

MANAGEMENT AND ADMINISTRATION

RELEVANT REGULATIONS AND RESOURCES

Personal Information Protection and Electronic Documents Act (PIPEDA)

<www.privcom.gc.ca/legislation/02_06_01_e.asp>

Federal Labour Legislation <www.hrsdc.gc.ca>

Ontario Ministry of Labour, Employment Standards <www.labour.gov.on.ca/english/es/index.html>

Ontario Human Rights Code <www.ohrc.on.ca/english/code/index.html>

OCA Crisis Reponse Manual available from the OCA office

GENERAL NOTES

LEADERS IN TRAINING (LITs/CITs)

Leaders in training participate in a planned training program to prepare for future positions as staff members and leaders in the community. If LITs/CITs assume staff responsibility, they should have direct supervision. LITs/CITs should receive ongoing evaluation.

VOLUNTEER STAFF

Volunteer staff assume the role and responsibilities of staff without pay. If volunteers assume this responsibility, they should meet the minimum age and requirements as recommended for that position and should be treated as staff members. All OCA standards relating to staff apply to camp volunteers.

CAMP DIRECTOR

The camp director is the person on-site with day-to-day responsibility for the care and management of the campers, staff and overall facility. The director makes informed decisions, supports the aims and philosophy of the camp and maintains the standards of the Ontario Camping Association in the best interest of the campers and the camp. A camp director's education, experience and professional background should prepare him/her for this varying and demanding role.

QUESTIONS

ADMINISTRATION

MA1 Is each registration form signed by a parent or guardian?

MA2 Does the registration form provide the necessary written terms of the contract between the parent or guardian and the camp?

Camper registration forms should request all important information about the child and must include signed consent from the parent or guardian for the child to participate. Explanation of relevant camper participation, financial and legal obligations of the parent or guardian, and the cancellation and refund policy should also be on registration forms or on other literature. The camp literature must provide a full disclosure of all camp activities in which campers may take part.

MA3 **Does the camp have a system in place to obtain all relevant information about each camper?**

Camps should strive to obtain all necessary information about a camper and document this information through the registration process or through further communications with

the parent or guardian. This could include information relating to behaviour, medical conditions, and limits to participation.

MA4 Is a written report completed for any incident and/or accident that has occurred?
Camps should complete a report form for any significant incident and/or accident. The purpose of this form is to act as an information gathering and communication tool, as well as to track patterns of injuries or incidents. The *OCA Crisis Response Manual* provides sample incident report forms.

MA5 Has the camp received legal advice on how long to keep all registration forms?

MA6 Does the camp prepare annual financial statements, as required by law?
The type of financial statements depends on the nature of the camp ownership. It is recommended that camps keep up-to-date budgets pertaining to the camp's operation.

MA7 Does the camp comply with the Personal Information Protection and Electronic Documents Act?
The Personal Information Protection and Electronic Documents Act (PIPEDA) is federal legislation that requires you to: obtain the clear consent of an individual before you collect, use or disclose personal information about that individual; use the information only for the purposes for which you have consent; protect the information from unauthorized access and use; keep the information up to date and correctly filed so that decisions are based on correct information; destroy information when you no longer need it for the original purpose, and implement accountability mechanisms in your organizations to ensure compliance with the act.

INSURANCE

MA8 Does the camp have the appropriate insurance?
When purchasing an insurance policy, the camp director should consult an insurance agent/broker to determine adequate coverage for all camp facilities, equipment, programs, activities, vehicles, buildings, campers, staff and visitors. Insurance is necessary to protect the assets of the camp and provide payment in case of liability issues.

Physical Asset Insurance: This coverage is often called All Risk Property Insurance. Camps have unique activities, which may not be covered under a standard policy format. For example, ropes courses, climbing walls and docks are not normally included in standard insurance policies. Special attention must also be paid to these areas, as well as to watercraft and motors. Physical asset insurance should also include property in transit, food and medications dependant on cold storage, the reproduction of important documents, and the costs associated with fighting a fire.

Business Interruption Insurance allows a camp to continue to pay salaries, property taxes, and other expenses. Extra expense insurance is also recommended to cover increased costs to operate the camp after a physical asset is damaged or destroyed.

Liability Insurance: It is recommended that coverage be a minimum of five million dollars (\$5,000,000). It is highly recommended that camps obtain advice on the appropriate amount of insurance, since lawsuits can easily involve higher claims. Coverage should be extended to provide indemnity for staff, volunteers and others that could be named in a lawsuit. Liability certificates should be kept indefinitely in case of future claims.

- MA9 Does the camp carry non-owned Motor Vehicle Insurance, if applicable?
When camp employees, on camp business, use a vehicle, which is not owned by the camp, a non-owned auto insurance policy covers the camp for damage caused to the car, and liability for injuries to its occupants, or to pedestrians, in the event of an accident.
- Auto Insurance is mandatory in Ontario and camps must make sure all of their vehicles have adequate coverage. If personal vehicles are used to transport campers and staff, an endorsement on each vehicle is required. This is called permission to carry passengers for compensation.
- MA10 If the camp has a board of directors, does the camp carry Director and Officer Liability Insurance?
- MA11 Are the camp's doctors and nurses adequately insured for liability and malpractice?
See also Healthcare HC12.
Camps should ensure that medical professionals have adequate Liability and Malpractice Insurance. If they do not, make sure the camp's policy has appropriate coverage. In Ontario, nurses may obtain insurance through their professional association. It is recommended that medical staff be licensed to practise in Ontario so that their medical insurance applies in Ontario. Nursing students and other non-professional staff, such as first aiders, would normally be covered by the camp's general policy.
- MA12 Has the camp determined if it requires any employee insurance/benefit package?
Although camps are not required to provide coverage of the Workplace Safety Insurance Board (formerly known as "Workers Compensation"), it is advisable to discuss compensation for accident and sickness with an agent or broker/consultant.
- Accident and sickness coverage may also be extended to campers, summer staff and volunteers.
- MA13 Does the camp carry appropriate Fire Insurance?**
An annual update of all values of buildings and capital improvements to calculate replacement cost is necessary to determine "appropriate" coverage.
- MA14 Is an annual review made of the insurance coverage?

MANAGEMENT

- MA15 Does the camp management possess the range of experience and knowledge to operate their camp successfully and to ensure a safe and professional camping environment?**
The total set of skills required to operate a safe and professional summer camp must be in place in the organizational structure, although not necessarily with a single person. Considerable experience, skill and expertise is required to operate a safe, successful camp. The range of camp experience must be commensurate with the roles of all managers.
- MA16 Do members of the camp management participate in professional development through the OCA or some other relevant professional organization?

MA17 Does the camp director have adequate training and/or experience corresponding to the size and scope of the camp?

The on-site camp director must have the maturity, education, skills and experience to run the operation day to day as defined in the General Notes. In the absence of the camp director, an acting director must be appointed.

MA18 Does the camp director abide by the "Code of Professional Ethics"?

This code is included in the introduction to the *Guidelines for Accreditation*.

MA19 Does the camp director participate in the OCA Accreditation Program as a visitor?

It is recommended that the camp director visit another camp in operation, at least every four years, where distance permits. This can be achieved by contacting the OCA and requesting to become a standards visitor.

MA20 Does the camp have written policies and rules, which promote safety for all campers and staff?

The camp must address risk management concerns in camp operations, and identify areas that may be site-specific. The staff should be encouraged to bring to the attention of the directors anything that could compromise anyone's safety. Your camp philosophy should instill a safety standard that protects everyone at camp.

MA21 Does the camp have a crisis response plan?

The *OCA Crisis Response Manual* is available from the OCA office.

MA22 Does the camp have an alcohol, tobacco, and drug policy?

MA23 Does the camp have a harassment policy?

MA24 Does the camp have a bullying prevention policy?

MA25 Does the camp implement recommendations or orders, which are issued following regulatory inspections?

Government agencies will routinely inspect camps and issue reports. A list of recommendations or orders from the agency may be issued, and must be implemented by the camp.

HIRING

MA26 In a residential camp, have all program staff completed Ontario's grade 11 or equivalent?

"Program staff" includes all staff who have direct supervisory and programming responsibilities with campers, whether in an assistant role or not. "Or equivalent" means a counsellor will be a minimum of 17 years of age by December 31 of the current year.

Counselling is a demanding job that requires maturity and emotional stability. Age is only one factor that assists camps in determining the maturity of staff. It is recommended to place first time staff members under direct supervision of a senior staff member. Camps will determine the level of responsibility to be given to a first time staff member based on numerous factors, which may include, for example, successful completion in a LIT/CIT program or other past experience.

MA27 In a day camp, have all program staff completed Ontario's grade 10 or equivalent?

See MA26 for definitions of "program staff" and "or equivalent".

MA28 Does the camp use a written employment contract for all personnel?

An employment contract for both paid and volunteer staff should be drawn up in duplicate (one copy for the employee and one for the camp files) and should include all details concerning remuneration, hours of work, and conditions of employment. It should be signed by both employer and employee.

If the staff member is under 18, the camp may wish to have the parent or guardian sign on behalf of their child or alternatively add a clause in the contract that the parent or guardian has read the contract and agrees to its terms. The camp should obtain legal advice in this regard.

MA29 Does the camp comply with all human rights legislation?

When hiring, camp boards, owners and directors should be familiar with the human rights legislation, as well as all other provincial or federal employment legislation, which is applicable to their camps.

MA30 Does the camp comply with all provincial and federal labour legislation?

MA31 Does the camp provide a written job description for each position at camp?

MA32 In the process of selecting staff, does the camp gather appropriate information on each applicant?

Camp personnel files should include copies of current staff qualification certificates such as swimming qualifications, first aid, CPR, the staff application, references and other pertinent material such as successful completion of a Criminal Record Check where applicable.

MA33 Are at least two references checked on each new staff applicant where possible?

References are an essential staff screening tool to help camp directors confirm that their decisions are appropriate. There may be occasions where only one suitable reference is available.

A reference through a LIT/CIT program may be sufficient. References should be obtained from people who are qualified to judge the applicant's personal integrity as well as professional ability. A reference may be oral or written. Record the date and comments when following up a reference. References must be handled in a confidential manner.

MA34 Does the camp request a Criminal Record Check from each new staff member before commencement of employment?

A Criminal Record Check is another method of screening potential staff members. These checks are strongly recommended especially when the staff member is new to your camp. Some camps prefer to have all returning staff and returning LITs/CITs complete a voluntary disclosure statement, which asks the individual to attest that they do not have any type of criminal record.

Applicants under 18 years of age may have to apply in person as they fall under the provisions of the Youth Criminal Justice Act. The record must be given directly to the youth who may then choose to share the information with the camp. It is often difficult to get a Criminal Record Check done for anyone under the age of 18, and therefore a statement signed by the applicant and parent or guardian is the next best solution.

MA35 Before being hired, is every staff member interviewed, whether in person or by phone/video conference, by a person with the authority to make a decision?

- MA36 If a staff member has been associated with another camp or children's organization, is every effort made to obtain a written or verbal reference from that source?
If a camp director has knowledge that an applicant has worked with children before, whether in a camp, school or other setting, it is critical that a reference be obtained from that source.

STAFF AND TRAINING

MA37 Are all staff trained in emergency procedures?

MA38 Does the camp offer opportunities for staff training prior to camper arrival?

The majority of the time should be spent on orientation and training in camp skills and program, and not in the physical preparation of the camp. It should provide an opportunity for the staff members to understand the camp philosophy and become familiar with the campsite, facilities, and one another.

Training must include as a minimum: the responsibility and role of the staff member, the rules and policies of the camp, a review of the relevant aspects of the staff manual, and a review and practice of all emergency procedures.

It is important that you ensure the safety and contentment of not only your campers but also your staff. That means that your staff are appropriately trained to do the specific tasks assigned to them, and that you provide appropriate supervision.

Through staff meetings, suggestion boxes or private meetings with the director, staff should be able to express any concerns about their welfare, working conditions and their environment.

MA39 Is a staff manual or training document available to all staff?

A staff manual or training document is essential and may include: history, a map, philosophy, staff organization, job descriptions, emergency procedures, program ideas, leadership techniques, medical resource materials, bullying, risk management, behaviour management techniques, essential rules, regulations, policies and procedures.

- MA40 Does the camp have a set of written policies and practices outlining acceptable staff behaviour?

MA41 Does the camp director ensure that staff members have regular evaluations?

The evaluation should allow for an interaction between the staff member and the appropriate supervisor. It should clearly indicate how well the staff member has been performing.

MA42 Does the camp have an overall camper-to-staff ratio of 8:1 or better?

The overall ratio applies to the entire camp population on any given day, divided by the number of staff who have direct responsibility for the supervision of campers or programming of activities. Maintenance, office and support staff are not included in this calculation.

MA43 Does the camp evaluate the supervision requirements and level of risk of each activity in order to adjust the camper-to-staff ratios accordingly?

Camps must exercise good judgement in determining an appropriate camper-to-staff ratio for each activity and program. Fewer staff may be acceptable in controlled

environments. Conversely, more staff are recommended when campers participate in higher risk activities, during technical instruction, or when additional staff may not be close by.

MA44 During all organized activities, does the camp adhere to the OCA recommended camper-to-staff ratios?

The recommended activity ratios are:

Children 5 years and under: maximum of 6 campers to 1 staff member.

Children 6 and over: maximum of 10 campers to 1 staff member.

LITs/CITs are excluded from these ratios.