



Staff Manual

This Manual represents general information, features and expectations of a Robin Hood staff member.

Chapter 1: What We Are About

CAMP ROBIN HOOD'S MISSION

Camp Robin Hood fosters independence and emotional growth in a fun, outdoor, high-spirit camp setting. We inspire and care for every child like they are our own and are committed to each child's unique path to personal growth and well-being.

We pride ourselves in:

- Learning through outdoor play
- Inclusion and acceptance
- Outstanding leadership and staff

As a camp, we strive to create an environment that is safe and fun for all of our campers. To ensure we reach our goals, it is essential that all staff are committed to the following:

KINDNESS

We strive to be compassionate and understanding at all times. We need to be kind to ourselves, our campers and to our fellow staff.

TEAMWORK

We encourage all of our staff to work together and support one another in order to provide the best possible experience for the campers.

PATIENCE

We will provide you with mentors and supervisors who will guide you constructively and with patience throughout your work with us.

PROFESSIONALISM

Our staff is trained to provide the highest level of care and attention to the campers, and we hold ourselves to the highest standards of conduct and customer service.

CAMP SPIRIT

Dress-up, cheer, sing, be silly and do your best to get out of your "comfort-zone". Camp is fun because of the efforts we all put in to make it memorable!

WHO YOU NEED TO KNOW: THE LEADERSHIP & SENIOR STAFF TEAM

LEADERSHIP TEAM

Your Leadership Team coordinates all aspects of camp and we are lucky to have a collection of people with hundreds of years of Robin Hood summers to rely on for support. Below is the list of people and their responsibilities this summer. Each of the people below supervises a different aspect of camp, and supervise and support the rest of our Senior Staff team.

Camp Director	Sari Grossinger
Camp Director	Howie Grossinger
Camp Director (oversees Munchies & Juniors)	Jordanna Grossinger
Associate Director	Jeff Masterson
Assistant Director (oversees Inters & Seniors)	Lorne Berger
Assistant Director (oversees RHSA & LIT/CIT)	Ryan Minster
Program Director	Lauren Cranfield
Logistics & Operations	Brett Coburn
Inclusion Coordinator	Amanda Minster
Registration Director	Patti Stulberg
Transportation Director	Robin Perlmutter
Health & Wellness Director	Bev Unger
Purchasing Director	Sue Masterson
Director Emeritus	Larry Bell
Director Emeritus	Pearl Bell
Division Head - Munchies	Rebecca Unger
Division Head - Junior Girls	Lesley Stulberg
Division Head - Junior Boys	Michael Taverna
Division Head - Inters	Sarah Sherman
Division Head - Seniors	Jessica Scriver
Division Head - Sports Academy	Megan DiNatale

SENIOR STAFF TEAM

Our senior staff team is made up of several teams that are complimented by a robust number of counsellors to deliver the Robin Hood experience and each every day. Check out this [LINK](#) to meet our senior staff team - your direct supervisors for the summer.

STAFF JOB DESCRIPTIONS

All staff are placed in specific roles and areas at camp based on their skillset, interests and the needs of camp. Each role at camp is unique. As such, we have developed specific job descriptions that outline the specific qualifications, responsibilities, qualities and supervisors that pertain to each role. Please explore your specific job description by visiting this [LINK](#). Some specific job descriptions will not be found at the link above. Job descriptions related to health, facility and office are shared specifically with staff in those areas. Here is an overview of the various roles at camp:



* These positions are available for applicants who have completed at least one year of post-secondary education or equivalent.

Our one-of-a-kind camper experience relies entirely on an amazing team of staff. Every staff member will receive ongoing training, mentoring and support to be incredible Camp Robin Hood leaders.

INCLUSION PROGRAM

Under the direction of Camp Owner/Director Sari Grossinger, we are proud to be recognized internationally as leaders in the field of inclusion. As a paediatric Occupational Therapist, Sari and her team of professionals, work with families throughout the year to ensure a successful summer for all. This includes special training for our staff, providing adaptive equipment where needed, and planning modified programs.

The goal of this team is to include campers & staff of all abilities in our regular programs, ultimately providing a great social experience for all. We know that an environment where campers of all abilities prosper together is a truly unique experience.

SUMMER CALENDAR

Please review our July & August calendar for specific dates, events and theme days throughout the summer. Please note that we will also have virtual and in-person staff meetings weekly on Wednesday evenings after camp.

 CAMP ROBIN HOOD JULY CALENDAR						
SUN	MON	TUE	WED	THU	FRI	SAT
2	3  FIRST DAY OF SESSION 1	4  DRESS UP DAY: MISMATCH	5	6	7  CAMP WIDE PIZZA LUNCH DRESS UP DAY: ROCK N' ROLL	8
9	10	11  DRESS UP DAY: TV SHOW	12	13  CABINS IN MOTION	14  CAMP WIDE PIZZA LUNCH DRESS UP DAY: OUTER SPACE	15
16	17  FIRST DAY OF SESSION 2	18  DRESS UP DAY: WHEN I GROW UP	19  FAMILY NIGHT	20	21  CAMP WIDE PIZZA LUNCH SPORTS ACADEMY 25TH ANNIVERSARY	22
23	24	25  DRESS UP DAY: FANCY	26	27  COLOUR WARS	28  CAMP WIDE PIZZA LUNCH DRESS UP DAY: SUPERHERO	29

 CAMP ROBIN HOOD AUGUST CALENDAR						
SUN	MON	TUE	WED	THU	FRI	SAT
JULY 30	JULY 31  FIRST DAY OF SESSION 3	1  DRESS UP DAY: STORYBOOK CHARACTER	2	3	4  CAMP WIDE PIZZA LUNCH DRESS UP DAY: COUNTRY WESTERN	5
6	7 CIVIC HOLIDAY NO CAMP	8  DRESS UP DAY: PAJAMA	9  FAMILY NIGHT	10  ROBIN HOOD OLYMPICS	11  CAMP WIDE PIZZA LUNCH DRESS UP DAY: CRAZY HAIR	12
13	14  FIRST DAY OF SESSION 4	15  DRESS UP DAY: 80'S NEON	16	17	18  CAMP WIDE PIZZA LUNCH DRESS UP DAY: DISNEY	19
20	21	22  QUEST FOR THE GOLDEN ARROW	23  QUEST FOR THE GOLDEN ARROW	24	25  CAMP WIDE PIZZA LUNCH DRESS UP DAY: THANK YOU	26 SEE YOU IN 2024!

Chapter 2: Staff Duties

Campers at Camp Robin Hood and Robin Hood Sports Academy are organized in 'cabins'. 'Cabins' are supervised by at least 2 staff. Cabin size varies based on age, and our supervision ratios are always enhanced at our program activities as activity counsellors facilitate and provide instruction to our cabin groups.

SUPERVISION OF CAMPERS: CARE AND CONCERN

As a Camp Robin Hood staff member, it is your responsibility to supervise campers throughout each day. The best form of supervision is to be actively involved in the camp activities. As part of supervising campers, staff members are expected to show care and concern for every camper.

It is our role as camp staff to keep campers safe both emotionally and physically - we call that "being safe on the inside and safe on the outside".

Supervision at camp includes, but is not limited to:

- Ensuring you have all campers with you at all times,
- Being knowledgeable of all campers' allergies and dietary restrictions,
- Ensuring campers go home with their belongings,
- Making sure campers eat and drink throughout the day,
- Encouraging proper sun safety (hats, water intake, sunscreen, etc...),
- Ensuring campers are wearing the appropriate camp attire for varying weather conditions (i.e. have campers take their jackets off if it's hot out)
- Supporting appropriate social interactions between campers,
- Ensuring safe use of equipment;
- Reinforcing camp roles

Here are a few specific categories that highlight the different ways in which staff supervise campers throughout the summer.

FOOD

Staff must eat with their groups as meal times are an important supervision piece and a great opportunity for bonding. At camp we provide end of day snacks, a Kids Kitchen lunch program for campers and every Friday we offer a camp wide pizza lunch (for everyone)!

Some things to remember:

- Ensure campers are eating all of their food brought for the day.
- Camp Robin Hood is a nut aware facility. NO campers or staff may bring any nuts to camp.
- Separate campers who have brought other known allergens from campers with severe allergy
- No sharing food (campers or staff)

For more information about food at camp, visit this [LINK](#).

PROGRAMMING

There are various components to programming at camp that staff are expected to participate in and in some cases, help implement.

- Each cabin follows a particular schedule throughout the day. It is important that staff follow this schedule and participate in the different activities with their campers. You can access your cabin's daily schedule [HERE](#).
- Different types of programming at camp include:
 - ◆ Activity-led programming (activity counsellors plan and facilitate these activities for cabins, as indicated on the schedule - i.e. if a cabin has "canoe" or "low ropes" or "arts and crafts");
 - ◆ Counsellor-led programming (cabin counsellors plan these activities for their cabin, as indicated on the schedule);
 - ◆ Rainy day programming (when camp moves to indoor locations due to weather);
 - ◆ Swim (it is expected that all counsellors, both at Camp Robin Hood and Robin Hood Sports Academy participate in twice daily swim; by following the direction of your assigned swim instructor);
 - ◆ End of Day programming (unit flagpoles, wrap up, handing out snacks, etc) ;
 - ◆ Special Events programming (our high-spirited camp-wide events occur on every 2nd Thursday of a session; cabins and activities will receive an alternate "special" schedule for these days);
 - ◆ Flagpoles (led by our Special Events team, cabins attend Mass, Junior and Senior flagpoles weekly where they are entertained through talents, challenges, cheers, skits, awards and more!)

For more information on what a typical day at camp looks like, feel free to visit [Camp Robin Hood - Typical Day at Camp](#).

LIT/CIT: LEADERS-IN-TRAINING & CAMPERS-IN-TRAINING

Our LIT/CIT program is a 2-year program where young people, between the ages of 13 and 15 engage in a Leadership program, designed to teach leadership skills and allow these older campers the opportunity to gain skills to prepare them to be future Robin Hood staff. As a participant in this program, throughout the summer, LIT and CIT campers are placed weekly in different areas of camp to learn about the different staff roles and gain experience, learning from Robin Hood staff. Staff are responsible for supporting the LIT/CIT's in their placements.

STAFF TRANSPORTATION

We do our best to support staff getting to and from camp comfortably. Our Transportation Team will communicate the details of your transportation before each session.

If you are selected to be a bus counsellor, you are expected to participate in bus counsellor training prior to the summer. If you are taking a Camp Robin Hood bus, either as a 'Bus Counsellor', 'Staff on Bus' or taking the 'Staff Bus', it is your responsibility to meet your bus at the designated time and not hold up the bus route. Should you miss your bus, it is your responsibility to contact camp for assistance, but be prepared to get to camp on your own. HOT TIP: Get to your stop early!!

Those staff that drive to camp will be provided specific instructions. Generally speaking, all drivers must be on site, out of their cars no later than 8:45 AM. Drivers, as well as those taking the staff bus can expect additional responsibilities during arrival and dismissal daily. All staff will depart at 4:15 PM, once all campers leave the site.

STAFF EVALUATIONS

The goal of our staff evaluation is for supervisors to provide support to their staff and enhance performance through constructive and meaningful conversations. At Robin Hood, we have informal evaluations which are on-the-go casual conversations with quick feedback about performance. We also conduct formal feedback using the staff evaluation form once a month. The formal evaluations are meant to be collaborative by incorporating a healthy exchange of ideas and identification of elements of the job that can be improved. With any form of evaluation, the supervisor's role is to help each staff member find strategies to help them meet their goals.

Chapter 3: Interacting With Campers

CHARACTERISTICS OF OUR CAMPERS

Knowing your campers will help you develop appropriate programming and behaviour management strategies, as well as improve your ability to set realistic expectations for the campers you work with. While all campers are unique, here are some of the general age characteristics of our campers:

The 4-year old	The 5-year old	The 6-year old	The 7-year old
Is friendly	Friendly	Tends to go to extreme behaviour	Dissatisfied
Is boisterous	Competent	Is excitable	Sulks
Likes to show off	Likes to dress up	Is preoccupied	Lapses into moods
Is somewhat argumentative	Interested in adult activities	Is apprehensive	Mutters minor strains of sadness
Desire to experience use of new words/actions	Project minded	Is imaginative	Complains
Strong feeling of 'I' 'ME' 'MINE'	Likes praise	Is dependable	Is a good listener
Strong feelings of home and family	Is dependable	Likes to help	Intensely preoccupied
Begins to distinguish self from others	Is serious	Dawdles	Competitive
Likes being given extra 'little' jobs	Likes to help parents	Is companionable	Alibis and blames
Boasts	Is companionable	Is demanding	Nags

The 8-year old	The 9-year old	The 10-year old
Is brassy	Displays new forms of self-dependence	Is clear and understands age-sex roles
Is expansive	Increasing in self-motivation	Is alert
Is evaluative	Resents interruptions	Is casual and relaxed
Is peer oriented	Independent	Is poised
Is sensitive to criticism	Strong peer orientation	Argues logically
Is argumentative	Essentially truthful and honest	Likes privacy
Is brassy	Displays new forms of self-dependence	Is clear and understands age-sex roles
Is expansive	Increasing in self-motivation	Is alert
Is evaluative	Resents interruptions	Is casual and relaxed
Is peer oriented	Independent	Is poised

Relationships with Others and Adults		
Is demanding	Needs reminders	Enjoys creative companionship with parents
Expects and asks for praise	Makes increasingly accurate estimates of adults	Finds mother all important
Can admit wrong doing to adults	Can accept blame but "who started it"	Is affectionate with parents
Alibis	Begins to pull away from parents	Has great pride in father
Challenges parents	Is more interested in friends than family excursions	Is loyal
Eavesdrops on adults		Hero-worships

"Children are not things to be molded, but people to be unfolded" -Jess Lair

TOOLS TO UNDERSTAND BEHAVIOUR

Behaviours develop and are the outcome of a variety of factors. Below is a chart that displays the different behaviour levels a camper may experience and the approaches that you as staff can take to help redirect a camper back on track. Be aware that there is no single process for which level a behaviour is started at and remember it is not the camper you don't like, but rather it's the behavior you are frustrated with. *Remember: Behaviours are communicating a need!*

CAMPER	STAFF
When a camper is anxious.	Be supportive, empathetic and non-judgemental.
When a camper is acting defensive (non-compliant, verbal questioning, threats etc).	Be direct with them. Provide concrete choices and set limits.
When a camper is acting out physically.	Respect their personal space and ensure their safety.
When a camper is "coming down" from a situation.	Reestablish a connection - therapeutic rapport and debrief

Adapted from 'The CPI Crisis Development Model' (CPI)

MOTIVATING AND DIRECTING CAMPERS

There is a wide variety of campers at Robin Hood, and although we value this to a high degree, it can often make cabin management a difficult task for all staff. Here are some tips and tricks to support you in supporting your campers:

- **Provide Guidance and Consistency:** Campers must be told what is expected of them each step of the way in order for the camp experience to be a success.
- **Equality:** Make sure to give each and every child your attention and support.
- **Set Expectations:** Expectations should be clearly defined, repeated, realistic and reasonable. When children are aware of the expectations, they are usually successful in achieving them.
- **Praise:** Catch someone doing something right and provide positive reinforcement
- **Trust:** You will motivate campers only by gaining their respect first. It is not automatic that you will gain it just because you are their counsellor. Children tend to respect people they admire and in order to gain their respect, they have to like you and feel that you like and care for them individually.
- **Lead by Example:** You should understand that you are the role model. Don't ask the campers to do something that you wouldn't do.
- **Work Together:** Children are problem-solvers by nature. Involve children in the process by asking them to identify their problems and then have them help to create a plan of action moving forward.

CAMP'S APPROACH TO BULLYING

Bullying, in all of its forms, can occur in any social environment. Robin Hood is ready to respond to issues of verbal or physical intimidation, "putdowns" (of any kind) or any situation that creates discomfort for a camper or staff member. Your Direct Supervisors, along with members of our Leadership Team, will be directly involved in approaching these issues. The chart below will help to highlight the types of bullying and how you can help support:

Terms To Be Aware Of	
<p>Bullying : Bullying is a conscious act intended to cause harm and includes an imbalance of power that results in actions being repeated over time.</p> <p>The Bully: The bully is someone who often feels they have the right to abuse or exclude another human being. They often demonstrate an intolerance toward differences and may not even understand how wrong their behaviour is or how it makes the person being bullied feel.</p> <p>The Bullied: The bullied is someone who is being abused or excluded by another or other human beings.</p> <p>The Bystander: The bystander, whether they know it or not, supports the bullying by looking away or not intervening by removing the targeted person out of the situation or by getting help.</p>	
Types of Bullying	
<p><i>Indirect</i></p> <ul style="list-style-type: none"> → Exclusion or shunning → Damaging the target's reputation and/or relationships by spreading rumours and gossip, telling secrets, disclosing private information 	<p><i>Direct/Face-to-Face</i></p> <ul style="list-style-type: none"> → Verbal – includes: put-downs, repeated teasing → Physical – includes: pushing, shoving, hitting → Psychological – includes: facial expressions, uttering threats, intimidation
Teasing vs. Bullying	
<p><i>Teasing</i></p> <ul style="list-style-type: none"> → Not intended to hurt another (innocent motive) → The teaser can be the person teased – both parties switch often → Meant to get both parties to laugh → Only a small part of what they do together → Discontinued when person being teased becomes upset or says stop 	<p><i>Bullying</i></p> <ul style="list-style-type: none"> → One-sided → Intended to harm another person → Involves humiliating, cruel, demeaning comments that may be disguised as jokes → Includes laughter directed at the target vs. with target → Is meant to diminish the other's sense of self-worth → Induces fear of further bullying → Continues especially when the targeted kid becomes distressed or objects

Suggested Techniques for Kids Being Bullied

- Avoid the bully
- Walk away!
- Be honest and tell the bully how you are feeling by using “I” statements
- Be direct if needed □ Don’t get over-emotional/upset, just spell it out loudly, “STOP!”
- Ask for assistance from an adult

Chapter 4: Staff Policies & Important Documents

It is important that you review the Camp Robin Hood policies below. They provide specific details to keep our camp community safe.

Please note that as part of the signing of your formal contract with Camp Robin Hood, you were asked to review our Staff Policy Manual. The policies outlined within this manual have also been reviewed and explained during in-person training, and the link to the document is below for your reference.

POLICY DOCUMENTS

[Camp Robin Hood - Staff Policy Manual](#)

[Camp Robin Hood - Camp Safe Policy](#)

[Camp Robin Hood - Severe Weather Protocol](#)

[Camp Robin Hood - Accessibility Policy \(AODA\)](#)

[Camp Robin Hood - Workplace Violence Policy](#)

[Camp Robin Hood - Workplace Harassment Policy](#)

[Camp Robin Hood - Health & Safety Mission Statement](#)

[Camp Robin Hood - Commitment Concerning Confidentiality](#)

[Camp Robin Hood - Commitment to Staff Training](#)