



PATHFINDER LEADERSHIP AWARD

# PATHFINDER COMMITTEES & JOB DESCRIPTIONS





# CONTENTS

- 03**      **Unit Introduction**
- 02**      **Unit Purpose and Learning Outcomes**
- 05**      **Subject 1: Levels of Structure**
- 07**      **Subject 2: Pathfinder Job Descriptions**
- 16**      **Subject 3: Pathfinder Committees**
- 21**      **Subject 4: Pathfinder Units**
- 25**      **Subject 5: The Chairperson**
- 29**      **Unit Quiz**
- 34**      **Unit Quiz Answers**



# UNIT INTRODUCTION

Welcome to Unit 3 of the Pathfinder Leadership Award, Pathfinder Committees and Job Descriptions. There are a variety of committees and personnel which make up the administration of a Pathfinder Club. Running a Pathfinder Club can be demanding, so it is important that the responsibility of leadership is shared. In this unit, you will learn about the different administrative levels of Pathfinding, gain an understanding of the various roles of Pathfinder personnel and committees at a

local club and Conference level, understand how different Pathfinder Units are formed, as well as understand the role of the Chairperson in a Pathfinder Club. When you have completed this unit, you will have gained a comprehensive understanding of Pathfinder Committees and Job Descriptions. We pray that this unit may be a blessing to you, and equip you with new knowledge and skills to help you and your local club leaders run your club more effectively.

# PURPOSE

This unit has been designed to help you:

- the structure of the Pathfinder organisation
- the roles of the local and Conference/Mission Pathfinder personnel
- the purpose and roles of the various Pathfinder committees
- the different styles of Pathfinder units
- the role of a committee chairperson

# LEARNING OUTCOMES

In this unit you will:

- Identify the different administrative levels of Pathfinding, including in the local club
- Explain the roles of the Youth Director, District Director, Pathfinder Director, Deputy Director, Counsellor, Junior Counsellor, Class Teacher, Unit Captain and Scribe
- Outline the different Pathfinder committees and explain their roles in the Pathfinder organisation
- Outline the strengths and weaknesses of different types of Pathfinder units and methods for forming them
- List the duties of a chairperson when running a meeting and successfully demonstrate these skills.



# SUBJECT 1: LEVELS OF STRUCTURE

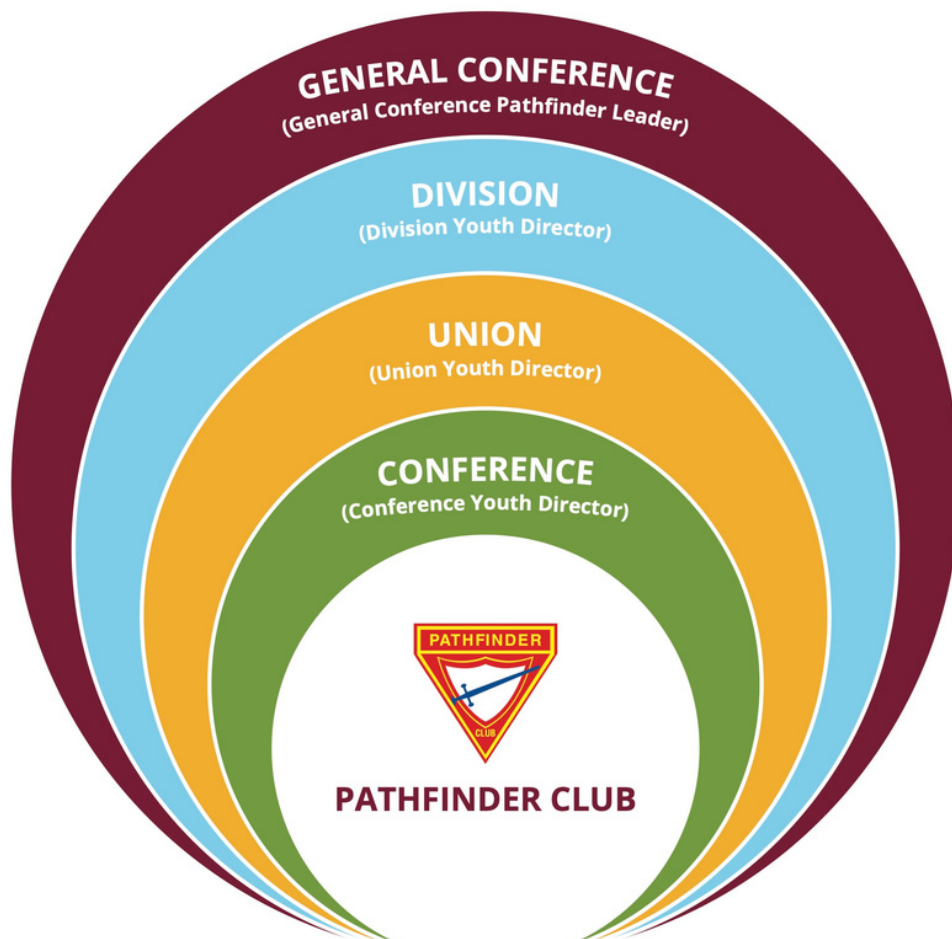
## THE PATHFINDER STRUCTURE

The Pathfinder organisation has well over a million members, and follows a similar structure to that of the Seventh-day Adventist Church. This structure was developed in 1901, and is based on the advice that Jethro gave his son-in-law Moses when he saw Moses struggling to deal with all the needs of the Israelites in the desert. His advice is recorded in Exodus 18:17 – 27.

*"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."*

The basic concept here of course is that leadership works best when it's shared, with a consistent and transparent hierarchy. Let's take a look at the Pathfinder hierarchy.

### PATHFINDERS ORGANISATIONAL STRUCTURE



## GENERAL CONFERENCE

At a global level, we have the General Conference. The General Conference has one specific person who functions as the Pathfinder Leader. They are responsible for the overall development of Pathfinders globally, and monitoring the spiritual role of Pathfinding.

## DIVISIONS

The General Conference is broken up into Divisions, of which there are currently thirteen. The Divisions deal with Pathfinder issues such as uniforms, constitutions, honours, procedures, new curriculums, Pathfinder manuals, etc.

Division Youth Directors are responsible for Pathfinders as part of their role, and report to the General Conference Pathfinder Director.

The thirteen Divisions are:

1. East-Central Africa Division
2. Euro-Asia Division
3. Inter-American Division
4. Inter-European Division
5. North America Division;
6. Northern Asia-Pacific Division;
7. South American Division;
8. South Pacific Division;
9. Southern Africa-Indian Ocean Division;
10. Southern Asia Division;
11. Southern Asia-Pacific Division;
12. Trans-European Division.
13. West-Central Africa Division

## UNIONS

Each Division is then divided into Unions. In the South Pacific Division, there are four Unions:

1. Australian Union Conference;
2. New Zealand Pacific Union Conference;
3. Papua New Guinea Union Mission;
4. Trans Pacific Union Mission.

The Union Youth Director is responsible for resources and training materials, and for training local Conference/Mission Leaders. They're also responsible for organising Union Pathfinder Camporees.

## CONFERENCE/MISSION

Unions are then divided into Conferences or Missions.

There are thirty-three conferences and missions in the South Pacific Division, and the Conference or Mission Youth Director is responsible for overseeing Pathfinders in their area. They are specifically in charge of organising Pathfinder events such as Expeditions, Rallies, Camporees and Fair Days.

## PATHFINDER CLUB

Finally, then, we have Pathfinder clubs – but we'll talk more about those later.

# SUBJECT 2: PATHFINDER JOB DESCRIPTIONS

## ROLES WITHIN A CONFERENCE/MISSION

Listed below are the twelve possible roles and responsibilities of Pathfinder staff within a Conference or Mission.

1. Conference/Mission Pathfinder Director
2. District Director
3. Club Director
4. Deputy Director
5. Club Secretary
6. Club Treasurer
7. Club Chaplain
8. Unit Counsellor
9. Junior Counsellor
10. Instructor
11. Unit Captain
12. Unit Scribe

We will take a look at the definition and responsibilities of each of these roles. Information about Pathfinder roles and responsibilities can also be found on the AUC Pathfinder website at <<https://pathfinder.org.au>>

## CONFERENCE/MISSION PATHFINDER DIRECTOR

Part of the role of the local Conference Youth Director is to be the Pathfinder Director for the conference as well.

The Youth Director position is appointed at the Conference/Mission session usually for a term of 4 years. Their role includes monitoring, coordinating and developing youth ministry broadly in their Conference/Mission, including Pathfinders.

The Role of the Conference/Mission Pathfinder Director:

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

## DISTRICT DIRECTOR

A District Director functions as a go-between for local clubs and the Conference or Mission Youth Director.

District Directors are allocated territory or clubs within their Conference or Mission, and they plan and work together with Club Directors in order to meet and maintain Pathfinders standards for the club. District Directors assist with training club staff and planning of Conference/Mission events.

Their role both for the Youth Director and the Club Directors is advisory. If they find an issue in a local club, it's their job to let the Youth Director know, rather than taking action themselves.

## ROLE OF THE DISTRICT DIRECTOR

1. Be an active member of the Conference Pathfinder Advisory Committee. This involves:
  - Planning Pathfinder activities within the conference, such as Pathfinder fairs, expeditions, Pathfinder rally days, Camporees, leadership training seminars etc.
  - Participating in the development of Pathfinder leadership training programs.
  - 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.
4. Keep records of the dates each club in the district were visited on behalf of the Conference/Mission Youth Director and provide a report to the Conference/Mission Youth Director regarding your visit.
5. Attend a Pathfinder club executive meeting to assist the Club Director in matters such as organisation, planning and coordination. 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 them informed about all activities within their district.
7. Encourage leadership training within the clubs in their district.
8. Be an accredited trainer and 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 their 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.

## MANAGING CLUB VISITS

A District Directors role can be somewhat fluid, responding to the needs of the Youth Director and the clubs. Here are some suggestions for how to manage your visits to the clubs.

- Plan visits to two regular meetings and one campout per year for each club. Keep these visits informal, unless arrangements for a formal inspection have been made. Encourage the club staff with praise, suggestions and kindly advice.
- Don't forget to advise the club director of any intended visit. A formal invitation shouldn't be necessary – but do remember to always wear the correct uniform.
- Arrive punctually and be prepared to take part in the program if you're invited to. It can be a bit intimidating to have you there for some clubs, so take care not to intrude or interfere. Your goal should be to set everyone at ease, and introductions should be given when opportunity occurs during the program without interrupting regular activities.
- If you're there for a formal inspection, make sure you don't take too much time from the program. Talk with the leaders after the meeting and discuss any problems they may have – but remember to include lots of encouragement and praise.
- Don't forget though that many clubs teach requirements creatively, so Pathfinders may not be able to identify the exact requirements they have fulfilled. That's okay: you're not trying to test them. It might help though to make a time to check with the teachers to make sure that they have covered the work adequately throughout the year
- During this visit, you could sign class requirement cards, record books or diaries, and stamp passports.
- Make sure that the club has made plans for either themselves or the Conference or Mission Youth Director to take the Investiture service.
- It's also worth checking that they've placed the order for Investiture badges early so that these will arrive on time.

If you've been asked to write a report after your visit, do this and share it with the director.

## REPORT GUIDELINES FOR DISTRICT DIRECTORS

A written report could include the following:

- Number of Pathfinders and Counsellors in the club and members in attendance.
- Quality of leadership, use of assistants and team spirit.
- Qualifications of staff
- Punctuality of opening and closing of meetings.
- Suitability of program planning.
- Spirit and discipline.
- Correctness of uniform – leaders, Counsellors and Pathfinders.
- Ceremonies, drill and protocol.
- Club Records.
- Spiritual Impact.

## REPORTING AFTER CAMPS COULD INCLUDE

- Adequate planning and communication preceding the campout.
- Safety management plans and compliance.
- Quality of leadership.
- Suitability of program and adequacy of planning.
- Spirit and discipline.
- Camping standards.

## CLUB DIRECTOR

The Club Director is chosen by the local church to manage the local Pathfinder Club. The Club Director is a person who loves God and has a passion for ministry to Pathfinders, who acts as a role model to the clubs' staff and pathfinders. They promote a safe and positive environment for pathfinders to learn in an interactive manner.

They are committed to achieving and maintaining leadership qualifications as outlined in Pathfinder Leadership Award (PLA) and Pathfinder Specialist Award (PSA). They are a baptised member and actively involved in their church.

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

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:
  - Meeting times and places.
  - Curriculum.
  - Campouts.
  - Field trips and outreach projects.
  - Investiture.
  - Finance/budget/membership fees.
  - Discipline.
  - 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.:
  - Drill and Opening and Closing ceremonies
  - Worships.
  - Games/Fair practice.
  - Class work/honours/creative skills.
  - 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 CLUB DIRECTOR

The Deputy Director/s are chosen by the Club Director in conjunction with the church's nominating committee, to support the management of the local Pathfinder Club. The Deputy Director accepts specific management roles in the operating of the club which may include but not limited to, club secretary, club treasurer and club chaplain. A healthy mutual respect should be demonstrated between a Deputy and their Director, as the two of them should work in close harmony with one another. The Deputy Director acts on behalf of the Club Director in their absence.

The Deputy Director is a person who loves God, has a passion for ministry to Pathfinders, and acts as a role model to club staff and Pathfinders. They support the promotion of a safe, interactive and positive environment for Pathfinders.

They are also committed to achieving and maintaining leadership qualifications as outlined in Pathfinder Leadership Award (PLA) and Pathfinder Specialist Award (PSA). It is recommended that large Pathfinder

## DEPUTY DIRECTORS MAY BE RESPONSIBLE FOR:

- 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 can do the job of both the Secretary and Treasurer. A well-organised and efficient Secretary can be invaluable to a Pathfinder club program.

## ROLE OF THE CLUB SECRETARY

1. Maintain Pathfinders' individual record sheets.
2. Maintain a club scoring system.
3. Keep the whole club updated on accumulated points by units.
4. Fill out and return Conference/Mission reports in a timely fashion.
5. Keep the Director informed of the club's progress in the Conference/Mission scoring plan (eg 200 Award).
6. Order supplies as needed
7. Be responsible for all correspondence, including writing letters on behalf of the director as necessary.
8. Be responsible for the club library, including checking returns of all items borrowed by staff members and Pathfinders.
9. 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's 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 and 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:

- Count and record all funds – eg. membership fees, offerings, pursuit/activities charges, donations, fundraising etc.
- Transfer funds to the Church Treasurer to be kept in reserve.
- Keep accurate records of all income and expenses, with brief descriptions and dates recorded.
- Keep and file all receipts, bills and invoices.
- 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.
- Disburse funds as directed by the Director or other person with authority, and ensure that all accounts are promptly administered.
- Withdraw funds from the church treasury or Pathfinder reserve (as authorised) when petty cash is depleted.
- Collect funds at fundraising projects and keep accurate records of funds paid.
- Keep a record of fundraising items checked out and returned.
- Collect funds and pay accounts for uniforms and equipment.
- Collect fees for campouts and field trips.
- Ensure that all funds reimbursed are exchanged for an invoice or paid statement that can be filed and kept on record.

*Note: Some Conferences have spreadsheets or programs you can use to help with role. Please work closely with your local church treasurer and the conference youth department to find the best way to meet the specific treasury needs of your club.*

## CLUB CHAPLAIN

Considering the aim of Pathfinders is the spiritual development of each Pathfinder, the Chaplain plays a very important role within the club. They lead out in providing opportunities for the spiritual 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:

- Counsel and work closely with the Club Director in the preparation of spiritual activities.
- Arrange for devotional periods, speakers, and periodic prayer bands.
- Organise and lead outreach activities, in cooperation with the Director.
- Select individuals to offer prayer at meetings and club activities.
- Arrange for devotions, Sabbath School activities, Sabbath worship service, and afternoon programs for campouts and other outings.
- Work closely with the Club Director and Pastor in planning the annual Pathfinder Day and Investiture worship service.
- Act as a spiritual counsellor, working closely with Unit Counsellors.
- Know each Pathfinder and staff member personally, encouraging them in their relationship with the Lord.
- Show a balanced Christian experience by also participating in a wide range of club 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. They must be a person who loves God and has a passion for ministry to Pathfinders as they act as a role model to the pathfinders.

They must also promote a safe and positive environment for Pathfinders to learn in displaying a willingness to learn, grow and broaden their knowledge of arts, crafts and nature. This is important as they pass on not only knowledge but attitudes to their unit members as well.

It is also recommended that they have or are working towards leadership qualifications as outlined in Pathfinder Leadership Award (PLA) and Pathfinder Specialist Award (PSA).

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

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:

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

## JUNIOR COUNSELLOR

The Junior Counsellor is a young person who has finished the Pathfinder classes and has been encouraged to stay and assist the club in a leadership capacity. They are aged 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:

- Pray for and encourage Unit members.
- Assist the Unit Counsellor.
- Assist in all unit and club activities.
- Accept responsibilities as given by the Unit Counsellor.
- Take charge of the unit when the Unit Counsellor is absent.
- Attend Staff Committee meetings.
- Set a good example in neatness, attendance, punctuality, uniform etc.
- March and drill with units.
- 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 is a Pathfinder from the Unit who is chosen because of their developing leadership abilities. Their 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 have the ability to lead and direct, but should also exemplify a true Christian spirit of understanding and respect.

## THE ROLE OF THE UNIT CAPTAIN IS TO:

- Assist the Counsellors and take charge of the unit when required.
- Carry and handle the unit guidon in the proper manner.
- See that the unit guidon is properly posted in front of the unit at all campouts.
- Carry the National or Pathfinder flag during the flag ceremony when chosen.
- Drill the unit as assigned by the Counsellor.
- Attend Staff Committees, by invitation.
- Attend the Discipline Committee, as appropriate.

## UNIT SCRIBE

The Unit Scribe helps the Unit Captain in the leadership and organisation of the unit. The Scribe fulfils a variety of special duties throughout their term, which can vary 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:

- Fulfil the Captain's duties when the Captain is absent.
- Assist the Unit Captain/Unit Counsellor/Deputy Director to check that all unit equipment is returned following a campout. Note repairs needed.
- Keep accurate attendance records for their unit.
- Keep all unit records, and by invitation of the club Secretary, help fill out reports to the Conference.

## REVIEW: PATHFINDER JOB DESCRIPTIONS

There are 12 possible roles within Pathfinders in any Conference/Mission. They are:

- |   |                      |
|---|----------------------|
| 1. Conference/Mission Pathfinder Director | 7. Club Chaplain     |
| 2. District Director                      | 8. Unit Counsellor   |
| 3. Club Director                          | 9. Junior Counsellor |
| 4. Deputy Director                        | 10. Instructor       |
| 5. Club Secretary                         | 11. Unit Captain     |
| 6. Club Treasurer                         | 12. Unit Scribe      |

- All roles have the same overarching purpose: to help grow Pathfinders into disciples of Jesus Christ.
- Anyone who accepts a leadership role in a Pathfinder club must meet the requirements of ADSafe and the Working with Children requirements for the jurisdiction in which they live.
- Information about Pathfinders roles and responsibilities can also be found on the AUC Pathfinder website.

# SUBJECT 3: PATHFINDER COMMITTEES

## PATHFINDERS & COMMITTEES

What is a committee and why have them in Pathfinders?

A committee is a group of people appointed for a specific function by a larger group. The members of the committee are usually members of the larger group.

In the case of Pathfinders, a committee is a smaller group of Pathfinders/leaders who are tasked with a certain responsibility. This is usually to make decisions or recommendations on behalf of the whole Pathfinder club. Most often this is done for practical reasons. Some of these include:

- To make decisions in a timely fashion. It can be hard for the whole club to get together and make a decision quickly. A carefully selected smaller group, can still weigh up all the concerns of the whole club and do it more quickly than the whole club together.
- Reaching Consensus. A committee can share the responsibility of any decision made rather than leaving decision making to one person. Dictatorships do not often work well and a committee can ensure the airing of multiple opinions to reach a consensus.
- Sharing Responsibility– It is a big task to run a Pathfinder club, and if the burden of running the club is not shared leaders can burn out. Committees are a great way to share the responsibilities of running the club.

What follows is a list of the most common Pathfinder Committees. Some clubs will not have all these committees or may have slight variations of them. As you read through this list think of ways these committees could be implemented in your club.



## 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

The Pathfinder Executive 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.
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 previously.

The Pathfinder Staff 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:

- Investiture
- Recreation
- Camping
- Witnessing
- 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' COUNSEL

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.

## PATHFINDER STAFF COMMITTEE

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

The Pathfinder Staff 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:

- Investiture
- Recreation
- Camping
- Witnessing
- 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' COUNSEL

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.

## REVIEW: PATHFINDER COMMITTEES

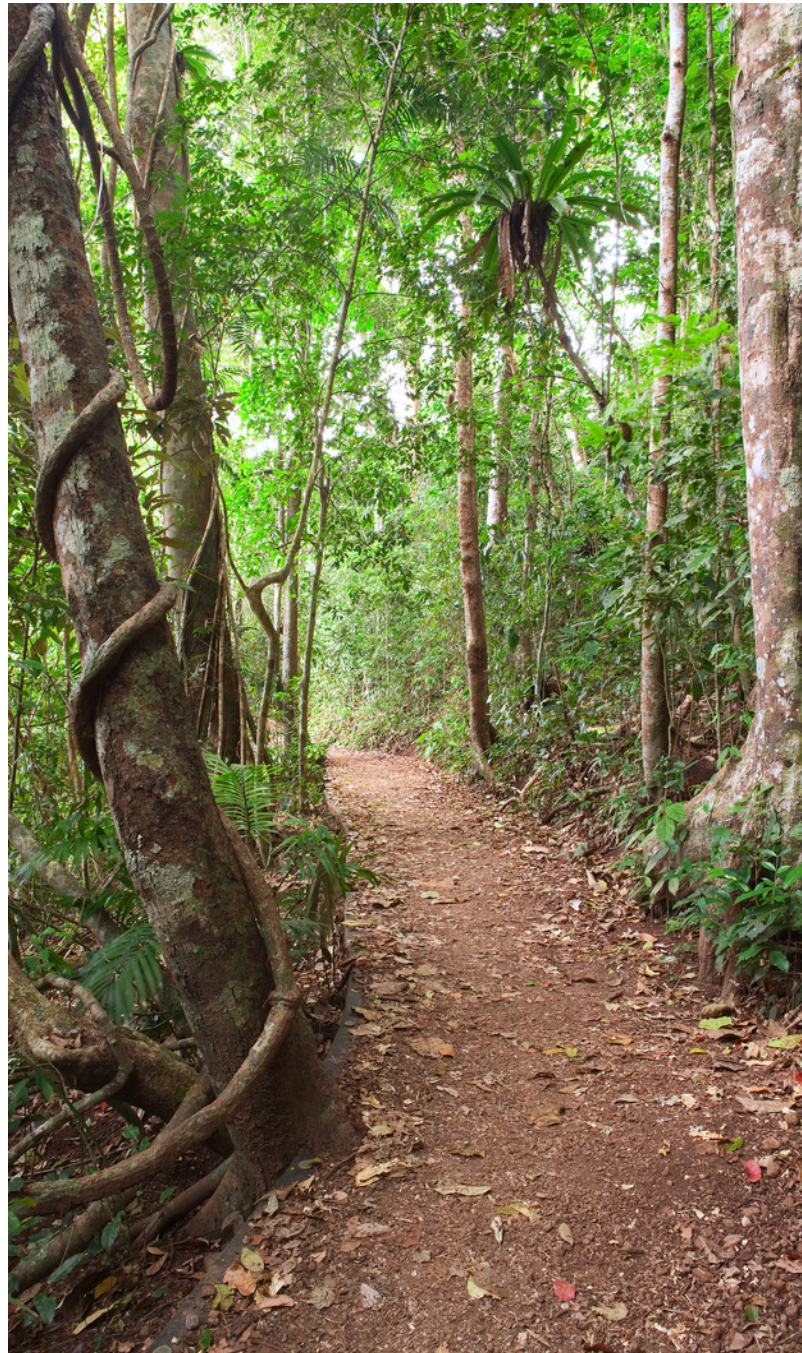
Committees are important for Pathfinders because they:

- Help make decisions in a timely fashion
- Help reach consensus
- Share responsibility

All committees serve a unique purpose. Some common Pathfinder committees are:

- Pathfinder coordinating committee
- Pathfinder executive committee
- Pathfinder staff committee
- Pathfinder discipline committee
- Unit captains' council

Remember your club does not need to have all these committees. However you do need to be clear what committees your club will have so it will run smoothly and effectively for all involved.



# SUBJECT 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 organisation.

### Advantages of 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 security to the Pathfinders, and makes dealing with an emergency easier.
- Makes discipline easier.

### Organising the Unit

Organising the unit can be done by a number of different methods, as outlined below:

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



## TYPES OF UNITS

There are four different types of units:

1. Gender Units
2. Mixed Units
3. Peer Units
4. Family Units

The two most common methods used are the Peer and Family Units. We'll elaborate on each type below, but remember that no two clubs are exactly the same. What suits one club may be a disaster in another. So if one system isn't working, simply try another.

## GENDER UNIT

This simply means that all unit members are the same age and gender. This unit only needs one Counsellor, so it's good for smaller clubs with fewer staff members, but has all the leadership and discipline problems associated with the Peer unit.

## MIXED UNIT

In a Mixed 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 can't function with two Family Units. It has the advantage of developing Pathfinder Leadership, but the disadvantage of requiring extra staff.

## PEER UNIT

In a 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.

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.

## FAMILY UNIT

A Family 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.

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.

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.

## PEER UNIT

In a 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.

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.

## REVIEW: PATHFINDER UNITS

Structuring a Pathfinder club into smaller units has a number of advantages including:

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

There are many ways to decide which Pathfinder is in which unit. A popular way is the staff committee decides.

There are four types of units:

1. Gender Units
2. Mixed Units
3. Peer Units
4. Family Units

The two most common are Peer Units and Family Units.



# SUBJECT 5: THE CHAIRPERSON

*“Plans succeed through good counsel.” Proverbs 20:18*

*“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.”  
Ellen White*

## THE CHAIRPERSON

A chairperson is the person who has been chosen to preside over a meeting. A Chairperson’s role 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.

A Chairperson is either:

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

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.

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.

## FEATURES OF A COMMITTEE MEETING

There are a few important things to keep in mind when holding a meeting:

- Announce and advertise the meeting. This is done by word of mouth, telephone, email, text message, social media, bulletin notice or a letter.
- Decide the format. The meeting may be held in person or online. There are advantages and disadvantages for both methods. Make sure all involved in the meeting are clear which format is being used.
- 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.

There are eight key parts to a successful meeting:

1. Agenda
2. Quorum
3. Minutes
4. Matters arising
5. Motions
6. Amendments
7. Closure
8. Voting

We will now look at each of these in turn in further detail.

## AGENDA

It's vitally important to have an agenda for the meeting, even if it's largely the same at each meeting.

An agenda provides purpose and direction to the meeting, allowing decisions to be made in a focused, efficient manner.

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

## QUORUM

A quorum is the minimum number of members necessary to conduct the business of the group.

As long as the meeting is started with a quorum, it can continue without one, unless the Chairperson's attention is specifically drawn to the absence of a quorum. However, 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.

## 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 in order the matters mentioned in the agenda.

Unless specifically requested, it's not necessary to record the names of movers or seconders, nor of details of voting. But it's important that all resolutions be accurately

## BUSINESS OR MATTERS ARISING

After the minutes of the previous meeting have been accepted by the committee, the meeting can move on to Business or Matters Arising.

This is when reports are given concerning specific regulations from the last meeting, and clarification of resolutions is made.

## MOTIONS

A motion is a statement or proposal about an action that is to be taken, and this is largely how the business of the committee meeting is done.

Motions needs to be clear and unambiguous, and need to be seconded by someone before the group can proceed to voting on them.

Generally speaking, Pathfinder meetings are relatively informal, so the discussion is simply monitored by the Chairperson, who then conducts a formal vote once the motion has been discussed.

The vote is carried (or opposed) by a simple majority, and the result recorded by the Secretary.

## AMENDMENTS

An amendment is something that adds to or changes the wording of a motion.

It's important for the Chairperson to monitor these to make sure that they're not directly negative or substantially the same as a motion that's already been defeated – and to make sure that they're actually relevant!

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

It's important to note that the Chairperson can only accept one amendment at a time. The amendment under discussion must be fully dealt with before moving on to any other amendments.

## CLOSURE

In order to vote on a motion or an amendment, we have the closure.

This is when “question” is called during a discussion on a motion. It simply means calling for a vote to take place on the motion or amendment that's being discussed.

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.

## VOTING

In a Pathfinder meeting, this can be done by a simple show of hands, and the vote falls to the majority. The Chairperson doesn't usually vote, but can have the casting vote if they need to break a tie.

## REVIEW: THE CHAIRPERSON

- Meetings should have an agenda to keep them on track.
- Decisions at a meeting are only be valid if a quorum is present.
- Minutes from previous meetings should be accepted by the committee before moving on to matters arising.
- Decisions are made when members put forward motions, which may be amended before being voted on.
- The Chairperson closes the motion by calling for a vote.



# PATHFINDER COMMITTEES & JOB DESCRIPTIONS QUIZ QUESTIONS

Check your learning by answering the following questions. *Answers are on pages 34-38.*

## PATHFINDER LEADERSHIP STRUCTURE

**Arrange the following levels of structure into the correct order, from the level with the narrowest responsibility to the level with the broadest.**

- Pathfinder Club
- Local Conference/Mission
- Union
- Division
- General Conference

## PATHFINDER JOB DESCRIPTIONS

**Arrange the following roles into the correct order, from the person with the broadest responsibility to the person with the narrowest.**

- Club Director
- Club Secretary
- District Director
- Club Chaplain
- Unit Captain
- Instructor
- Unit Counsellor
- Unit Scribe
- Conference/Mission Pathfinder Director
- Junior Counsellor
- Deputy Director
- Club Treasurer

# PATHFINDER COMMITTEES & JOB DESCRIPTIONS QUIZ QUESTIONS

Check your learning by answering the following questions.

## PATHFINDER ROLES: ADVICE & ASSISTANCE

**If a Deputy Director has a Pathfinder-related problem, whom could they consult for assistance? There is one correct answer.**

- Their Club Director
- Their District Director
- Their Conference/Mission Youth Director
- Any of the above, depending on the problem

## PATHFINDER ROLES: ROLES OF THE CLUB DIRECTOR

**Which of the following are NOT part of the Club Directors role? Choose all the answers that are correct.**

- Chairman of the Pathfinder Executive Committee
- Provide training to staff
- Hold or be working toward Pathfinder Leadership Award (PLA)
- Report to the church on matters relating to Pathfinders
- Develop curriculum materials
- Plan campouts and club meetings
- Manage and oversee the day-to-day running of the local Pathfinder club

## QUIZ

# PATHFINDER COMMITTEES & JOB DESCRIPTIONS QUIZ QUESTIONS

Check your learning by answering the following questions.

## PATHFINDER ROLES:

Select the correct word to fill in the blanks.

Unit Counsellor

The \_\_\_\_\_ is responsible for overseeing a club's budget

Club Treasurer

The Club Director is assisted by the \_\_\_\_\_.

Club Secretary

The \_\_\_\_\_ is responsible for the spiritual needs of the Pathfinders.

Unit Captain

A \_\_\_\_\_, who is one of the Pathfinders, is in charge of each unit.

Deputy Director

Sometimes, the role of Treasurer is combined with that of the \_\_\_\_\_ in small clubs.

Club Chaplain

Units are supervised by a \_\_\_\_\_, who is the adult responsible for the welfare of their unit of Pathfinders.

## QUIZ

# PATHFINDER COMMITTEES & JOB DESCRIPTIONS QUIZ QUESTIONS

Check your learning by answering the following questions.

## PATHFINDER COMMITTEES

**Which committee should each of the following be referred to? Match the pairs below.**

Pathfinder Coordinating Committee

A Pathfinder has been repeatedly misbehaving during classwork time.

Pathfinder Staff Committee

A Unit has an idea for an activity they would like to run at the next Club meeting.

Pathfinder Executive Committee

The budget proposal for the year is due to be submitted to the Church Board.

Pathfinder Discipline Committee

A Club has gotten so big that it is going to split into Junior and Teen clubs. Another committee needs to be formed.

Unit Captains Council

It is time to nominate Pathfinders for the Pathfinder Award For Excellence.

## PATHFINDER UNITS

**Check all the correct answers that describe advantages for structuring the club into smaller units.**

- Encourages the development of leadership skills.
- To isolate the most difficult pathfinders into one group for special treatment
- Allows easier supervision by a Counsellor.
- So they can hang out with their closest friends

# PATHFINDER COMMITTEES & JOB DESCRIPTIONS QUIZ QUESTIONS

Check your learning by answering the following questions.

## THE CHAIRPERSON

**Pathfinders are volunteers and are often time poor. For this reason it is important to run efficient, timely meetings. These are run by a chairperson.**

**Mark all the answers below that describe what a good chairperson will do.**

- Start on time
- Produce an agenda and distribute it before the meeting
- Keep the meeting moving
- Give opportunity to hear a range of opinions
- Keep the meeting going until all agenda items have been discussed and voted on no matter how long it takes
- Answer their mobile phone and reply to text messages during the meeting
- Invite the presence of the Holy Spirit and conduct the meeting in a Christlike fashion

# PATHFINDER PROGRAMMING QUIZ QUESTION ANSWERS

Answers are highlighted below in red.

## PATHFINDER LEADERSHIP STRUCTURE

Arrange the following levels of structure into the correct order, from the level with the narrowest responsibility to the level with the broadest.

- General Conference
- Division
- Union
- Local Conference/Mission
- Pathfinder Club

## PATHFINDER JOB DESCRIPTIONS

Arrange the following roles into the correct order, from the person with the broadest responsibility to the person with the narrowest.

- Conference/Mission Pathfinder Director
- District Director
- Club Director
- Deputy Director
- Club Secretary
- Club Treasurer
- Club Chaplain
- Unit Counsellor
- Junior Counsellor
- Instructor
- Unit Captain
- Unit Scribe

# PATHFINDER PROGRAMMING QUIZ QUESTION ANSWERS

Answers are highlighted below in red.

## PATHFINDER ROLES: ADVICE & ASSISTANCE

If a Deputy Director has a Pathfinder-related problem, whom could they consult for assistance? There is one correct answer.

- Their Club Director
- Their District Director
- Their Conference/Mission Youth Director
- Any of the above, depending on the problem

## PATHFINDER ROLES: ROLES OF THE CLUB DIRECTOR

Which of the following are NOT part of the Club Directors role?  
There is more than one answer.

- Chairman of the Pathfinder Executive Committee
- Provide training to staff
- Hold or be working toward Pathfinder Leadership Award (PLA)
- Report to the church on matters relating to Pathfinders
- Develop curriculum materials
- Plan campouts and club meetings
- Manage and oversee the day-to-day running of the local Pathfinder club

# PATHFINDER PROGRAMMING QUIZ QUESTION ANSWERS

Answers are highlighted below in red.

## PATHFINDER ROLES:

Select the correct word to fill in the blanks.

Club Treasurer

The \_\_\_\_\_ is responsible for overseeing a club's budget

Deputy Director

The Club Director is assisted by the \_\_\_\_\_.

Club Chaplain

The \_\_\_\_\_ is responsible for the spiritual needs of the Pathfinders.

Unit Captain

A \_\_\_\_\_, who is one of the Pathfinders, is in charge of each unit.

Club Secretary

Sometimes, the role of Treasurer is combined with that of the \_\_\_\_\_ in small clubs.

Unit Counsellor

Units are supervised by a \_\_\_\_\_, who is the adult responsible for the welfare of their unit of Pathfinders.

# PATHFINDER PROGRAMMING

## QUIZ QUESTION ANSWERS

Answers are highlighted below in red.

### PATHFINDER COMMITTEES

Which committee should each of the following be referred to? Match the pairs below.

Pathfinder Discipline Committee

A Pathfinder has been repeatedly misbehaving during classwork time.

Unit Captains Council

A Unit has an idea for an activity they would like to run at the next Club meeting.

Pathfinder Executive Committee

The budget proposal for the year is due to be submitted to the Church Board.

Pathfinder Coordinating Committee

A Club has gotten so big that it is going to split into Junior and Teen clubs. Another committee needs to be formed.

Pathfinder Staff Committee

It is time to nominate Pathfinders for the Pathfinder Award For Excellence.

### PATHFINDER UNITS

Check all the correct answers that describe advantages for structuring the club into smaller units.

- Encourages the development of leadership skills.
- To isolate the most difficult pathfinders into one group for special treatment
- Allows easier supervision by a Counsellor.
- So they can hang out with their closest friends

# PATHFINDER PROGRAMMING QUIZ QUESTION ANSWERS

Answers are highlighted below in red.

## THE CHAIRPERSON

Pathfinders are volunteers and are often time poor. For this reason it is important to run efficient, timely meetings. These are run by a chairperson.

Mark all the answers below that describe what a good chairperson will do.

- Start on time
- Produce an agenda and distribute it before the meeting
- Keep the meeting moving
- Give opportunity to hear a range of opinions
- Keep the meeting going until all agenda items have been discussed and voted on no matter how long it takes
- Answer their mobile phone and reply to text messages during the meeting
- Invite the presence of the Holy Spirit and conduct the meeting in a Christlike fashion