote the time necessary to handle the responsibilities of the position.



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JUNIOR CAMP DIRECTOR

The Junior Camp Director (JCD) is the top leadership position for Camp Cody and Troop 1. The position has varied and important leadership duties as well as specific job responsibilities.



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The Junior Camp Director is the mystical leader and figure head of Troop 1's Camp Cody. This is the top leadership position available to Scouts in Troop 1. The position of Junior Camp Director (JCD) requires a real, tested and experienced leader. While the JCD will learn a great deal about leadership during his tenure, he must be fully prepared to and capable of leading before he can do this job. The JCD is responsible for two different and equally important leadership issues. The first issue is establishing the character and nature of the camp he is leading. It is the job of JCD to set the tone of his camp.

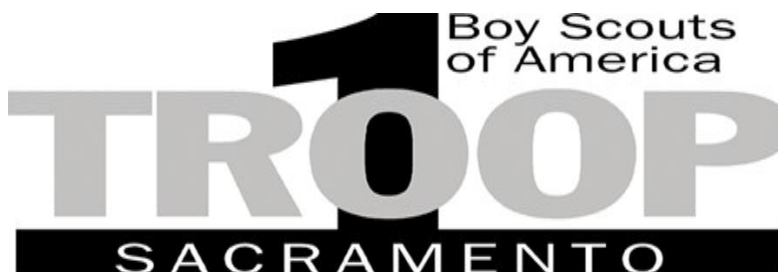
It is incumbent on the JCD to establish what kind of camp he will lead. As the leader, he has the ability to define whether this year's camp is happy, serious, frivolous or stunning. He must consider his legacy or how he will be remembered by the Troop 1 family. The JCD must first establish his vision of what his year will look, feel, smell and sound like. Once his vision is established, the JCD must set goals to make his vision of the Camp Cody experience a reality. Anyone considering this position must understand servant leadership, because this is not about winning a position but rather about being responsible for implementing your vision for "The Best Cody Ever". Make sure you have a well-defined vision before you apply for this position.

The second aspect of the job is the development, selection and leadership of his staff of 14 Junior Officers and up to 15 Workweekers. This is where real team leadership skills become paramount. The development and selection criteria come from the JCD's vision and goal process in that the kind of people and skills needed come from what kind of camp he wants. This is where goal setting becomes so important. The JCD must know what he wants and needs to fulfill his vision before he can find, train or hire his staff. After the selection process, the JCD becomes the real manager of a staff of thirty. This team has real and significant work to accomplish. In the real world few adults are asked to lead this large number of individuals. If you want this job, your leadership/management skills must be in top form.

To be eligible for the Junior Camp Director position you must:

- Be a registered member of Boy Scouting.
- Be a member of Troop 1 or another attending Troop.
- Be at least 15 years old and a Life Scout- 17 and Eagle Scout preferred.*
- Be an active and contributing member of your Troop.
- Possess demonstrated positive leadership.

*Troop leadership reserves the right to place the most capable Scout in the position regardless of rank or age.



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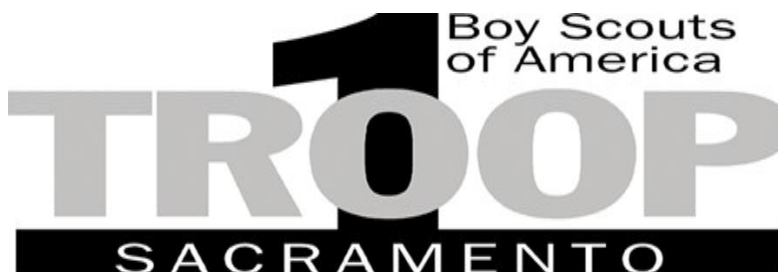
JUNIOR CAMP DIRECTOR RESPONSIBILITIES

PRECAMP PLANNING/THINGS TO DO

- JO Meetings
- Wolf Pack meetings and activities.
- Klondike and Camporee with Senior Patrol Leader and his staff.
- JO Retreat
- Pioneer Outing
- Meet with last year's JCD to transfer knowledge, robe and gavel.
- Order Staff t-shirts.
- Plan day-off outing, schedule drivers.
- Schedule staff and load truck Friday before workweek.
- Schedule and implement qualification run for mountain climb.
- Provide Scout Master and Senior Camp Director with list of mountain climb participants.
- Schedule and collect \$10.00 from each climber for lunch at inn after climb.

CAMP CODY PLANNING

- Cody Lore
- Swami Night
- Camp Wide Olympics
- Campfire
- Patrol Leader Training
- Camp Site Development
- JO Skits
- Adult Skits
- Visitor Day Display
- Staff Training
- Final Campfire
- Quality of our Product
 - How do we measure success?
- Should we be asking our Scouts about what they want?
- Camp Close-up Participation and Schedule
- Cody Token – insure product is ready for distribution.
- Patrol Leader Training
- Camp Site Development
- JO Skits
- Visitor Day Display
- Staff Training
- Final Campfire
- After-action meeting and report.



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JUNIOR OFFICER

The Junior Officer is a mid-level management position with specific job responsibilities as well as varied and important leadership duties.



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While the JCD is the brains and soul of Camp Cody, the Junior Officer staffers are the hands and heart. All hierarchical organizations have people on top deciding which way to go while the rest of the organization is actually getting the job done. JOs have the primary task of "getting it done". As a Camp Cody staff member, you must be a leader. Your primary mission is to help every attending Scout have a rewarding and fun-filled experience. You are here to help Troop 1 achieve its goals and vision. You accomplish this with the Scouting example that you present, with your efforts providing instruction and guidance, and with your hard work operating and maintaining the Camp Cody facility.

A Junior Officer at Camp Cody and in Sacramento is a teacher, a friend, a brother and a leader. As a staff member you will wear one hat but have many assignments including project manager and doer, Merit Badge assistant, Patrol Host, campfire actor, camp work party leader or doer, assigned facility duties such as Trail Boss or Pioneer JO, Wolf Pack leader and skills teacher.

Besides setting the example every day, the position requires real leadership skills and abilities because you will be leading. Whether it is leading a Wolf Pack meeting or 5 Scouts up the hill to get dinner into camp, leadership is your job. Before you apply for the job make sure 1) you've made the decision to lead and 2) you've developed your leadership skills.

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To be eligible for the Junior Officer position you must:

- Be a registered member of Boy Scouting.
- Be a member of Troop 1 or another attending Troop.
- Be 15 years old and a Life Scout.*
- Be an active and contributing member of your Troop.
- Possess **demonstrated positive** leadership.
-

*Troop leadership reserves the right to place the most capable Scout in the position regardless of rank or age.

NOTE: Expectations/attributes are exactly the same for all staff.



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JO RETREAT

When: As soon after staff selection as reasonable. (late April/early May)

Where: River Bend Park or Camp Pollack (keep it local for ease of logistics)

Who: All Junior Officer Staff plus Adult Camp leaders. JCD leads with mentoring by adult (Chair, Scoutmaster, etc.).

Purpose: Bring entire JO crew together (mandatory) for goal setting, planning and team building.

Schedule: Schedule and content set with input from JCD, SCD, Program Director (PD), Waterfront Director (WD), and Pioneer Director. This is an opportunity for Adult staff to input into program development at early stage, however this event is about JO staff development.

Example Schedule

Saturday

0900 Welcome, Unload and Setup (scheduling, getting everyone there, on time and ready to work is a team building effort by JCD and his two AJCDs.

1000 Camp and Staff Goal setting
JCD, SCD and PD define their goals for this year's camp and then allow staff to set goals for themselves, the staff and the camp. Use moderator and white board or marker and large tablet to write the goals down. Scribe to publish goals for all. Goals must have measurable outcomes and will be posted at camp.

1200 lunch

1300 Section Goal Setting

Adult lead will provide a general or starting goal set for each section (Waterfront, Pioneers, Campfire, Facilities and etc.). Be sure goals to include training, logistics and work products. Then members of that section will establish goals for staff. Scribe to publish goals for all. Goals must have measurable outcomes and will be posted at camp.

1400 Planning breakout for sections

Plan how to meet/exceed defined goals.

1500 Game break/Team building

1530 Planning for Camp and Staff Goals

1700 Dinner

1800 Cleanup

1830 Campfire Planning (Entire Staff)

2000 Campfire (production with discussion and tryouts)(lead by PD and Campfire JO)

2200 Lights out

Sunday

0700 Breakfast

0800 Cleanup, pack-up

0900 Team building activity

1000 Pioneer Outing planning.

1200 Closing discussion about months ahead/close

What: Camping supplies for about 20. Planning supplies (i.e. paper, pencils, large tablets, markers etc.)

Several team building activities. Campfire supplies (firewood, fire tools, hoses (200 feet) with nozzle, Skit/joke/stuff materials. Adult leaders with moderator skills.

Responsible Adult leader: Cody Committee Chair



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PIONEER OUTING

The Pioneer outing is a Troop 1 outing intended as a pre camp warmup for all Scouts (SPL responsible) and an introduction to Troop 1 camping for new Scouts (JCD responsible).

When: Annually in June.

Where: River Bend Park (keep it local for ease of logistics)

Who: All Junior Officer Staff plus Workweekers and Adult Camp leaders. JCD leads those portions concerning new Scouts including evening campfire while the SPL leads the rest of the Troop.

Purpose: Bring entire JO crew together including Workweekers (mandatory) for team building and to introduce new Scouts and their parents to the ways and purposes of Camp Cody.

Schedule: Schedule and content set with input from JCD, SCD, Program Director (PD), Waterfront Director (WD), and Pioneer Director. This is an opportunity for Adult staff to input into program development at this early stage, however this event is about JO staff development.

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Pioneer Weekend Schedule

Saturday:

- 10:00 am: Staff arrives at River Bend Park ready to work. Be on time.
- 10:15-10:30 am: Briefing and assignments by JCD. Bring your enthusiasm.
- 10:30-11:30 am: Staff sets up tents in Staff area and First-year Camper area.
- 11:30-12:30 am: Staff prepares, eats and cleans up lunch.
- 12:30-1:00 pm: Staff prepares for First-year Campers arrival. Assignments are reviewed and prepared.
- 1:00-1:30 pm: First-year Campers are welcomed.
- 1:30-3:00 pm: Staff presents equipment needs to new parents.
Staff will instruct first-year Campers with parents.
- 3:00-4:00 pm: Free time for First-year Campers/games provided and lead by Pioneer Staff. Water Front crew sets up Water Front.
- 4:00-5:30 pm: Water Front open for entire Troop.
- 5:30-7:00 pm: Prepare, eat and cleanup Dinner. All staff will help.
- 7:00-8:00 pm: Free time for First-year Campers/games provided and lead by Pioneer Staff. Camp Fire Staff will setup campfire and program.
- 8:00-9:30 pm: Campfire program. All Staff will be present and participate.
- 10:00 pm: Lights Out.



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Pioneer Weekend Schedule -- Continued

06:30-0:730 am: Selected Staff up to prepare breakfast.
07:30 All Staff up/dressed and ready to work.
07:30-08:30 am: Breakfast served, eaten and cleaned up by Staff.
08:30-9:30 am: Pioneer Staff will instruct first-year Campers.
Remaining Staff will take down and store all tents, gear and kitchen.
9:30:00-10:00 am: Scout's Own.
11:00 am: End of a fun-filled Pioneer Weekend Outing.

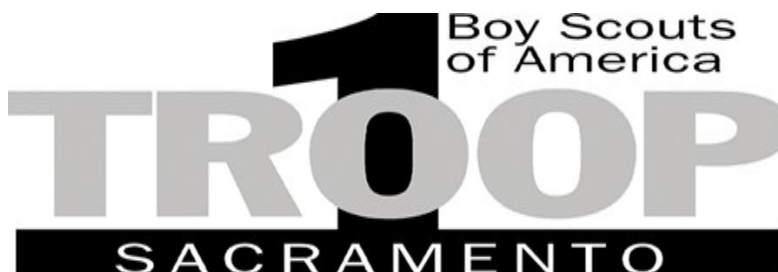
Responsibilities:

Junior Camp Director	Responsible for staff planning and implementation.
Pioneer Staff	Responsible for instruction and activities. (Pioneer Director)
Waterfront Staff	Responsible for waterfront activities (Water Front Director)
Campfire Staff	Responsible for campfire planning (Program Director)
Assigned Staff	Responsible for equipment talk (Camp Director)
Assigned Staff	KP (Committee Chair)
Everyone	Setup/teardown
Everyone	Campfire
Everyone	Must have a good time

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Rowan did his duty, kicking the IM out of the word IMPOSSIBLE
Any fellow who acts like that is certain to get on.



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STAFF DAY OFF

The staff day off has been a part of Camp Cody since 1937. It is a privilege earned with hard work. For the first 50 years this entailed picking up your sack lunch at the kitchen and hiking out of camp for the day. Starting around about 1990, someone decided staff should go to somewhere like Lake Tahoe for the day. **This is not a Camp Cody sponsored event.** The scheduling, transportation and supervision responsibility lies with the JCD and staff parents. Camp Cody provides a stipend for staff lunch but participants pay for all other expenses including transportation. Staff includes JOs and Workweekers and will normally involve about 30 participants.

1. Staff day off is the Thursday of Work Week*. This allows a full Friday for fine tuning and staff training. (*Presumes sufficient work has been completed by end of Wednesday-staff could lose day off if quantity or quality of work is inadequate.)
2. Breakfast is at the normal time and all staff are to be at the parking lot at 9:00 am for pick up.
3. The JCD will be given cash (approx. \$250.00-\$8.00 per staff) to pay for staff lunch. Lunch cost above this amount is the responsibility of participants.
4. Staff is expected back in camp by 5:00 pm for dinner. Kitchen will begin dinner prep on this schedule so communicate any and all delay immediately.
5. Responsible adult outing leaders will share their cell phone numbers with the adult camp staff so delays or other issues can be communicated.
6. Health and safety requires responsible adult outing leaders to take and return the staff health form book. These forms allow for the diagnoses and treatment of injury or illness of staff while on this outing.



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JO OVERNIGHT ON PYRAMID PEAK

The "rite of passage" event we call Pyramid Peak was first tried in the 1980s. The original path used was from the Wrights Lake area and JOs were driven to the trail head. Over the years, the "manly" test of hiking out of camp, down to the highway and then straight up to the top was developed. Youthful exuberance pushed it to the limits by force marching all the way back to camp on the following day. The peaking and return involved over 10,000 feet of elevation lost and gained in two days. This resulted in exhaustion and injury and some JO staff unable to get out of bed the next day to do their job.

Camp Cody supports this rite of passage for our last year Scouts. This group has been together for their scouting career and this gives them a memorable end point for that career. While we support the effort, certain restrictions and requirements are in place.

1. The effort will be, at most, from camp, down to the highway and up to the peak on day one. Day two will be from the top down to the highway. Transportation will be provided back to camp. Every JO who participates must understand that he is required to be fully productive at his work position the following day and for the rest of camp.
2. The JCD is responsible for scheduling and verifying participation in a pre-qualification effort in Sacramento. This effort should be completed before the 4th of July each year. Participation demonstrates interest of each JO in joining their fellow Scouts on top of the world. Pre-qualification at proscribed times and places in Sacramento is the only way to participate in the overnight event. It is incumbent on the individual to meet this requirement. The JCD will present the list of eligible (tested) and his list of participants to the Scout Master and Senior Camp Director before Work Week.
3. The pre-qualification test will involve a 15 to 20 minute jog. Heart rate will be taken prior to the jog. The test is to see how long it takes for heart rate to return to normal after the Jog. While we haven't seen a Scout fail this test yet, we do see many who fail to get themselves to the test and then whine because they don't get to go to the top. Leadership is about making the decision to be responsible for yourself and others. **Make the decision.**



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JO OVERNIGHT ON PYRAMID PEAK--CONTINUED

4. This program is for last year Scouts (17 years old), however on years where 2nd year JOs are available, up to two 2nd year JOs may be included if they have met the pre-qualification. The 2nd year people should be serious contenders for senior leadership the following year and are included so they can learn the route and safe methods. First year JOs (15 years old) are not eligible for participation.
5. Eligible numbers are restricted to 12 individuals by US Forest Service permit. Of that 12, at least 2 must be adult leaders. A new trend has been to include fathers of last year Scouts. For safety reasons, adults must participate in the pre-qualification test and have a current and complete health form on file in camp. First priority will be eligible last year Scouts (17 years old). Second priority will be given to eligible adult leaders. Third priority is given to one or two 2nd year Scouts (16 years old) and empty spots may be filled by interested and eligible fathers.
6. Lunch at Strawberry Lodge on the second day is a great idea; however, the cost of that lunch is the responsibility of participants. The JCD needs to collect that money from participating JOs prior to Work Week.



The Scoutmaster shows the boy the way to become a Scout and helps him on the Scouting trail.



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CAMP CODY STANDARDS OF BEHAVIOR

Camp Cody does not have a long list of do's and don'ts; Scouts, Junior Officers and adults in residence are expected to live the Scout Oath and the Scout Law. However, for the safety of all concerned, Camp Cody has adopted the following five felonies, violation of which will result in immediate expulsion.

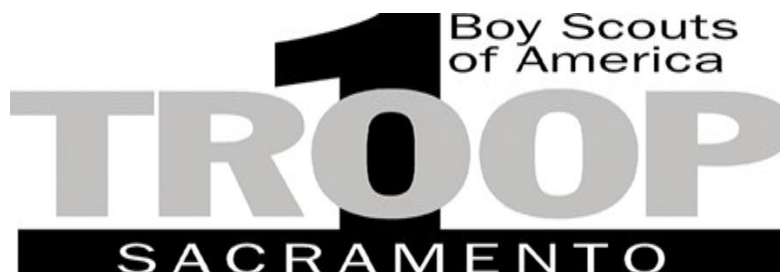
1. **Alcohol: Illegal Drugs & Controlled Substances.** The unlawful use or possession of alcohol, illegal drugs or any controlled substance is prohibited at Camp Cody.
2. **Endangerment:** Activities, which place any person at risk of death or great bodily harm, shall not take place at Camp Cody. Without limiting the definition of endangerment, such activities as tent tipping, knife tossing, rock throwing and fighting are certainly included.
3. **Hazing:** Hazing, intimidation, or harassment of any form shall not take place at Camp Cody. Humor remains an important part of life at Camp Cody, but must always be in good taste, and not at the expense of any individual's sensitivities or challenges.
4. **Stealing:** Stealing, using, hiding, or borrowing without permission Camp Cody gear or another person's gear shall not take place at Camp Cody.
5. **Vandalism:** Vandalizing, defacing or destroying any aspect of Camp Cody or it's gear or another person's gear shall not take place at Camp Cody.

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For purposes of The Felonious Five, the phrase "at Camp Cody" includes the Camp Cody site itself, the lake, the parking lot, the overnights, travel to and from, Work Week, and Work Weekend.

Violations of The Felonious Five shall be determined solely by the Camp Director [an adult] whose decision shall be final. In making any such determination, the Camp Director shall consult with the individual suspected of a violation, individuals affected by the alleged violation, the Junior Camp Director, the Scoutmaster of Troop 1 and the Scoutmaster of any other affected Troop, and such other individuals as the Camp Director deems appropriate.

Upon determination of a violation, the violator shall, in this order: (1) apologize to the affected individuals for his behavior; (2) call home and request transportation; (3) pack up his personal gear; and, (4) hike out to the parking lot to await transport home.



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JUNIOR OFFICER IN-CAMP DUTY STATEMENT

As a Camp Cody staff member, your primary mission is to help every attending Scout have a rewarding and fun-filled experience. You are here to help Troop 1 achieve its goal of providing the ideal location and facility where all Scouts have the opportunity to grow in a high quality camping experience. You accomplish this with the Scouting example that you present, with your efforts providing instruction and guidance, and with your hard work operating and maintaining the Camp Cody facility.

A Junior Officer at Camp Cody is a teacher, a friend, a brother and a leader. As a staff member you will wear one hat but have many assignments including but not limited to the following:

Merit Badge Assistant: each staff member will be assigned one or more merit badges to learn and understand so you can assist the adult merit badge counselor. You are expected to attend all periods of the merit badge class, to assist the counselor with instruction and to help provide the example for behavior. This task is expected to require one to four hours per day depending on assignment and need.

Patrol Host: Each staff member will be assigned a patrol to assist, watch over and prod. Your tactful interaction with the Patrol Leader and his patrol is intended to help him develop his leadership skills. You will support the notion of patrol site development and appropriate intra-patrol competition. This activity should require one hour or less per day.

Campfire: All Junior Officer Staff will attend the nightly campfire. Participation in skits and presentation is required. This activity will require between one and two hours per day.

Assigned Facility Duty: All Junior Officer Staff will have an assigned facility duty for which they have the primary responsibility to carry out. The positions, such as Waterfront, Sanitation or Trail Boss, have defined duties and tasks that must be completed properly and in a timely manner to assure the smooth running of the Camp Cody facility. Proper completion of your assigned duties is your priority, however you are a member of a team. The team makes Cody work so you must be prepared to help your teammates to ensure the success of Camp Cody 2005. If a teammate needs some help, help him out. These assigned duties can require from 2 to 6 hours per day.



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JUNIOR OFFICER IN-CAMP DUTY STATEMENT -- CONTINUED

Camp Work Party: Facility development and repair is an ongoing issue at Camp Cody. Daily work party assignments are an expected part of the Junior Officer experience. The Assistant Junior Camp Director(s) will be responsible for assigning, scheduling and overseeing staff work parties. These work assignments are expected to involve up to two hours per day.

Camp Cody operates 24 hours per day. We are awake and active in our purpose of "Best Cody Ever" 16 of those hours. The Junior Officer Staff is expected to be a visible part of Camp Cody, setting the example, and performing staff duties for at least 10 hours per day. During the time between morning flags and the evening meal, the entire Junior Officer Staff is expected to be actively involved with the running of Camp Cody. Break times will be scheduled and those scheduled times will be the only times that staff members will be on JO Flats during the day.

Cody Staff Work Credo

- **"Do the right thing"** is your first action item of every day.
- **If you're early then you're on time. If you're just on time - then you're late.**
- Understand what needs to be done and then do it. Always do more than what you think is enough.
- **Do the right job, right, the first time.***
- Respect everyone. Their time on this planet is just as valuable as yours.
- Know what must be done, what should be done and what can be done. Understand the differences.
- Be honest to yourself and everyone around you. Truthfulness is the only policy.
- **Always look for your contribution to a problem before blaming others.**
- Confront the elephant! If you think a problem might exist then deal with it now. Looking the other way does not make the problem go away.

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Scout Staff Manual

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JOB DESCRIPTIONS

JUNIOR CAMP DIRECTOR. Under the general supervision of the S.C.D., the Junior Camp Director (J.C.D.) and the Assistant J.C.D.(s) run the daily operations and programs of Camp Cody through the Junior Officers Staff, and the Patrol Leaders. The J.C.D. and his Assistant exemplify that Camp Cody is a "boy run camp."

- Responsible for smooth operation of all events.
- Assists the S.C.D. in setting Camp policies.
- Closely supervises J.O.'s, and Senior Patrol Leaders.
- Solves problems, including disciplinary questions, referred to him by J.O.'s, and Senior Patrol Leaders.
- Refers major decisions to S.C.D.
- Helps the S.C.D. select J.O.'s.
- Leads and trains J.O.'s by his own example.

The Senior Camp Director and Program Director advise.

Assistant JCD(s). Under the direct supervision of the JCD, the Assistant JCDs supervise JO staff. The AJCD for Operations supervises Maintenance, Sanitation, KP, Trail Boss and Climbing Staff. The ASCD for Program supervises Water Front, Camp Fire, and Cody Pioneer Staff. The Senior Camp Director and Program Director advise.

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CAMPFIRE/EDITOR/ACTIVITIES. Under the general supervision of the Camp Program Director, a lead J.O. and an assistant organize and lead the evening campfires.

1. The Campfire Staff keeps them singing, laughing, and having a great time.
2. Utilizing the standard format, they identify and screen skits etc. for quality and appropriateness.
3. They help the Patrol Leaders/Patrols prepare for their performances.

An additional duty of the Campfire Staff is the "Cody Cannon", the Camp's official newspaper that comes out at least twice (preferably three times) during Camp Week. The Campfire Staff also organize the after dinner activities: horse-shoes, volleyball, and other games. The Camp Program Director advises.



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CLIMBING(Senior JO): Under the direct supervision of the Climbing Instructors, the Climbing JO is responsible for:

- Gear set up, take down and stowage.
- Climbing instruction.
- Maintains Rock trails, routes, starting and landing areas.

The Camp Climbing Director advises.

MAINTENANCE (Senior JO): A senior J.O. serves as the Maintenance Staff. He is directly responsible for repair and routine maintenance chores.

- Ensure kitchen propane supply is adequate.
- Ensure empty propane tanks are available for trailboss and full tanks are stored properly.
- Maintain, fuel, daily testing and operations of the fire pump.
- Maintain, fuel and operate the water pump to maintain water supply pool.
- Undertake any special projects requested by the J.C.D. and the Camp Cooking Staff.
- Maintenance Staff is responsible for the Camp's tools which are stored in Silvius Lodge: shovels, axes, saws, and other hand tools. The Maintenance JO checks tools out to campers who need tools for their projects.

The Senior Camp Director and Kitchen Lead advise.

KITCHEN PATROL (Senior JO): Under the general supervision of the Kitchen Staff, one J.O. serves as KP Staff. KP Staff is responsible for the kitchen area and supervise KP while they clean up after each meal served (dishes, garbage, tables, etc.).

- Ensures wash and rinse water is hot enough and sanitized.
- Ensures KP removes all food from the eating area (tables, ground etc.).
- Removes burnables to the fireplace.
- Packs up all garbage into sealed boxes and places them at the designated spot at the trail head.
- The KP JO is responsible for all trash in the Silvius Lodge/ Kitchen area from bridge to trail head.

The Senior Camp Director and kitchen KP adult advise.



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WATERFRONT STAFF DUTY STATEMENT

(revised 2-11-15)

Qualifications:

- BSA Lifeguard certification required
- Lifesaving Merit Badge required
- First Aid Merit Badge required
- Rowing Merit Badge required
- Valid CPR – Professional Rescuer certification required
- Canoeing, Kayaking, Small Boat Sailing merit badge preferred

Note: Any exceptions to the above must have prior approval of the Camp Cody Aquatics Director

Job Duties

Safe Swim Defense/Safety Afloat:

Ensure all principles of BSA Safe Swim Defense and Safety Afloat are adhered to at all times.

Set up / Take down:

Set up Waterfront during Work Week, including but not limited to placement of docks, installation of swim boundary lines, removal of all boats from storage and placement at waterfront, placement of all equipment in proper location at waterfront including pfd's, oars and paddles, life safety, buddy boards, equipment racks, buoys, and rescue equipment. All equipment must be inspected for wear, be in proper working order, or repaired/replaced prior to camp. At end of camp week, all above equipment to be inspected then stowed for winter. Necessary repairs and replacement gear should be noted.

Lifeguarding:

Staff all lifeguarding positions on the waterfront during merit badge classes, free periods, and during any other hours where the waterfront is open. Lead Waterfront JO responsible for all scheduling. Staffing levels conform to all principles of BSA Safe Swim Defense and Safety Afloat.



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WATERFRONT STAFF DUTY STATEMENT – CONTINUED

Merit Badge Instruction:

Assist in the instruction of all waterfront merit badges as requested by Cody Aquatics Director and Lead Waterfront JO. Assist in personnel scheduling and supervision of all aquatics activities including Cody Waterfront Olympics, Mile Swim, and Swami Night.

Repair/Maintenance of all Equipment:

Ensure that all boats, paddles, oars, pfd's, rescue gear, lines, docks, and all other waterfront equipment are maintained in good working order at all times. Ensure that Waterfront is clean and set up for the day PRIOR to opening each morning. Keep waterfront free of all litter and scout gear during opening hours. Clean, repair, and properly stow all equipment at closing. Clean entire beachfront and dock area after closing. Make any necessary arrangements for import/export of new/retired boats and equipment into or out of camp.

Maintaining Safety and Encouraging Fun

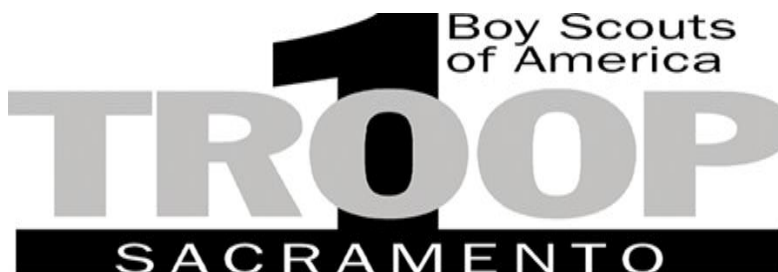
Encourage and maintain a fun and engaging atmosphere in the Waterfront area while always maintaining high standards of safety and discipline

Planning:

Lead Waterfront JO or his designee must attend at least one pre camp planning session and program review with Aquatics Director and adult Waterfront Staff.

Training

All waterfront staff must ensure that their training and certifications are current. Review and re-training should be completed prior to camp.



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CODY PIONEER J.O. DUTY STATEMENT

The Cody Pioneer J.Os. primary duties are to help first year campers (Cody Pioneers) at Camp Cody have a good time and advance in rank. The Cody Pioneer program advancement strategy consists of covering requirements for the ranks of Tenderfoot, Second Class and First Class. The Cody Pioneer J.Os. will help first year campers with scout advancement utilizing the EDGE method and lead the first year camper in outdoor activities. Adult Advisors will be available to supervise the group and provide guidance and training to Cody Pioneer J.Os. Cody Pioneer J.Os. are expected to lead a group (5 maximum) of first year campers and report to one lead Cody Pioneer J.O. In addition the Cody Pioneer J.Os. have the following responsibilities:

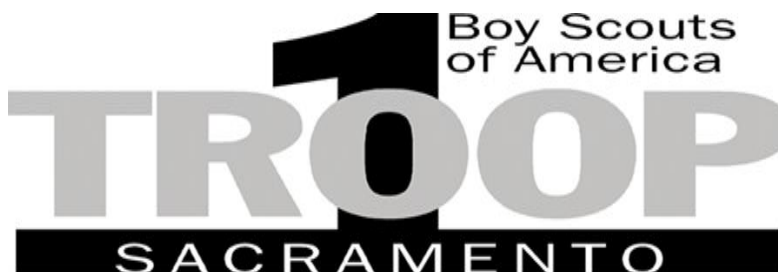
- Attend all scheduled Cody Pioneer specific leadership training provided by Adult Advisors.
- This may consist of weekend training in Sacramento and/or hands-on training at Camp Cody prior to Work Week.
- Cody Pioneer J.O. leader is expected to set a good example and be responsible for coordinating program activities with Adult Advisors and the other J.Os.
- Cody Pioneer J.Os. are expected to attend the Pioneer Outing and lead Cody Pioneers in advancement activities.
- Cody Pioneer J.Os. are expected to participate in all Cody Pioneer activities through-out the duration of Camp Cody.

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Advised by the Adult Pioneer Leads.



**A Scout is active in DOING GOOD, not passive in BEING GOOD.
It is his duty to be helpful and generous to other people.**



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SANITATION. (Senior JO): Sanitation J.O. is responsible maintaining Cody latrines in a clean and supplied manner. The Sanitation J.O. is responsible for:

- Twice daily cleaning of the Camp's latrines, ("bloops").
- Digging of all bloop holes (i.e. an adequate hole is dug before it is needed).
- Apply soil to the pits, clean the area, and keep the supplies stocked.
- Ensure that hand sanitizer is in the immediate area for hand washing.
- Sanitation is responsible for the pickup and disposal of all trash in common areas outside of the bloops and around Link Lodge.
- Responsible for taking down the bloops for storage at the close of camp. Take down includes scrubbing and hose down before stowage.

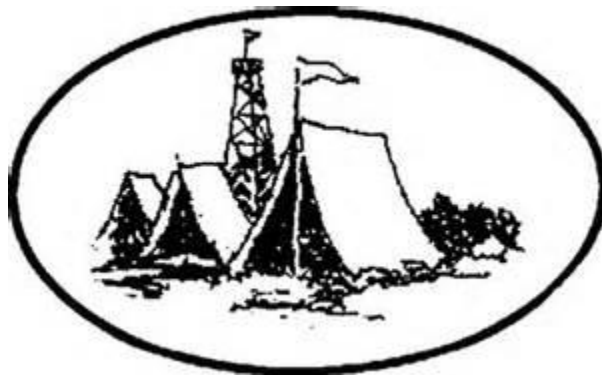
Advised by the Senior Camp Director.

TRAIL BOSS. (Senior JO). The Trail Boss organizes the packing in and out of all Camp supplies, much of which they carry themselves.

- Food comes in; garbage goes out.
- Ensures sufficient crew to haul supplies/garbage.
- Ensures timely effort.
 - Fresh food is hauled in a timely manner to preserve freshness.
 - Garbage is hauled out each day before dark.
- Ensures bear proof box is carefully packed and always locked.

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Advised by Senior Camp Director and Kitchen Lead.



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WORKWEEKER

The Workweeker position is an opportunity to share an extra week of camp with camp staff. This entry level staff position also has varied and important leadership duties as well as specific job responsibilities.



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"Workweekers are next year's potential JO'S. This is an audition to be like the guys on the Flats. They need to have maturity, they need to have a work ethic, and they need to have initiative. They need to be someone who wants to become a JO." –Luke T. 2k15

Luke is right about work week staff. While a Workweeker is invited to camp to work, he will be doing the same amount and kind of work as a JO-right next to a JO. The difference is the Workweeker will be evaluated on the job he does and how well he does it within the team concept. If you don't already meet the expectations/attributes listed on page 6, you need to get to work and develop them because those are minimum expectations. Work week is an opportunity to spend another week at camp enjoying all the benefits available and if you are the "right kind of guy" it's your opportunity for you to prove you belong on the JO staff.

To be eligible for a Work Week position you must:

- Be a registered member of Boy Scouting.
- Be a member of Troop 1 or another attending Troop.
- Be 14 years old by the start of camp.
- Be an active and contributing member of your Troop.

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NOTE: Expectations/attributes are exactly the same for all staff.

NOTE: WORKWEEKERS ARE EXPECTED IN CAMP BY 7:30 AM ON THE SATURDAY OF WORK WEEK AND ARE EXPECTED TO BE THERE THE ENTIRE WEEK.



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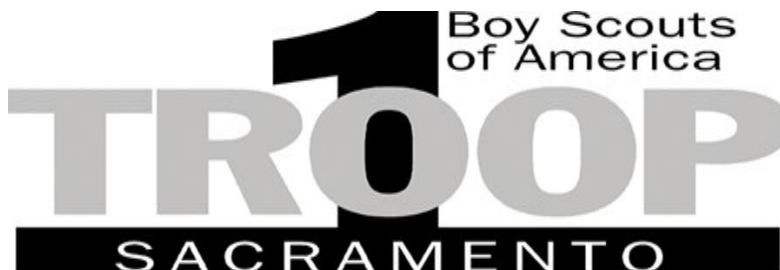
STAFF SELECTION PROCESSES

An important aspect of these processes is the people leading at each level pick their staff.

JCD: Your year round decision/willingness to lead is your primary attribute. Adult Troop leadership are watching and evaluating your decision to lead all the time. Start leading your staff in September. Apply for the position and an interview will be scheduled. This interview is your chance to define your vision and goals for your camp for Adult staff. The ad hoc interview panel will include five adult Troop 1 leaders with firsthand knowledge of your leadership skills and Troop efforts. The interview sheet is included in the Appendix.

JO: Again your year round decision/willingness to lead is your primary attribute. You need to be a JO year round. The JCD and senior JOs with input from the Senior Camp Director, Program Director and/or Cody Committee Chair will select the JO Staff. Your year round involvement and leadership in Troop and Wolf Pack plus your ability to meet expectations and needed attributes defined on page 6 is the basis of decisions. The interview sheet is included in the Appendix.

Workweek: Because work week is an audition for JO, we may not be able to continue to bring individuals who do not demonstrate leadership. Second year JOs with input from the JCD and senior JOs will select Workweekers based on their involvement and leadership in Wolf Pack and their ability to meet expectations and needed attributes defined on page 6.



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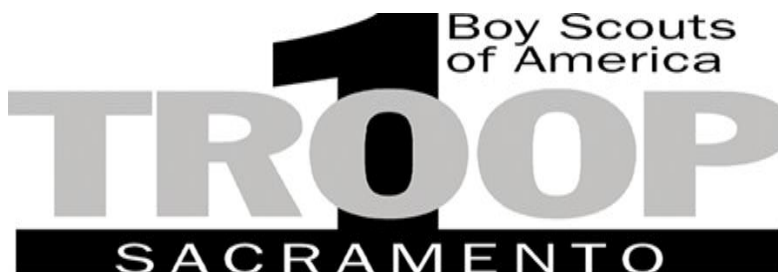


WOLFPACK

The Wolf Pack is an opportunity to learn. It is open to anyone in the Troop who wants to positively participate in Camp Cody and everyone who wants to learn about leadership. All Patrol Leaders and Assistant Patrol Leaders should plan on attending.

The Wolf Pack is intended to promote two concepts. 1) Introduce the middle Scouts (13-14) to the ways and processes of Camp Cody staff and allow them to participate in the planning and implementation of their camp [(upward view) allowing younger Scouts a glimpse into the systems so they can choose to prepare themselves early.] 2) Develop a conduit where older Scouts can and will pass skills and knowledge down to the younger Scouts [(downward view) allows older Scouts to demonstrate willingness to bring younger Scouts along and increases skills/knowledge in the Troop.]

The Wolf Pack is the talent pool for JO and Workweek staff selection. This is one place where Scouts will demonstrate their interest and ability to be on staff. Interested Scouts will also demonstrate leadership in the Troop, at school and at home. The Wolf Pack is where older Scouts demonstrate and teach leadership and younger Scouts learn and practice leadership.



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Each October, the development, staffing and operation of the Wolf Pack is the direct responsibility of returning JO staff. Current year JCD candidates need to lead this effort but all returning members must be involved. The Wolf Pack will be under the direct guidance of two, 2nd year, JOs who were Trail to First Class (Cody Pioneers) JOs the previous year. These returning JOs have demonstrated teaching skills from their work last year and have a vested interest in who will be on their staff next year. They will be managed by a last year JO who was Pioneer Lead previous year. For the JO staff, the primary goals are establishing the pool of potential candidates to fill open positions on the JO staff next year, to give those candidates an opportunity to prove themselves through action and participation and to teach/demonstrate servant leadership.

To implement 1) above, participating Scouts will be assigned teams with specific camp issues or aspects to work on. They will be asked for opinions and ideas for improvement. They will, by their involvement, learn how camp works and that they are now part of *their* camp. Every effort will be made to make good ideas part of that year's camp.

To implement 2) above, the JO staff will identify an "opportunity" for middle Scouts to learn JO skills and demonstrate ability and interest in the JO position for next year. This component of teaching using the EDGE method will represent about 1/3 of Wolf Pack time. The TFC JOs will monitor and assist the middle Scouts during their EDGE time at Troop meetings. Additionally, the JO staff will teach and demonstrate the concepts and principles of Servant Leadership.

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Start Wolf Pack

- Assign direct leadership (2nd year staff) and upper management (last year staff).
- Let's turn it into a leadership academy
- Start by identifying NYLT graduates and allow them to teach methods to younger Scouts in Wolf Pack.
- Pioneer Program (Trail to First Class) training and allow them to run TFC to the Troops younger Scouts.
- Start identifying potential staff



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- Start talking to those that already "get it" and assign mentors to those that might not yet understand the concept.
- Understand how to be servant leaders, be servant leaders and then present the concepts of servant leadership to the Wolf Pack.

Camp Cody Staff Minimum Schedule for 2015

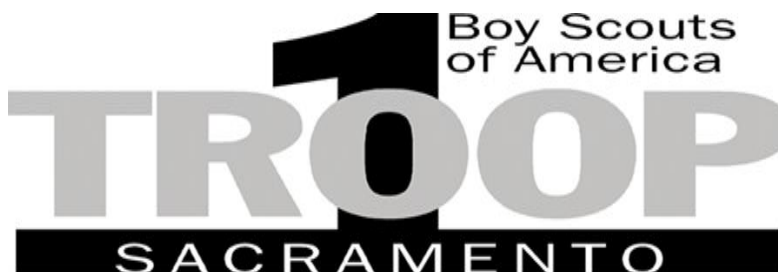
Participate in planning and implementation of required activities including:

- Turkey Outing.
- Klondike Outing.
- Camporee Outing.
- Pioneer Outing.
- Camp related teams.
- JO meetings.
- Wolf Pack training.

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Required Scheduled Events: Staff and potential staff are required to attend these events.

- At least 70% of Troop, Patrol and Wolf Pack meetings.
- Turkey Outing - Nov 22-23
- Klondike or Winter Outing - February
- Scout Expo (Spring Camporee) - April 17-19
- Pioneer Outing – June 6, 7
- Work Weekend
- Truck load-out - July 17
- Truck unload (at Cody) - July 18 @ 7:30 am
- Cody Work Week –Starts @ 7:30 am on July 18th and ends@7:30 am July 25th.
- Camp Cody Starts @ 7:30 am on July 25th and ends on August 2nd after 11:00 am.



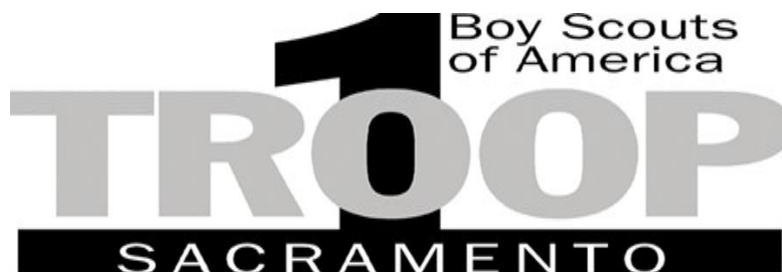
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APPENDICIES



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LEADERSHIP

APPENDIX – A

Leadership is not a position or skill – It is a decision one makes.

A good leader will:

- Be fair to all.

A good leader shows no favorites. Don't allow friendships to keep you from being fair to all members of your team, troop or patrol.

- Be a good communicator.

You don't need a commanding voice to be a good leader, but you must be willing to step out front with an effective "Let's go." A good leader knows how to get and give information so that everyone understands what's happening.

- Be flexible.

Not everything goes as planned. Be prepared to shift to "Plan B" when "Plan A" doesn't work. Think about "Plan C."

- Be organized.

The time you spend planning will be repaid many times over.

- Delegate.

Some leaders assume that the task will not get done unless they do it themselves. Most people like to be challenged with a task. Empower your team members to do things they have never tried.

- Set an example.

The most important thing you can do is lead by example. Whatever you do, your team members are likely to do the same. A cheerful attitude can keep everyone's spirits up.

- Be consistent.

Nothing is more confusing than a leader who acts one way one moment and another way a short time later. If your team knows what to expect from you, they will more likely respond positively to your leadership.

- Give praise.

The best way to get credit is to give it away. Often a "nice job" is all the praise necessary to make a Scout feel he is contributing to the efforts of the team or troop.

- Ask for help.

Don't be embarrassed to ask for help. You have many resources at your disposal. When confronted with a situation you don't know how to handle, ask someone with more experience for some advice and direction.



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SERVANT LEADERSHIP

APPENDIX – B

Most Scouts will very quickly tell you that they would rather tell people what to do than be told what to do. That is human nature, not just the nature of a Scout. But leadership in the troop is not about the title or even about being the person doing the telling. It is about a choice to lead. It is about a choice to give rather than to receive. We trust effective leaders because they care about us and about helping others succeed.

That is the true roles of a leader—helping other members of the group succeed. Servant leaders understand what success looks like not only for the group but for each member of every team. They do everything they can to help the group and each member succeed. Servant leaders help the group through day-to-day operations and through all the chores and tasks that must be accomplished. Duties are delegated and roles assigned. Leaders help manage this process. They focus on how to make every member successful in assigned tasks so that the group will come together quickly as a team. Servant leaders want to lead because they know they can help make a difference and provide a better experience for every individual.

We've all watched someone take a leadership position for the wrong reasons. Perhaps to get their ticket punched on their way to the next rank. No real leadership just time in the position. Maybe they took it because it would look good on their resume or collage application. No real leadership just time in the position. Maybe they took it because the position title was so cool and "if I had that position I wouldn't have to do anything except tell other people what to do and then I could sleep all day and play cards all night". No real leadership just time in the position. Does any of this sound familiar?

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Servant leadership is about making the choice to lead, to give more than you receive, and to make a difference.

- Effective servant leaders care about others, about helping others succeed, and about making the group successful.
- It is important to build up the idea and value of servant leadership in our Scout and adult leaders.
- A good group leader is focused on the success of the members of his team as individuals and as a team.
- Servant leaders understand what success looks like not only for the team as a whole, but also for each member of the team.
- Group members can see when a leader cares about their needs and is focused on their success. That service earns him the group's respect. When he has that respect, the Scout has earned the title and role of leader.
- A troop leader who seeks to serve knows his troop members well enough to help them to succeed, helps his troop through its day-to-day operation, manages and delegates troop duties, focuses on how to help all members be successful in their assigned tasks, and works to bring the group together as a team.

Servant leaders want to lead because they know they can help make a difference and provide a better experience for every individual.



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PLANNING REQUIREMENTS

APPENDIX – C

CAMP CODY PLANNING REQUIREMENTS

PRECAMP PLANNING

1. JO Meetings
2. Wolf Pack
3. Klondike and Camporee with Senior Patrol Leader and his staff.
4. Pioneer Outing

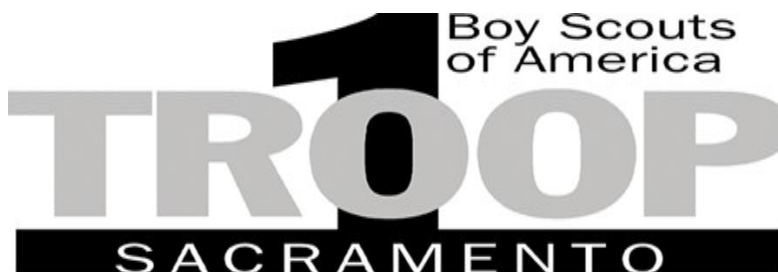
CAMP CODY REQUIRED PLANNING

1. Cody Lore
2. Swami Night
3. Water Front Olympics
4. Campfire
5. Patrol Leader Training
6. Camp Site Development
7. JO Skits
8. Adult Skits
9. Visitor Day Display
10. Staff Training
11. Final Campfire
12. Quality of our Product
 - How do we measure success?
 - Should we be asking our Scouts about what they want?
13. Camp Close-up Participation and Schedule

Required Plans/Reviewer:

Initiation Rite (Swami) - Mr. John Cargile
Assembly - Mr. Joslyn
Water Front Olympics - Mr. Leonard
Campfire - Mr. John Cargile
Meal-time entertainment- Mr. Murphy
Here Come Da Judge – Mr. John Cargile

All plans to be developed, reviewed and completed before June 15



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PLANNING REQUIREMENTS

APPENDIX – C

Initiation Rite/Swami Night

This rite is intended to bring our new campers into the brotherhood of Cody. It should mystify and be memorable in context of Cody Spirits and not a Halloween fright house. Your written plan is to include theme, schedule, facility/equipment/supplies needed, and staff assignments before camp and on the night of Swami. Safety must be a primary consideration in your plan.

Assembly

All aspects of the morning, noon and evening Assemblies are to be thought out and scripted. An outline of talking points or items to be covered for each assembly is to be developed with a goal of consistency of content from day to day. New issues or content to be plugged in as camp goes on. The Scout Oath and Law are to be included each morning. The Camp Cody Song should also be a regular aspect of one assembly along with mundane issues like lost and found and announcements. The script should include room for the AJCD for Program to update everyone in the AM, for Waterfront Director to update everyone at lunch and the AJCD for Facility to remind campers of issues each PM. Another important item is the flag ceremony. Last year's example sets a high standard. The expectation is that someone will be assigned this duty, they will form a team and develop and practice a sharp routine.

Camp Cody Olympics

The Camp Cody Olympics are to be planned to demonstrate Scouting and water front skills, in a safe and fun way. Develop a program of about two hours that includes several demonstrations of Scouting skills and some funny skits involving older scouts (do not put younger scouts in what may be perceived as a dangerous situation). Safety is your first priority. The plan or script should be developed sufficiently that each event is identified as to time required, who will do the announcing/color of events, names of all assigned individuals for safety and for program including who is the responsible lead for each aspect and any supplies needed.

Campfire

The campfire plays an important role at Camp Cody and is to be utilized to further our Scouting goals. Campfire is not to be a stand-up comedy routine. While humor is an important aspect of the campfire, the campfire program is to include a much wider spectrum of wholesome entertainment and thought provoking ideas. A consistent script should be developed and implemented so that every camper knows what kinds of things he can expect and so he knows how he can contribute. Campfire can include camp business, music or songs sung individually or as group, poetry, stories told from memory or read, Scouting tales and lore that present moral or lesson learned, run-ons, skits, very short plays, the Scout Masters minute and the list goes on. Each night is to be a balance of as many different aspects as reasonable for the time allotted. The campfire program should start slow, build to an excitement peak within about one-half hour and



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PLANNING REQUIREMENTS

APPENDIX – C

then calm down to very quiet Scout Masters Minute. Campers should leave the campfire in a quiet and contemplative mood. The campfire program should be limited to a time that allows some free time before lights out.

Meal Time (Here Come Da Judge)

We all deserve an updated and current look for this classic. Someone needs to be responsible for working out new and more appropriate skits for this beloved but occasionally redundant and fun-less production. Assign a committee to review current thinking and to develop new approaches to this tried and true program and to develop other potential programs to replace Da Judge occasionally for variety. This written plan is to be reviewed and approved by Mr. Joslyn.

Other Issues for Development

- Cody Lore and Token
- Patrol Leader Training
- Camp Site Development
- JO Skits
- Visitor Day Display
- Staff Training
- Final Campfire



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PLANNING – WHY AND HOW

APPENDIX D

Planning-Why and How

Second only to communicating, good planning is an essential skill for every effective leader. As new Scout leaders, you will quickly notice that things you thought "just happened" in the troop are usually actually the result of someone—perhaps now you—planning ahead and preparing for it to happen.

Generally, the better planned an activity, the more fun the group will have and the more successful the event will be. Conversely, everyone suffers when the person in charge has not planned properly for the group to participate in an activity.

At its core, planning is really just thinking ahead—thinking ahead about what's needed to get the outcome you want to have happen. In planning Scouting activities, usually the desired outcome is that the planned activity is successful—and that the participants had fun and learned or experienced something. Planning is figuring out what it will take to make that come together smoothly.

Ask questions—develop answers: To start planning, it often helps to sit either alone or in a small group and start asking yourself questions—then coming up with the answers. Like a newspaper reporter writing an article or a policeman solving a case, walk through some basic who, what, when, where, and how questions: What do we want to do? What is the desired outcome? Where is a suitable site? How will we get there? What will we do once we get there? What equipment do we need? Where do we get that equipment? Who is responsible for getting the equipment? Who is participating? When is the activity? Do we need permits or permission? What will we do if . . . ? Etc.

The questions vary considerably depending upon the activity, but the process is the same. The more questions you can think up ahead of time, and the more answers you develop, the smoother the activity will be.

After you get through the basics in planning the activity, spend a good part of your time thinking through some "what do we do if 'x' happens?" kinds of questions. That will help you be prepared when things don't go as originally planned.

Also, focus on the "who": "Who is responsible for making that part happen?" or "Who will bring that item?" Sometimes teams work out a good plan, but then the leader doesn't assign specific owners to every needed task. Figuring out what's needed is an important part of planning, but assigning someone to take care of it is essential. Be certain that someone is assigned to get every needed task done—don't presume that "someone" will step up and take care of something.

When planning an activity, it helps if you don't presume—don't presume that something needed will be there or that it will just happen; don't presume that someone will take care of something because it seems obvious or because he usually does it. Include that responsibility in your plans and assign an owner. Check on it—then you'll know that it's taken care of.



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PLANNING – WHY AND HOW

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As you become more aware of the value of planning and how it can affect the success of activities, you may also notice when others in your troop—either Scout leaders or adult leaders—have not put enough time or effort into planning the activity. Recommend the members of the troop find ways to provide constructive feedback to each other to ensure that those who don't properly plan are coached that it is not OK—everyone suffers when the person in charge of making something happen doesn't plan properly. You will also see who on the team is good at planning—get them into positions to coach and help others learn this important skill.

As a leader or other key member of the leadership team, you can often tell how well people think you are planning by how many of them keep attending your activities—meeting, outings, etc. If the number of faces looking back at you in formation each week starts to dwindle, it may be due to many factors, but consider that it may be that you're not planning enough entertaining and engaging activities for the Scouts—and they are spending their time elsewhere. If this starts happening, actively—and quickly—make changes in your planning efforts. Ask for feedback—what do others think? If you feel that you're doing all you can or that you are running out of ideas, ask for help. When you DO put in the proper planning time, the Scouts will see that you care enough about them to put your energy into planning the best possible experience for the troop—they will see you as a leader.

Planning to Teach

When planning to teach something, it helps to think about what outcome you want: What do you want your audience to learn? Other good questions to consider: Who is the audience? What do they already know about this subject? What are the critical things to be taught? What is the best order in which to present your major points? How will you present these various points? What teaching aids will you use? Etc.

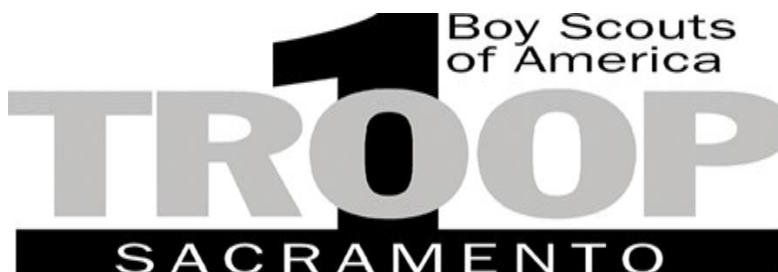
EDGE™ is the method you will use to teach in your troop and camp. The key to making EDGE™ work is to use it for all teaching opportunities. Make it a habit.

Explain—The trainer explains how something is done.

Demonstrate—After the trainer explains, the trainer demonstrates while explaining again.

Guide—The learner tries the skill while the trainer guides him through it.

Enable—The trainee works on his own under the watchful eye of the trainer. The trainer's role in this step is to remove any obstacles to success, which enables the learner to succeed.



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PLANNING – WHY AND HOW

APPENDIX D

GOAL SETTING

"First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

John F. Kennedy 's State of the Union Speech, 1961

How to set goals like President Kennedy

President Kennedy's goal was very well-stated. It was a SMART goal. SMART is an acronym for:

Specific – Is it specific in targeting and objective?

Measurable – What are the measurable indicators of progress or success?

Action-oriented and Attainable–Does it require action and is it attainable by the individual or group defining it?

Realistic – Can it be achieved within the resource and time allowed?

Time and Resource Constrained – When will it be completed? Do you have the resources to finish?

Let's look at each of these five components of a well-stated goal using President Kennedy's goal as an example.

Specific

President Kennedy said that we were going to do two things:

1. land a man on the moon
2. return him safely to earth

You can't get much more specific than that. In this case, it may be easier to think about what wouldn't be specific. He could have said, "We're going to land a man somewhere in space." That's not specific. He clearly articulated the destination.

Measurable

President Kennedy's goal was clearly measurable. We would certainly know if a man had landed on the moon. We could certainly tell if he returned safely to earth.

Note, though, that landing on the moon and then not being able to get back safely would have meant the goal was not reached.

Let's bring this point on being measurable safely back to earth. Here's an example of a goal that is not measurable:

"I'm going to increase my income next year."



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What does that mean? If you increase it by \$1, did you really accomplish what you set out to do? A well-stated goal would be:

"I'm going to increase my income by 5% next year.

"I'm going to increase my income by \$2,000 next year."

Now you'll know if you accomplish what you set out to do.

Action-oriented and Achievable

When President Kennedy called for this mission to send man to the moon, he made a clear statement that it would take a tremendous commitment by the entire nation to reach this goal.

He called for innovation. He called for new money. He said it would take a concentrated effort for an extended period of time. But it would get done.

And get done it did. In a similar vein – with our personal goals or the goals we set for our Camp Cody – we must commit to taking the necessary steps to achieve the goal. A goal without action is nothing.

Realistic

President Kennedy said, "I believe we have all the resources and talent necessary."

Your goals can and should be big goals. They should stretch you beyond anything you've ever accomplished before. But they have to be realistic.

Otherwise, they don't lead to success. They only lead to discouragement.

Time- and Resource-constrained

This one's easy. President Kennedy said we would accomplish this goal by the end of the decade. It was 1961. The goal was reached July 20, 1969.

He made it clear that resources would have to be diverted from other good causes if this goal was to be reached.

When you set your goals, be sure to give yourself a due date. When will you accomplish this goal? What resources will be required to do it? Do you have them?

A goal without a schedule is only a dream. A goal without action is nothing but good intentions.

Goal-setting is not goal-getting



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John F. Kennedy was able to reduce all of this into a simple goal statement of 31 powerful words that set this course of events into action. Once you set a goal into action you must follow through to ensure success.

Just one final point:

Good goals have a reason behind them. They serve a bigger purpose. Every goal should lead you closer to the success of which you dream.

"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too". John F. Kennedy 's State of the Union Speech, 1961



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TEAMWORK

APPENDIX F

Leadership and Teamwork

What do we mean by "team"? The word "team" applies to any group working together on a common goal. It can be a temporary group that meets once to solve a particular problem, or it can be a permanent group. In Scouting, the team could be the patrol leaders' council, a group of backpackers, or an entire troop.

Just because we call something a "team" does not mean that the group functions effectively AS a team. Some individuals may be pulling in different directions, communicating poorly, or treating each other badly. A high-performing team works well, energizes and supports all of the team members, and produces highly effective results.

Teamwork is:

- Using each other's strengths
- Not trying to do it all yourself
- Doing what you said you'd do
- Being reliable
- Keeping each other informed
- Being responsible
- Caring for others
- Delegating
- Setting the example
- Praising in public, criticizing in private
- Leading yourself

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Some characteristics of effective teams:

Common Purpose

A team is a group of interdependent people who cooperate to achieve exceptional results. They have common purpose for which they are all accountable. The goal must be clear to all. Members feel a common purpose; their personal goals are linked to the team goals. It's a win/win.

Interdependence

A team cannot be successful unless all members of the team are truly successful in their roles.

Appropriate Roles, Structure, and Process

People know their roles and boundaries—and their value to the team.

Decisions are agreed upon and supported.

Feedback is timely and useful.

Communications channels are open.

Leadership and Competence

Members have the necessary technical and interpersonal skills to accomplish their tasks and work together.



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The team has the leadership and support it needs to be successful.

Team Climate

The team environment is open and collaborative.

People show respect and trust for one another, and they value different opinions.

There is a genuine interest in gaining agreement.

Performance Standards

The team sets high standards and monitors itself for continuous improvement.

Team members critique their own performance and decisions against a high standard.

Clarity and Understanding of Boundaries

The team has a clear understanding of its task and the limits of scope for accomplishing the task.

The visions for accomplishing the goals of the team and the methods to be used are understood by all.

A team working poorly is a source of stress and tension, and productivity suffers from the lack of cooperation. Whether in sports, in the troop, or in life, teamwork is a common factor in all effort and human interactivity.

Inclusion

As a leader, learning to effectively include, engage, and use each member of your team is an important skill. Leaders want to look at their team and see how best to involve and use the skills of every person, not just a few friends or the strongest individuals. Leaders also want to understand the needs and goals of each individual person and how all the members of the team can help each team member achieve their individual goals.

- As people, we have many similarities. These similarities can help us get many things done in the troop.
- Like potatoes, each person also has unique traits. These unique differences can be useful assets to the team and to the leader when you're trying to get things done.
- Leaders need to find out about and use these unique strengths and differences for the good of the group.
- If a leader keeps going to the same people repeatedly, then the talents of others may be missed. Also, those who are able but less experienced may not get a chance to grow and get enough experience to fully contribute.
- Leaders should think about the value of each person on the team. Find out how to best employ them for the good of the team and the good of the individual.
- Leaders don't always go to the same person to get things done. They vary the participants and give multiple people chances to learn, grow, and contribute.
- Everyone has strengths of some sort—leaders seek out ways to find them.

What is the relationship between a leader and the team? Many people's first reaction is to state that the team "works" for the leader, performing tasks for one person. When this happens, the leader isn't simply a leader, but more like a "boss" or an "owner." Many people don't want to be part of a team that works this way, and they'll only join them for the sake of external rewards, like a salary.



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In a true team, the leader is one part of the team, and this role isn't necessarily any more important than the role of any other member. Being a team leader means accepting responsibility for the team, its members, its objectives, its reputation, its morale, and more. Being a team leader means serving the team.

When a leader recognizes that he is responsible to the team (and not the other way around) and acts accordingly, he becomes a "servant leader." Servant leaders lead teams that people want to join. Servant leaders use a variety of leadership styles based upon the needs of the team and its objectives. A servant leader needs to enable the success of those led, remove barriers for them to the best of the leader's ability, and create an environment for the team to succeed.

Many of the leadership examples you've seen in your lives aren't servant leaders, they're "bosses" and "commanders." These kinds of leaders are rarely chosen by a team's own membership to lead them but are imposed from outside. The modern workforce is making this kind of leadership less valuable. As people become more skilled and capable, they expect more respect for their actions and capabilities, more input into decisions, and more interactions with their leaders. They need more service.

In your lives today and in the future, you will have many opportunities to lead. If you accept the role of a servant leader, you'll find that teams will seek you out to lead them, your advice and opinion will be sought, and your team members will also grow and succeed.

To be a servant leader to a high-performing team, you'll need to listen carefully: Be attuned to the people around you, and empathically understand what they're thinking. The servant leader knows his team's capabilities and desires.

At the same time, servant leadership is more than just a consensual approach. Leaders need to lead— to set direction and lead team members in that direction. Sometimes they need to hold team members to account, to make tough decisions that some won't always like, and to encourage (push) people to excel. Sometimes, this is uncomfortable—for the leader and for team members. If leaders don't do this, however, teams may become too "cozy"; they may lose their edge and start to fail their customers—the real reason teams exist.

From a point/counterpoint perspective, servant leaders:

- Need to listen and know when the time for discussion is over.
- Achieve consensus and know when to preserve things that are good without foundering in a constant storm of question and reinvention.
- Set/maintain standards and know when to reject what does not maintain those standards or the team vision.
- Serve their customers and know how to make a difference with the team.

Please think about how you can be a servant leader in your current role in the troop at camp and in your daily life.



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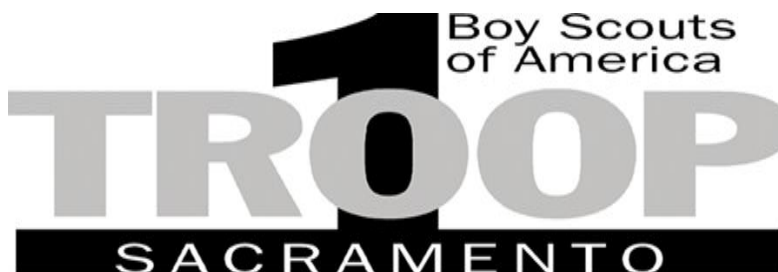
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JCD INTERVIEW

APPENDIX G

NAME:	
RANK: Current Rank (Eagle=10, Completed MBs working on Project=6, Thinking about it-2 Minimum: Individual needs to be a Life Scout by Cody.	
TROOP INVOLVEMENT : Troop Position held since last Cody (SPL=5, ASPL=4, PL=2, Other=1)	
OUTINGS ATTENDED: (1-2=1, 3-4=2, 5-6=3)	
TRAINING: NYLT is minimum. 1 point for each training beyond.	
INTERVIEW: Does he have a developed vision? Prepared yes=1/no=0 Good Ideas yes=1/no=0 Good Thought Processes yes=1/no=0 Poise yes=1/no=0 Demonstrated interest in the job vs position yes=2/no=0 Is he able to manage 35 Scouts aged 14-17? Does he regularly demonstrate leadership? Yes=10/maybe=3/no=0	
TOTAL SCORE	



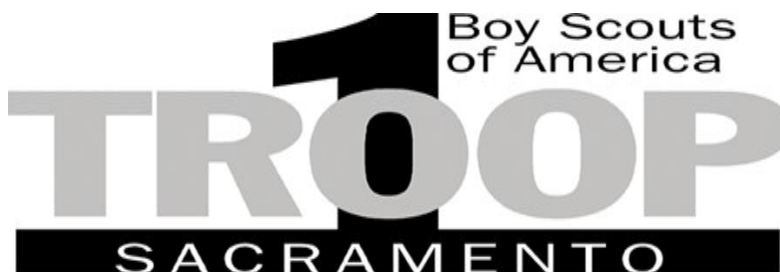
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NAME:	
RANK: Current Rank (Eagle=10, Completed MBs and working on project=5) Minimum: Individual needs to be a Life Scout by Cody.(=3)	
TROOP INVOLVEMENT : Troop Position held since last Cody (SPL= 10, ASPL=5, PL=5, Other=3)	
MEETING ATTENDANCE 70% = 3, 80% = 5, 90% = 10	
OUTINGS ATTENDED: (1-2=1, 3-4=5, 5-6=10)	
Active member of Wolfpack: 3 points	
TRAINING: NYLT is minimum. 1 point for each training beyond.	
TOTAL SCORE	
Face time and talking to adults: 0 points	



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APPLICATION PROCESS

APPENDIX I

Due mid-April

The application process is a formal business format resume with cover letter.

COVER LETTER: A cover letter for the resume is your introduction to prospective employers. It needs to explain in a clear and concise way what you are seeking and why you are the one they want to accomplish the task or position. Address the Cover Letter to the current Junior Camp Director. The information you provide will be shared with senior JOs and Adult leadership. We trust you as a Scout but do verify information. The turn-in date will be determined by JO staff and will usually be mid-April.

RESUME: A resume is your opportunity to show us how you have prepared yourself through participation, training and effort to be a contributing member of the Camp Cody Staff. Leaders are successful doers and we are looking for leaders. Use a business resume format. Start with personal and contact information.

Position Vision Statement: What do you see yourself doing for Cody? What position are you interested in and how you are going to make a positive contribution to your camp. If you are seeking a specific position, explain how you are prepared to accomplish the responsibilities of the position.

Scouting Information: Year round involvement in Scouting is required. Tell us about your Scouting career.

Current Rank

How close to next rank? Describe.

Current leadership position and leadership positions successfully completed in the past year.

Merit Badges earned to date.

Training successfully completed (i.e. NYLT, life guard).

Other Information: Do you have other accomplishments outside of Scouts that show how you are prepared for the job?

School

Church

Sports

Leadership: Provide a statement on how you are developing your leadership skills. Explain what you have done in the past, what you are currently doing and what you intend to do in the future to be a better leader.



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CAMP CODY TOKEN

APPENDIX J

The Camp Cody token is something given to first year campers, both Scout and adult, to signify their entrance into the Cody Brotherhood. The token is handed to each individual by the Swami at the end of the Swami Ceremony. In the past the token was often found or generated at camp during work week. Sometimes this resulted in something memorable and sometimes not.

The Lasting Token

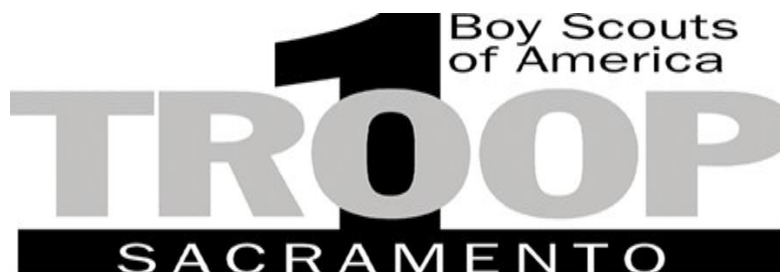
To enhance and promote the Cody camping experience, a lasting token is proposed. The token would be worn on the left pocket button of the Class A uniform year round. On the first year, a camper receives the leather patch which is branded with the Cody brand. On each subsequent year, the camper receives a bead to attach via a leather thong to the left side as you look at the patch.

Campers receive a red bead for each year as a non-leader Scout. Attendees who are elected Patrol Leaders, Senior Patrol Leader or JO receive a black bead. The left or attendance side can have up to 8 beads.

The right side thong is reserved for JO Staff participation. A JO receives a silver bead for each year on staff. The JCD will receive a gold bead. These are in addition to attendance beads.

Beads will be displayed with the most current one at the bottom of thong.

Each individual may decorate their token as they are able to decorate their belt. However, this is a respect item which should be decorated with care and understanding that it represents and reflects all Cody brotherhood. Please limit the decoration.



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CAMP CODY TOKEN

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Example 1: First year camper. Branded with 1 hole for hanging thong.



Example 2: 2nd year camper. Branded with 1 hole for hanging thong plus hole for bead thong on left side.



Example 3: Fifth year scout. Camper for three years, Patrol Leader last year and ready to put on first JO bead.

