



PATHFINDER LEADERSHIP AWARD



PTHADM004

Pathfinder Committees and Job Descriptions

Resource Material

January 2009



Resource Material for the Pathfinder Leadership Award.

The Resource Material, Review Booklet and Assessment tools were produced by the Seventh-day Adventist Church Youth Ministries of the South Pacific Division (SPD). We pay tribute to Pastor John Wells, the main contributor in the reshaping, rewriting and adapting of this material. He was assisted by a number of other experienced leaders and an editorial team brought the task to completion. We wish to express our deepest thanks to them all.

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The Unit Outline is unchangeable. However, Conferences/Missions in the SPD are encouraged to be creative in the delivery of the training to suit their local needs. Photocopying of this material is permitted in the context of leadership training. It is not to be used for commercial purposes.

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Orientation

Welcome to the Resource Material for PTHADM004 Pathfinder Committees and Job Descriptions.

Purpose

This unit lists and describes the membership and functions of the various committees that make up the administration of a Pathfinder club.

The Resource Material

The Resource Material contains the essential information to meet the competencies outlined for this unit. It should help you to:

- Gain a comprehensive understanding of Pathfinder Committees and Job Descriptions.
- Understand some of the issues as they relate to a Pathfinder Club.
- Prepare for the PLA training/review/assessment program.
- Acquire knowledge that will help with your Pathfinder Ministry.

A basic Review Booklet has been developed for this unit. It contains a small number of worksheets that, once completed, provide evidence that you understand the material. The Review Booklet needs to be completed before the assessment and forms part of the requirements to gain competence in this unit.

Note: If you have any questions, please consult your District Director or your local Conference/Mission Youth Department.

What Additional Resources Do I Need?

- Bible.

What Do I Need to Bring for the Training/Review/Assessment Program?

- Resource Material (if received beforehand).
- Review Booklet (completed, if required).
- Pencil/pen.
- Any other resources or equipment as specified by your Assessor.

How Will I Be Assessed?

At the Conference/Mission training/review/assessment program, your competency will be assessed by one or more of the following methods:

- Written/oral questioning.
- Completed Review Booklet.
- Simulation activities.
- Project/assignment.

Reassessment Process

- You will be given the opportunity for reassessment if you are not found competent.
- There will be no limit to the number of opportunities for re-assessment.

Appeal Process

If you are not satisfied with your assessment you can:

- Discuss the issue with your Assessor.
- Discuss the issue with your District Director.
- Request the mediation of another Assessor.
- Report your concern to the Conference/Mission Youth Director.

Unit Outline

The Unit Outline summarises the requirements (Elements) of this unit. Each Element requires completion of various tasks (Performance Criteria).

PTHADM004	Pathfinder Committee and Job Descriptions
PLA	Pathfinder Leadership Award

DESCRIPTION: This unit has been developed by the Adventist Youth Ministries of the South Pacific Division (SPD). It lists and describes the membership and functions of the various committees that make up the administration of a Pathfinder club.

The Competency Based Training (CBT) method has been adopted for the delivery of this unit.

Element	Performance Criteria
1. Identify the features of the Pathfinder organisational flow chart.	1.1. Identify the different administrative levels of Pathfinding. 1.2. Identify the different levels of local club administration.
2. Outline the job descriptions for local and Conference/Mission Pathfinder personnel.	2.1. Explain the role of the Conference /Mission Youth Director. 2.2. Explain the role of the District Director. 2.3. Explain the job description for the Pathfinder Director. 2.4. Explain the job description for the Deputy Director. 2.5. Explain the job description for the Counsellor and Assistant (Junior) Counsellor. 2.6. Explain the roles of the Instructor and Class Teacher. 2.7. Explain the roles of the Unit Captain and Scribe.
3. Explain the different Pathfinder committees and their roles.	3.1. Outline the different Pathfinder committees. 3.2. Explain the role of committees in the Pathfinder organisation.
4. Identify the different styles of Pathfinder units.	4.1. Outline the strengths and weaknesses of different types of Pathfinder units. 4.2. Outline different methods of forming a unit.
5. Outline the role of the Chairperson.	5.1. List the duties of a chairperson in running a meeting. 5.2. Outline an agenda for a meeting. 5.3. Outline what the procedure is for motions and amendments. 5.4. Outline the other basic committee procedures. 5.5. Demonstrate Chairperson skills.

CHAPTER 1: Introduction

The Pathfinder organization has over one million members. Wherever the Seventh-day Adventist church exists, there is potential for Pathfinders to exist as well. The Pathfinder organization follows a similar structure to the Church organization structure, which was developed in 1901 and has been followed ever since.

The structure of the church is based on the advice that Jethro gave to his son-in-law Moses when he observed him struggling to meet the needs of all of the Children of Israel en route to the Promised Land. Jethro said,

“This is not good!...You’re going to wear yourself out – and the people, too. This job is too heavy a burden for you to handle all by yourself.... But find some capable, honest men who fear God and hate bribes. Appoint them as judges over groups of one thousand, one hundred, fifty, and ten.” (Exodus 18:17-21, 22-27)

This concept of sharing responsibility for leadership, with each level responsible to the level above, is the way that the church has been organised and the Pathfinder organization structured.

The local club also uses this structure. Pathfinders are cared for by Counsellors, who are cared for by Deputy Directors, who report to the Club Director.

The structural levels have been described in the sections to follow.

General Conference

The General Conference has one specific person who is the Pathfinder Leader. He is responsible for the overall development of Pathfinders, the nurturing of the spirit of Pathfinders and the monitoring of the spiritual role of Pathfinderism.

Division

The Division deals with Pathfinder issues such as uniforms, constitution, honours, procedures, new curriculums and Pathfinder Manuals etc. The Division Youth Directors are accountable to the General Conference Pathfinder Director.

There are currently 12 Divisions:

- Africa-Indian Ocean Division
- Eastern Africa Division
- Euro-Africa Division
- Euro-Asia Division
- Inter-America Division
- North America Division
- Northern Asia-Pacific Division
- South American Division
- South Pacific Division
- Southern Africa Union Conference
- Southern Asia Division
- Southern Asia-Pacific Division
- Trans-European Division

Union

The Union Youth Director is responsible for developing resources and training materials for use in the local Conference/Mission. He is also responsible for training local Conference/Mission Leaders and organising Union Pathfinder Camporees. The Union Youth Director is accountable to the Division Youth Director.

There are four Unions in the South Pacific Division:

- Australian Union Conference
- New Zealand Pacific Union Conference
- Papua New Guinea Union Mission
- Trans Pacific Union Mission

Conference/Mission

The Conference Youth Director is responsible for organising Pathfinder events such as Pathfinder Expeditions, Teen Expeditions, Pathfinder Rallies, Conference Camporees and Pathfinder Fair Days. The Conference/Mission Youth Director is accountable to the Union Youth Director.

The Australian Union Conferences are:

- Greater Sydney Conference
- North New South Wales Conference
- Northern Australian Conference
- South Australian Conference
- South New South Wales Conference
- South Queensland Conference
- Tasmanian Conference
- Western Australian Conference
- Victorian Conference

The New Zealand Pacific Union Conferences/Missions are:

- Cook Islands Mission
- French Polynesia Mission
- New Caledonia Mission
- North New Zealand Conference
- South New Zealand Conference
- Pitcairn Island Attached Church

The Papua New Guinea Union Missions are:

- Bougainville Mission
- Central Papua Conference
- Eastern Highlands Simbu Mission
- Madang Manus Mission
- Morobe Mission
- New Britain New Ireland Mission
- North East Papua Mission

- Sepik Mission
- South West Papua Mission
- Western Highlands Mission

The Trans Pacific Union Missions are:

- Fiji Mission
- Kiribati Mission
- Samoas-Tokelau Mission
- Solomon Islands Mission
- Tonga Mission
- Vanuatu Mission
- Niue Attached Church
- Tuvalu attached District

Local Church

Local Pathfinder Clubs are resourced and trained by the Conference/Mission Youth Department.

CHAPTER 2: Pathfinder Job Descriptions¹

Conference/Mission Pathfinder Director

This role is taken by either the Youth Director or Associate Youth Director of the Conference/Mission. Youth directors are appointed to office for a term at the Conference/Mission Session. They have demonstrated a keen interest in youth ministry, which includes Pathfinders. If they do not have a specific background in Pathfinders, then they are prepared to learn their role with the help of the Conference/Mission Pathfinder Advisory Council.

The Role of the Conference Pathfinder Director is to:

1. Keep the ministry focus of the Pathfinder Program. "Pathfinders" aims to assist Pathfinders in making a commitment to God, discovering themselves and finding their role in the community.
2. Maintain the standard of Pathfinding so that the key elements of uniforms, programming, fun, fellowship, learning and active involvement are maintained.
3. Promote Pathfinders in churches, especially where there are children of Pathfinder age and no active club.
4. Care for the volunteers involved in the Pathfinder program.
5. Train Pathfinder staff, so that they confidently maintain a positive Spirit-filled club that is safe, fun and relevant to the Pathfinders.
6. Develop networks between club volunteers through events, District Directors, websites and Conference/Mission bulletins.
7. Report to the Union on Conference/Mission Pathfinder programs, statistics and events.

District Director

The District Director represents the Conference/Mission to a group of Pathfinder Clubs in a district of the Conference. Their main function is to plan and work together with Club Directors in order to attain and maintain proper standards of Pathfinding and Pathfinder ministry.

District Directors should be interested in the organisation and development of Pathfinder Clubs within their district. This is a challenging and demanding appointment, requiring consistent effort.

District Directors should take a more advisory role rather than authoritarian in their dealings with Club Directors, showing understanding and discretion. In the event of disagreement, the problem is presented to the Conference/Mission Youth Director who may intervene as necessary.

District Directors are sometimes called upon as part of the training team within the conference, and this must be worked into their calendar. The Conference/Mission Youth Director allots other duties and responsibilities to District Directors, and these should be discussed with him/her so that it is quite clear what is required.

The Role of the District Director is to:

¹ This Chapter is a summary of South Pacific Pathfinder Staff Manual pages 42 - 51

1. Be an active member of the Conference Pathfinder Advisory Committee. This involves helping in:
 - a. Planning Pathfinder activities within the conference, such as Pathfinder fairs, expeditions, Pathfinder rally days, Camporees, leadership training seminars etc.
 - b. Participating in the development of Pathfinder leadership training programs.
 - c. Taking responsibility for activities at these events as appointed by the Pathfinder Advisory Committee or the Conference/Mission Youth Director.

2. Provide leadership to Pathfinders and Pathfinder clubs. Create and encourage a spirit of cheerful cooperation amongst the Directors in their district and exemplify and promote loyalty to the Pathfinder organisation and the Seventh-day Adventist youth movement as a whole.

3. Visit clubs within their district as a representative of, or in company with, the Conference/Mission Youth Director to ensure that meetings are adequately programmed and satisfactorily conducted. Some guidelines for visits are:
 - a. Plan visits to two regular meetings and one campout per year for each club.
 - b. Keep visits informal unless arrangements for a formal inspection have been made. Encourage with praise, suggestions and kindly advice.
 - c. Advise the club director of any intended visit. A formal invitation should not be necessary.
 - d. Always wear correct uniform.
 - e. Arrive punctually.
 - f. Be prepared to take part in the program if invited, but take care not to intrude or interfere. The District Director's attitude should set all at ease. Introductions should be given when opportunity occurs during the program, and should not interrupt activities. If there is to be a formal inspection, do not take too much time from the program.
 - g. Talk with the leaders after the meeting and discuss any problems they may have. Remember to include encouragement and praise.
 - h. If applicable, write out a report and share it with the director. A written report could include the following:
 - i. Number of Pathfinders and Counsellors in the club and members in attendance.
 - ii. Quality of leadership, use of assistants and team spirit.
 - iii. Qualifications of staff
 - iv. Punctuality of opening and closing of meetings.
 - v. Suitability of program planning.
 - vi. Spirit and discipline.
 - vii. Correctness of uniform – leaders, Counsellors and Pathfinders.
 - viii. Ceremonies, drill and protocol.
 - ix. Club Records.
 - x. Spiritual Impact.
 - i. If applicable write a similar report after attending a club campout. Include areas such as:
 - i. Adequate planning and communication preceding the campout.
 - ii. Safety management plans and compliance.
 - iii. Quality of leadership.
 - iv. Suitability of program and adequacy of planning.
 - v. Spirit and discipline.
 - vi. Camping standards.
 - j. Give a copy of the report(s) to the Conference/Mission Youth Director.

4. Keep records of the dates each club in the district were visited on behalf of the Conference/Mission Youth Director in order to prepare Pathfinders for Investiture. Guidelines for an Investiture check are:
 - a. Check Unit Counsellors' records and individual Pathfinder records to be satisfied that requirements have been met.
 - b. If possible, spend time discussing with the Pathfinders some of the requirements they have completed. Many clubs teach requirements creatively, and Pathfinders may not be able to identify the exact requirements they have fulfilled. This is not a test, but a time to check with the teachers that they have covered the work adequately throughout the year.
 - c. Sign class requirement cards, record books or diaries, and stamp passports.
 - d. Ensure proper arrangements have been made for provision of badges by the Conference/Mission. Adequate time should be allowed for badges to be forwarded by the Conference to the person conducting the investiture.
 - e. Ensure that adequate plans have been made for either themselves or the Conference Youth Director to take the Investiture service. This is after consultation with the local church pastor.
5. Attend a Pathfinder club executive meeting to assist the Club Director in matters such as organisation, planning and coordination of activities. This is especially necessary for a new club, or clubs with new leaders or leadership problems.
6. Communicate with the Conference/Mission Youth Director on all matters concerning clubs within their area and keep him/her informed on all activities conducted within their district.
7. Encourage leadership training within the clubs in their district.
8. Be an accredited workplace assessor where possible, and be available to meet practical assessments in camping, bushwalking and planning outdoor recreation activities.
9. Be available to represent or assist the Conference Youth Director in the performance of his/her duties within the district. This could include attendance at club and district functions, investiture of Pathfinders, presentations of awards, and Pathfinder church parades.
10. Receive and file a duplicate copy of the club monthly report form. Where necessary, its contents should be noted and appropriate action taken with the local club.
11. Deputise for the Conference/Mission Youth Director, liaising between the church and the Conference on Pathfinder-related activities. This may include acting as advisor to church boards, pastors, church nominating committees and Pathfinder club directors.
12. Keep a record of expenses incurred relating to Pathfinder responsibilities and forward these to the Conference Youth Director for reimbursement by the Conference.

Uniform

The uniform of a District Director is the regular Pathfinder uniform with a District Director's stripe on the epaulettes, a conference name strip and a District Director name strip on the right sleeve. On ceremonial or full dress uniform occasions, an Eisenhower Jacket is worn by men, and a blazer by women, and the honour sash and scarf are omitted. The lanyard is worn on the jacket or blazer.

Club Director

The Club Director should be a mature person who is a member in good and regular standing of the Seventh-day Adventist Church. They should either hold or be in the process of obtaining the Pathfinder Leadership Award. They should also either hold or in the process of obtaining a current First Aid Certificate.

The success and morale of any club will depend largely upon the leadership of the Club Director, who should be an example of spirituality, neatness, promptness, good sportsmanship and self-control. The director should set an example by wearing a neat and complete uniform regularly.

The Club Director must be vitally interested in young people and understand the problems of Juniors and Teens. The Director's life ideally demonstrates what God can do in the lives of Pathfinders.

The Club Director should be resourceful, responsible and enthusiastic. They should be eager to recognise new ideas and show initiative in their implementation. The Director must also be able to work well with staff and assist them with any problems that may arise.

The Role of the Club Director is to:

1. Represent the club as a member of the Church Board.
2. Liaise with the Church Pastor, Youth Pastor and sponsor Elder and invite them to participate in programs and events.
3. Liaise with the District Director and Conference/Mission Youth Department and submit reports as required.
4. Act as Chairman of the Pathfinder Executive Committee.
5. Preside at the club staff meeting unless a Deputy has been appointed to take charge.
6. Organise club activities and meetings, maintaining a balance between the curriculum and other aspects of Pathfinding.
7. Lead out in planning the year's program and provide all staff, Pathfinders and parents with a calendar of events.
8. Be responsible through the Executive Committee for providing a program which covers:
 - a. Meeting times and places.
 - b. Curriculum.
 - c. Campouts.
 - d. Field trips and outreach projects.
 - e. Investiture.
 - f. Finance/budget/membership fees.
 - g. Discipline.
 - h. News-sheets and bulletins.
9. Be responsible through staff meetings for the planning of regular club meetings. Ensure that various committees or people are responsible for caring for the implementation of planned activities, e.g.:
 - a. Drill and Opening and Closing ceremonies.

- b. Worships.
 - c. Games/Fair practice.
 - d. Class work/honours/creative skills.
 - e. Arrangement of units/counsellors, teachers and their duties.
10. Present reports to church business meeting.
 11. Encourage all staff to attend Conference Training Seminars.
 12. Cultivate a positive attitude in the club. The Director can make the difference between an active, happy club and a boring, struggling, undisciplined club.

Deputy Director

Deputy Directors should accept the assignments of the Director and share in the leadership responsibilities of the club. Where possible there should be at least two Deputy Directors, depending on local club needs. (It is suggested that there be three Deputies for thirty Pathfinders, four deputies for forty Pathfinders etc.)

The Deputy Directors should possess the same high qualities of leadership as outlined for the Director. They need to have or be in the process of obtaining the current Pathfinder Basic Award and be involved in obtaining the Pathfinder Leadership Award. They also need a current First Aid Certificate. The highest respect and regard should be shown to the Director and all should work in close harmony with one another.

A Deputy Director should be selected to preside at staff meetings or take charge of club meetings in the absence of the Director.

Deputy Directors may be responsible for the following areas:

- Coordination of achievement classes
- Secretary
- Treasurer
- Games
- Camping activities
- Honours and creative skills
- Music
- Pathfinder equipment
- Nature
- Chaplain/worships
- Transportation
- Special events/field trips
- Outreach activities
- Public relations

Club Secretary

The Pathfinder Club Secretary is generally a Deputy Director, but may also be selected from the staff members. The Secretary will be responsible for keeping all club records other than those kept by the Treasurer. In small clubs one individual may care for the work of the Secretary and Treasurer.

A well-organised and efficient Secretary can be invaluable to a Pathfinder club program.

The Role of the Club Secretary is to:

1. Check unit records taken by Scribes and transfer them to Pathfinders' individual record sheets.
2. Maintain a club scoring system.
3. Post the list of accumulated points by units on the bulletin board at least once a month
4. Fill out Conference/Mission reports and mail to the office by the required date.
5. Keep the Director informed of the club's progress in the Conference/Mission scoring plan (eg 200 Award).
6. Notify the Director if a Pathfinder is habitually absent (especially without excuse), or negligent in wearing uniform.
7. Be responsible for producing an attractive bulletin board display, which should be changed often.
8. Order supplies and all club record forms from the Conference Office as needed.
9. Be responsible for all correspondence, including writing letters on behalf of the director as necessary.
10. Be responsible for the club library, including checking returns of all items borrowed by staff members and Pathfinders.
11. Prepare reports for church business meetings.

Club Treasurer

The Pathfinder Club Treasurer is generally a Deputy Director, but may be chosen from the staff members. It is important that the Treasurer works closely with the Club Director and the Church Treasurer, keeping both well informed as to the club expenses and funds available. In smaller clubs the same individual may combine the duties of the treasurer and secretary, although a more efficient program can be carried out if they are separate. The Treasurer needs to be accurate and careful. Ideally, the Treasurer would have some experience in accounting.

A conscientious and dependable Treasurer can help the Pathfinder club use its funds wisely and keep the Church Board informed about Club income, expenses and needs. This often results in a more favourable response from the Board when requests are made.

The Role of the Club Treasurer is to:

1. Count and record all funds – eg. membership fees, offerings, pursuit/activities charges, donations, fund raising etc.
2. Transfer funds to the Church Treasurer to be kept in reserve.
3. Keep accurate records of all income and expenses, with brief descriptions and dates recorded.
4. Keep and file all receipts, bills and invoices.

5. Keep record books, receipts, bills and invoices ready for inspection or presentation to the Director, Church Treasurer, Pathfinder Executive Committee or Church Board, upon request.
6. Disburse funds as directed by the Director or other person with authority, and ensure that all accounts are promptly administered.
7. Withdraw funds from the church treasury or Pathfinder reserve (as authorised) when petty cash is depleted.
8. Collect funds at fund-raising projects and keep accurate records of funds paid.
9. Keep a record of fund-raising items checked out and returned.
10. Collect funds and pay accounts for uniforms and equipment.
11. Collect fees for campouts and field trips.
12. Ensure that all funds reimbursed are exchanged for an invoice or paid statement that can be filed and kept on record.

Club Chaplain

The Chaplain plays a very important role within the club, leading out and providing opportunities for the development, cooperation and caring among Pathfinders and staff. The Chaplain may be a Deputy Director, other staff member, Pastor or Elder, and should have the ability to organise as well as lead out effectively in spiritual activities of the club.

The Role of the Club Chaplain is to:

1. Wear a uniform
2. Counsel and work closely with the Club Director in the preparation of spiritual activities.
3. Arrange for devotional periods, speakers, and periodic prayer bands.
4. Organise and lead out in outreach activities, in cooperation with the Director.
5. Select individuals to offer prayer at meetings and club activities.
6. Arrange for devotions, Sabbath School activities, Sabbath worship service, and afternoon programs for campouts and other outings.
7. Work closely with the Club Director and Pastor in planning the annual Pathfinder Day and Investiture worship service.
8. Act as a spiritual counsellor, working closely with Unit Counsellors.
9. Know each Pathfinder and staff member personally, encouraging them in their relationship with the Lord.
10. Show a balanced Christian experience by also participating in the club's secular activities.

Unit Counsellor

The Unit Counsellor is the leader of a unit of six to eight members. Unit Counsellors hold a key position in the Pathfinder club as they have the closest contact with the Pathfinders. It is therefore recommended that they have a current Pathfinder Basic Award. They also must be at least 18 years of age and have a current First Aid Certificate.

Unit Counsellors must be converted and dedicated Christians, and set a good example in attitude and behaviour. They must be willing to learn and grow, and should broaden their knowledge of arts, crafts and nature, so that they may help to expand the knowledge of their unit members. They are encouraged to gain greater skills by completing the Pathfinder Leadership Award.

Unit Counsellors should always supervise their unit unless a Junior Counsellor is caring for it. If the unit is separated during achievement classes, pursuits or craft periods, members are under the supervision of the Instructor, another Counsellor or Junior Counsellor.

Unit Counsellors should become well acquainted with their unit members, parents and home situations. They should participate in all activities with them and gain their confidence. Counsellors may also plan activities with their units outside of the club period, with authorisation from the Club Director.

Unit Counsellors should defend the standards and principles of the club at all times. They should also work in harmony with other officers of the club, and be willing to serve whenever called upon to perform duties.

The Role of the Unit Counsellor is to:

1. Pray for and with each unit member.
2. Lead/teach a unit or class, working alongside them during all programs.
3. Encourage Pathfinders, teaching and testing necessary class work required for a successful investiture.
4. Set a good example in neatness, attendance, punctuality, uniform etc.
5. March and drill with units, in full uniform.
6. Develop positive friendships and understanding within the unit.
7. Help members with problems as they arise, and keep leaders informed while respecting confidentiality.
8. Encourage all members to participate in all activities.
9. Participate in campouts. Arrange all details in consultation with Deputy Director and members.
10. Attend staff committee meetings.
11. Attend Discipline Committee if asked.
12. Notify the Director in advance if unable to attend a meeting.

13. Work with and encourage Junior Counsellors.

Junior Counsellor

The Junior Counsellor is a young person who has finished the Pathfinder classes but who wishes to stay and assist the club. They are between the ages of 16 – 17.

Junior Counsellors should possess the same qualities as Unit Counsellors, and have a desire to learn how to become leaders. They need to complete the Master Guide training program that has been designed for Junior Counsellors.

The Role of the Junior Counsellor is to:

1. Assist the Unit Counsellor.
2. Assist in all unit and club activities.
3. Accept responsibilities as given by the Unit Counsellor.
4. Take charge of the unit when the Unit Counsellor is absent.
5. Attend Staff Committee meetings.
6. Set a good example in neatness, attendance, punctuality, uniform etc.
7. March and drill with units.
8. Participate in campouts.

Instructor

Instructors may be specialists selected from the church or community, the Unit Counsellor, or a staff member. They are people who teach specific skills or subjects such as Bible, personal growth, outdoor skills, honours or crafts.

Instructors should carefully study the class curriculum/pursuits and requirements of the subject, honour or craft to be taught, before introducing it to the Pathfinders. An Instructor must work in close cooperation with the appropriate staff member to ensure they cover requirements needed to enable the Pathfinders to be invested, or to gain an honour.

Unit Captain

The Unit Captain's role is to encourage the unit towards achievement and success by setting the example and using influence to inspire each member to do their best. The term of service varies from three months to one year, depending on the policy approved by the Staff Committee. During all club activities the Captain wears a badge indicating their office.

The position of Captain is an important one, and a Captain should not only reveal the ability to lead and direct, but should also set forth a true Christian spirit of understanding and respect.

The Role of the Unit Captain is to:

1. Assist the Counsellors and take charge of the unit when required.

2. Carry and handle the unit guidon in the proper manner.
3. See that the unit guidon is properly posted in front of the unit at all campouts.
4. Carry the National or Pathfinder flag during the flag ceremony when chosen.
5. Drill the unit as assigned by the Counsellor.
6. Participate in Captains' Council.
7. Attend Staff Committees, by invitation.
8. Attend the Discipline Committee, as appropriate.

Unit Scribe

The Scribe's role is to fulfil a variety of special duties. The term of service varies from three months to one year, depending on the policy approved by the Staff Committee. During all club activities the Scribe wears a badge indicating their office.

The Role of the Unit Scribe is to:

9. Fulfil the Captain's duties when the Captain is absent.
10. Assist the Unit Captain/Unit Counsellor/Deputy Director to check that all unit equipment is returned following a campout. Note repairs needed.
11. Give an Absentee Form to any Pathfinder in the unit who has been absent. Check with the absentee at the next meeting to be sure that the excuse has been received, and correct the records as instructed.
12. Keep all unit records, and by invitation of the club Secretary, help fill out the monthly report to the Conference.

Process for Selecting the Unit Captain and Unit Scribe

These positions may be chosen by:

- The Club Pathfinder Staff Committee
- The unit members with approval from the Staff Committee
- The unit members with advice from the Unit Counsellor
- Other variations on the above.

CHAPTER 3: Pathfinder Committees²

Pathfinder Coordinating Committee

A Pathfinder Co-ordinating Committee exists in the situation where a junior and teen club operate separately under the guidance of an Administrative Director.

This Committee is comprised of the following officers:

- Administrative Director (Chair)
- Club Directors (Junior and Teen)
- Deputy Directors (Junior and Teen)

The Responsibilities of the Pathfinder Coordinating Committee are to:

1. Help recruit new and additional staff members for the teen and junior clubs.
2. Pass on information received from the Conference.
3. Review each club's program of activities. Consider improvements and adjust accordingly. Coordinate programs so as not to overlap major programs of either club.
4. Coordinate all events that include both clubs, eg. Investiture, Pathfinder Day, Camporee, Fairs etc.

Pathfinder Executive Committee

This Committee is comprised of the following officers:

- Club Director (Chair)
- Deputy Directors
- Secretary
- Treasurer
- Chaplain
- Pastor (ex officio)
- Youth Sponsor/Elder (ex officio)
- Administrative Director (ex officio)

The Responsibilities of the Pathfinder Executive Committee are to:

1. Submit a proposed budget to the church board.
2. Select the club curriculum.
3. Select Model A or Model B program.
4. Plan the yearly program.
5. Select staff – Counsellors and Instructors.
6. Review the work of Counsellors and Instructors.

² South Pacific Pathfinder Staff Manual page 52,53.

7. Support all Conference-sponsored Pathfinder programs.

Pathfinder Staff Committee

In a small club, the Staff Committee may take over the responsibilities of the Pathfinder Executive Committee, outlined above.

This Committee is comprised of the following officers:

- Pathfinder Executive Committee members
- Counsellors
- Junior Counsellors
- Teachers
- Instructors
- Unit Captains may be invited

The Responsibilities of the Pathfinder Staff Committee are to:

1. Plan Unit programming as it relates to the club meetings.
2. Manage Unit problems relating to discipline.
3. Review the club program planning guide.
4. Nominate Pathfinders for the Pathfinder Award of Excellence.
5. Review club objectives in the following areas:
 - a. Investiture
 - b. Recreation
 - c. Camping
 - d. Witnessing
 - e. Nature etc.

Pathfinder Discipline Committee

This Committee is comprised of the following officers:

- Director (Chair)
- Deputy Directors
- Counsellor(s) of the Pathfinder(s) involved
- A Pathfinder boy and girl chosen from the club

The Responsibilities of the Pathfinder Discipline Committee are to:

1. Discuss any disciplinary problems.
2. Decide on appropriate disciplinary action.
3. See that the decision is carried out.

Unit Captains' Council

This Committee is comprised of the following officers:

- Director (Chair)
- Unit Captains

The Responsibilities of the Unit Captains' Council are to:

1. Allow Unit Captains to freely discuss the sentiment of the Unit and what they would like to do.
2. Allow Unit Captains opportunities to assist in planning the program for the future.

CHAPTER 4: Pathfinder Units

The Unit System

The Unit System is based on the fact that children tend to form themselves into small groups with a leader when left on their own. The present Pathfinder Unit System was originally based on ideas from the Scouting movement, which saw the unit as the base structure of the organization.

Advantages of a Unit

A unit:

- Encourages the development of leadership skills.
- Provides opportunities for people to work together.
- Encourages the development of teaching skills.
- Provides a manageable group of 6-8 Pathfinders.
- Allows easier supervision by a Counsellor.
- Provides a mantle of security to the Pathfinders, and makes dealing with an emergency easier.
- Makes discipline easier.

Organising the Unit

This can be done by a number of different methods, as outlined below:

1. The Pathfinder Staff Committee selects the units.
2. The Pathfinders select which unit they wish to be in.
3. There is no selection, because there are only 6-8 people, or less in the club.
4. The units are selected by pulling the Pathfinder names out of a hat.
5. Pathfinders are sorted into age related units.
6. The unit members are all of a certain level.
7. Other creative ways.

Types of Units³

Which type of Unit is best suited to your Club?

1. Peer Unit - All unit members are approximately the same age and from the same class or Level (if doing the "Way to Go" curriculum). The unit will be made up of mixed genders, and will require both male and female counsellors.
2. Mixed Unit - Unit members are of mixed age, level and gender. This unit would require two Counsellors. It may be a good option for a very small club that cannot function with two Family

³ Don Craig Unit Systems PLA SQ Handout, undated

Units. It has the advantage of developing Pathfinder Leadership, but the disadvantage of requiring extra staff.

3. Family Unit - This unit consists of a mixture of different ages, with the most senior members usually occupying the positions of authority. The family unit's members are of the same gender. This form of unit is the most common in smaller clubs where the Pathfinders are in one or other unit because of their gender.
4. Gender Unit - All unit members are the same age and gender. This unit only needs one Counsellor, but has all the leadership and discipline problems associated with the Peer unit.

The two most common methods used are the Peer and Family Units. In larger clubs, the Peer Unit has been used with varying degrees of success. The Family Unit may be more successful in terms of developing leadership and training younger Pathfinders in Pathfinder skills.

No two clubs are exactly the same. What suits one club may be a disaster in another. The make-up of your club and its members will decide which system to adopt. If one system is not working, try another.

The Peer Unit

Advantages include:

1. All unit members are usually doing the same class work or are at the same pursuit level.
2. All members can hold the position of Captain or Scribe for a period of time.
3. Members have similar interests, ideas and problems.

Disadvantages include:

1. There has to be a male and female Counsellor for the unit.
2. Often the Counsellors have to do all the work.
3. Limited opportunities exist for giving responsibility or training to potential leaders. The Captain and Scribe are limited in their ability to assist in training or to experience a sense of responsibility as they have no more knowledge or ability than the other unit members.
4. There may be greater potential for mischief or personality differences with members of the same age than with a Family Unit, where older members act as big brothers or sisters.
5. In games and competitions, the younger units find it difficult to keep up with older units, let alone win occasionally.
6. In older units, the positions of Captain and Scribe sometimes do not attract the respect and support of the unit members.

The Family Unit

Advantages include:

1. Only one Unit Counsellor is needed, of the same gender as the unit members.
2. Units may be easier to manage, particularly if the Captain and Scribe are actively involved in fulfilling their roles.
3. Unit Counsellors often play a more supervisory role as they have skilled helpers in the unit to assist with instruction.
4. The Captain and Scribe can be given excellent opportunities for training in responsibilities, initiative, caring for their unit members, etc.
5. The Unit Captain, usually being the senior member, can earn the respect of younger members through their attitude, behaviour and knowledge. More importance should be placed on the position of Captain in a Family Unit than in a Peer Unit.
6. The family unit is found in almost every household.

Disadvantages include:

1. Unit members may have to wait some time to become a Captain or Scribe.
2. The Counsellor has more badge classes or Levels to handle.

CHAPTER 5: Chairpersonship⁴

The Chairperson

A Chairperson's role (whether male or female) is to ensure that a meeting is able to achieve its intention and to ensure that every person present feels that they are a respected part of the committee.

In a volunteer church organisation, the rules of order followed by the Chairperson are not for political purposes. They are for ensuring that the Spirit of God is able to work through the meeting so that the mission of Pathfinders is always the main focus.⁵

Appointment of the Chairperson

A Chairperson is either:

- Voted in by the committee.
- Appointed by the Church.
- Fulfilling part of the job description of their role in Pathfinders.

Qualities of a Good Chairperson

A good Chairperson will:

- Know what the meeting is all about.
- Have a positive attitude towards the committee's purpose.
- Know the basic rules of order for a meeting and apply them.
- Start on time.
- Check that a quorum is present.
- Keep the meeting moving. Watch the clock and keep the focus on the agenda.
- Control the meeting. Keep anyone from monopolising the meeting. Keep the discussion focused on the motion and addressed to the Chair.
- Conduct it using the rules of debate.
- Ascertain the sense of the meeting. Determine the feeling of the meeting and guide participants through the agenda.
- Give opportunity for voting.
- Preserve order – forbid interruptions, avoid arguments.
- Close the meeting.
- Vouch for the accuracy of the minutes.

Most Pathfinder meetings operate on an informal basis, where the volunteer staff are committed to the program, see it as a ministry and enjoy working with each other. In this context, the role of the Chairperson is an easy one, making the experience as enjoyable and profitable as possible. Social interaction is a vital part of the overall goals of the meeting.

⁴ Summary of Pathfinder Leadership Resource Manual. Part 3 page 61 - 69

⁵ Concept developed further in Procedures for Meetings and Rules of Order. South Pacific Division 1994. page 1-2.

Basic Features of a Committee Meeting

The basic features of a committee meeting are to:

- Announce and advertise the meeting. This is done by word of mouth, telephone, email, bulletin notice or a letter.
- Start on time. Volunteers have limited time available for meetings so out of respect for them it is important to start on time. Sometimes you may have to wait for a quorum.

1. The Agenda

An agenda gives purpose and direction to the meeting. It shows that the Club Secretary or Chairperson has done some preparation. The agenda should include:

- Welcome and prayer
- Apologies
- Approval of minutes of the last meeting
- Matters arising
- Inward and outward correspondence
- Accounts for payment
- Committee reports
- Other reports
- Agenda items
- Date and arrangements for the next meeting

2. Minutes

Minutes are not a report of the meeting, but an accurate record of the business done. Generally they follow the agenda and begin with the name of the organisation, date, time, place, persons attending, name of Chairperson, apologies, and then follow the matters mentioned in the agenda in that order. Unless specifically requested, it is not necessary to record the names of movers or seconders, nor of details of voting. All resolutions should be recorded.

3. Quorum

A quorum is the minimum number of members of any deliberative body, necessary to conduct the business of that group. Once started with a quorum, a meeting can continue without one, unless the Chairperson's attention is specifically drawn to the absence of a quorum.

Any resolution passed at a meeting when there is no quorum present may be deemed invalid and should be confirmed at a later meeting at which there is a quorum.

4. Motions

The business of a committee meeting is done by the passing and recording of motions. Motions should be clear and unambiguous. Motions need to be seconded.

In an informal meeting, generally held when running Pathfinders, the process of discussion should be monitored by the Chairperson. The formal vote then takes place. The vote is carried (or opposed) by the majority. The Secretary then writes it down as a resolution of the meeting.

5. Amendments

Amendments may add to, exclude from or vary the wording of a motion. They must not be a direct negative or substantially the same as earlier defeated amendments, or be irrelevant.

In a smaller informal situation, amendments to a motion are simply guided through by the Chairman. If there is a majority vote then that becomes the final resolution as recorded by the Secretary.

The Chairperson can only accept one amendment at a time. The amendment under discussion must be dealt with before moving on to any other amendments.

6. Business/Matters Arising

This is the discussion that takes place after the acceptance of the previous meeting's minutes. This is when reports are given concerning specific regulations from the last meeting, and clarification of resolutions is made.

7. Voting

The majority carry the motion. The Chairperson can have the casting vote if necessary.

8. Closure

This is when "question" is called during a discussion on a motion. It is calling for a vote to take place on the motion. The Chairperson may accept or defer the call for question depending on how they feel the discussion is going and whether everyone is satisfied with the discussion.

If you are chairing a very formal committee or meeting, then you will need to read up on the rest of the details concerning Chairpersonship. There are many excellent resources around to help with this process.

Chairpersonship is an extremely important job in the ministry of the Church and in keeping the focus in Pathfinder ministry. As Solomon said *"Plans succeed through good counsel..."*⁶ Mrs White challenges us, "If your committee meetings and council meetings are not under the direct supervision of the Spirit of God, your conclusions will be earth born and worthy of no more consideration than are any man's expressions."⁷

⁶ Proverbs 20:18

⁷ Ellen G White letter 81, 1896, pp8-9

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