



PATHFINDER LEADERSHIP AWARD



PTHOPS004

Pathfinder Discipline

Resource Material

January 2009



Resource Material for the Pathfinder Leadership Award.

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Orientation

Welcome to the Resource Material for PTHOPS004 Pathfinder Discipline.

Purpose

This unit covers the basic concepts of Pathfinder Discipline. It proposes a process that promotes self worth and encourages working through disciplinary matters within groups. It outlines the discipline procedure to be used in the local 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 Discipline.
- Understand disciplinary 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?

- None.

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

PTHOPS004	Pathfinder Discipline
PLA	Pathfinder Leadership Award

DESCRIPTION: This unit has been developed by the Adventist Youth Ministries of the South Pacific Division (SPD). It outlines the discipline procedure in the local Pathfinder club.

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

Element	Performance Criteria
1. Define what discipline is.	1.1. Summarise the biblical concepts of discipline. 1.2. Identify the positive aspects of discipline. 1.3. Identify the negative aspects of discipline.
2. Identify methods of using discipline positively.	2.1. Understand the influence of the Pathfinder Director and staff member. 2.2. Outline the methods of treating every Pathfinder positively, in a way that will promote good discipline. 2.3. Identify situations in the Pathfinder program when specific discipline is called for.
3. Identify the process for dealing with discipline problems.	3.1. Identify club management strategies to maintain positive discipline in a Pathfinder club. 3.2. Describe the methods of discipline. 3.3. Identify the Pathfinder punishable offences. 3.4. Outline the Pathfinder discipline process.

CHAPTER 1: Introduction

The word discipline has different meanings for different people. It can simply refer to punishment in response to some kind of misdemeanour or it can bring memories of a place where rules were enforced in such a way that the place was devoid of the joy of life. Or it could bring to mind the picture of a Pathfinder Club marching in a community parade where the club members were proudly walking in step, in full uniform. It could refer to a group of Pathfinders with their backpacks, hiking up a long steep hill and encouraging each other to reach the top, whatever the cost.

Discipline comes in many different ways. However, in Pathfinding, discipline needs to be seen as a positive contributor to the development of the Pathfinder's character. Pathfinders need to experience a place outside of home where they can be exposed to the importance of personal and group discipline and where discipline is seen as a positive attribute that they carry with them through life.

The word discipline comes from the Latin *disciplina* which means 'training'. It is closely associated with the Latin word *discipulus* which means 'a learner'¹. This is the word from which the English word disciple is derived. The two root words lead us to understand that a disciple is a learner who is in training. The Bible teaches that the process of discipline (discipling) or learning and training is most effective when it is carried out in a caring, supporting and loving environment.

"If you refuse to discipline your children, it proves you don't love them, if you love your children, you will be prompt to discipline them". Proverbs 13:24.

¹ Heinemann Australian Dictionary, article discipline and disciple, p295

CHAPTER 2: Positive Discipline

The Pathfinder club is a place where children can safely grow and develop away from their home environment. The club provides safety, supervision, fun, learning and the development of social skills. The Pathfinder Club operates in a spiritual environment designed to give every opportunity for the Pathfinder to develop a personal relationship with Jesus. Positive discipline that promotes personal development and self understanding as well as better interpersonal relationships will have a long lasting impact upon the lives of Pathfinders.

Positive discipline can thrive in the environment of the local Pathfinder Club. Positive role modelling of a disciplined life by staff can be a living example of the benefits of discipline. A club environment that provides a place where the emphasis is on guidance rather than restraint, will enable the Pathfinder to development the taste for achievement and personal growth.

Biblical Viewpoint

Discipline in the Bible is presented in two perspectives: the constructive and the redemptive. From the constructive perspective, discipline is presented as a necessary path on the way to knowing God and enjoying a productive life.

*"The fear of the Lord is the beginning of knowledge. Only fools despise wisdom and discipline".
Proverbs 1:7 NLT*

God's discipline leads to a good life.

*"Lord, your discipline is good, for it leads to life and health. You have restored me to life!"
Isaiah 38:16 NLT*

God's discipline will provide happiness and peace.

"Happy are those whom you discipline, Lord, and those whom you teach from your law. You give them relief from troubled times". Psalms 94:12,13a NLT

The redemptive perspective of discipline is observed in the Bible when God's children have turned away from Him and will not respond to His repeated appeals to return to Him. God either withdraws His protection or directly allows His children to experience difficulties with the hope that they will sense their need and return to Him. Notice how

Jeremiah talks about this to the people of Israel.

*"For I am with you and save you, says the Lord. I will completely destroy the nations where I have scattered you, but I will not destroy you. But I must discipline you; I cannot let you go unpunished".
Jeremiah 30:11 NLT*

Discipline is designed to train individuals towards a better way of life. The Pathfinder organisation is committed to that ministry.

Why Discipline Becomes an Issue in a Pathfinder Club

Pathfinders come from many families where discipline is administered by different methods. They come with a whole range of experiences and expectations. Often, they encounter a different kind of discipline than that which is practiced in their home. They either experience a new kind of freedom with a total lack of restraint, or they encounter unaccustomed restraint. There are situations where the expectations of the club in regards to discipline are very different from those at home.

Consequently, it is expected that in a Pathfinder club, there will be individuals who might initially be unable or unwilling to conform to the accepted values and conduct expected in a Pathfinder Club.

Some of the causes for behavioural problems in a Pathfinder club include:²

- Attention Seeking.
- Power struggles.
- Revenge.
- Assumed inability.
- Rejection by peers.
- Lack of affection at home.
- Poor self image.
- Need to test the limits.
- Unfulfilled needs of others.
- Lack of understanding the of the leader's expectations.
- Unsettled emotions.
- Uninteresting Pathfinder meeting, activity or camp.
- Inconsistent expectations.

Pathfinders take their cue from the Pathfinder staff. If they are inconsistent or undisciplined, the Pathfinders will mimic their behaviour.

Inexperienced Pathfinder Staff can often contribute to the problem by:

- A lack of preparation.
- Leading the class or activity haphazardly.
- Not starting on time.
- Showing undue familiarity toward Pathfinders.
- Showing undue favouritism toward Pathfinders.
- Using loud, disrespectful forms of speech.
- Joking and teasing excessively.
- Failing to model self discipline³

² Linda and Keith Burba, Almost Every Answer for practically any teacher, p83,84

³ Ibid.

Different Styles of Discipline⁴

Discipline has been administered in many different ways. Each of them has their own strengths and their weaknesses. The main four methods are:

1. Authoritarian Discipline.

Authoritarian Discipline lays down the rules and polices them. Fear, guilt, and force are used to obtain order and respect. Authoritarian discipline brings instant order to a club but does not guarantee self discipline. The Pathfinder staff is in charge and cannot rest at anytime because the rules have to be maintained.

2. Permissive Discipline.

Permissive Discipline appeals to the Pathfinder's better self and does not enforce obedience. Love and praise are used to motivate productivity. Order, obedience, and self-discipline are not highly valued. Achieving requirements and maintaining standards including safety are not ensured. The outcomes are based on the success of gaining cooperation. The Pathfinder can take charge and enforce what they feel like doing without any regard for standards or expectations. For the club to exist the staff have to go along with the Pathfinders.

3. Neglectful Discipline.

Neglectful Discipline is when there are minimal rules or support for the group being led. It is a situation where no one knows what is going to happen because everyone is only interested in their own agenda. Both the staff and the Pathfinders have no real goals or purpose for the club. This type of discipline cannot last because either the club will fold, or another style of leadership will be adopted.

4. Authoritative or Positive Discipline.

This is where discipline involves the Pathfinders in the decision making as much as possible. The Pathfinders are held responsible and accountable for the outcomes. Affirmation and rewards are the chief motivators of order and respect. Pathfinders are held to the consequences of negative choices. The Pathfinder staff is ultimately responsible.

Features of Positive Discipline

1. The act of discipline is seldom seen in the activity or organisation. Discipline is present but the administration of it is not obvious to the participant.
2. The atmosphere of the group is positive. Having activities in a fun context is the norm.
3. Participants and staff speak positively of the Pathfinder Club.
4. Staff and participants respect each other.
5. Spiritual ministry is able to take place as a natural part of the experience.
6. Other people want to join in the experience.

⁴ Ibid.

Impacts of Positive Discipline

1. It develops character.
2. It builds relationships – demonstrates that leaders care.
3. It defines right from wrong.
4. It is a learning experience.
5. It provides opportunity to learn the impact of choice and consequences.
6. Develops group relationships.
7. Consistent – “one for all.”

CHAPTER 3: Methods of Positive Discipline

Properly administered, discipline can play a positive role in the Pathfinder Club. On the other hand, when not administered properly, it can undermine the health of the club and adversely affect pathfinders. For this reason it is essential that leaders be constructive as they implement discipline. God's assistance is readily available to keep the club from being negative, punitive or reactionary.

Ellen G. White says "The object of discipline is the training of the child for self-government"⁵ Adult leaders in Pathfinding play a major role in this process.

Outlined below are some general principles that can be considered when dealing with Pathfinders:

Principles of Discipline⁶

1. Rules need to be kept to a minimum.

The more rules there are, the harder it is for leaders and Pathfinders to keep track of them. Rules are generally based on prohibitions; however the focus needs to be on the positive

2. Pathfinders need the freedom to be honest.

Pathfinders need to know their leaders are approachable. When they feel that something is wrong or unfair, allow them the freedom to talk to the staff member. Leaders should listen to what they have to say, particularly when it comes to situations that might involve discipline.

The writer of Proverbs says, "What a shame, what a folly, to give advice before listening to the facts!"⁷

3. Leaders should be prepared to admit they are wrong.

Everyone makes mistakes. When mistakes are made, leaders should be honest enough to admit it. A leader's willingness to admit they are wrong will gain them respect in the eyes of the Pathfinder and credibility in the disciplining process.

4. Be consistent.

The ability to be consistent is both important and difficult, especially if a leader is dealing with a persistent child, "say what you mean and mean what you say". Apply the same principle with Pathfinders. Treat everyone equally.

5. Seek to solve the underlying problem.

A pattern of lateness to meetings or constant disruption can be the symptom of a deeper, underlying problem. Resist the temptation to constantly react to the behaviour. Paul might have had this in mind when he said, "And now a word to you fathers. Don't make your children frustrated by the way that you treat them"⁸

When a leader notices that a pattern is developing, they should ask the Lord for wisdom to identify the underlying problem and address it.

6. Allow the Pathfinder to help evaluate their behaviour.

⁵ Ellen White. *Education*. Page 287

⁶ Based on PLA Manual Page 103, 104

⁷ Proverbs 18:13 NLT

⁸ Ephesians 6:4a NLT

Talk the whole problem through with the Pathfinder. Let them cross-examine themselves and come up with a solution. Remember, the goal is to help the Pathfinder discipline themselves. If they are teachable, the more they are involved in the process, the better the chance for constructive results.

7. Never accuse a child; always ask.

Speaking of the Messiah, Isaiah said, "He will never judge by appearance, false evidence, or hearsay."⁹ Often the eyes and the ears deceive. This is why it is best to ask. If the Pathfinder lies, pray that the Lord will help them face up to their lie. It is better to have a Pathfinder know that they can be trusted, even when that trust may be misplaced, than to falsely accuse them and so communicate a lack of trust. Pathfinders need to be taught that ultimately God knows and understands the heart.

8. Leaders and staff need to present a 'unified front'.

The Pathfinder may play one leader against another; if they succeed, their insecurity increases. Leaders and staff represent collective authority. When they are at cross-purposes with one another, the Pathfinder experiences uncertainty.

If there is disagreement amongst staff, the decision ought to be deferred until a resolution can be found. As Jesus said, "A city or home divided against itself is doomed".¹⁰

9. Never ridicule or belittle a child.

For most people, self-worth is fragile. As Pathfinders are disciplined, leaders need to build self worth, not damage it. When Pathfinders are belittled, rejection (not correction) is communicated. Correction is for the purpose of restoration. Ridicule defeats this purpose.

10. Foster a cordial atmosphere.

One of the best ways of creating an atmosphere of acceptance is the display of a positive attitude within the Pathfinder staff. If they operate the Club in a joyful spirit, that spirit of fun and laughter will influence the Pathfinders themselves. The staff should be prepared to have the attitude of Paul who said while in prison, "Always be full of joy in the Lord. I say it again – rejoice!"¹¹. Paul again talks of this attitude when he says; "I have learned how to get along happily whether I have much or little."¹²

The Role of the Pathfinder Staff

The Pathfinder Staff set the atmosphere for the Pathfinder Club. It is the tenor of the club that is used to influence the Pathfinders who become involved. Pathfinders will respond positively to a place where there is acceptance, happiness, fun and a sense of excitement.

The Pathfinder Director

The Pathfinder Director's position is key in the whole club. The successful implementation of the club's program depends largely on the director. Whatever leadership style that is adopted, it is how they operate and maintain discipline that will make the difference.

⁹ Isaiah 11:3b NLT

¹⁰ Matthew 12:25 NLT

¹¹ Philippians 4:4 NLT

¹² Philippians 4:11 NLT

Here are some helpful guidelines for directors:

1. Set the tone of the club.
2. The Pathfinder Director who is excited about being the leader of a Pathfinder Club will create an enjoyable atmosphere where the Pathfinders will join in the experience willingly. The best way to set the tone of a club is to be generous in telling the group how awesome they are, and how great the next meeting will be. This is enhanced when the club Director enthusiastically talks about the club on the Church Board, at the Business Meeting and when they are talking to the parents.
3. "Follow God's example in everything you do, because you are his dear children. Live a life filled with love for others, following the example of Jesus."¹³
4. Be consistent.
5. For a child to feel secure in the Pathfinder club, they must have a sense that there is some order to their world. They must have some idea about how the Director (and the Pathfinder staff) will react in certain situations. Consistency is the keyword, and there are many aspects of consistency that are worth noting:
 - a. Be consistent in following through on requests made to the Pathfinder.
 - b. Be consistent in the methods of discipline used for certain misbehaviour.
 - c. The entire staff should work together to determine boundaries and to handle behaviour problems consistently.
 - d. As much as possible there should be consistency between the home and the club in terms of the parents' expectations and what the Pathfinder Staff have for a child.
6. Administer fairly.
7. The following administrative tips are worth noting:
 - a. The rules that are set for the club need to be logical, simple and basic. The rules need to apply to all of the Pathfinders and the staff. For example, if there is a curfew established and the staff breaks the curfew and decide to stay up for late hot drinks, fun and laughter, their inconsistency will lead to a disregard of the rules. The rules need to be for everyone.
 - b. Discipline needs to be administered fairly to all of the club members and appropriate to the rule that has been broken. The discipline must fit the offense.
8. Keep rules to a minimum.

The more rules that you develop the more confusing it becomes for the Pathfinders and harder for the staff to maintain them. Keep the rules simple and logical. Keep them as broad as possible. Make sure that the Pathfinders understand what they are. Some basic rules can include:

- a. The Golden Rule. "Do to others what you would like them to do for you"¹⁴
- b. Respect of the spiritual guidelines
- c. Specific rules about behaviour such as what they can do or where they can go. (Examples include advising their counsellors what they are doing during free time or turning all mobile phones to silent and answering them out of the room.)

¹³ Ephesians 5:1,2 NLT

¹⁴ Matthew 7:12 NLT

d. Specific safety rules relating to specific hazards or dangerous activities.

9. Communicate clearly.

Being a good communicator does not necessarily mean being a great public speaker. It simply means telling the club clearly what is being planned, and conveying all the information that Pathfinders and staff need to be aware of.

10. Share the responsibility of discipline.

This cannot be emphasised enough. Too often Directors become the bad wolf, having to maintain the discipline in the club all by themselves. This can create a negative image in the minds of the Pathfinders.

The Director needs to encourage all of the staff to be involved in the discipline process. The sooner a potential problem is dealt with (when it is first noticed), the easier it is to deal with the problem in a positive way.

11. Avoid being too busy and becoming distant from the Pathfinders.

There is the temptation for directors' to become isolated from the very people that you are ministering to. Directors can stand up the front, make all of the announcements, lead out in the activities and give the commands for the parade but miss out on getting to know the Pathfinders themselves.

Club directors cannot afford to isolate themselves from the Pathfinders who are the very reason for the existence of the club. They must be intentional in staying close to their Pathfinders, know their circumstances and gain their confidence. The words of Jesus to his disciples when he said, "Let the children come to me. Don't stop them! For the kingdom of Heaven belongs to such as these.",¹⁵ are pertinent to leaders.

Directors can do this by taking specific roles in the club that gives them a chance to work with a group of Pathfinders. It may be as a class teacher, a craft teacher or an activity leader. The Director could make it their business to just sit and talk when there is free time in the program. It is important that leaders make themselves available to the Pathfinders.

12. Don't give "When I was in Pathfinders..." lectures.

Leaders must not condemn by comparing how things used to be when they were Pathfinders or children themselves. The process of discipline is being dealt in a unique and different time, place and circumstance. Show that you are really interested in their development by focusing on the issue and the circumstances in the present context.

The time for sharing your story is in devotional times or around the campfire. Pathfinders want to hear your story but not when they are dealing with a discipline issue.

13. Establish your authority.

Generally people think of the term 'authority' as referring to someone who holds the reins quite tight and who strictly enforces the rules. But another meaning for the word 'authority' refers to 'a specialist'; someone who has acquired expert knowledge in a certain field of endeavour. The feelings this kind of authority engender in others is respect and confidence. This is the kind of authority that Directors,

¹⁵ Matthew 19:14 NLT

Pathfinder staff and parents need to strive for. They need to become specialists in understanding and loving children so they will be handled in ways that will call for respect.

14. Love Jesus.

15. Love Pathfinders.

Impact of the Staff

At the beginning of the Children of Israel's journey through the Wilderness, Jethro, Moses' father-in-law, watched how the administration of the people was being carried out. He suggested an important principle - *Share the responsibility of leadership.*

Some important ways the staff can be involved in the discipline process are to:

1. Be committed to the aims and goals of the club.

Every Pathfinder Club needs a clear reason as to why they exist. This should be found in the aims and the goals that the staff have developed and accepted for the club. Every Pathfinder Staff member needs to be 'reading from the same page' as the Director. It is when everybody supports each other that the club is able to make the biggest impact on the Pathfinders.

2. Attend the club staff meetings.

Every Pathfinder Staff member should want to attend the Pathfinder Staff meetings. The wise Pathfinder Director will have these meetings regularly because as Proverbs says, "Plans go wrong for lack of advice; many counsellors bring success."¹⁶ The meetings are important because:

- Everyone is involved in the planning.
- Everyone is able to indicate their support of the Director.
- Everyone knows what is happening in the club.
- Everyone feels that they have a role in the mission of the club.

3. Support the Director.

The Pathfinder Staff members need to be very supportive of the Club Director when working within the Pathfinder Club. Whatever directives that are given by the director during the course of the program or activity should be supported by the staff member. Pathfinders will catch the impression that all the club leadership has the same interest in the club as the Director. They discover that the guidelines spelled out by the Director are supported by every staff member. This will convey a sense of security for each of the Pathfinders. They will realise that if they want to continue to enjoy the club they will need to modify their behaviour so that they don't miss out on any of the fun.

If a staff member disagrees with an instruction while it is being given publicly by the Director, that staff member should support the Director, unless it is a safety issue. The place to disagree is in private and if the staff member does have a point then the Director ought to be the one to change the ruling publicly. This is extremely important for the role of the Director in the eyes of the Pathfinders. It is important for the moral and mission of the club. The procedure recommended by Jesus in dealing with conflict is to talk to the person first.¹⁷

¹⁶ Proverbs 15:22 NLT

¹⁷ See Matthew 18: 15 - 20

4. Accept responsibility for your role.

Every staff member in the club should know what their job description is. That job description should also clearly indicate their area of responsibility when it comes to discipline in the club. A teacher is responsible for the Pathfinders in their class during that class time. A counsellor is responsible for their unit whenever they are together or functioning as a unit. For example in a worship situation, it is the counsellor who responds to any inappropriate behaviour, not the Director or the person leading out. The best way is to deal with the issue the first time it is observed, before it becomes disruptive for others.

Ways of Developing Positive Discipline in the Club

1. Know each Pathfinder by name.

There is nothing more special than to be recognised by name. Club staff must be intentional in memorizing the names of Pathfinders under their supervision.

It is advisable for a club to have some staff members act as welcomers when the Pathfinders arrive for meetings. Make sure that each Pathfinder is personally greeted. It is also important to connect with the parents. It is important to make them feel welcomed and special. Involve the Pathfinders as part of the welcoming team. It could be by rotating the units for each Pathfinder program.

2. Understand who your Pathfinders are.

Take the time to find out who the Pathfinders are as individuals. It will help in the discipline process because you will have some understanding of their personality and background. Find out what their interests are and the things that they really enjoy doing. Find out their dreams for the future and encourage them to involve Jesus in those dreams.

3. State the rules clearly and simply.

When you are able to state the rules clearly and simply it minimizes the risk of misunderstanding of what is expected of the Pathfinders. The rules need to have logical reasons for existing. This makes it easier for the Pathfinders to accept and follow. Allow time for any discussion to take place so that any concerns may be addressed. Adapt rules to make them clearer and more relevant to the whole group.

Involve the Pathfinders in the development of the club rules. You will be surprised at the wisdom that the Pathfinders will provide in developing the rules. This will give them ownership of the club rules. They will be happy to be involved in the maintaining of the rules and give counsel when having to administer discipline.

4. Have broad boundaries so that the Pathfinders can learn to trust.

Positive discipline is in the business of developing disciples who are able to think. By stating broad boundaries you allow space for the Pathfinders to respond as they feel it is relevant to them. It gives them space to have a sense of freedom in how they apply the rules in the program. It shows that you trust them and want them to develop confidence in making right choices.

5. Interesting programs minimize discipline problems.

The wise leader develops a program that is so interesting that no one even thinks of being disruptive. The whole secret to positive discipline is to program so that every Pathfinder is occupied in an enjoyable way.

6. Planning is essential:

- Spend time in programming before the event. Plan what you are going to do and keep to the plans as much as possible.
- Start the program on time.
- Plan each segment so that the Pathfinders feel they have achieved something. Finish before it becomes boring.
- Don't plan the same program order each time. The Hall Meeting may have the same elements but change the order so that it feels different.
- Plan to have special events during the year. Make sure that you advertise these plans so that the Pathfinders can look forward to them, and their families can include it in the family calendar. Have special event, camp or go to special campsites that the Pathfinder enjoys.
- Plan to do something that is just different. Try having 'surprises' that are not even known by the staff. A surprise could involve leaving a notice on the meeting hall door that the meeting was now being held in some special place, such as a pool or a river. When they all arrive, play wide games and learn about stalking, followed by making real bridges across the river.
- Plan to have fun. Keep up with the curriculum requirements and add extra fun events in for the Pathfinders to enjoy and later talk about.
- Develop a club scoring system that is based on only the positive things that the unit does. No unit loses points. All units gain points but the first or best will be rewarded with more points. Share the scores with the Pathfinders regularly.

Specific Discipline Times

The following events can give rise to discipline issues. The secret is to anticipate it by preparing well for the possibility. Some of these times may be:

- **Club Parades.** This is an important time for the club when the Pathfinder ceremonies are carried out. The key is to:
 - ◆ Arrange the Pathfinders into Units and involve the Captain in the process. The Counsellor must be with their unit as well.
 - ◆ Involve the units in each element of the parade, i.e. raising the flag, leading out in the pledge and the law and making some of the announcements
 - ◆ Have a sense of humour and use it at the right times.
 - ◆ Don't prolong the parade too long.
- **Risk Activities.** This is a time when you need more rigorous discipline. Enlist the Pathfinders' help with the specific rules. Explain to them what the reasons are for these and encourage them and praise them as they abide by the rules.
- **Public Places.** This is when the club is in uniform (Formal or Field). Appeal to their sense of pride in the club. Remind them that they are in the public eye and encourage them to help each other to respect the members of the public. Use the Unit system and get support from the Captains and the Counsellors.
- **Class Work.** Encourage the teachers to prepare for the class time. Ask them to make it as interesting as possible and to use active learning principles as much as possible. This is always a challenge in whichever curriculum the club operates. Monitor the class and provide help if needed to make it easier for counsellors. Watch the time so that the period does not become too long and boring. Make sure staff has the props that they need to lead the class. Support the teachers as much as possible and encourage them in their ministry. Provide the right locations for the teachers to achieve control that is needed.

- **First Night on a Campout.** This is another of the challenging moments of Pathfinding. The Pathfinders have been hyped up in planning and preparing for the camp and now they are on location. The outdoors seems heighten the excitement, and they forget the consequences of lack of sleep. Every group of Pathfinders is different, so there is no easy answer to the dilemma.
- **Worship.** Keep worships interesting and creative. Gauge the Pathfinders involvement and don't prolong the worship too long.
- Some of the things that have been done over the years include:
 - ◆ Having evening activities that lasted later than normal. These things could include night nature walks or hiking into the campsite.
 - ◆ Special campfires featuring well told stories that involve all of the units.
 - ◆ Keeping each of the units in a separate location so that they are less of a distraction to other units.
 - ◆ Insisting that people can only talk and laugh in whispers after a certain time. They can do this for as long as they like as long as no other group can hear them. The Counsellor must stay awake to participate in the monitoring of the unit.
 - ◆ Plan a very special Sabbath event that will be challenging but worth the effort. Appeal to them that they will need their sleep to appreciate the experience.

Prevention

The best way to handle discipline is to plan for success. To plan a program that will be relevant and interesting for the Pathfinders is the best way to use discipline in a positive way. Plan each Pathfinder activity or meeting in such a way that they are profitable and fun. Let the Pathfinder discover that being an active Adventist Christian is a way of life that is enjoyable. Anticipate the times of stress. Plan to turn those stressful times into positive learning experiences. Plan to have fun for every minute that the Pathfinders are with you. Promote happiness and satisfaction through the attitude that are displayed and the stories that are told.

Pathfinder Leaders we need to plan to see the best things happen. They need to commit these plans to God in prayer. They need to claim the promise of God that Paul claimed when he told the people of Philippi "For I can do everything with the help of God who gives me the strength I need."¹⁸ They need to believe they will have so much fun and enjoyment that they'd wish they did not have to pack up and go home.

¹⁸ Philippians 4:13 NLT

CHAPTER 4: Pathfinder Discipline Process

One of the most important objectives for Pathfinders is to develop self-reliance and self-control. The methods of discipline used in the Pathfinder program will determine how effectively this lesson can be taught to the Pathfinders. A Pathfinder staff member disciplines a Pathfinder with the intention of improving their behaviour or attitude so that they may become a better and happier person. To discipline is to teach. Therefore, in disciplining, the highest objective is for the Pathfinder to learn how to govern their own behaviour so that they will not have to rely on the discipline of the Pathfinder staff or other authority figures.

There is a vast difference between discipline and punishment.

A good teacher will be constantly disciplining (teaching) the Pathfinders that they are responsible for, but they will refrain from using punishment in the Pathfinder program.

Punishment suggests hurting someone either physically or emotionally, or getting even with someone. Teachers punish children in an attempt to prevent the repetition of undesirable actions or to make them comply with the rules that have been established. But punishment only frightens children or forces them into compliance and has nothing to do with effectively teaching them how to govern their own actions when the threat of punishment has been removed. It usually works for only a short time, and it is upsetting to both teacher and child.

Guidelines for Discipline

Pathfinder clubs should be a safe place for discipline (teaching) to take place. The attitude of the staff needs to be accepting and positive where they are actively looking for the best in every Pathfinder. There needs to be an atmosphere of acceptance even when Pathfinders make mistakes; they are allowed to learn from their experience. Discipline needs to be based on consequences and the Pathfinders need to be allowed to learn from these experiences. Forgiveness and acceptance are vital tools in the discipline process.

Directors and staff manage the club by:

1. Establishing a personal relationship with each Pathfinder as much as they are able to.
2. Providing role model for leadership – being an example to the Pathfinders. Ellen White makes the following suggestion. “If parents desire to teach their children self-control, they must first form the habit themselves. The scolding and faultfinding of parents encourages a hasty, passionate temper in their children”¹⁹ Be honest about who you are. Remind them that you also will make mistakes.
3. Plan carefully and wisely – have an active and challenging program that is relevant to the Pathfinders and gives them the opportunity to achieve. Be prepared to do things out of the ordinary and challenge them with new experiences.
4. Define the limits – Communicate well. Maintain the established limits so that the Pathfinder learns their worth. The three basic limits are:
 - a. You may not hurt yourself.
 - b. You may not hurt others.
 - c. You may not damage things.

¹⁹ Mrs E G White,

5. Have fun with the Pathfinders. Be prepared to be laughed at and to join in the laughter. Remember that Pathfinders is just a great time with a great bunch of people.
6. Watch your tone. Speak clearly and with authority. Avoid shouting unless the Pathfinders are facing danger. Solomon suggests that "A gentle answer turns away wrath, but harsh words stir up anger"²⁰
7. Allow Pathfinders to learn from their mistakes. Teach them that mistakes are a great opportunity to learn. Do this by employing the three "R's" of recovery.
 - a. Recognise the mistake.
 - b. Reconcile, be willing to apologise.
 - c. Resolve, focus on the solutions rather than the blame²¹.
8. Watch mannerisms that could lead to ridicule, and avoid using slang and colloquialisms.
9. Praise the positive things that happen in the club. Make a point of doing this to the individual and to groups during the club parade times. Focus on the achievements of the Pathfinders and they will want you to notice when they do these things. Take the risk and be prepared to ignore the negative things unless it is a safety issue for the group. As the scripture says, "Worry weighs a person down; an encouraging word cheers a person up"²²
10. Use touch control when a Pathfinder is about to lose it or do something that might get them into trouble. Touch them quietly on the shoulder and give them a smile. This will indicate that you are aware of what is happening and reassure them that you are available to help them.
11. Anticipate the difficult times and program accordingly.
12. Reason with a Pathfinder and help them to make a positive decision. Be prepared to listen to the Pathfinder and be willing to adapt the program or activity for improvement.
13. Monitor the program or activity. Be prepared to change or adapt to rekindle the interest level. Take a break in the program and get everyone to have a drink. Have a quick activity and then return the program.
14. Don't use sarcasm or ridicule when dealing with Pathfinders.
15. Pray for the Pathfinders. Pray at the beginning; do not wait for difficulties to start praying; but remember also that there is power in prayer when all else fails. Prayer commits the leaders to work in the way that God wants them to operate. Prayer uplifts the Pathfinders that they minister to. Prayer reminds us of the purpose of discipline in the Pathfinder club. Staff should pray before the meeting and as individuals for each of the Pathfinders that we are working with. Pray whenever there is a discipline issue with a Pathfinder. Pray that this will be a positive experience for everyone concerned.
16. Monitor the response of the Leader. When dealing with unacceptable behaviour, it is important that the leader monitor their feelings while confronting or correcting unacceptable behaviour. The leader's responses are more effective when reason balances the energy of negative emotions like anger, fear or frustration.
17. Physical and verbal abuse of any kind is not permitted. Monitoring feelings and discussing them with a wise confident will help to keep all responses within proper bounds.²³

²⁰ Proverbs 15:1 NLT

²¹ Paul Cresswell unpublished manuscript. p17,18

²² Proverbs 12:25 NLT

²³ Paul Cresswell. unpublished manuscript p23

Addressing Unacceptable Behaviour²⁴

Some behaviour is either so unsafe or so disruptive that it must be addressed. Responses should be:

- Immediate.
- Consistent and fair.
- Related to the violation.
- Appropriated to the severity of the violation.
- Made only when the intent is to follow through.

Some behaviour can be addressed in front of the club and some require a private setting. All Pathfinders are different. Consideration must be given to their background, circumstances and personality and the seriousness of the offence.

Discipline should:

1. Sometimes be made publicly. Public correction of minor offences that are likely to be committed by the club sets a clear direction for the club. When the offence is of a more serious nature or when the situation might cause the Pathfinder to be the object of teasing, the correction should be undertaken in private.
2. Be immediate. If consequences to the negative behaviour are experienced close to the time of violation, the connection will be felt and remembered for future situations. Do not allow it to build into a bigger issue.
3. Be consistent. Leaders gain respect in a group when they treat individuals and situations fairly. Inconsistency will undermine both the club's unity and the leader's effectiveness.
4. Be related to the violation. Natural consequences are the most effective. For example, being late might result in not being able to participate in a desirable part of the program.
5. Be executed. This is extremely important. Leaders should not try to scare the Pathfinder into compliance with threats of dire consequences when there is no intention or power to deliver the stated consequences.

Methods of Discipline²⁵

1. Use the line of Command.

The Local Pathfinder Club has a natural line of command which all of the staff should refer to. There is a real advantage in allowing a problem situation to be dealt with at the level where it is identified. The line of command in Pathfinders is:

- Unit Captain.
- Unit Counsellor.
- Class Teacher.
- Deputy Director.
- Director.
- Director and Parents.

²⁴ Paul Cresswell. unpublished manuscript. p20,21

²⁵ This material is from the chapter on Discipline in the Pathfinder Staff Manual. p83,84

If at any stage the problem situation is not satisfactorily resolved at the level where it occurred, the staff responsible at that level needs to refer to the person in command above them.

2. Counsel Personally.

In this situation, the teacher takes control of the situation. Point out to the Pathfinder exactly what the he was doing that was wrong and ask for an explanation of the behaviour. The Pathfinder may even suggest a solution. Conduct these counselling times on a friendly basis, but have the Pathfinder leave with the understanding that you still mean business.

When dealing with problems, the following procedure was recommended by an experienced leader²⁶:

- Explain the problem – Define what it is.
- Identify your goal – What you want to see happen.
- Discuss ways to reach the goal – Input from both Leader and Pathfinder
- State the consequences – If the objective is not met.
- Select a solution – Agree on a course of action.
- Evaluate – Did it work?

3. Use Group Judgment.

The whole club collectively defines and decides on some values and behaviours for which every one is held accountable and where any violation is deemed unacceptable.

4. Take Care of Individual Differences.

In planning discipline, remember that Pathfinders are all different. Take into consideration their background, circumstances and personalities and the seriousness of the offence(s). (Repetition – there are others)

5. Expel if Necessary.

When a Pathfinder continues to misbehave, in spite of all the redemptive efforts, they could be making a statement about their unwillingness to be part of the club. They must face the realization that they are either going to take on board the commonly accept the values and behaviours of the group or leave the group. It is the leaders' hope that they never have to go there, but if they do, they must be sure that no stone has been left unturned to retain the Pathfinder. The ultimate consequence is that they will have to leave; however, the club should still have an interest in the welfare of the Pathfinder.

Things to Avoid in Discipline

1. Punish in Anger.

When you are angry you are more likely to make the wrong choice or give a negative impression. It is wiser for the person to set a time when they have had a chance to settle down and then deal with the matter. They may want another person with them to monitor their attitude to the Pathfinder.

2. Use Threats and Warnings.

Don't use threats, especially those that are impossible to carry out.

3. Force Apologies in Public.

²⁶ Pastor Bob Possingham at a presentation on Discipline at the Greater Sydney Pathfinder Resourcing weekend. 16 February 2007

Few Pathfinders ever consider themselves entirely to blame, and they are probably right.

4. Detain after Club Meeting.

This is a poor policy because:

- a. It causes the Pathfinder to dislike the club.
- b. It is an unnecessary demand on the counsellor's and the waiting parent's time.

5. Assign Extra Tasks.

Probably the cause of the trouble is that the Pathfinder already cannot keep up with the current tasks.

6. Use Dunce-Cap Discipline.

This is a relic of the past. This type of punishment only causes rebellion or becomes a thing to laugh at. Some Pathfinders enjoy the recognition that it gives.

7. Use Corporal Punishment.

Corporal punishment involves the application of some form of physical pain in response to unacceptable behaviour. The applying of this pain actually teaches them that using violence is an acceptable way of solving problems.

This is totally against the reason why we operate Pathfinders. Corporal Punishment has NO place in the Pathfinder organisation. All staff must maintain a "hands off" policy toward each Pathfinder. No action should take place between staff and a Pathfinder that would bring parental distrust upon the true intentions of a staff member.

Offences That Call For Discipline

1. Cases of clear and unjustifiable insubordination.
2. Cases where tendencies and activities are considered serious offences, or behaviour problems, such as:
 - a. Indecency.
 - b. Impudence/disrespect to a staff member.
 - c. Offensive language.
 - d. Damaging property.
 - e. Cheating and stealing.
 - f. Bullying.
 - g. Improper relationship with the opposite sex.
 - h. The use of alcohol, tobacco or recreational drugs.

Pathfinder Discipline Procedure

This procedure only comes into place if the problem continues in spite of the warnings and advice given.

1. If a Pathfinder is not responsive and cooperative:
 - a. The counsellor should tactfully speak to the Pathfinder.

- b. The counsellor should explain what is expected of the Pathfinder as a member of the club.
 - c. The counsellor should have a private visit and pray with the Pathfinder.
 2. If the Pathfinder continues to be unresponsive and uncooperative, the counsellor should solicit the help of the deputy director in charge of club discipline.
 - a. They will privately counsel together with the Pathfinder.
 - b. They should earnestly solicit the cooperation of the Pathfinder.
 - c. They should pray with the Pathfinder.
 3. If it should be necessary to approach the Pathfinder on a third occasion, the counsellor, deputy director, and the director should meet with the Pathfinder privately.
 - a. Counsel with the Pathfinder and explain how important it is to have unity,
 - b. Cooperation and an understanding spirit among club members.
 - c. Attempt to convey the seriousness of the matter in that every Pathfinder should "Do my honest part."
 - d. Pray together.
 - e. Make an appointment to visit the home and counsel with the parents and the Pathfinder together.
 4. If misbehaviour continues, the counsellor, deputy director, director and Pathfinder should have another meeting together.
 5. The case should be referred to the disciplinary committee for further study. The committee meets as required, and is made up of the following people from the club.
 - ◆ Director.
 - ◆ Deputy Director.
 - ◆ Counsellor of the Pathfinder's Unit.
 - ◆ Boy chosen from club membership.
 - ◆ Girl chosen from club membership.
 6. The Pathfinder's parents should be notified and the Pathfinder will be given a one-month expulsion from the club; during this time the Pathfinder should be visited by the counsellor.

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