

Camp Staff Management and Morale

"First in importance will be the development of a high morale and the building of a sound discipline based on wise leadership and a spirit of cooperation"

—General George C. Marshall



***Philmont Scout Ranch
and
Explorer Base***

— FOREWORD —

Whenever groups of people are brought together to pursue certain well-defined objectives, morale is an essential ingredient to successfully accomplish those objectives.

Morale stems from leadership. This is as true in the military as it is in business and industry. It applies at school or college as it does in Scout units—the pack, troop or Explorer post. Certainly morale is essential in the administration of Scout camps where there is a staff organized to provide the necessary services and programs to the Scouts and their leaders who come with their high expectations.

The Boy Scouts of America have a unique opportunity and a moral responsibility to help develop the right kind of leadership for America among the tens of thousands of young men who serve on the various camp staffs across this great land. This type of leadership training does not just grow “like Topsy”; rather, it must be carefully planned and nurtured using only the very best of leadership techniques. It starts with the Scout executive to the Director of Camping, and from the Director of Camping to the camp director and on to the various departmental heads in the camp staff organization.

The idea for this guide was conceived during a visit to Philmont by General Bruce C. Clarke, United States Army, and Joe Davis, the Director of Camping at Philmont Scout Ranch. It is an adaptation of General Clarke's pamphlet entitled “Soldier Management and Morale.” This guide is the coalition of the combined experiences of a professional soldier, one of our nation's top military officers, and that of a professional Scouter, each of whom realized that whatever successes they have achieved were the result, in a great measure, of good staff morale.

This guide has been prepared for the camp director and his staff. The guidelines for leadership contained in the following pages will also help focus the leadership responsibilities on the part of the various departmental heads on the camp staff. And it should help those younger men on the staff who aspire to "grow" in the camp staff organization to become the camp staff leaders in the years that follow.

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CAMP STAFF MANAGEMENT

From the viewpoint of the camp director

AN OUTLINE

1. INTRODUCTION

- A. As the camp director, you have a two-fold responsibility: (1) to your staff who can help you succeed, and (2) to the leaders and campers who are coming to your camp with keen anticipation of a happy and exciting experience.
- B. As good a man as you are, you cannot "run" the camp alone. You must multiply yourself, and this must be done through the staff that has been selected for your camp.
- C. The staff will function directly in proportion to your leadership.

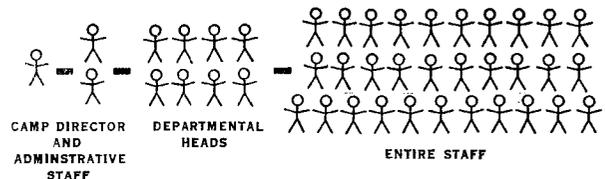
2. WHAT THE STAFF EXPECT FROM THEIR CAMP DIRECTOR

- A. Your staff has a right to expect from you:
 - (1) Honest, just, and fair treatment
 - (2) Personal interest taken in them as individuals
 - (3) Loyalty
 - (4) The best in leadership
 - (5) That their needs be anticipated and provided for
 - (6) All the comforts and privileges practicable
 - (7) To be kept oriented and told "reasons why"
 - (8) A well thought-out program of training, work and recreation
 - (9) Clear-cut and positive decisions and directives which are not constantly changing
 - (10) Demands on them commensurate with their abilities — not too small nor too great

- (11) That their good work will be recognized — and publicized where appropriate
- B. Ordinarily, and on their own initiative, people operate on about 35 per cent of their capacity. The success of a leader is measured by the extent to which he can "tap" the other 65 per cent.
- C. The power and energies of man are released in direct proportion to sound organization, training, and leadership.

SOME POINTERS ON LEADERSHIP

- A. Almost every man wants to do what is expected of him. It is essential to prepare a simple, concise, thorough job description for the key staff positions. In the letter of employment, include a short description of what is expected of each staff member.
- B. The influence of your leadership starts with your first meeting with the staff member. A friendly approach will help set the tone for the entire camping season.
- C. Arrange the arrival of staff so that you will have the opportunity to meet more intimately with, first, your administrative staff; second, with departmental heads; and third, with the entire staff.



By doing this, your influence and leadership are picked up by your key leaders, and they will spread it throughout the entire staff organization.

- D. Learn to know each staff member as quickly as possible. Nothing tickles the vanity of a man more than to be called by his name. Develop a genuine interest in each member of your staff.
- E. Be enthusiastic and cheerful. These attributes are contagious and, unfortunately, their counterparts are contagious, too.
- F. Do everything possible to increase personal pride among the staff. Cleanliness, neatness, and orderliness are evidences of personal pride. A sharp-looking staff is usually one with high morale.

SUCCESS

He has achieved success who has lived well, laughed often, and loved much; who has gained the respect of intelligent men and the love of little children; who has left the world better than he found it, whether by an improved poppy, a perfect poem, or a rescued soul; who has always expected the best from others, and always given the best he had; whose life was an inspiration — whose memory a benediction.

— *The Scouter's Digest*

- G. Be quick to praise and slow to punish. Punish only when you have all the facts, and do it privately.
- H. Cultivate initiative among your subordinates. If suggestions are adopted, pass on the credit to the staff member who made the suggestion.
- I. Be intellectually honest. The Scout Oath and Law should be the law of the camp. If you conscientiously adhere to this, your staff will, too.
- J. Be loyal. Remember, loyalty works both ways — up and down.
- K. The director's presence when the conditions are unpleasant and when the going is tough — "sharing the situation with the men" — is all-important.
- L. Above all, set the proper example. The staff will look to their director for their model.

THE LEADER

A leader is best
 When people barely know that he exists,
 Not so good when people obey and acclaim him,
 Worst when they despise him.
 "Fail to honor people, they fail to honor you,"
 But of a good leader, who talks little,
 When his work is done, his aim is fulfilled,
 They will all say, "We did this ourselves."

Laotzu Book of TOA — 600 B.C.

STAFF MORALE

The one question most frequently asked by visitors to a camp is: "How is the morale?" This question usually leads to a discussion of many things, and usually ends in the agreement that the morale is "excellent." It would be most unusual for a director to rate the morale of his staff and camp as anything but "excellent." But there are various degrees of excellence.

Actually, one does not have to be too astute to walk into a camp, and after walking around camp and talking with a few of the staff members to sense how "excellent" the morale is in that particular camp.

WHAT IS MORALE?

A manual on leadership defines morale as the mental and emotional state of the individual. As such, it is naturally influenced by many factors.

THE BASIS OF GOOD MORALE

Although morale is a complex and intangible quality, it must have a solid basis of certain definable factors which lead to a general feeling of confidence, well being, and accomplishment.

Staff leadership and good management play a large part in providing these factors.

Morale is based on

1. Doing well,
2. An important job, and
3. Receiving recognition for it.

This, then, becomes the basic premise.

ADJUNCTS TO MORALE

There are several adjuncts to morale which have an

influence on the staff. It must be remembered that these in themselves will not produce good morale if the basic premise of morale is missing.

1. Good Staff Management

The basis for good management is prior planning, thorough organization, and continuing supervision. We all like to be in a camp where there is good management, where things run smoothly, where there is evidence of good planning, where staff does not have to "hurry up and wait." This is the area of competence where the camp director must excel.

2. Keep Them Well Informed

All of us like to be kept informed as to those things that affect us. It is far better for the director to keep his staff informed than to have them seek out information from rumors. Most staff members enter into training programs and other camp activities with vigor and enthusiasm when they know their purpose and the reason why they are doing them.

3. Train 'Em, Trust 'Em, and Let Them Lead

The training of the staff becomes one of the most important responsibilities of the camp director. The training outline needs to be carefully developed to include those essential skills and attitudes that will help the staff member to do his job and do it well. Once developed, the training of the staff must be carried on efficiently, thoroughly, and skillfully. Here is the area where the director can inject his philosophy and attitudes, his enthusiasm and spirit, to the end that his staff becomes "infected" with these qualities. Once acquired, they will pass them on to the campers with whom they will come into contact.

Every staff man likes to feel he is playing on a winning team — he knows he can't win if he is not well trained. Once he is trained, the staff member

must be allowed to "go ahead" with a feeling that he is being trusted to carry out his assigned function.

4. Good Physical Condition

Good physical condition goes hand-in-hand with good mental condition. These two elements are basic to achieving good morale. The wise camp director will keep an ever watchful eye on the health and welfare of his staff.

5. Good Administration

Staff members like to know that the camp administration is good, that their pay checks are issued on the agreed upon dates, that the schedule for staff leaves is religiously followed, that material requests are filled with dispatch, and that the individual ratings of performance are fair and honest. Such matters are very personal to the staff member and affect his confidence in his camp director.

6. Additional Adjuncts to Morale

- Confidence in their staff leaders
- Comfortable quarters
- Good food
- Good mail service
- Good medical service
- Trading post facilities
- Fair leaves system
- Religious service and character guidance
- Awards and letters of appreciation
- Recreational facilities opportunities

STANDARDS

Staff members want to be in a "sharp" camp. They appreciate high standards of *discipline* (created from

within and not from above), *uniforming, housekeeping, maintenance, training, and skills.*

Most of these various adjuncts to morale are expected, as a matter of course, by staff. Therefore, the presence of them does not necessarily add to morale; however, the absence of any one of them is quickly noticed and adversely affects morale.

EVIDENCES OF MORALE

What do you look for in a camp in order to gauge morale? There follows a few of the significant indices of morale:

Uniform — Is it uniform throughout — neat, clean, worn smartly?

Good housekeeping — Are the camp grounds clean and orderly? Is there evidence of neatness? Are camp offices orderly? Are bulletin boards neat? Are signs clean and uniform? Are staff quarters neatly arranged and orderly? Has there been an effective effort to make the camp attractive?

Pride — Are staff members eager to show their accomplishments? Do they express enthusiasm about the camp and their particular job assignment?

Friendliness and courtesy — Are staff members friendly? Do they go out of their way to greet an apparent stranger and make him feel at home? Is there a friendly relationship between the staff and camper? Is there evidence of courtesy in all dealings with other staff members, as well as with the campers?

Enthusiasm — Do staff members pursue their jobs with enthusiasm, or do they just go through the motions in a lackadaisical manner?

Absence of gripes — For the most part these come about when staff is not well informed and properly

managed. Does the staff feel free to make suggestions to the management for the common good? Or do they complain among themselves, not having confidence that their staff leaders will do something about it?

RECOGNITION OF MORALE

The foregoing factors that influence morale fall within the scope of good administration, staff management, and the leadership capacity of the director. There are additional factors which have to do with the last two elements of the basic premise:

1. An important job,
2. Receiving recognition for it.

The staff member must feel that he is needed and that the job he is doing is important to himself, to his camp, and to his country.

He needs to know the aims and purposes of Scouting and to understand the important role that Scout camping plays in their achievement. He must feel keenly his responsibility to do his best to help achieve the aims and purposes of Scouting.

Unless this feeling of importance is engendered and kept alive — that he is doing an important job for Scouting and for America — the heart of the basic premise of morale is eliminated.

This is where the third element comes into play — “receiving recognition”:

- The staff member must be *recognized* as an individual.
- He must recognize that he and the job assigned to him are important.
- Recognition can be the spoken word — the “well done” — privately.

- It can be done publicly in front of the entire staff (but make sure it is worthy of public acclaim).
- Recognition can be in the form of a letter, to the staff member himself, or to his mother or dad, or, if married, to his wife.
- And finally, recognition can be through the media of an effective public information program with stories about the camp, the camper, and the staff.

SUMMARY

The camp director's job can be one of the most satisfying and enjoyable experiences in Scouting. As staff leader, he trains his staff and watches them grow. He has an opportunity to practice and perfect the sharpest tools of staff management. And as he develops the leadership qualities of his staff, he, in turn, becomes a stronger leader. This is good for him, and especially good for Scouting and for America.

"THE LEADER"

The boss drives his men; the leader coaches them.
The boss depends upon authority; the leader on good will.

The boss inspires fear; the leader inspires enthusiasm.

The boss says "I"; the leader says "we."

The boss assigns the task, the leader sets the pace.

The boss says, "Get here on time"; the leader gets there ahead of time.

The boss fixes the blame for the breakdown; the leader fixes the breakdown.

The boss knows how it is done; the leader shows how.

The boss makes work a drudgery; the leader makes it a game.

The boss says, "Go"; the leader says, "Let's go."

— *Anonymous*