



Giving Hope Today

# ABUSE PREVENTION RESOURCE MANUAL

Developed in partnership with:



**PRAESIDIUM**  
Our passion. Your protection.

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## **RESOURCE MANUAL #1**

### **ACKNOWLEDGMENT OF ABUSE PREVENTION POLICY MANUAL**

**THIS FORM MUST BE SIGNED AND RETURNED TO THE SUPERVISOR AT THE MINISTRY UNIT,  
WHERE IT IS TO BE ADDED TO THE EMPLOYEE/VOLUNTEER'S PERSONNEL FILE**



THE SALVATION ARMY  
Canada and Bermuda Territory

## **ACKNOWLEDGMENT OF ABUSE PREVENTION POLICY MANUAL**

I have read and agree to comply with The Salvation Army's Abuse Prevention Policy Manual.

---

Signature of Staff or Volunteer

---

Date

## **RESOURCE MANUAL #2**

### **STATEMENT OF APPLICANT TO WORK WITH CHILDREN AND YOUTH**

**A COPY OF THIS SHOULD BE KEPT ON FILE AT THE MINISTRY UNIT. A COPY  
SHOULD BE FORWARDED TO DHQ**

**REFERENCES SHOULD BE CONTACTED AND DOCUMENTED  
THIS CAN ALSO BE ACCESSED THROUGH**

**[www.saMinistryResources.ca](http://www.saMinistryResources.ca)**



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Canada and Bermuda Territory**

**STATEMENT OF APPLICANT FOR WORK WITH  
CHILDREN AND YOUTH and VULNERABLE ADULTS**

Name: Last _____	_____
First _____	_____
_____	Date Submitted _____
Statement of Applicant _____	_____
Praesidium Academy Abuse Prevention	_____
Training Complete _____	_____
Police Check _____	_____
Acknowledgement of Abuse Prevention	_____
Policy Manual _____	_____

It is essential that The Salvation Army provide a safe and secure environment for children and vulnerable adults who participate in its programs and who use its facilities. To help achieve this objective, this Statement will be completed by:

- (a) Candidates to serve as Officers.
- (b) Officers and Ministry Unit Leaders who may, by virtue of their responsibilities, be in proximity to children or youth or vulnerable adults in Salvation Army program activities.
- (c) Applicants for employment and volunteer positions in The Salvation Army (including Local Officers) which involve ongoing contact with children or youth or vulnerable adults.
- (d) Applicants for employment and volunteer positions, who may, by virtue of their job responsibilities, be in proximity to children or youth or vulnerable adults in Salvation Army program activities.

**I. Personal Information**

Name \_\_\_\_\_  
LAST FIRST MIDDLE

Other Surnames: \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_

Address \_\_\_\_\_  
NO. STREET CITY PROVINCE POSTAL CODE

**Telephone Numbers:**

Home: ( ) \_\_\_\_\_

Work: ( ) \_\_\_\_\_

Mobile: ( ) \_\_\_\_\_

Revised: July 20, 2021

## **II. Training For Work With Children and Youth or Vulnerable Adults**

List formal education and on-the-job training. Briefly describe the extent and nature of this education/training and identify the institution which provided this education/training. Those in category (d), described above, are not required to answer this question. If you are in category (d), please mark an "x" in the following box ☐ and proceed to the questions on the next page.

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Reference Contact Name(s): \_\_\_\_\_

---

## **III. Prior Work With Children and Youth or Vulnerable Adults**

List all positions which you have held as a volunteer or an employee, that involved working with children or youth or vulnerable adults. Provide the name of each organization; indicate the approximate dates during which you held each position; and identify your reason for leaving each position.

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Reference Contact Name(s): \_\_\_\_\_

---

#### IV. Criminal Record

Have you ever been convicted of an offense which involved the abuse or endangerment of a child or youth or vulnerable adult? [You may answer 'No' if you were convicted of an offense for which pardon was granted under the *Criminal Records Act* (Canada).]

Yes \_\_\_\_\_

No \_\_\_\_\_

If yes, provide details of all such convictions: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### V. Authorization

1. I hereby authorize The Salvation Army to conduct whatever searches it deems necessary, including a Police Records Search, to confirm that the information set out above is accurate and complete.
2. I hereby authorize The Salvation Army to conduct a search of all Abuse Registries in Canada to confirm that I am not listed as a child abuser.
3. I hereby agree that, immediately upon request, I shall provide The Salvation Army with whatever consents and authorizations it requires to conduct the searches that are contemplated in paragraphs 1 and 2 above.
4. I hereby authorize any individual or organization, including any organization which maintains an Abuse Registry, and their agents, employees, and representatives, to provide The Salvation Army with any information which they have regarding my character and fitness for work with children and youth or vulnerable adults. I hereby release all such organizations and individuals from all claims, demands, actions, and causes of action whatsoever, which may in any way arise out of the provision of such information to The Salvation Army.

\_\_\_\_\_  
SIGNATURE OF WITNESS

\_\_\_\_\_  
APPLICANT

\_\_\_\_\_  
NAME (PLEASE PRINT)

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DATE

Revised: July 20, 2021



## **RESOURCE MANUAL #3**

### **PRAESIDIUM ACADEMY ONLINE ABUSE PREVENTION TRAINING**

## *Praesidium Academy Quick Start Guide*



Welcome to Praesidium Academy! Below, you will find instructions for enrolling and logging in to training. If you have any questions, please contact our Support Team at [support@praesidiuminc.com](mailto:support@praesidiuminc.com) or 817-801-7773.

### **To Enroll:** (for new learners)

1. Go to <https://www.praesidiumacademy.com/redeem>
2. Fill in your contact information including First Name, Last Name, Email Address, and desired Password.
3. Enter the appropriate registration code for your organization (below).
4. Click **Validate** to confirm registration code.
5. Click the checkbox to agree to the Terms & Conditions.
6. Click **Redeem**.
7. Write down your user login and password for future reference.
8. Answer the **Registration Questions** about your status and role within the organization.
9. Click **Save & Continue**.
10. To begin taking training immediately, scroll down and click a course to start the content.

### **To Login:** (for returning learners)

1. Go to <https://www.praesidiumacademy.com/learn>
2. Fill in your email address and password.
3. Click the blue Sign In button.
4. Complete the 3 profile questions (if this is your first time signing in)
5. On the next page, scroll down and select the course you want to open and view.

## **Organizational Registration Codes**

### **Organization: Salvation Army – Canada & Bermuda Territory**

Organization	Registration Code
(HQ) Salvation Army – Canada & Bermuda Territory	reg-salvationarmycanada-705-canberterritoryhq
TSACB – Alberta & Northern Territories	reg-salvationarmycanada-705-albertanorthern
TSACB - Bermuda	reg-salvationarmycanada-705-bermuda
TSACB – British Columbia	reg-salvationarmycanada-705-britishcolumbia
TSACB - Maritime	reg-salvationarmycanada-705-maritime
TSACB – Newfoundland & Labrador	reg-salvationarmycanada-705-newfoundlandlabrador
TSACB – Ontario	reg-salvationarmycanada-705-ontario
TSACB – Ontario – Social Services	reg-salvationarmycanada-705-ontariosocialservices
TSACB – Prairies	reg-salvationarmycanada-705-prairies
TSACB - Quebec	reg-salvationarmycanada-705-quebec

## **RESOURCE MANUAL #4**

### **CODE OF CONDUCT FOR WORKING WITH CHILDREN, YOUTH AND VULNERABLE PERSONS**

**A COPY OF THE SIGNED CODE OF CONDUCT SHOULD BE KEPT ON FILE AT THE MINISTRY UNIT  
AND IN THE PERSONNEL FILE OF THE EMPLOYEE/VOLUNTEER**



**THE SALVATION ARMY**  
Canada and Bermuda Territory

## **CODE OF CONDUCT FOR WORKING WITH CHILDREN, YOUTH AND VULNERABLE PERSONS**

The Code of Conduct outlines specific expectations of personnel as we strive to accomplish our mission together.

The Salvation Army is committed to creating an environment that is safe, nurturing, empowering, and that promotes growth and success. No form of abuse will be tolerated; and confirmed abuse may result in immediate dismissal from involvement with children, youth, and vulnerable adults within The Salvation Army. The Salvation Army will fully co-operate with authorities if allegations of abuse are made that require investigation.

The Code of Conduct outlines specific expectations of personnel as we strive to accomplish our mission together.

1. Children, youth, and vulnerable persons will be treated with respect at all times.
2. Children, youth, and vulnerable persons will be treated fairly regardless of ancestry, race, gender, sexual orientation, age, disability, creed or religion.
3. Staff, volunteers, and leaders will follow Salvation Army policies regarding contact with children, youth, and vulnerable persons outside of Salvation Army programs.
4. Staff, volunteers, and leaders will adhere to uniform standards of displaying affection as outlined in this manual.
5. Staff, volunteers, and leaders will avoid affection with children, youth and vulnerable persons that cannot be observed by others.
6. Staff, volunteers, and leaders will not use profanity or tell off-colour jokes.
7. Staff, volunteers and leaders will not discuss with or around children, youth or vulnerable persons any conversation about their personal sexual encounters or involve them in their personal problems or issues."
8. Staff, volunteers, and leaders will not date or become romantically involved with children, youth, and vulnerable persons.
9. Staff, volunteers, and leaders will not use or be under the influence of alcohol or illegal drugs in the presence of children, youth, and vulnerable persons.

10. Staff, volunteers, and leaders will not have sexually oriented materials, including printed or online pornography, on Salvation Army property.
11. Staff, volunteers, and leaders will not have secrets with children, youth, or vulnerable persons.
12. Staff, volunteers, and leaders will not stare at or comment on the body of a child, youth, or vulnerable person.
13. Staff, volunteers, and leaders will not engage in inappropriate electronic communication with children, youth, or vulnerable persons.
14. Staff, volunteers, and leaders are prohibited from working one-on-one with a child, youth, or vulnerable person in a private setting. Staff, volunteers, and leaders will use common areas when working with an individual child, youth, or vulnerable person.
15. Staff, volunteers, and leaders will not abuse a child, youth or vulnerable person in any way including (but not limited to) the following:
  - Physical abuse:* hitting, spanking, shaking, slapping, unnecessary restraints
  - Verbal abuse:* degrading, threatening, cursing
  - Sexual abuse:* inappropriate touch, exposing oneself, sexually oriented conversations
  - Mental abuse:* shaming, humiliation, cruelty
  - Neglect:* withholding food, water, shelter
16. Children and youth are prohibited from engaging in the following:
  - Hazing*
  - Bullying*
  - Derogatory name-calling*
  - Games of Truth or Dare*
  - Ridicule or humiliation*
  - Sexual activity*
17. Staff, volunteers, and leaders will report concerns or complaints about other personnel, other adults or youth to a supervisor or the territorial abuse advisor at 705-764-0692
18. Staff, volunteers, and leaders will report allegations or incidents of abuse to the proper provincial/territorial authority. Please refer to the applicable provincial/territorial guidelines regarding mandated reporting.
19. Staff, volunteers, and leaders who work in proximity to children may not have been engaged in or convicted of child abuse, indecency with a child or injury to a child.



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**ACKNOWLEDGEMENT THAT I HAVE READ THE CODE OF CONDUCT FOR  
WORKING WITH CHILDREN, YOUTH AND VULNERABLE PERSONS**

I \_\_\_\_\_ acknowledge that I have read and agree to the  
(PRINT NAME)

the CODE OF CONDCUT FOR WORKING WITH CHILDREN, YOUTH AND VULNERABLE ADULTS.

\_\_\_\_\_  
Signature of Staff or Volunteer

\_\_\_\_\_  
Date

## **RESOURCE MANUAL #5**

### **EMERGENCY CONTACT INFORMATION CARDS**

**THE EMERGENCY CONTACT INFORMATION SHOULD BE KEPT AT THE MINISTRY UNIT  
IN A CONFIDENTIAL FILE IN THE EVENT OF AN EMERGENCY**

**EMERGENCY CONTACT INFORMATION CARDS**

**EMERGENCY CONTACT INFORMATION CARD**

Student's Name \_\_\_\_\_

Parent's Name \_\_\_\_\_

Home Phone Number (\_\_\_\_\_) \_\_\_\_\_

Emergency Contact Number (\_\_\_\_\_) \_\_\_\_\_

Known Allergies \_\_\_\_\_

Health Card Number \_\_\_\_\_

Family Physician \_\_\_\_\_



## **RESOURCE MANUAL #6**

### **GUIDELINES FOR PHYSICAL CONTACT**



**THE SALVATION ARMY**  
Canada and Bermuda Territory

## **PHYSICAL CONTACT**

The Salvation Army has implemented a physical contact policy to promote a positive, nurturing environment while protecting personnel and those they serve from misunderstandings. The following guidelines are to be carefully followed by all personnel working with children, youth, and vulnerable persons:

<b><i>Appropriate Physical Interactions</i></b>	<b><i>Inappropriate Physical Interactions</i></b>
<ul style="list-style-type: none"><li>• Side hugs</li><li>• Shoulder-to-shoulder or “temple” hugs</li><li>• Pats on the shoulder or back</li><li>• Handshakes</li><li>• High-fives and hand slapping</li><li>• Verbal praise</li><li>• Pats on the head when culturally appropriate</li><li>• Touching hands, shoulders, and arms</li><li>• Arms around shoulders</li><li>• Holding hands (with young children in escorting situations)</li></ul>	<ul style="list-style-type: none"><li>• Full-frontal hugs</li><li>• Kisses</li><li>• Showing affection in isolated area</li><li>• Lap sitting</li><li>• Wrestling</li><li>• Piggyback rides</li><li>• Tickling</li><li>• Allowing a child to cling to an employee’s or volunteer’s leg</li><li>• Any type of massage given by or to a child, youth, or vulnerable person</li><li>• Any form of affection that is unwanted by the child, youth, vulnerable person or the employee or volunteer</li><li>• Compliments relating to physique or body development</li><li>• Touching bottom, chest, or genital areas</li></ul>

## **RESOURCE MANUAL #7**

### **GUIDELINES FOR OFF-SITE CONTACT**



**THE SALVATION ARMY**  
Canada and Bermuda Territory

## **OFF-SITE / OUTSIDE CONTACT**

Many cases of organizational abuse occur off-site and outside of regularly scheduled activities. This contact outside of regularly scheduled activities may put staff, volunteers, and The Salvation Army at increased risk.

The Salvation Army strongly recommends that staff do not have off-site contact with a child, youth, or vulnerable person away from The Salvation Army. However, if off-site contacts are unavoidable, The Salvation Army has determined that the following forms of off-site contact are appropriate and inappropriate:

<b><i>Appropriate Off-Site Contact</i></b>	<b><i>Inappropriate Off-Site Contact</i></b>
<ul style="list-style-type: none"><li>• Taking groups of children and youth on an outing</li><li>• Attending sporting activities with groups of children and youth</li><li>• Attending functions at a child or youth's home, with parents present</li></ul>	<ul style="list-style-type: none"><li>• Taking one child or youth on an outing without the parents' written permission</li><li>• Visiting one child or youth in his/her home, without a parent present</li><li>• Entertaining one child or youth in the home of an Army employee or volunteer</li><li>• A lone child or youth spending the night with an Army employee or volunteer</li></ul>

In addition, when off-site contact is unavoidable, ensure that the following steps are followed:

- a. Supervisors should identify for personnel what types of off-site contact are appropriate and inappropriate.
- b. Ensure that the employee or volunteer has the parents' permission to engage in off-site contact with the child or youth. Consider requiring the parents to sign a release-of-liability statement.

## **OFF-SITE TIPS SHEET**

- Give the event details including date of event, departure and arrival times, location, supervising adults and ministry leader approval to parents well in advance of the date and request consent forms from them.
- Secure an emergency contact information card for each participant and bring them with you.
- Leave a list of trip participants at the church office.
- Leave a contact number for the person in charge of the event at the church office.
- Leave a contact number for the destination at the church office.
- Communicate the nature of the trip to parents and ensure that consent has been given for each participant.
- If drivers are used, make sure that the proper consent forms have been filled out.
- If location changes unexpectedly, ensure this is communicated clearly to parents/guardians.
- Print on ministry unit letterhead

THE OFF-SITE INFORMATION FORM SHOULD BE KEPT ON FILE BY THE CORPS OFFICER OR DEPARTMENT HEAD. THIS FORM SHOULD BE FILLED IN BY THE GROUP LEADER

## OFF-SITE ACTIVITY INFORMATION FORM

I would like to take\_\_\_\_\_ on the following activity:

\_\_\_\_\_

This activity will take place on \_\_\_\_\_

From \_\_\_\_\_ to \_\_\_\_\_

The other adult(s) who will assist me is/are:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I will ensure that each participant has a parental consent for this activity. I will not transport more individuals in any vehicle than is legally allowed according to passenger rating of the vehicle.

\_\_\_\_\_  
Signature of Staff or Volunteer

\_\_\_\_\_  
Date

## TRIPS AND OFF-SITE TRAVEL FORM

GROUP: \_\_\_\_\_

DESTINATION: \_\_\_\_\_

CONTACT NUMBER: ( \_\_\_\_\_ ) \_\_\_\_\_

DEPARTURE		RETURN	
DATE		DATE	
TIME		TIME	
ETA		ETA	

Driver's Name	Vehicle (make and license plate number)

Student's Name	Phone Number
	(    )
	(    )
	(    )
	(    )
	(    )
	(    )
	(    )
	(    )
	(    )
	(    )

## **RESOURCE MANUAL #8**

### **GUIDELINES FOR HOSTING / BILLETING**

**THESE GUIDELINES ARE TO BE PRINTED ON MINISTRY UNIT LETTERHEAD AND GIVEN  
TO THE HOST HOMES**

**(See the Abuse Prevention Policy, Page 17, Section 5)**



## **HOSTING / BILLETING REQUIREMENTS**

### **HOST CHURCH REQUIREMENTS**

- Provide sleeping accommodations for either boys or girls, but not both.
- Ensure that youth are billeted preferably in groups of three, but no less than two per home.
- Provide homes that can ensure sleeping/dressing quarters that are distinctly and physically separated from the sleeping/dressing quarters of household members of the opposite gender and from adult members in the billeting household.
- Provide accommodations for youth in homes supervised by parents or guardians for the duration of the stay.
- Provide homes that are safe for youth with physical challenges (food or pet allergies, physical limitations, etc.)
- Provide appropriate meals as required for the duration of the stay.
- Provide police record checks for all members of the billeting household who are 18 and older.

### **YOUTH GUIDELINES/EXPECTATIONS**

- Youth will respect and follow the rules by organizers.
- Youth will respect the 11:00 pm curfew for bedtimes.
- Youth will respect the rules of the host family and abide by them.
- Youth will inform event leaders of any special needs of which the host family may need to be aware (food or pet allergies, physical conditions needing attention).
- Youth will remain in their assigned sleeping accommodations for the duration of the evening.

## **SAMPLE FORMS**

**ALL FORMS ARE TO BE PRINTED ON MINISTRY UNIT LETTERHEAD.**

**COMPLETED FORMS ARE TO BE KEPT ON FILE AT THE MINISTRY UNIT UNLESS  
OTHERWISE SPECIFIED**

## **RESOURCE MANUAL #9**

### **SAMPLE ACKNOWLEDGMENT AND PERMISSION FORM FOR PARENTS OR GUARDIANS**

## ACKNOWLEDGMENT AND PERMISSION FORM FOR PARENTS OR GUARDIANS

Name of Child: \_\_\_\_\_

Event: \_\_\_\_\_

Date: \_\_\_\_\_ Cost: \_\_\_\_\_

Specifics of the Activity: \_\_\_\_\_

All physical activities have risks. I agree to allow my child to participate in this event knowing there are physical risks and hazards inherent in any activity.

Type of Transportation (if any): \_\_\_\_\_

Departure and Return Times: \_\_\_\_\_

I voluntarily agree to allow my child to participate in this event. By voluntarily allowing participation, I agree that I am exposing my child to inherent risks and hazards. I agree to accept all risks and hazards and be responsible for any injury or other loss which may occur during the participation of my child. I also authorize The Salvation Army to seek emergency medical treatment for my child in the event of injury.

Special Information (please list any pre-existing medical conditions including allergies):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of Parent/Guardian

\_\_\_\_\_  
Date

## **RESOURCE MANUAL #10**

### **SAMPLE INCIDENT REPORT FORM**

## INCIDENT REPORT FORM

The incident report should be completed as soon as possible after the incident occurs and should include as detailed a description of the situation as possible.

Name(s) of child(ren)/youth: \_\_\_\_\_

Phone: (\_\_\_\_) \_\_\_\_\_

Address: \_\_\_\_\_

Nature of injury/incident: \_\_\_\_\_

\_\_\_\_\_

Incident Date: \_\_\_\_\_ Incident Time: \_\_\_\_\_

Incident Location: \_\_\_\_\_ Event Title: \_\_\_\_\_

Names of all leaders present: \_\_\_\_\_

\_\_\_\_\_

What happened? Give a brief description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Why did it happen? \_\_\_\_\_

\_\_\_\_\_

What action was taken? \_\_\_\_\_

\_\_\_\_\_

Contacted parents/Guardian: Yes \_\_\_\_ No \_\_\_\_

Parent or Guardian's response: \_\_\_\_\_

\_\_\_\_\_

Leader's name: \_\_\_\_\_ Signature: \_\_\_\_\_

Witness' name \_\_\_\_\_ Signature: \_\_\_\_\_

## **RESOURCE MANUAL #11**

### **SAMPLE SUGGESTED SCRIPT FOR TELEPHONING REFERENCES OF APPLICANTS**

## SUGGESTED SCRIPT FOR TELEPHONING REFERENCES OF APPLICANTS

"Hello, this is \_\_\_\_\_, calling from \_\_\_\_\_  
\_\_\_\_\_ Church.

\_\_\_\_\_ (name of volunteer) has applied to be a volunteer in our children's/youth ministries and has indicated on their application that you might be willing to act as a personal reference. We have a program in our church called "Plan to Protect" which is designed to protect our children and youth as well as our volunteers. We do a reference check on all our volunteers working in our ministries.

May I ask you a few questions?

1. How long have you known \_\_\_\_\_? In what capacity?
2. What are his/her strengths? Weaknesses?
3. What type of person is \_\_\_\_\_? How do they relate to others, especially children and youth?
4. How does \_\_\_\_\_ respond to supervision?
5. Is there any conduct you have observed that you would call into question?
6. Would you describe \_\_\_\_\_ as someone who follows through with commitments he or she makes?
7. Do you have any concerns with \_\_\_\_\_ working with children or youth in any of our ministries?

Thank you for your time. We really appreciate it."

Record all information (using the back if necessary) during or immediately following the call, keep notes in a confidential and secure location, and return them promptly to your supervisor.
---



## **RESOURCE MANUAL #12**

### **SAMPLE MONITORING CHECKLIST FOR SALVATION ARMY PROGRAMS**

## MONITORING CHECKLIST FOR SALVATION ARMY PROGRAMS

1. **Vary your observation times.** Don't develop a predictable pattern of observation. Drop in at different times each day. Occasionally leave and come back immediately.
2. **Arrive before personnel.** This gives you an opportunity to check punctuality and the routine that personnel follow to prepare for the youth to arrive.
3. **Survey the physical area.** Look for items that may provide a health hazard (e.g., broken glass on the playground, rusty corners on chairs, unapproved toys, etc.).
4. **Pay attention to the traffic flow.** Are there parents of the youth in the program nearby? Are there other adults nearby?
5. **Watch activities.** Are they planned and organized? Are the personnel actively involved?
6. **Observe washroom activities.** Ask personnel how they handle washroom emergencies.
7. **Observe personnel and youth interactions.**
  - ☐ Do personnel use the proper voice tone with youth?
  - ☐ Do personnel give praise to youth?
  - ☐ Do personnel follow the physical affection guidelines?
    - ☐ Appropriate = High fives, side hugs, verbal praise, etc.
    - ☐ Inappropriate = Frontal hugs, piggyback rides, carrying youth, etc.
  - ☐ Do personnel know the youth by first and last names?
  - ☐ Do personnel listen to the youth when they make reports?
  - ☐ Do personnel sound enthusiastic?
  - ☐ Do personnel set limits and boundaries?
  - ☐ Do personnel interact with all of the youth?
  - ☐ Does a staff or volunteer pay undue attention to any particular youth?
8. **Observe personnel interactions.**
  - ☐ Do personnel pay more attention to the youth than to each other?
  - ☐ Are personnel spread out and monitoring the entire facility?
  - ☐ Are personnel following the appropriate washroom procedures?
  - ☐ Do personnel know who is supervising which youth?
  - ☐ Do personnel communicate to each other when one must leave the area?
  - ☐ Do personnel use polite voice tones with one another?
  - ☐ Do personnel share responsibilities at the program?

**9. Observe personnel and parent interactions.**

- ☐ Do personnel greet the parents?
- ☐ Do personnel know the parents by name?
- ☐ Do personnel provide adequate information to the parents?
- ☐ Do personnel ask the parents if they have any questions?
- ☐ Do personnel spend too much time with any particular parent?

**10. Take youth aside (but stay within view) and ask them questions, such as:**

- ☐ How do you like coming here?
- ☐ What kinds of things do you do when you are here?
- ☐ Is the (title of staff or volunteer) nice to you?
- ☐ Have you ever been hurt here?
- ☐ Has anyone ever been mean to you here?

**11. Ask parents questions, such as:**

- ☐ Are you satisfied with the care your youth is receiving here?
- ☐ What can we do to make it better?
- ☐ Does your youth ever say anything about his or her (title of staff or volunteer)?
- ☐ Has your youth's (title of staff or volunteer supervising their youth) ever contacted you or your youth about anything other than the program?
- ☐ Do you ever have a chance to observe your youth here?
- ☐ What does your youth say about the time he/she spends here?

**12. Ask personnel how they would respond to "what if" situations that you describe, such as:**

- ☐ A youth is left after closing?
- ☐ A youth falls, hits her head and is unconscious?
- ☐ Another staff or volunteer shakes a youth for hitting another youth?
- ☐ A parent confides in you that she thinks another staff or volunteer is a child molester?

**13. Keep records of your visits** including your arrival and departure times, which youth and parents were present and a summary of the information you collected. Provide personnel with feedback about your visits.

## **RESOURCE MANUAL #13**

### **SAMPLE STAFF, VOLUNTEER OR LEADER PERFORMANCE REVIEW CHECKLIST**

**THIS COMPLETED FORM SHOULD BE ADDED TO THE  
EMPLOYEE/VOLUNTEER PERSONNEL FILE**

## STAFF, VOLUNTEER OR LEADER PERFORMANCE REVIEW CHECKLIST

Name: \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_

Time: \_\_\_\_\_

	Not satisfactory		Satisfactory		Exceeds satisfactory
Tone of voice	1	2	3	4	5
Use of appropriate affection	1	2	3	4	5
Use of appropriate verbal interactions	1	2	3	4	5
Overall supervision of youth	1	2	3	4	5
Adherence to safety standards	1	2	3	4	5
Adherence to washroom procedures	1	2	3	4	5
Adherence to transition time and "free time" procedures	1	2	3	4	5
Adherence to playground procedures	1	2	3	4	5
Adherence to transportation procedures	1	2	3	4	5
Adherence to off-site and field trip procedures	1	2	3	4	5
Engages in activities with youth	1	2	3	4	5
Maintains clean environments	1	2	3	4	5
Punctuality	1	2	3	4	5
Attends staff meetings	1	2	3	4	5
Documentation	1	2	3	4	5
Staff and volunteers in proper attire	1	2	3	4	5
Overall job performance	1	2	3	4	5

Comments: \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Signature of Supervisor: \_\_\_\_\_

## **RESOURCE MANUAL #14**

### **SAMPLE CONSIDERATION OF NEW PROGRAM DEVELOPMENT CHECKLIST**

**THIS FORM IS TO BE USED ONLY AS A GUIDELINE/TOOL FOR DEVELOPING NEW PROGRAM  
SUBMISSIONS. MINISTRY UNITS MUST FOLLOW PROPER PROTOCOL FOR ANY NEW  
PROGRAM PROPOSALS**

## CONSIDERATION OF NEW PROGRAM DEVELOPMENT CHECKLIST

### 1. General program information

☐ Brief description of the program

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☐ Ages of youth served

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☐ Estimated number of youth to be served

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☐ Estimated number of staff needed (ratio description)

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☐ Will volunteers be needed?

---

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☐ Purpose/goals of program

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---

☐ Duration of program

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☐ Do similar programs exist?

---

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2. Appropriateness

☐ Does the program fit within the goals of The Salvation Army?

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☐ Has background research on the program been completed?

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3. Program procedures

☐ Will transportation be provided? If so, what are the transportation guidelines?

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☐ What are the washroom procedures for off-site programs?

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☐ Does the program involve overnight stays?

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☐ Does the program include aquatics? If so, what are the procedures for monitoring locker rooms and changing clothes?

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☐ What are the procedures for managing additional high-risk activities during the program?

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#### 4. Authorization

☐ Include the name and signature of the staff submitting the proposal

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☐ Include the name and signature of the administrator who approves the proposal

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☐ Include the name and signature of the executive director who approves the proposal

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## **RESOURCE MANUAL #15**

### **SAMPLE FACILITY MONITORING CHECKLIST**

**THIS CHECKLIST CAN BE USED FOR PREPRATION FOR ANNUAL REVIEWS AND AN OVERALL  
SAFETY TOOL TO ENSURE THE FACILITY MINIMIZES ANY RISK TO THOSE IN OUR CARE**

### FACILITY MONITORING CHECKLIST

At the beginning of each week, create a facility monitoring schedule for each site. On a daily basis ensure that staff complete this checklist at different times during the daily activities (e.g., during summer programs, if the facility monitoring checklist is completed at 10 a.m. on Monday, have it completed at 11 a.m. on Tuesday, and so on). For summer activities, the following checklist should be completed multiple times throughout the day.

- ☐ All unused rooms, offices, storage areas and closets are locked.
- ☐ All windows permit observation into program areas and offices (i.e., artwork on windows should not prevent informal monitoring by passersby; all blinds on windows should be open).
- ☐ All staff are identifiable and dressed in the appropriate uniforms.
- ☐ All program activities are within the designated ratios (insert your ratios here).
- ☐ Staff are spread out in the activity area and actively supervising the youth.
- ☐ Washrooms
  - ☐ The washroom is clean.
  - ☐ Neither youth nor adults are just “hanging out” in the washrooms.
  - ☐ There is only one youth per stall.
- ☐ All youth remain in facility areas that are easily viewed by staff (i.e., youth are not wandering off by themselves without adults present to supervise them).
- ☐ The Army utilizes a system for checking youth into and out of the facility.

### SITE-SPECIFIC CONSIDERATIONS

- ☐ For sites that have stages (such as in a school cafeteria), stage curtains should remain open at all times so that youth cannot sneak behind the curtains.
- ☐ For playgrounds, staff should be positioned around the perimeter of the playground to ensure that youth are supervised and that they remain in the assigned area. Staff should also be stationed near playground equipment (such as tunnels and jungle gyms) that does not allow for line-of-sight supervision.

## **RESOURCE MANUAL #16**

### **SAMPLE OFF-SITE ACTIVITY SHEET**

**THIS FORM WILL HELP TO ENSURE ALL CONSIDERATIONS HAVE BEEN GIVEN TO  
OFF-SITE ACTIVITIES AT THE MINISTRY UNIT**

## OFF-SITE ACTIVITY SHEET

1. ☐ Specific location of the off-site activity (e.g., The Children's Museum).  
\_\_\_\_\_
2. ☐ Name of the primary contact at the off-site location (e.g., Mary Smith, director of group sales at the Children's Museum).  
\_\_\_\_\_
3. ☐ Address and telephone number for the location.  
\_\_\_\_\_
4. ☐ Parent permission sheet attached to this document for review.  
\_\_\_\_\_
5. ☐ Name and cellphone number of the supervisor for the off-site activity.  
\_\_\_\_\_
6. ☐ The staff-to-youth ratio for the trip and names of all who will be attending.  
\_\_\_\_\_
7. ☐ Required attire for staff and youth during the off-site activity.  
\_\_\_\_\_
8. ☐ Amount of time required for the off-site activity.  
\_\_\_\_\_
9. ☐ Estimated departure time and estimated return time.  
\_\_\_\_\_
10. ☐ Method of transportation.  
\_\_\_\_\_
11. ☐ Completed seating chart attached.  
\_\_\_\_\_

12. ☐ Overall supervision guidelines for location (staff will be assigned groups of youth to monitor throughout the trip, staff will monitor youth in “zones,” etc.).

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13. ☐ Location of restrooms/locker rooms at off-site location.

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14. ☐ Cost of the activity.

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#### **LAST-MINUTE CHECKLIST**

1. ☐ All permission sheets returned and compiled for the off-site activity (youth cannot participate without a permission slip). Staff must take permission slips to the off-site activity to ensure correct parent contact information.
2. ☐ Roll sheets printed and distributed to all staff for all youth attending the off-site activity.
3. ☐ All required staff present.
4. ☐ All staff and youth are in approved attire.

## **RESOURCE MANUAL #17**

### **SAMPLE CONSIDERATIONS FOR LEADERS-IN-TRAINING PROGRAMS**

## CONSIDERATIONS FOR LEADERS-IN-TRAINING PROGRAMS

### 1. Define the leaders-in-training program.

- i. What is the goal of the program?
  - For example, is the program designed for older youth who desire to become staff, or is it designed for youth too old for the program, but who still want to participate?

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- ii. How does the program fit the mission of the Army?

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- iii. What is the teen leader's role in the program?

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- iv. What ages of youth are allowed to participate in the program?

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- v. Are the teen leaders categorized as staff or volunteers?

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- vi. Who is responsible for supervising the teen program?

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### 2. Create policies for the leaders-in-training program.

- ☐ Outline appropriate and inappropriate physical, verbal, emotional and behavioural boundaries between teen leaders and youth, and between teen leaders and staff.
- ☐ Prohibit teen leaders from being one-on-one with youth.
- ☐ Prohibit teen leaders from escorting youth to the washrooms.



- ☐ Prohibit teen leaders from assisting youth with changing their clothes.
- ☐ Require teen leaders to wear clothing or lanyards that identify them as leaders-in-training and differentiate them both from staff and younger youth.
- ☐ Develop policies governing where teen leaders can spend their time off. For example, are teen leaders permitted to hang out in areas reserved for staff?

**3. Create screen practices for the leaders-in-training program.**

- ☐ Require teen leaders to fill out an application.
- ☐ Check references from the teens' parents, teachers, staff and/or coaches.
- ☐ Interview the teen leaders. Include the teens' parents in these interviews when possible.

**4. Train teen leaders.**

- ☐ Train staff and supervisors in how to monitor teen leaders.
- ☐ Require teen leaders to attend abbreviated trainings on the following topics:
  - Their role as a leader, including what they are allowed and not allowed to do.
  - General abuse risk management, boundaries, and self-protection.
  - Preventing youth-to-youth sexual activity.
  - How to report concerns about themselves or the youth in the program.

**5. Monitor teen leaders.**

- ☐ Designate a specific staff person who is in charge of the leaders-in-training program and its participants.
- ☐ Consider requiring teen leaders to keep a log documenting their daily activities and any problems they encountered. The program supervisor should review these logs on a daily basis.
- ☐ Conduct daily check-ins with teen leaders and their supervisors.

## **INFORMATION SHEETS**

**THE FOLLOWING INFORMATION SHEETS PROVIDE GUIDANCE ON WHAT TO SHARE WITH PARENTS AND YOUTH INVOLVED IN SALVATION ARMY PROGRAMMING.**

**PLEASE NOTE THAT THE TERRITORIAL ABUSE ADVISOR IS ALSO AVAILABLE TO PROVIDE TRAINING TO PARENTS OR YOUTH ON THE AREAS PROVIDED IN THESE MANUALS.**

## INFORMATION FOR PARENTS, CHILDREN AND YOUTH

### PARENT INFORMATION

The Salvation Army should provide parents with a written document explaining its policies and procedures related to abuse prevention. This document should, at a minimum, include the following:

1. The Salvation Army's code of conduct for working with children and youth (see **Resource Manual #4**).
2. The Salvation Army's policies regarding appropriate and inappropriate displays of affection (see **Resource Manual #6**).
3. The Salvation Army's policies regarding off-site contact (see **Resource Manual #7**).

### PERSONAL SAFETY MESSAGE FOR YOUTH

Salvation Army personnel should conduct orientations with new youth to provide information about how to protect themselves from abuse. Salvation Army personnel should encourage the youth to use the following reminder if anyone makes them feel uncomfortable while they are in Salvation Army programs:

*If someone makes me feel uncomfortable, scared, or hurt, I will yell "STOP" and GO TELL an adult who listens. I have a right to be safe. I deserve respect.*

Some youth will still be afraid to report other youth or adults who make them feel uncomfortable, so it is important that the Army provides youth with an anonymous way to make reports. This can be accomplished by creating a suggestion box or a talk box. The weekly orientation should include a discussion about the suggestion box. The director should let youth know that they can use this anonymous method to suggest or report anything, such as:

1. New activities that they would like at the Army.
2. Different snack options.
3. Serious incidences such as bullying or sexual abuse by another youth.
4. Staff and volunteers who make them feel uncomfortable.

The director should let the youth know that only designated Army leadership will read the reports. Army leadership must decide how each report will be handled, including documentation, response to youth, parent involvement, etc.

## FEEDBACK FROM PARENTS AND YOUTH

### 1. Formal Feedback

Programs should survey youth and their parents periodically. In addition to the questions on your current Army surveys, consider adding additional items related to abuse risk management.

For youth surveys, consider the following questions:

- a. What was your favourite part the program? What was your least favourite part?
- b. Did you like the staff? Why or why not?
- c. Did you like the other youth at the program? Why or why not?
- d. Do you want to come back next year? Why or why not?

For parents, consider the following questions:

- a. How satisfied are you with the Army in general?
- b. How satisfied are you with the way your child was treated by the staff?
- c. Would you recommend the Army to your friends? Why or why not?