



The Holden Village Staff Handbook



What is Holden

Holden is ministry

Holden Village is a center for renewal, a Lutheran ministry welcoming all people into the wilderness to be called, equipped, and sent by God. The center of our lives is the Good News of Jesus Christ, which opens us to ourselves, each other, and all the issues facing humankind.

Holden is community

Holden's community includes all who care for Holden through their labor, gifts, and prayers. Villagers of all kinds form a community of worship, learning, hospitality, celebration, and service. Holden welcomes all of God's children, regardless of denomination, race, ethnicity, gender, sexual orientation, age or political opinion.

Holden is volunteers

Everyone gets to claim Holden as their own through volunteer opportunities. Volunteer staff play a large part in creating a place of welcome, celebration, and hilarity in all aspects of Village life. The staff supports this retreat by cooking meals, cleaning lodges, doing laundry, staffing the bookstore, pool hall, and snack bar etc. Holden is able to offer reasonable rates to all who come here because of the dedicated volunteers and donors who support this ministry of hospitality. It is important that staff members have a strong interest in the mission of Holden.

Holden is real

At Holden, we live in a real flesh and blood community of forgiven sinners. In work, play, and conversation – in agreement and disagreement – we offer ourselves to each other in mutual forgiveness and respect.

Holden is continually changing

Summer staff volunteer for periods of three weeks to six months, so greetings and farewells happen daily. As reported through the decades, some of the greatest gifts of serving at Holden are new and deeper friendships, introduction to new ideas and issues, spiritual and personal growth, joy in service, participation in Holden's excellent program, interaction with a diverse variety of teaching staff, and the chance to experience God's creation in this mountain wilderness.

Holden operates year round

Although summer is the busiest time, many volunteers work at Holden during the off-season. In the "high" season from May to October our learning program is expansive and varied. In the winter there are retreats, programs lasting several weeks, and creative residencies, all providing lots of learning opportunities. This is also a great time for sabbaticals.

Holden is an isolated wilderness setting

At Holden, communication with the outside world is limited. We have no phones or television, and no radio or cell phone reception. There are no roads directly into Holden.

The *Vision* of Holden Village is the love of God making new the church and world through the cross of Jesus Christ.

The *Mission* of Holden Village, a Lutheran ministry, is to welcome all people into the wilderness to be called, equipped and sent by God as we share rhythms of:

- word and sacrament
- work, recreation and study
- intercession and healing.

Holden Village Core Values

- WORSHIP We are grounded and united in daily Gospel-centered worship.
- THEOLOGY We interpret Word, sacrament, and daily life through the Lutheran theology of the cross.
- HOSPITALITY We offer lavish hospitality to all.
- VOCATION We believe that God calls all persons to love and serve God and neighbor.
- DIVERSITY We celebrate the unity and diversity of all God's children.
- GRACE We offer ourselves to one another in mutual forgiveness, conversation and respect.
- SHALOM We trust God's mercy as we pray and work for justice and peace.
- ECOLOGY We celebrate and seek to serve creation's well being through faithful patterns of daily living.
- GIFTS We express gratitude to God for extravagant gifts of creativity, imagination and ingenuity in all who volunteer.
- STUDY We value critical thinking, provocative discussion, and the integration of learning and experience.
- REST We embrace God's gift of sabbath by offering refreshment to those who are weary.
- PLACE We commit to be grateful stewards of the surprising gift of Holden Village and its place in the wilderness
- COMMUNITY We believe that the Holden community includes all who care for Holden through their labor, gifts and prayers.
- HILARITY We love that holy hilarity returns us to the joy and freedom of the Gospel, which alone overcomes all our lapses of mission, strategies, goals, garbology, dissteam, work, and relationships.

Holden Village – A Little History

Holden Village is a community operated as a Washington State non-profit corporation. The Village was a gift from Howe Sound Mining Company in 1960. In 1962, the first summer program began at Holden.

Holden now attracts over 6,000 people annually, who stay 60,000 days in the Village, some for only a few days and others all year. The majority come during the summer and stay about six days. Holden is located in an isolated wilderness setting. There is no television or public communication including phones and faxes. Internet is used for Holden Village business only. There are no roads leading to Holden. You cannot drive there. Public transportation is provided by boat service and then a 10-mile bus ride up to the Village. The Village itself is surrounded by the Glacier Peak Wilderness.

Holden is more an experience than a place. Those who have had their lives shaped by Holden have also shaped what Holden is today. The history of people and their experiences over the past 45 years are critical to its present and its future.

Volunteer Staff Information

Holden operates through the efforts of the many people who serve on its staff – including volunteers who work for three or more weeks and those who choose to make a one year commitment. Most staff are needed between May and October when the teaching program is full and the Village has as many as 450 people. A much smaller number of staff positions are available from mid-October to May.

Volunteer staff have an important impact on the tone and atmosphere of the Village. The essential purpose of volunteer staff is to support and enable Holden's retreat ministry. The commitment of each staff member to spiritual growth, Christian worship, and service to others is essential. These shared disciplines strengthen our sense of common purpose. Although not all staff are Christian, Holden Village is very specifically a Christian community.

Holden Village is a confessional community, not a professional community. Our community is not perfect and never will be. Holden cannot meet everyone's individual needs. We do not live a wish or dream of what a community should be, but rather, we participate in the one God has given us. As forgiven people, we seek to live in forgiveness and reconciliation with each other and to work together to live out our Christian faith.

Because of varying lengths of stay, the Village community is continually changing. In the summertime especially, the greetings and farewells occur daily. Yet Holden's unique setting allows for special relationships and interactions to occur within a relatively brief period of time. Staff members' experiences are rewarding and challenging. They may experience spiritual renewal, new and enriched relationships, interaction with challenging and talented teachers, introduction to new issues and ideas, joy and growth through Christian service, and opportunities to experience God's marvelous creation in the North Cascades.

Volunteers of all ages are welcome at Holden. At Holden, we celebrate the diversity of God's creation. We affirm the right of each of us to be treated as a child of God. We commit to creating and maintaining a community free from discrimination or harassment toward any person because of race, religion, ethnicity, gender, sexual orientation, age, or physical condition. Many who come to join Holden's staff are between jobs or in some kind of transition. Many are students or people on vacation. Some are travelers from other countries. Many retired people volunteer their time at Holden. Some simply come to take "time out." Regardless of their reason for being here we all extend the gift of hospitality – all are welcome here.

Conditions of Employment

WORSHIP – calls us to our purpose and vision as a community. As a Villager and staff member, you agree to the discipline of attending *daily* worship.

HOSPITALITY – Whatever one’s position on staff, one of the primary ministries is hospitality to all people who step off the bus and into life at Holden. This includes sharing meals with strangers, engaging in conversation, and reaching out to one another through a kind word or deed.

WORK – Our basic work week is 36 hours. All long-term positions require leadership and supervisory responsibility; staff may have to work longer hours in order to meet the demands of the job. Flexibility is important both for yourself and for the Village. Your supervisor will coordinate your schedule.

STAFF RESPONSIBILITIES – In addition to your work you are required to provide at least 4 additional hours of Village service. All staff serve on dish teams, garbology teams, and stoking rotations in addition to the normal workday. Other work and activities must be scheduled around these tasks. Also, staff members help in a variety of ways including bulk mailings, first response team, fire brigade, assisting at the Holden School, helping with worship, etc.

STAFF MEETINGS – The entire Holden staff meets every week year round to introduce newly arrived volunteers, say goodbye to departing ones, discuss important issues, and share information relevant to life in the Village. All staff are required to attend all staff meetings during their stay at Holden.

VILLAGE SAFETY – All staff members are expected to participate in maintaining a safe environment and to follow Village safety policies. Violation of any of the following is reason for immediate dismissal from the Village:

- No drinking of alcohol by persons under 21.
- No provision of alcohol to anyone under 21.
- No use or possession of illegal drugs (including marijuana).
- No possession or use of firearms, including those for hunting purposes without express written permission from a director.
- No sexual harassment and/or assault of any staff member or guest.

No term of employment is guaranteed. In order to maintain the staffing flexibility that is essential to the successful management of our organization, as well as to protect the options of each employee, it is understood that the employment relationship with us is “At Will.” Either employer or employee can terminate it, with or without cause or notice, at any time. No agreement to the contrary is valid, unless it is in writing and signed by the Director.

Work Options

There are several work options available at Holden Village, including short-term staff, half-work/half-pay and sabbatical options, family option, work weeks, long-term staff, teaching staff, area head positions, and work groups. Contact Staff Coordination for more information.

Short-Term Staff

Responsibilities and Work Assignments:

- Our first responsibility on staff is to the mission and ministry of Holden Village and its community members. We offer ourselves to one another in mutual forgiveness, conversation, and respect.
- All members of the Village community commit to daily worship.
- Hospitality has been a rich legacy of Holden Village since its founding – we encourage each staff member to reach out to the stranger.
- We value critical thinking, provocative discussion, and the integration of learning and experience. We encourage all staff to take advantage of educational opportunities.
- Staff members are assigned to one (or occasionally two half-time) work area(s) in the Village. Staff are required to work approximately 36 hours each week (generally 7 ¼ hours 5 days a week or 6 hours 6 days a week).
- Participation in dishwashing and garbology teams is required by all staff, in addition to the 36-hour work week. Volunteers for whom these tasks are physically difficult can be given other Village work instead. Winter volunteers also participate in stoking fires that heat buildings, several bulk mailing projects and an annual fall inventory.
- A variety of work areas are available. All are vital to the operation of the Village. Work assignments are made according to your interests and Holden's needs. In some cases, Holden's needs are such that volunteers are asked to work in areas other than one of the three preferences noted on the application.
- There are three holidays the Village observes as days off for all staff. These days are Thanksgiving, Christmas, and New Year's Day. Many staff *will* work on these days because they are some of the busiest days of the year. If you work on one of these days, you are eligible for a comp day. If one of these days is your regular day off, you are eligible for an additional day off. You will have to work with your supervisor to schedule this day based on the needs of your work area. All staff work during other holidays in the Village. Your work this day may be different and celebrating the holiday "work of the Village" may be your work for the day.
- Understanding that an important part of Holden's mission is focused on equipping all villagers to be sent out, many staff members are entitled to additional time off to be used in preparation for their departure from the Village. Staff members who serve in the Village between 3 weeks and 3 months are entitled to 1 additional day off the day prior to departure. Staff members who serve in the Village for 3 months or longer are entitled to an additional 2 days off.

Expenses and Compensation:

- Staff members work at Holden on a volunteer basis. Room and board is provided; there is no financial compensation for short-term staff.
- Expenses while at Holden are minimal. The Holden bookstore sells a variety of books, CDs, and miscellaneous personal items. The snack bar is open daily in the summer for ice cream and soft drinks. Staff members should have money for travel, medical needs, and other living expenses.
- Staff are expected to pay their own way to and from the Village. Occasionally, scholarships are provided to persons with special financial needs. Please write to the directors for information.

- Short-term staff who commit to over two months, but less than a full year, receive a few personal days out of the Village.
- Staff who commit to over three months, but less than a full year, receive personal days out of the Village and boat tickets for use on their out days. Staff committing over four months also receive several reduced rate days (1/2 the guest rate) and guest days (free nights) for friends and family to use in non-peak times during their stay at Holden. This compensation is dependent on length of commitment. For more information, please ask the staff coordinators.

Long-Term Staff

Responsibilities and Work Assignments:

– Long-term volunteers ...

- ... commit to one year of service.
- ... have similar work responsibilities as short-term volunteers, but require more responsibility and longer work hours because they often serve as supervisors.
- ... are required to fulfill a leadership role assisting short-term volunteers in their orientation and welcoming them into Village life.
- ... are required to be in the Village for Thanksgiving, Christmas, New Year's, and Easter.

Staff Children:

- School age children attend the Holden School and must transfer to the Lake Chelan School District. The Holden school is fully accredited for grades K-12. Holden Village does not permit the home schooling of children.
- Children 12 and older are required to help on dish team and garbology.
- Those 14 and older are required to work 5 hours a week in some area of the Village during the winter. 14 and 15 year-olds are expected to work half-time in the summer and those 16 and older are expected to work full-time in the summer.
- During summer months staff children may attend Narnia Monday through Friday (mornings only); however, there is no child care provided at other times and families with small children should take this into consideration.

Benefits:

1. **STIPENDS:** Stipends are available for long-term positions where continuity is critical to our continuing operation. They are also intended to make it possible for individuals and families to volunteer. Holden can provide a monthly stipend of \$450 in the first year and of \$550 for each additional month to help each volunteer cover basic needs. In general, these stipends are granted only to those who have made a one year commitment. In rare cases the directors will make additional salary available to support staff with specific skills and experience.
2. **INSURANCE:** Long-term volunteers who are eligible to receive stipends are also eligible to receive life, health and dental benefits.
 - The life insurance becomes effective 31 days after a volunteer's service begins and ends the day service ends.
 - Health insurance coverage is effective on the first of the month following a minimum 30 day probationary period, which begins on the first date of service. This insurance is offered through

a preferred provider plan. Holden Village reimburses all deductibles and co-payments in excess of \$30 per occurrence, except charges excluded by the health insurer.

- Holden is self-insured for dental coverage and it becomes effective 31 days after a volunteer’s service begins. Holden Village reimburses 80% of diagnostic, preventative and basic procedures and 50% of major procedures, up to an annual benefit maximum of \$1,000.
- After leaving Holden Village, an individual may continue on Holden’s health and dental insurance policy for up to 18 months, under C.O.B.R.A. rules, by paying his or her own premium and deductibles.

3. SEVERANCE: Staff must complete the length of service to which they made a written commitment in order to receive a severance package. This includes one month stipend and one month health/dental insurance premiums paid.
4. GUEST DAYS: Holden offers long-term volunteers guest days which can be used to host family and friends at no cost. The following guest days are available:

Family status		Any age guest days	Child days
Single staff	- with no children	21	7
	- with one child	21	7
	- with two children	21	14
Partnered staff couple	- with one or two children (combined)	42	14
	- with three children (combined)	42	21

In addition, the Village offers an equal number of days at a reduced rate of 1/2 the guest rate per day for friends and family of long term staff during the volunteer’s service.

Guest days and reduced rate days can only be used during non-peak times. Please check with registration prior to making plans for details, restrictions and available dates.

5. OUT DAYS: Each staff member who commits to a year position will be eligible for 37 days out of the Village that year. The staff member is expected to work the morning of departure and the afternoon of return back to the Village. These half days are counted as one “out” day to provide for travel needs. The “out” must be approved in advance by your supervisor and advance notification given to staff coordination. Each person will also be eligible to receive up to seven sets of boat tickets. Beyond these tickets, the Village does not sell or provide boat tickets for purposes other than emergency outs, which have been deemed so by the Village medic. Some staff members choose to spend their “out” time camping or hiking. These days are personal “out” days as well, if they exceed the scheduled days off. A guideline of 5 days out every seven weeks is encouraged. Staff are required to spend peak times such as Thanksgiving, Christmas, New Year’s, and Easter in the Village. Plans to be away from the Village for more than 5 days between June 20 and August 20 should be avoided. Exceptions must be approved by supervisors as soon as possible.
6. CONTINUING EDUCATION: Long-term staff may apply for up to 7 continuing education days to leave the Village for conferences and workshops. These must be applied for in writing, 30 days in advance and approved by your supervisor and the staffing committee. Continuing education days are granted at the discretion of Village management. See staff coordinators for more information.

Long-Term Positions Available:

A limited number of long-term positions are available. These people provide an important foundation of continuity for the Village. Specific skills and qualifications are required for some long-term positions. All positions are limited to one year commitments.

Long-term openings include:

B&B/Field's Point Landing Manager	Mechanic (salaried)
Bookkeeper	Mechanic's Apprentice
Bookstore Coordinator	Medic/Nurse
Carpenter	Musician/Worship Assistant
Contributions Recorder (1/2 time)	Posti (1/2 time)
Cook	Laundry (1/2 time)
Crafts Coordinator	Plumber
Electrician	Publications Coordinator/Admin. Assistant
Fire/Safety Chief (1/2 time)	Registrar
Garbologist	Repair Associate
Head Housekeeper	Staff Coordinator
Head Maverick	Utilities Lead (salaried)
Hosti/Parent	Utilities assistant
IT Coordinator	

The positions of Business Manager, Operations manager, Public Works Manager, Director, and Pastor require a longer commitment. For information contact the directors or staff coordination.

The positions of elementary school teacher, high school teacher and teacher's aide are filled by Lake Chelan Schools. Contact them at PO Box 369, Chelan, WA 98816.

For further information and applications, please contact the staff coordinators in the Village or see our website: www.holdenVillage.org.

Holden Village Sexual Harassment Policy

The EEOC (Equal Employment Opportunity Commission) requires that organizations have a clear procedure for dealing with sexual harassment. This procedure must be distributed to all “employees” which, in the case of Holden Village, includes long-term and volunteer staff. Guests are protected under the policy, but need not, in the absence of request, receive a copy of the procedures.

1. Sexual Harassment

Holden Village believes that every Villager has the right to an environment free from sexual harassment. Accordingly, any form of sexual harassment is strictly prohibited. Any Villager found to have acted in violation of this policy will be subject to appropriate disciplinary action, which may include expulsion from the Village.

“Sexual harassment” includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s work assignment in the Village;

Submission to or rejection of such conduct by an individual is used as the basis for work assignment decisions affecting such individual;

Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive environment.

Such behavior includes inappropriate remarks of a sexual nature.

This policy applies to each and every person at Holden Village.

2. Procedure for Reporting Sexual Harassment and Implementing the Policy

Sexual harassment will not be tolerated at Holden Village. Villagers are encouraged and supported in setting clear personal boundaries regarding language and touch at all times and with all other Villagers.

Examples of sexual harassment include unwanted touching and unwanted comments of a sexual nature. If Villagers believe their personal boundaries or those of another Villager are not being respected, Villagers are encouraged to talk with the person creating the uncomfortable situation. If it doesn’t feel right to talk with the person, or if talking does not change the situation, then Villagers are asked to report uncomfortable behaviors to their area supervisor, staff coordinators, or directors, who will initiate an investigation. When making a report, the complainant is welcome to bring a friend for support. Persons making a complaint (complainant) will not be subject to retaliation, regardless of whether or not the complaint is substantiated.

The person to whom the complaint was made will communicate the complaint to a staff coordinator. Staff coordination will maintain records, facilitate investigations, and coordinate, if appropriate, confrontation of the accused. If staff coordinators are the subject of the complaint or are out of the Village, a director will fulfill this role.

A written record of the incident(s) will be made and, if appropriate, the accused will be confronted by a group including a staff coordinator, a director, and a support person for the accused (none of whom are involved in the alleged harassment). Because timeliness is essential, action will not be delayed because staff members are “out.” The people available at the time of the complaint will carry out responsibilities under this policy.

If the complaint is substantiated, disciplinary actions will be initiated. These actions could include the offender being asked to leave the Village. Appropriate discipline procedures will be determined

by the group confronting the accused. Discipline will be supervised by staff coordination or the directors, as appropriate.

Holden Village will comply with all applicable laws and perpetrators will be referred to authorities for prosecution and Holden Village will fully cooperate with those authorities.

3. Guidelines for Conducting an Investigation

These guidelines are flexible in recognition of the importance of responding to each complaint individually.

Conduct an initial interview with the complainant. If the complainant was not the object of harassment but observed harassment of a third party, include the recipient of the behavior in the investigation. Interview the person who has received the treatment to determine if s/he also wants to come forward with a complaint. It is important to determine if there is a victim of harassment.

Decide if action is necessary to protect the safety of the complainant until the complaint is investigated – e.g. a change in work schedule, a change in housing, a change in work duties, time off from work. Protecting the complainant from situations where additional sexual harassment may occur is required by law.

Meet with the accused and review charges, policy, nature of the investigation, and any current action.

Interview witnesses.

Meet with the accused and staff review group (staff coordinator, director, and a support person for the accused chosen by the accused) to confront the accused and determine what, if any, discipline is necessary.

The following tips offer some further guidelines for how to respond if someone reports uncomfortable behavior to you:

DO NOT promise confidentiality. It is usually impossible to do the required investigation of an incident without sharing names with SOMEONE. State that you will only share identifying information when necessary.

DO remain neutral. For example, don't say, "This is terrible. This won't be tolerated."

DO assure the complainant you are taking the issue seriously. For example, you might say, "I am taking what you say very seriously. I will be taking steps to begin an investigation."

DO act immediately to activate the investigation process.

THANK YOU!

We appreciate your willingness to serve on staff! It is the spirit of volunteers like you which makes Holden possible. Volunteers, through their hard work, devotion and service sustain the Village and create the opportunities to extend hospitality and renewal to thousands each year.

We hope this volunteer staff handbook will provide you with review of the information you received as part of your application packet and will answer questions you have. If you have questions not answered by this handbook, please talk to your work area supervisor or the staff coordinator.