



Behaviour Management Policy

At camp, creating a safe, respectful, and enjoyable environment is a shared responsibility. To support this, we maintain clear expectations and consistent boundaries, using positive behaviour management strategies rather than punishment.

We believe every child has the right to fully participate in and enjoy all aspects of camp life. To ensure this, we set clear limits and explain expectations to all campers in a way they can understand. When those expectations are challenged, our trained staff follow structured, supportive procedures to guide the camper back on track and help them succeed at camp.

On the first day, staff will introduce the group to cabin expectations and the broader rules of camp life. Campers are encouraged to ask questions, seek clarification, and engage in open discussions about rules and responsibilities. This approach helps ensure that everyone feels informed, respected, and ready to have a great camp experience.

Purpose & principles

This procedure explains how we maintain a safe, respectful camp environment through clear expectations, progressive interventions, timely documentation, and parent/guardian partnership. Our goals are to: protect campers and staff, correct misbehavior fairly and consistently, involve parents early, and preserve a positive camping experience for everyone.

Scope

Applies to all campers, staff, volunteers and program activities at camp.

Key roles

Cabin / Activity Leader — first responder; documents incidents; leads early interventions.

Section Coordinator— supports staff, reviews incidents, recommends next steps.

Head of Logistics — records and tracks incidents, supports the Director of Operations.

Director of Operations — decides on disciplinary action; notifies parents.

Director of Operations/ Executive Director — final decisionmaker for dismissals or exceptional cases.

4 Stage Intervention Plan for Behavior Management:

Depending on the severity or uniqueness of specific situation, the intervention process may have to jump steps and could end up going directly to a stage 4 management.

Stage 1 - FIRST INTERVENTION (Cabin Leader / Activity Leader)

1. The camper's cabin leader or activity leader will speak privately with the camper and check whether the camper understands why the behavior is unacceptable and knows what the consequences are.
2. The leader will restate the desired behavior, with clear consequences given for not following the desired behavior.
3. A brief, related consequence may be used (e.g. A short "Time out" – see Time Out guidance below) or a removal from an activity



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4. The cabin/activity leader consults with the Section Coordinator for intervention strategies, if needed.
5. The leader records the incident on an incident form and has it signed off by the Section Coordinator
6. Leader and camper make a short behaviour plan (what the camper will do differently).

Stage 2 - SECOND INTERVENTION (Section Coordinator Involvement)

- If the behavior is repeated, the cabin or activity leader will let the camper know that this is still unacceptable and then involve the Section Coordinator.
- Section Coordinator decides whether to issue a formal warning and documents the concern on the camper's profile/incident report.
- Head of Logistics is updated.
- Update about this behaviour is shared with other L-Team and other staff (cabin leaders'/ activity staff) who regularly interact with the camper to be observant of behavior
- Parent email is sent to update them of the situation and provide an opportunity for recommendations and support for their child by a staff member.

Stage 3 - THIRD INTERVENTION (Year-Round Staff Level)

- The cabin/activity leader brings an instance of improper behavior for the third time to the camper's attention and informs the Section Coordinator
- This will then move to the Head of Logistics informing the Director of Operations of the situation.
- Director of Operations decides whether the conduct merits disciplinary actions and connects with Executive Director.
- Director of Operations, Head of Logistics/ Staff Care, and camper call the camper's parents. The camper explains all the incidents that led to his/her being placed on step three. The Director of Operations (with assistance from Head of Logistics) concludes the call by answering any questions and explaining what could happen at step four.
- The Directors, Head of Logistics, Section Coordinator and cabin/activity leader involve the camper in planning ways to avoid any future misconduct.
- Head of Logistics records the incident as another additional note on initial incident report.

Stage 4 - FOURTH INTERVENTION (Dismissal)

- The cabin/activity leader identifies improper behavior and immediately brings it to the camper's attention and immediately connects with SC.
- SC will bring this directly to Director of Operations (and update Head of Logistics)
- Director of Operations (with Executive Director) decides whether the camper should be dismissed from the program.
- If dismissal is required, the Director of Operations calls the parent/guardian for immediate pickup; parents are responsible for transportation. No refund will be issued for dismissal due to behaviour.
- Director of Operations / Executive Director follows up with the parent/guardian of the camper that has been sent home the following day. (If other campers were involved, the Executive Director or Director of Operations will also follow up with those families immediately)



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- All steps and information during this intervention is added to incident report and uploaded to Camp Brain, our Camp Kwasind's camp management and registration software.

SPECIAL NOTE: Depending on severity, behavioural activity may result in needing to go directly to stage 3 or 4

We at Kwasind recognize that good discipline is generally the result of healthy leadership and a positive attitude. However, some campers may come to Kwasind with patterns of disruptive behaviour. Occasional misbehaviour is part of human nature and must be dealt with in the growth process. All discipline at Kwasind is administered through the leadership of the camp program and using this behavioural management plan.

Immediate removal — zero-tolerance behaviours

The following actions may result in immediate removal from camp (examples, not exhaustive):

- Possession or use of alcohol, illegal drugs, or tobacco products.
- Stealing or major damage to property
- Sexual or physical harassment or sexual activity.
- Violence, threats, or behaviour that endangers self or others.
- Racially hateful or discriminatory conduct or harassment.

If required by law or safety, incidents may also be reported to police or other authorities.

This discipline policy attempts to let campers know that while they are cared for and valued by our staff team, certain behaviors are not acceptable in our camp setting. This policy also involves the parents before the problems escalate and invites them to be a part of the solution.

Behavioural Concern Categories:

Avoid Civil Disobedience or Camper Disruption

Any camper conduct, either individually or in a group, that is intentionally disruptive to or designed to be disruptive to the normal operation of the camp program will need to be responded to and an appropriate disciplinary action taken. Such conduct includes but is not limited to the following: destruction of camp property, or advocating such disruption or destruction, refusing to cooperate with camp staff attempting to maintain or restore order in the cabin/group, and/or program activity, consistently starting fights or arguments in cabin/group and/or harming another camper. In these situations, the camper(s) will be removed from the camp program while a plan of management is put in place, and parents will be contacted by the Director of Operations.

Avoidance of Deceitful Activity

Any camper involved in lying or attempting to deceive a camp staff person will be subject to disciplinary action. Stealing is a violation of the law. A camper who becomes involved in a theft of camp property, another camper's belongings, or a staff person's belongings is subject to disciplinary action. Stealing may result in a camper being sent home early from camp. The Director of Operations contacts parents/guardian immediately.



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Vandalism

Campers involved in vandalism or malicious mischief either against the camp property or against another camper or staff are disciplined immediately. Vandalism includes any kind of graffiti on camp walls, beds, bathroom stalls, etc. The parent/guardian is contacted immediately. Violation of this policy may result in the camper being sent home early from camp. Payment to repair any damage accrued from the vandalism is the responsibility of the camper's parent/guardian.

Racial, Hateful or Degrading Remarks, Actions or Activities:

We are a community made up of a diverse population. The camper population is comprised of a diverse population consisting of campers from all types of races, faiths, socioeconomic background, family structures, etc. The unique quality about camp is that we all come together as ONE community and have a fun, safe time together. It's important for everyone to feel valued and have a positive camping experience. Racial or hate oriented remarks, jokes, bullying or actions could result in the immediate dismissal of a camper from the program. The Director of Operations contacts parents/guardian immediately.

Use of Alcohol, Smoking, Vape, Illegal Drugs or Controlled Substances

Alcohol and drugs have absolutely no place at camp! Positively no alcohol, drugs or controlled substances are to be carried onto the camp property; this includes cigarettes or any other tobacco product. Any camper in possession of alcohol, drugs, vape or a controlled substance may be sent home immediately. In the event alcohol, drugs or a controlled substance is found, it is confiscated, and the camper's parent/guardian is contacted by the Director of Operations to create a behaviour management plan and potentially to have their camper picked up in a timely fashion.

Fighting / Physical Aggression

Camp does not tolerate campers who harm other campers; whether it is physical or verbal fighting, including degrading, demeaning, threatening other campers or staff, or making fun of others. Any camper involved in fighting is subject to discipline and may be sent home. The parent/guardian is contacted by the Director of Operations.

Intimidation, Harassment or Bullying

Bullying or harassment is when one or more people exclude, tease, taunt, gossip, hit, kick, or put down another person with the intent of hurting. Bullying happens when a person or group of people wants to have power over another and use their power to get their way. Any camper involved in bullying is subject to discipline and may be sent home. The parent/guardian is contacted by the Director of Operations.

Each camper is expected to treat all other campers with respect and help each other achieve the best possible experience. If a camper has difficulty meeting this expectation, parents may be called upon to assist. We work together as a team to ensure that campers gain self-confidence, make new friends, and go home with great memories. Unfortunately, people who are bullied may not have the same potential to get the most out of their camp experience. Our leadership addresses all incidents of bullying seriously and trains staff to promote communication with their campers so both staff and campers will be comfortable alerting us to any problems during their camp experience.



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Any camper found to be harassing, making fun of, or intimidating another camper is subject to disciplinary actions, and may be sent home.

Staff Guidelines for Effective Behavioural Management

- Be in your cabin before the first camper arrives. Take responsibility and care for each camper and the management of your cabin group from the very first moment. If you lose control at the beginning, it is harder to regain it.
- Learn your campers' names. Know your campers by name before supper on the first night of camp. This makes camp more personal, reduces homesickness in young campers, increases the effectiveness of your ministry, and allows you to correct a rule breaker by name.
- Explain the camp's rules and regularly remind them of them. Make sure your campers understand what is expected of them and the consequences if they do not follow it.
- Establish a cabin covenant/agreement. Let your campers suggest rules that can make cabin life easier for everyone. Vote on each suggestion. Post the rules accepted by the campers in the cabin. Whenever possible, state the rules in positive terms. Your rules should tell what you want your campers to do rather than what they should not do.
- Enforce all the rules consistently! This is the most difficult, but also the most important, aspect of camp discipline.
- Seek help from Section Coordinators early — don't wait for problems to escalate. No one likes to admit that he or she can't handle a situation. However, it is much better to recognize and correct a problem while it is a small one, rather than wait until it becomes totally unmanageable.
- Build strong cabin morale. Good cabin morale can go a long way to prevent discipline problems. This does not mean abandoning your responsibilities for leadership and discipline to become a "buddy." Instead, it means helping your campers see you as a leader who can be trusted to be fair. Help your campers develop a cabin identity. Make up a camp cheer using your group name. Designing a cabin banner or flag and carrying it wherever you go also builds unity and identity.
- Know where your campers are always. Discipline problems are reduced when campers are regularly under the watchful eye of staff members.
- When a problem does arise, be fair. Children, particularly age 8-12, have a strong sense of fair play. Be impartial. Be fair. Be firm. Graciously accept the rule breaker back into the cabin following disciplinary action to ensure they feel welcomed.
- Seek to give positive focused attention to each camper. Recognize and encourage positive behavior.
- Keep on top of things – don't be picky, but do not let little problems grow into big ones.

Staff guidelines for appropriate disciplinary actions

No matter how well prepared you are, you will have to take corrective measures with your campers. They do not know you and need to be shown that you will both care as well as enforce the rules. However, the actions you take should be appropriate to the child's misbehavior. The disciplinary actions (not punishments) start with the least intrusive effective response and escalate only as needed. Never make threats.



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- **Non-Verbal Correction:** Begin with a glance at the misbehaving child's direction. Make eye contact long enough to let the child know you are aware of what is happening and move closer to the offending child. Often being close physically is enough to restore the camper to acceptable behavior.
- **Brief Verbal Redirection:** Restate the expectations - remind the child what he or she should be doing.
- **Relate the consequence to the action.** Littering may result in extra ground clean up duty. Food fights can result in sweeping the dining hall. Whenever possible, select a consequence for breaking a rule that "undoes" the wrong that was done.
- **Time-out or temporary removal from the group:** Ensure that the "time out" is age-appropriate; common guideline: 1 minute per year of age and an understanding of further consequences will occur if their behavioral concerns continue once they reengage with the group
- **Loss or restriction of privileges:** There might be the removal of engagement in future games, activities, cabin experiences. However, they must be reasonable. There is never to be the restriction or removal of food, sleep, or medical care.
- **Referral to Section Coordinator** for stronger action up to dismissal

Prohibited disciplinary practices

Under no circumstances should staff use:

- Spanking, slapping, pinching or any corporal punishment.
- Forcing a child to march or perform humiliating tasks or public shaming.
- Washing a child's mouth with soap,
- Prolonged isolation
- Locking in a room
- Any form of verbal humiliation, shaming or degrading comments.
- All staff must follow the camp's safeguarding policy regarding physical contact.
- Physical intervention is only permitted to prevent imminent harm, must be the minimum necessary, and must be reported immediately.

Documentation & Reporting

- Every incident must be recorded on an incident form. The Section Coordinator should sign off and update the Head of Logistics
- Major incidents and dismissals are uploaded to Camp Brain.
- Director of Operations/ Executive Director follows up with parents (immediate phone call for major incidents; follow-up call next day for dismissals).
- End-of-session: leaders prepare brief camper summaries (activities, notable positives, any concerns) and submit to Section Coordinators.

Immediate notification checklist

Notify Section Coordinators and senior leadership ASAP for incidents that involve bullying, physical contact, theft, sexual harassment/misconduct, racist remarks, or any behaviour that places people at risk.