

GLOBAL TEEN CHALLENGE



POLICIES AND PROCEDURES, STAFF AND STUDENT MANUALS

Training Manual

August 2014

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The following notes give a brief overview of the highlights of these three manuals. These notes are to be used in training staff.

Please review each manual in its entirety to get a full understanding of how Teen Challenge is designed to operate. These manuals are available at www.iTeenChallenge.org

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Overview of the Teen Challenge Policies and Procedures Manual

1. Statement of faith

2. Statement of Purpose

The purpose of this organization is to evangelize people who have life-controlling problems and initiate the discipleship process to the point where the student can function as a Christian in society while applying Biblical principles to relationships in the family, local church, chosen vocation, and the community. Teen Challenge endeavors include helping people become mentally sound, emotionally balanced, socially adjusted, physically well and spiritually alive.

3. Legal structure

Board of Directors: All members shall be Christians who are in harmony with the Global Teen Challenge sample Constitution and By-laws and Statement of Faith.

4. Fiscal administration

Fiscal Integrity—Teen Challenge shall carry on its business with the highest standards of integrity and shall avoid conflicts of interest. All designated funds shall be used for the purpose for which they were given.

Student Fees—When students are charged for services, a written fee schedule shall be accessible to the students. All policies on fees shall be approved by the Board.

5. Insurance

Teen Challenge shall maintain adequate insurance coverage for the protection of its staff, students and assets.

6. Personnel management

- a. Job Descriptions**—There shall be written job descriptions for all staff personnel positions. They shall include:
1. Job title, specific responsibilities and lines of communication.
 2. Description of the skills, knowledge, training, education, and experience required for the job.

b. Qualifications of staff

There shall be a sufficient number of staff personnel who shall be trained to understand the values, culture, and language of the population served. The staff personnel shall also provide a range of skills and services consistent with effective discipleship and knowledge required for the population served.

c. Job Performance Evaluation

There shall be every effort made for validity, reliability, and objectivity in evaluating job performance of staff personnel. Each staff person shall be evaluated at least annually.

d. Supervision

The Program Director shall be responsible for ensuring that the programs are adequately and appropriately staffed during all hours of operation and whenever students are in the facility.

e. Staff meetings

The Program Director and staff personnel shall meet at least weekly in a group setting for the purpose of discussion and review in developing, evaluating, planning, and implementing the program.

f. Staff development (training)

Staff Training Program—The Executive Director shall be responsible for implementing and supervising staff personnel development activities. They shall include but not be limited to orientation for entry-level staff, on-the-job training, in-service education, and opportunities for continuing job-related education.

g. Staff selection, salaries, hours of work and resignation or dismissal

Recruitment—Staff personnel recruitment shall be the responsibility of the Executive Director. There shall be no discrimination on the basis of age, race, color, sex, or national origin in the selection, compensation, and employment practices of Teen Challenge.

h. Staff orientation

Staff Orientation Shall Include:

1. An explanation of the history, philosophy and goals of Teen Challenge.
2. A meeting with the Executive Director and receiving a written job description.
3. Familiarization with the Teen Challenge Student Curriculum.
4. More requirements are in the Policies and Procedures Manual

i. Clothing and Dress Policies

Staff personnel, interns, and volunteers shall be clean and neat in appearance. Clothing styles must be modest and in keeping with standards of holiness and good taste.

j. Interns

Interns are students who have successfully completed the twelve-month residential program and are desirous of ministry with Teen Challenge. They shall not initially be delegated major responsibilities or authority.

k. Volunteers

Volunteers shall complete an orientation and training program specific to their responsibilities before participating in any assignments.

7. Crisis intervention

This phase is when a student is introduced to Teen Challenge. It may have been when a friend, family member, or pastor referred him to Teen Challenge. It may have been at a street rally, an outreach, in prison, or when the student came for his interview.

8. Student resident program

The discipleship program at Teen Challenge consists of twelve months. The first four months are known as the Induction Phase and the remaining eight months are considered the Training Phase.

a. Induction phase

The Induction Phase is the first four to six months of the program. During this phase the student will learn the basics of a personal relationship with God, responsible daily living, and relating to others with dignity and respect.

b. Training phase

After completing the Induction Phase, the student will enter the Training Phase for eight months. During this time the student will receive vocational training, have educational opportunities, and receive increased responsibilities as he matures in his Christian life.

c. Student admission

The Intake Coordinator in cooperation with the Program Director, shall select individuals for admittance who they believe exhibit the potential for completing the program and returning to a self-supporting and productive community life. The applicant must have a life-controlling problem and be seeking discipleship training as a remedy.

d. Student forms

Information gathered in the course of the admission, assessment, and discharge processes shall be recorded on standardized forms in the student's file.

e. Student property and searches

Dorm rooms or the entire facility may be searched at any time at the discretion of the Program Director or his designee. The searches may be conducted with or without the students being present. Unauthorized items shall be confiscated in accordance with program policies and procedures.

f. Student withdrawal or dismissal and re-entry (before graduation)

Teen Challenge is a volunteer program and students are not held against their will. The staff personnel processing the release shall immediately, if required, notify the appropriate outside agencies (parole officers, etc.) and organizations that the student is voluntarily withdrawing from or has in fact already left the program.

The Program Director or his designee shall have the authority and responsibility of dismissing a student from the program. The responsible staff person shall complete a written report of the circumstances and information surrounding the student's involuntary dismissal.

Students who withdraw or are dismissed from the program shall be allowed to seek re-entry, based on a change of attitude.

g. Student privileges

Visitation—Student visits from persons outside the program shall be considered a privilege and not a right. All visits shall be subject to program policies and procedures.

Student telephone calls to persons outside the program shall be considered a privilege and not a right. They shall be subject to the discretion of designated staff personnel who shall oversee the student's telephone calls in a manner consistent with his discipleship plan and adherence to program policies and procedures.

h. Sample daily schedule

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
6:00 AM	Wakeup	Wakeup	Wakeup	Wakeup	Wakeup	-	-
6:30 AM	Devotions	Devotions	Devotions	Devotions	Devotions	-	-
7:00 AM	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Wakeup	Wakeup
7:30 AM	Chores	Chores	Chores	Chores	Chores	Devotions	Devotions
8:00 AM	Chapel	Chapel	Chapel	Chapel	Chapel	Breakfast	Breakfast
9:00 AM	Class Study	Class Study	Class Study	Class Study	Class Study	Work Detail	Church
12:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
1:00 PM	Work Program	Work Program	Work Program	Work Program	Work Program	Work Program	Free Time
3:00 PM	Work Program	Work Program	Work Program	Work Program	Work Program	Free Time	Free Time
5:30 PM	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner
6:00 PM	Chores	Chores	Chores	Chores	Chores	Chores	Chores
7:00 PM	Study Hall	Devotions	Church	Counseling	Chapel	Free Time	Free Time
9:00 PM	Reading	Reading	Reading	Reading	Reading	Reading	Reading
10:00 PM	Lights Out	Lights Out	Lights Out	Lights Out	Lights Out	Lights Out	Lights Out

i. Classroom requirements

Students shall complete all class work assigned in an orderly and timely manner, and shall comply with classroom guidelines set forth by the teacher.

j. Food service

A residential program shall meet the requirements of the existing relevant code relating to the preparation, storage, and serving of food. At least three meals shall be provided daily.

k. Sanitation

The policies and procedures governing the use, furnishing, cleanliness and decoration of the facilities shall be consistent with all applicable health laws and regulations. All buildings shall be clean and well maintained at all times. The exterior of buildings and grounds shall be neat and attractive.

l. Counseling

Teen Challenge fulfills its stated purpose primarily through religious discipleship training. All issues of Teen Challenge discipleship counseling shall be consistent with biblical principles and done in a pastoral way.

m. Legal and health issues (AIDS policy)

No part of Teen Challenge policies dealing with legal services is intended to contradict any laws or rules of court now established or any principle of ethics related to the practice of law.

Student Medical Expenses—Teen Challenge shall not be financially responsible for the health, medical or dental needs of a student during program attendance. All such expenses incurred while in the program shall be the responsibility of each individual student.

AIDS Policy—Students applying to the Teen Challenge residential program shall be given the Teen Challenge *AIDS Policy Form* (Form 118) in writing.

n. Physical development

All students at Teen Challenge are expected to participate in regular physical recreation and group activities. Regular physical recreation is part of a healthy, well-balanced life-

style and is an integral part of the program. The weekly schedule includes games, activities, and team sports which provide opportunity for students to exercise physically, learn teamwork, develop emotionally, discover new skills, practice anger management, etc.

o. Spiritual development

The heart of the Teen Challenge discipleship program is the student's spiritual development. The program reflects this focus by emphasizing the following:

- Personal Devotions
- Chapel Services
- Bible Classes
- Church Attendance

p. Student records

After the student's first fifteen days in the program, and at least every thirty days thereafter, the student's primary counselor shall complete the *Monthly Student Evaluation* (Form 127) and discipleship plan. After completing the evaluation section, the primary counselor will define specific goals for the student.

q. Work program

The Teen Challenge work program is made up of general and vocational work. The general work program is designed to develop desirable attitudes and promote the development of Christian character through supervised, part-time work activity. Vocational work experience provides specific occupational training and preparation for selected careers.

r. Student rights and discipline

A student rights policy shall be set forth in written form. It shall be written in clear, simple language, appropriate to the student population. The written policy shall prohibit the abuse, neglect, and exploitation of students.

Discipline—Every attempt shall be made to express to the student that discipline is not a response in anger or getting even, but rather an action of love and understanding, designed to assist the student in developing a new and constructive lifestyle.

s. **Student re-entry into society after graduation**

During a student's final month at Teen Challenge, his counselor will help develop a follow-up/re-entry plan. The plan may address issues such as family, housing, transportation, employment, continued education, church integration, ministry, etc.

9. Facilities and equipment management

All facilities shall comply with all applicable state and local building, fire, health, safety, sanitation, electrical, plumbing, and zoning codes appropriate to the size and use of the residential facility. All facilities, buildings, vehicles and grounds shall be kept clean and well maintained at all times, inside and out.

10. Emergency procedures

A written emergency disaster plan appropriate to the types of possible emergency conditions shall be developed for the facility. It shall be posted next to the telephones and a copy shall be distributed to all personnel.

Telephone numbers for the following must be kept current and posted in each facility by the telephones:

Ambulance	Fire Department
Police	Doctor
Dentist	Hospital Emergency Room
Executive Director	Program Director

Teen Challenge shall provide fire safety equipment appropriate to the number of residents served and shall meet the requirements of the fire code.

11. Policies for vehicles

Staff personnel shall possess a valid drivers license in order to operate Teen Challenge vehicles.

12. Outreach ministries

Evangelism is a priority of the Teen Challenge program. Some methods used for outreach are:

Street evangelism	Youth meetings
Prison ministry	Church ministry
Coffee houses	Children's outreach
Homeless outreach	School meetings
Literature distribution	Pastoral counseling & referral service

An Overview of the Teen Challenge Student Manual

The Student Manual is used to explain the TC program to the student.

1. Phases of the program

PHASE I: EVANGELISM, CRISIS INTERVENTION, OR REFERRAL

This phase is when a student is introduced to Teen Challenge.

PHASE II: INDUCTION

The Induction Phase is the first four to six months of the program. During this phase the student will learn the basics of a personal relationship with God, responsible daily living, and relating to others with dignity and respect.

PHASE III: TRAINING

The length of the Training Phase is normally eight months. During this time the student will have vocational training, educational opportunities, and increased responsibilities as he matures in his Christian life.

PHASE IV: RE-ENTRY

Re-entry is the period following graduation from the Training Phase. It consists of a six-month period of making the transition back into society and putting into practice what has been learned at Teen Challenge.

2. A personal growth plan

1. Spiritual progress
2. Academic attitude and effort
3. Work attitude and effort
4. Attitude (especially toward fellow students and staff)
5. Family relationships and communication

3. Discipline

The purpose of discipline is to help students correct a condition or attitude that they have difficulty in correcting themselves. The use of external discipline is meant to help students grow in their Christian life until they can discipline themselves.

4. General rules

5. “Big brother” students

Students will be assigned a “Big Brother” when entering Teen Challenge. The Big Brother will help students feel welcome and help them adjust to their new surroundings. It’s the Big Brother’s responsibility to show the new students around, help them get settled in their room, eat meals with them, go through the student program schedule, and answer any questions they may have.

6. Life in the dormitories

Rooms are to be kept neat and clean at all times. There will be regular inspections.

7. Dress codes and personal hygiene

The standards for dress are modesty, cleanliness, and neatness.

Baths and showers are to be taken daily and fingernails are to be kept clean.

Deodorant must be used daily.

Students shall comb their hair, wash their face and hands and brush their teeth before breakfast.

8. Student funds

All money the student has upon entrance, receives from family, friends or visitors, or has when returning from an appointment, must be turned in immediately to a staff member to be deposited in his student bank account.

9. Work program

10. Leaving the program

If a student is dismissed from the program or decides to leave, he must take all his belongings upon departure.

11. AIDS Policy

Teen Challenge does not discriminate against those who are HIV+ in its admission procedures.

12. Mail, telephone calls and home visits

Student correspondence with persons outside of the program shall be subject to the discretion of designated staff.

13. Medications

When students enter Teen Challenge, all medications must be checked to be sure they can be taken within Teen Challenge guidelines.

14. Visits

Types of Student Passes:

1. One-day pass
2. Over-night pass
3. Three-day pass

Students may have visitors only after fourteen days in the program, subject to the discretion of the designated staff. Visitors may only visit on designated visiting days, in designated areas and during the designated hours.

15. Student agreement

<p>STUDENT AGREEMENT</p> <p>I understand that failure to comply with the Teen Challenge student rules may result in extra duty, loss of privileges, suspension, or dismissal.</p> <p>I, _____ have read the Teen Challenge Student Manual and agree to abide by it.</p> <p>Student Signature _____</p> <p>Date _____</p> <p>Executive Director Signature _____</p> <p>Date _____</p>

An Overview of the Teen Challenge Staff Policies Manual

The purpose of this manual is to give you a general overview of the Teen Challenge ministry. Please take time to read this manual thoroughly – it is part of your orientation as a new staff member.

1. Philosophy—applied Christianity

The goal is that students coming in for counsel will leave with a heart knowledge of who Jesus is, and then go out and live for Him.

There are three major dangers that must be faced in this type of ministry:

1. The danger of teaching individuals to learn only verbalized concepts.
2. The danger of teaching individuals to have only an emotional experience.
3. The danger of becoming “institutionalized” in the Christian life style—become “robot” Christians.

2. Staff growth (finding your place in TC)

Periodically, Teen Challenge will conduct seminars on various pertinent topics relative to the needs of the staff in order to improve their ministry skills.

3. When staff leave the program

A written notice of resignation shall be submitted to the Executive Director thirty days prior to the date of final employment.

4. Conflict resolution agreement

See document in Staff Policy Manual.

5. What kinds of experiences do staff encounter?

a. Cultural adaptation

If the initial attempts to appreciate and understand the culture and the people with whom the staff member will be working fails, they may develop a sense of “strangeness” resulting in irritation and resentment.

b. Spiritual adaptation

Each staff member must remember that other staff members' spiritual background, experience and orientation may be very different, so an attitude of tolerance, understanding, acceptance and appreciation for diversity must be developed.

c. Vocational adaptation

Some staff are assigned to a specific job, while others are given relatively vague assignments with the expectation that their work responsibilities will be more defined as they and Teen Challenge become better acquainted. It may take some time to discover where and how the individual can make the best contribution. Staff may not be doing what they had hoped, been called to, or trained to do when they were initially hired, and may encounter some difficulty in relating their vocation or ideals to the realities of the situation they find themselves in.

d. Emotional adaptation

It can often be emotionally difficult for a staff member when a student drops out of the program, particularly if he has "poured" his life and experience into that individual. It takes a lot of patient disciplining to build a foundation of stability and see Godly character established.

6. Responsibilities and rules for the staff

Staff members must be able to receive love, instruction, correction and help from others in order to effectively offer the student the same. The staff is responsible for providing the guidance and direction necessary for the students to gain the most from their experience while at Teen Challenge.

7. Relationships with the students

Staff must be "models" of the Christ-life. This includes the way a staff member walks, talks, and reacts to situations and how they dress on and off duty.

Staff are prohibited from borrowing or lending money and may not purchase, lend or borrow articles from students at any time.

Staff are prohibited from having romantic relationships with students.