



Giving Hope Today

ABUSE PREVENTION POLICY MANUAL

Developed in partnership with:



PRAESIDIUM

Our passion. Your protection.

INDEMNITY STATEMENT

Praesidium, Inc. provides policy manual to assist in the prevention of organizational abuse. However, it must be noted that no system can guarantee prevention of abuse.

When all recommendations are implemented and maintained, a risk for abuse *continues* to exist, as the problem of abuse is pervasive and no system to date can assure complete safety.

Accordingly, PRAESIDIUM, INC. MAKES NO WARRANTIES, EXPRESS OR IMPLIED, INCLUDING WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE AND MERCHANTABILITY, REGARDING THE SUCCESS OR FAILURE OF THE PRAESIDIUM POLICY ANALYSIS IN PREVENTING OR REDUCING THE INCIDENCE OF ABUSE.

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I. Introduction

As a Christian organization, The Salvation Army is committed to upholding the standards of Christ, of love, care, protection and respect for the whole person in all relationships. Recognizing that the Christian church is no stranger to abuse, and understanding the profound emotional and spiritual damage resulting from abuse, The Salvation Army Canada and Bermuda Territory will not tolerate or condone abuse within its operations.

The purpose of The Salvation Army Abuse Prevention Policy Manual is to provide Salvation Army personnel with the tools to create the safest environment possible for those served in the course of ministry and service. The Salvation Army in the Canada and Bermuda Territory is committed to the protection of children, youth and vulnerable persons by establishing clear prevention strategies through this manual.

II. General Definitions

1. Physical abuse is injury that is intentionally inflicted upon a child, youth or vulnerable person.
2. Sexual abuse is any contact of a sexual nature that occurs between a youth and an adult or between two youth or between a vulnerable adult and a caregiver. This includes any activity which is meant to arouse or gratify the sexual desires of the perpetrator.
3. Sexual exploitation is developing or attempting to develop a sexual relationship between a person serving in ministry or social services and an individual with whom he/she has a pastoral/dependent relationship, whether or not there is apparent consent from the individual.
4. Emotional abuse is mental or emotional injury to a child, youth or vulnerable person that results in an observable and material impairment in an individual's growth, development or psychological functioning.
5. Financial Abuse is the misuse of a person's funds and assets; obtaining property and funds without his/her knowledge and full consent, or in the case of an elderly person who is not competent, not in his/her best interests.
6. Neglect is the failure to provide for an individual's basic needs or the failure to protect an individual from harm.
7. Elder Abuse is any action by a person in a position of trust or a friend, family member, neighbour or paid-caregiver or committed or omitted, that results in harm to or jeopardizes the well-being or safety of any elder person
8. Vulnerable Adult is someone aged 18 or over: Who is, or may be, in need of community services due to age, illness or a mental or physical disability. Who is, or may be, unable to take care of himself/herself, or unable to protect himself/herself against significant harm or exploitation.

III. Recruitment and Screening

All prospective ministry personnel will submit to careful screening as outlined in this policy. All applicants for employment or volunteer service in a position with children, youth or vulnerable persons must complete the following prior to being placed in a position of trust and any ministry/position which involves direct contact with children, youth or vulnerable persons:

1. Statement of Applicant to Work with Children, Youth and Vulnerable Persons (see **Resource Manual #2**). A copy of this application is to be kept at the ministry unit and a copy forwarded to DHQ.
2. Face-to-face interview(s). Interview notes and standardized questions are documented and placed in personnel files. Best practice requires that at least two people are involved in the interview process.
3. Reference checks. Two reference checks are required.
4. Police record check. Individuals who have been accused, convicted or are under suspicion of crimes against children, youth or vulnerable persons, or who have been convicted of violent or sexual crimes will not have any involvement in ministries or programs where children, youth or vulnerable persons participate. Police record checks must be repeated every three years by applicants who are 16 years of age or older. A copy of the police record check is to be kept at the ministry unit and a copy forwarded to DHQ.
5. Provincial Abuse Registry Check where available.
6. Sign a document that they have read and understood the Abuse Prevention Policy Manual. This will be kept in personnel files (see **Resource Manual #1**)
7. All personnel who have direct contact with children, youth or vulnerable persons must have a personnel file kept with the ministry unit records. These files should be reviewed during divisional audits. These files are to be kept permanently.

IV. Training Requirements

All personnel in a position of trust with children, youth or vulnerable persons must complete initial and regular training. Following is an example of how personnel may accomplish this.

<i>Audience</i>	<i>Armatus® Modules</i>	<i>Timetable</i>
All staff	<ul style="list-style-type: none"> • Meet Sam • It Happened to Me • Keeping Your Camp Safe or Keeping Your Church Safe • Yearly Refresher Module 	Prior to access with children, youths or vulnerable persons
Volunteers and Teen Leaders	<ul style="list-style-type: none"> • ARMATUS On-Line Training Modules as listed above • Yearly Refresher Module • The Policies (Abuse Prevention Policy etc.) • Abuse Risk Management for Volunteers 	Prior to access with children, youths or vulnerable persons
Returning staff (who previously participated in Armatus® training)	<ul style="list-style-type: none"> • The Policies (Abuse Prevention Policy etc.) • Refresher Module 	Anniversary date
Specific ministries	<ul style="list-style-type: none"> • Ministry-specific courses TBD 	
Staff who violate policies or exhibit questionable boundaries	<ul style="list-style-type: none"> • The Policies (Abuse Prevention Policy etc.) • Refresher Module 	Within 5 days of administrator notification

(See Resource Manual # 3)

V. Code of Conduct for Working with Children, Youth and Vulnerable Persons

The Code of Conduct (see **Resource Manual #4**) 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 persons 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 race, ancestry, 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, youth and vulnerable persons 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, youth and vulnerable persons may not have been engaged in or convicted of abuse of, indecency with or injury to a child, youth or vulnerable person.

A. 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:

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

B. Verbal Interactions

Staff and volunteers are prohibited from speaking to children, youth or vulnerable persons in a way that is, or could be construed by any observer, as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating.

Staff and volunteers must not initiate sexually oriented conversations with children, youth or vulnerable persons. Staff and volunteers are not permitted to discuss their own sexual activities with children, youth or vulnerable persons.

The Salvation Army's policies for appropriate and inappropriate verbal interactions are:

<i>Appropriate Verbal Interactions</i>	<i>Inappropriate Verbal Interactions</i>
<ul style="list-style-type: none"> • Positive reinforcement • Appropriate jokes • Encouragement • Praise 	<ul style="list-style-type: none"> • Name-calling • Discussing sexual encounters or in any way involving a child, youth or vulnerable person in the personal problems or issues of personnel • Secrets • Cursing • Off-colour or sexual jokes • Shaming • Belittling • Derogatory remarks • Harsh language that may frighten, threaten or humiliate a child, youth or vulnerable person • Derogatory remarks about a child, youth or vulnerable person or his/her family

C. Discipline of Children, Youth and Vulnerable Persons

Staff and volunteers are prohibited from using physical punishment for the behaviour management of children, youth and vulnerable persons. No form of physical discipline is acceptable. This prohibition includes spanking, slapping, pinching, hitting or any other physical force as retaliation or correction for inappropriate behaviours by children, youth or vulnerable persons. Staff and volunteers will have age-appropriate expectations and guidelines that minimize the need for discipline.

Staff and volunteers are *prohibited* from using the following techniques for discipline under any circumstances:

<i>Inappropriate Discipline Practices</i>	
<ul style="list-style-type: none"> • Hitting • Spanking • Shaking • Slapping • Using physical exercise as a consequence • Withholding food, light or medical care • Name-calling • Shoving 	<ul style="list-style-type: none"> • Pulling hair or ears • Biting • Pinching • Shaming • Derogatory remarks • Ostracizing • Mechanical tape or rope restraints • Punishment for toileting accidents • Angry yelling

D. One-on-One Interactions

Most abuse occurs when an adult is alone with a child, youth or vulnerable person. The Salvation Army aims to eliminate or reduce these situations and prohibits private one-on-one interactions unless approved in advance by administration.

In those situations where one-on-one interactions are approved, personnel should observe the following additional guidelines to manage the risk of abuse or false allegations of abuse:

Additional Guidelines for One-on-One Interactions

- When meeting one-on-one with a child, youth or vulnerable person, always do so in a public place where you are in full view of others.
- Avoid physical affection that can be misinterpreted. Limit affection to pats on the shoulder, high-fives and handshakes.
- If meeting in a room or office, leave the door open or move to an area that can be easily observed by others passing by.
- Inform other personnel that you are alone with a child, youth or vulnerable person and ask them to randomly drop in.
- Document and immediately report any unusual incidents, including disclosures of abuse or maltreatment, behaviour problems and how they were handled, injuries or any interactions that might be misinterpreted.

E. Tutoring/Private Coaching

One-on-one situations, such as tutoring and private coaching sessions, introduce higher risks for false allegations. Staff and volunteers should be aware of The Salvation Army's policies regarding tutoring and private coaching:

1. Staff and volunteers must have supervisor approval for any tutoring or private coaching sessions.
2. Tutoring and coaching sessions may not occur outside of the approved location.
3. Supervisors must keep a schedule of private tutoring and coaching sessions, which should include times, children, youth and vulnerable persons involved, and location of sessions.

F. 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 outside 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 outside contact are appropriate and inappropriate:

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

In addition, when outside contact is unavoidable, ensure that the following steps are followed:

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

G. Electronic Communications

Staff and volunteers are allowed to use texts in a ministry context to multiple contacts. Staff and volunteers are prohibited from sending text messages of a personal nature to children, youth or vulnerable persons and/or replying to personal text messages from children, youth or vulnerable persons. If a child, youth or vulnerable person attempts to communicate on a personal nature with staff or volunteers via text, the staff or volunteer must notify his or her supervisor immediately.

Staff and volunteers are encouraged to use social networking sites, dedicated to the ministry position, with several administrators for accountability, to communicate with the children, youth and vulnerable persons of their ministry. Staff and volunteers are prohibited from communicating with children, youth and vulnerable persons using personal social networking websites (Facebook, Twitter, Myspace, Reddit, Instagram, SnapChat or other social networks as they evolve.) Personal social networking profiles and blogs must be private and inaccessible to children, youth and vulnerable persons. Staff and volunteers with profiles on social networking sites may not request to be friends with children, youth and vulnerable persons or approve friend requests from children, youth and vulnerable persons.

All electronic communications (phone, e-mail, Instagram, Reddit, msn messaging, etc.) with children, youth and vulnerable persons should be ministry-related and transparent, and a copy of all e-mail communication must be sent to a supervisor and the children's, youth's or vulnerable persons' parents or guardians. Staff and volunteers are prohibited from using instant messaging for personal, private contact with children, youth or vulnerable persons. If a child, youth or vulnerable person attempts to communicate with a staff or volunteer via e-mail or instant message, the staff or volunteer must notify his or her supervisor immediately.

H. Gift-Giving

Molesters routinely groom children, youth and vulnerable persons by giving gifts, thereby endearing themselves to the children, youth and vulnerable persons. They might instruct the children, youth and vulnerable persons to keep the gifts a secret, which then starts teaching the children, youth and vulnerable persons to keep secrets from parents or guardians. For this reason, personnel should only give gifts to groups of children, youth and vulnerable persons, and only under the following circumstances:

1. Administration must be made aware of and approve the gift.
2. Parents or guardians must be notified.

VI. Supervision of Army Programs

The Salvation Army recognizes that monitoring and supervision are critical functions of abuse prevention and provide protection for all involved and for The Salvation Army itself. When interactions are monitored, allegations of abuse or wrongful acts are more easily and accurately investigated and resolved. The Salvation Army has established the following policies to ensure that all personnel understand their role in this process.

A. General Supervision

1. **Administrative and Supervisory Visits to Salvation Army Programs** ó The Salvation Army's leadership will regularly visit all programs to ensure that all activities are well-managed and that policies are observed by all in attendance (see sample monitoring checklists in **Resource Manual #12** and **Resource Manual #13**).
2. **Ratios** ó A minimum of two, preferably unrelated, adults must supervise children, youth and vulnerable persons in all programs and activities. Each program will follow the ratio requirements that are directly related to the goals of the program and the design of the program area. The employee- or volunteer-to-child, youth or vulnerable person ratio should be adjusted for programs that serve children, youth and vulnerable persons.
3. **Mixed Age Groups** ó In most incidents involving one child, youth or vulnerable person abusing another child, youth or vulnerable person, they are from different age groups. Each program is responsible for establishing specific guidelines for additional monitoring and supervision of activities that involve children, youth or vulnerable persons from different age groups. Staff and volunteers must be aware that close line-of-sight supervision is required when monitoring programs that include children, youth or vulnerable persons of different ages.
4. **New Program Development** ó Staff and volunteers are not permitted to develop new programs for children, youth and vulnerable persons without prior review by two levels of management, with the final approval given by the DHQ/THQ Administration. Requests to develop new programs should be submitted in writing (see **Resource Manual #14**).

B. Facility Monitoring

Building architecture can increase or mitigate the risk of an incident or accident. Because most incidents of sexual behaviour occur in private, the extent to which privacy is managed, risk is reduced. In order to ensure that all of The Salvation Army's buildings are properly and consistently monitored, designate a Salvation Army employee(s) who will complete the site-inspection checklist at various times throughout the day. See **Resource Manual #15** for a Sample Facility Monitoring Checklist.

C. Monitoring Higher-Risk Activities

1. Washroom Activities

Most incidents of youth-to-youth abuse occur in the washrooms. Therefore, the following supervision guidelines are recommended:

- a. Option 1: Group Washroom Breaks

- i. Whenever possible, Salvation Army personnel should take groups of two or more children, youth or vulnerable persons to the washrooms for group washroom breaks. One adult should not escort one child, youth or vulnerable person; always use the rule of three or more. Junior staff or staff in training should not escort children, youth or vulnerable persons to the washrooms.

If the washroom has only one stall, only one child, youth or vulnerable person should enter the restroom at a time while the other children, youth or vulnerable persons wait outside with personnel. If there are multiple stalls, personnel should only send in as many children, youth or vulnerable persons as there are stalls.

- ii. Staff and/or volunteers should then stand outside of the washroom with the door ajar in order to hear what is going on inside the washroom.
- b. Option 2: Monitoring Washrooms
- i. In some Salvation Army settings, group washroom breaks are not always feasible. In these circumstances, children, youth and vulnerable persons should ask permission before using the washrooms, so that personnel know who is going to the restroom and when.
 - ii. Salvation Army personnel should randomly and periodically monitor washrooms to ensure that children, youth and vulnerable persons are not lingering there. It is important that personnel periodically check restrooms so that children, youth or vulnerable persons know that an adult could walk in at any time.

If possible, personnel should use staff-only washrooms.

2. Transition Times and Free Times

Transition times and free-choice times (or free times) pose a higher risk for incidents because during these times, personnel may not be assigned a particular group of children, youth or vulnerable persons to supervise. To decrease the risk of incidents, implement the following supervision guidelines:

- a. Designate certain areas as off-limits during these times by setting specific and narrow geographic boundaries in the program areas.
- b. Ensure that all staff, volunteers and leaders are assigned specific areas to supervise during transition times and free times. This zone monitoring ensures that all accessible areas are monitored. Assign more staff, volunteers or leaders to high-risk areas and activities (e.g., water activities, playgrounds, isolated areas, etc.).
 - i. For example, in programs with playground areas, assign staff, volunteers or leaders to certain zones and around the perimeter of the area. If the playground includes play structures that limit line-of-sight supervision (such as tunnels, slides or jungle gyms), assign staff to these areas as well. Staff, volunteers or leaders should not stand or sit in groups while children, youth or vulnerable persons play on the playground.
- c. Create specific washroom procedures during transition times and free times and, if feasible, lock washrooms during these times. Then, designate which washrooms will be available to children, youth or vulnerable person. A staff, volunteer or leader should be posted at each available washroom to actively monitor children, youth or vulnerable persons.

- d. Require supervisors to conduct periodic sweeps of the entire activity area. If children, youth or vulnerable persons are lingering outside of the planned activity area, the supervisor should encourage them to join an activity.
- e. Require the presence of an upper-level supervisor during free times.
- f. For programs that offer extended periods of free time, conduct at least one scheduled roll call for each age group.

3. Transporting Youth

Transporting children, youth and vulnerable persons may increase the risk of abuse or false allegations of abuse because personnel may be alone with a child, youth or vulnerable person or may make unauthorized stops with children, youth or vulnerable persons. In addition, transportation activities may provide a time for unsupervised sexual activity within peer groups (child to child, youth to youth and vulnerable person to vulnerable person).

When it is necessary to transport children, youth or vulnerable persons, personnel must adhere to the steps described below.

When transporting children, youth or vulnerable persons by bus or van:

- a. Administrators must be notified of all transportation activities.
- b. Children, youth or vulnerable persons must never be transported without written permission from a parent or guardian. Staff and volunteers must take these permission forms and medical releases with them on the trip.
- c. Determine the number of personnel necessary to adequately supervise the children, youth or vulnerable persons. A leader must not transport one single child, youth or vulnerable person alone. Ideally two adults should be in the vehicle to transport children, youth or vulnerable persons.
- d. The driver should not be assigned as a supervisor for the children, youth or vulnerable persons.
- e. Staff and volunteers should be seated throughout the bus for easier supervision of children, youth or vulnerable persons, with at least one employee, volunteer or leader in the middle of the bus and one in the far rear (children, youth or vulnerable persons should not be seated behind staff). Staff and volunteers should sit in an outside seat so they can supervise children, youth or vulnerable persons on the bus.
- f. Children, youth and vulnerable persons should be seated by age, gender and behaviours. If possible, high-risk children, youth or vulnerable persons should be seated by themselves or next to a staff, volunteer or leader.
- g. Take a head count or roll call before loading and after unloading vehicles.

When public transportation is used:

- a. In addition to the transportation procedures listed above, children, youth or vulnerable persons should remain in one area of the bus, if possible.
- b. Staff and volunteers that are assigned to a group should remain with that group on the bus.

- c. Take a head count or call roll immediately after entering and leaving the bus.

In emergency situations where personnel must transport children, youth or vulnerable persons in non-Army vehicles:

- a. Administrators must be notified of all transportation activities.
- b. Use the "rule of three" when transporting children, youth or vulnerable persons: At least two adults must transport a single child, youth or vulnerable person, or at least two children, youth or vulnerable persons must be present if transported by a single adult.
- c. Children, youth or vulnerable persons must never be transported without written permission from a parent or guardian.
- d. Children, youth or vulnerable persons must be transported directly to their destination. No unauthorized stops may be made.
- e. An employee or volunteer must document beginning and ending times and mileage, the names of children, youth or vulnerable persons, and other personnel who are involved in transportation, purpose of the transportation, and destination.
- f. Staff and volunteers must avoid unnecessary physical contact with children, youth or vulnerable persons while in vehicles.
- g. When possible, personnel should avoid engaging in sensitive conversations with children, youth or vulnerable persons.

4. Day Trips, Field Trips or Outings

Field trips present unique risks for the safety of children, youth and vulnerable persons. Large groups are difficult to monitor, children, youth or vulnerable persons may be more likely to act out in a less structured environment, and The Salvation Army cannot screen all other adults who will have access to our children, youth or vulnerable persons. It is important that everyone is aware of these risks and takes measures to minimize them.

All field trips or outings must be in compliance with The Salvation Army's abuse prevention policies. Additionally, all such activities must adhere to the steps described in **Resource Manual #7** of Abuse Prevention Resource Manual.

- a. All off-site activities must be documented on the "Off-Site Activity Sheet" (see **Resource Manual #7**) and approved in writing by the ministry unit supervisor/executive director/corps officer.
- b. Directors and/or Salvation Army leadership must observe off-site activities at scheduled times and random intervals.
- c. Parents or guardians must be provided with written information about off-site activities. All parents or guardians must sign a permission slip for their children, youth or vulnerable persons to attend the outing or activity. Staff, volunteers and leaders must keep these permission slips on hand during the off-site activity.
- d. Determine the appropriate employee- or volunteer-to-children, youth or vulnerable persons ratios before the event and schedule personnel accordingly (a minimum of two approved adults for the first 12 participants, with an additional approved adult for each additional six participants).

- e. When outside of Salvation Army facilities, all children, youth, vulnerable persons, staff, volunteers and leaders should be easily identifiable (e.g., lanyards, badges or shirts).
- f. When transporting children, youth or vulnerable persons, the transportation procedures described above must be followed.
- g. Assign each staff, volunteer or leader to a specific group of children, youth or vulnerable persons to supervise. Each staff, volunteer or leader must then maintain a roll sheet listing all of the children, youth or vulnerable persons in his or her group. Head counts and roll checks should be conducted routinely.
- h. Specific recommendations for parks, amusement parks, arcades, etc.
 - i. If the trip is to a location where children, youth or vulnerable persons will be interacting in a large space and it is not possible to assign specific personnel to specific groups of children, youth or vulnerable persons, then:
 - Set boundaries at the location. Tell the children, youth or vulnerable persons where they may and may not go.
 - Assign remaining personnel to monitor specific areas. Staff, volunteers and leaders should also be assigned to actively supervise the children, youth or vulnerable persons.
 - With younger children and vulnerable persons, staff, volunteers and leaders must escort them to the washroom as a group. Personnel should check the washroom prior to the children or vulnerable persons going in, to ensure other adults are not inside. If possible, the staff, volunteer or leader should wait until other adults are no longer in the washroom, and then send in small groups of children or vulnerable persons. The staff, volunteer or leader should then stand at the doorway and verbally check in with the children or vulnerable persons to ensure that they are not lingering, and to inform other adults that the children or vulnerable persons are being supervised.
 - Youth should check in at meeting points at least once every hour and implement a "buddy system."

5. Overnight Trips and Events

Overnight stays present unique risks to children, youth, vulnerable persons and personnel. They often involve changing clothes, groups of both genders and different ages in a more intimate atmosphere than usual, more unstructured activities, and increased supervision demands for personnel.

- a. Supervision Guidelines
 - i. All overnight activities must be documented and approved in writing by the supervisor, executive director or Salvation Army leadership (e.g., corps officer, divisional youth secretary).
 - ii. Administrators are expected to regularly and randomly observe overnight activities on a scheduled and periodic basis.
 - iii. The supervisor, executive director or Salvation Army leadership (e.g., corps officer, divisional youth secretary) should appoint a "lead" staff or volunteer to supervise the overnight.

- iv. Provide parents or guardians with written information about the overnight activity. All parents or guardians must sign a permission slip for their children, youth or vulnerable persons to attend the overnight event.
 - v. Determine the appropriate employee- or volunteer-to-children, youth or vulnerable persons ratios before the event and schedule personnel accordingly (a minimum of two adults, with one additional adult per six children, youth or vulnerable persons).
- b. Overnights
- i. Physical boundaries within the Salvation Army facility must be clearly defined and explained to the children, youth or vulnerable persons.
 - ii. Assign each staff, volunteer or leader to a specific group of children, youth or vulnerable persons to supervise. Each staff, volunteer or leader should then maintain a role sheet that lists all of the children, youth or vulnerable persons in his or her group. Head counts and roll checks should be conducted routinely throughout the evening.
 - iii. Assign personnel to high risk areas in the facility, such as the washrooms, entrances and exits, hallways, etc. If it is not possible to assign specific personnel to these areas, assign specific personnel to conduct periodic facility walk-throughs while utilizing the facility monitoring checklist (see **Resource Manual # 15**).
 - iv. With regards to sleeping arrangements, separate the male and female children, youth or vulnerable persons into separate rooms and post personnel at the entrances and exits to these rooms. If this is not feasible, separate males and females by as much space as possible.
 - v. At least one staff or volunteer must stay awake overnight.
- c. Off-Site Overnights
- i. Overnight stays at private homes are prohibited unless approved by administration ((see **Resource Manual # 8, Guidelines for Hosting/Billeting**).
 - ii. Physical boundaries at the off-site location must be clearly defined and explained to the children, youth and vulnerable persons.
 - iii. Assign each staff, volunteer or leader to a specific group of children, youth and vulnerable persons to supervise. Each staff, volunteer or leader should then maintain a role sheet that lists all of the children, youth and vulnerable persons in his or her group. Head counts and roll checks should be conducted routinely throughout the event.
 - iv. If in a cabin-type setting, personnel should be placed in bunks to maximize supervision around the cabin and in a way that decreases the chances of children, youth and vulnerable persons sneaking out (such as by the door).
 - v. In hotel rooms, assign children, youth and vulnerable persons to rooms based on sex and age. Staff and volunteers should have their own rooms. If personnel must share rooms with children, youth or vulnerable persons, personnel must have their own beds and never change in front of children, youth or vulnerable persons.

- vi. All personnel are to be on duty in the halls or cabins at night until an hour after lights out and all rooms are quiet.
 - vii. At no time should staff, volunteers or leaders sleep in the same bed as a child, youth or vulnerable person.
- d. **Billeting and Hosting for Children, Youth and Vulnerable Persons**
- i. For the protection of everyone, it is required that all adults residing in the home where billets are provided must complete the following screening process prior to hosting:
 - 1. Recommendation from a local pastor; and
 - 2. Police Records Check
 - ii. Information guidelines must be distributed to host homes no less than one week in advance of children, youth and vulnerable persons arriving in their home. (Resource Manual #8)
 - iii. Any allergies or medication for children, youth and vulnerable persons should be communicated to the host home prior to arrival, with clear instructions on how to manage them.
 - iv. Children, youth and vulnerable persons must always be in teams or small groups of the same gender.
 - v. Children, youth and vulnerable persons should have distinctly separate sleeping arrangements from the other household members and should not be left alone.
 - vi. All children, youth and vulnerable persons staying in host homes are informed of proper etiquette and curfew guidelines.

6. Interactions between peer groups (child to child, youth to youth and vulnerable person to vulnerable person)

Most incidents of serious peer-to-peer abuse are preceded by more subtle incidents, such as name-calling, taunting or roughhousing. Interrupting these interactions early, and establishing well-known standards of conduct, can keep the environment safe. The Salvation Army recognizes that the following interactions are high-risk and are prohibited:

- a. Hazing
- b. Bullying
- c. Derogatory name-calling
- d. Games of Truth or Dare
- e. Singling out one individual for differential treatment
- f. Ridicule or humiliation

7. Leaders-in-Training Programs

Older youth who participate in leaders-in-training programs are still youth and not staff or volunteers. Therefore, even though they are often given more responsibility, teens in leadership programs must be provided with guidelines regarding appropriate behaviour, and then supervised accordingly. In addition, personnel must understand and recognize that these teens are still youth

and not their peers. Therefore, the following guidelines are recommended for teen leadership programs (see **Resource Manual #17**):

- a. Create a screening process for teen leaders which includes:
 - i. A standard application.
 - ii. An interview with behavioural-based interview questions.
 - iii. References (from teachers, staff, family friends, etc.).
- b. Train teen leaders in their role in Salvation Army programs and on Salvation Army policies about appropriate and inappropriate interactions. This training should include the following information:
 - i. Appropriate and inappropriate physical and verbal interactions and the importance of maintaining behavioural boundaries between teen leaders and younger youth and between teen leaders and personnel.
 - ii. Prohibit teen leaders from being one-on-one with younger youth.
 - iii. Prohibit teen leaders from escorting youth to the washrooms.
 - iv. Prohibit teen leaders from assisting youth with changing their clothes.
- c. Create a system to monitor the teen leaders:
 - i. Designate a specific employee or volunteer who is in charge of the leaders-in-training program and its participants.
 - ii. Require teen leaders to wear clothing or lanyards that identify them as leaders-in-training and differentiate them from both personnel and the younger youth.
 - iii. Require a supervisor to conduct daily check-ins with teen leaders and their program supervisors.
 - iv. Consider requiring teen leaders to keep a log documenting their daily activities and any problems they encounter. The program supervisor should review these logs daily.

VII. Reporting of Problems

A. Reporting Inappropriate Behaviours Between Staff, Volunteers, Children, Youth and Vulnerable Persons

Because The Salvation Army is dedicated to maintaining zero tolerance for abuse, it is imperative that every employee and volunteer participate actively in the protection of children, youth and vulnerable persons. In the event that personnel observe any suspicious or inappropriate behaviour on the part of other staff or volunteers, it is their personal responsibility to immediately report their observations. The policies apply to everyone.

<i>Examples of Suspicious or Inappropriate Behaviours Between Staff, Volunteers, Children, Youth and Vulnerable Persons</i>
<ul style="list-style-type: none">• Violation of the abuse prevention policies described above.• Seeking private time or one-on-one time with children, youth or vulnerable persons.• Buying gifts for individual children, youth or vulnerable persons.• Making suggestive comments to children, youth or vulnerable persons.• Picking favourites.

All reports of suspicious or inappropriate behavior with children, youth or vulnerable persons will be taken seriously. The Salvation Army's procedures will be carefully followed to ensure that the rights of all those involved are protected.

1. **Staff and Volunteer Response** ó In the event that a staff, volunteer or leader witnesses suspicious or inappropriate behaviours or policy violations from another staff, volunteer or leader, the staff, volunteer or leader is instructed to do the following:

<i>Guidelines for Staff and Volunteer Response to Suspicious or Inappropriate Behaviour</i>
<ul style="list-style-type: none">• Interrupt the behaviour.• Report the behaviour to the supervisor. If the report is about a supervisor, contact the next level of management.• Document the report but do not conduct an investigation.• Keep reporting until the appropriate action is taken.

2. **Supervisor Response** ó In the event that a supervisor receives a report of suspicious or inappropriate behaviours or policy violations from a staff or volunteer, the supervisor is instructed to do the following:

<i>Guidelines for Supervisor's Response to Suspicious or Inappropriate Behaviour</i>
<ul style="list-style-type: none">• Report to the next level of administration and determine the appropriate administrator to respond to the concern.• Report to the territorial abuse advisor for guidance in the õnext steps.ö• Document the report on the appropriate form.• If at any point in gathering information about a report of suspicious or inappropriate behaviour, a concern arises about possible abuse, contact the territorial abuse advisor and the proper authorities and file a report.• If appropriate, notify parents and/or guardians.• Advise the person who reported the behaviour that the report is being taken seriously.

Based on the information gathered, the following may be required:

- a. Increased monitoring or supervision of the employee, volunteer or program.
 - b. If policy violations with children, youth or vulnerable persons are suspected, the staff, volunteer or leader may be subject to an internal investigation under the Territorial Procedures on Abuse, conducted by the Territorial Abuse Advisor, under the direction of the Secretary for Personnel. The outcome will determine the necessary response from The Salvation Army Canada and Bermuda Territorial Headquarters.
3. **Organizational Response** ó After the internal review of the suspicious or inappropriate behaviours or policy violations, determine if system changes are necessary, such as:

<i>Guidelines for Organizational Response</i>
<ul style="list-style-type: none">• Review the need for increased supervision.• Review the need for revised policies or procedures.• Review the need for additional training.

B. Reporting Suspected Abuse by an Adult

1. Staff, Volunteer or Supervisor Response to Abuse

While the law varies in different provincial and territorial jurisdictions across Canada, the general requirement is that anyone who has reasonable grounds to suspect that a child, youth or vulnerable person has been or may be abused, must report their suspicion and the information on which it is based to the provincial/territorial child welfare authorities or police. If you find yourself in circumstances where you do not understand the nature or extent of your reporting obligation, you should contact the general legal counsel at The Salvation Army Canada and Bermuda Territorial Headquarters.

In addition to reporting to the authorities, personnel are required to report any suspected or known abuse of children, youth or vulnerable persons perpetrated by staff, volunteers or leaders directly to the Territorial Abuse Advisor so that immediate and proper steps may be taken to ensure the safety of alleged victims and others who may be at risk. Reports of suspected or known abuse may also be made confidentially to the following:

- a. Immediate supervisor
- b. Divisional Commander or Department Head
- c. Secretary for Personnel

Additional Guidelines for Staff or Volunteer Response to Incidents or Allegations of Abuse

- If you witness abuse, interrupt the behaviour immediately.
- If abuse is disclosed to you, assure the individual disclosing that he or she was correct to tell to you.
- Protect the alleged victim from intimidation, retribution or further abuse.
- Be sure to document the incident, disclosure or circumstances causing your suspicion of abuse.
- It is not your job to investigate the incident but it **IS** your job to report the incident to your supervisor as outlined in Section B above.

2. Supervisor Response to Abuse

In addition to the above response procedures, supervisors should ensure the following:

Guidelines for Supervisor Response to Incidents or Allegations of Abuse

- Seek immediate guidance from the territorial abuse advisor.
- Determine the immediate needs of the victim.
- Ensure that the incident has been reported to the proper provincial authorities.
- Remove the accused from access to children, youth and vulnerable persons.
- Review the file of the accused.
- Gather and document information surrounding the incident.
- The territorial abuse advisor will determine how the internal investigation should be completed in consultation with the authorities.
- Notify parents or guardians if appropriate.

C. Reporting Peer-to-Peer Sexual Abuse and Sexualized Behaviours

The thought that one child, youth or vulnerable person may sexually abuse another peer does not occur to many people. Unfortunately, abuse between peers is one of the most common forms of abuse. Youth-to-youth sexual activity and sexualized behaviours often remain unreported in organizations because personnel are not comfortable documenting these situations, or may not know how.

1. Peer-to-Peer Interactions

Most serious incidents of peer-to-peer abuse are preceded by more subtle incidents, such as name-calling, taunting or roughhousing. Interrupting these interactions early and establishing and communicating standards of conduct can keep the environment safe. The Salvation Army recognizes that the following interactions are high risk and should be prohibited:

Prohibited Peer-to-Peer Interactions

- Hazing
- Bullying
- Derogatory name-calling
- Games of Truth or Dare
- Singling out one child for different treatment
- Ridicule or humiliation

2. Staff and Volunteer Response

In the event that a staff or volunteer sees a child, youth or vulnerable person exhibit sexualized behaviours or suspects peer-to-peer sexual activity, the staff or volunteer is instructed to do the following:

Guidelines for Staff and Volunteer Response to Peer to Peer Sexual Activity

- Interrupt the behaviour and separate the peers. Do not investigate.
- Report the behaviour to a supervisor.
- Document your report with factual information only. Opinions should not be included on the incident report.

3. Leadership Response

In the event that a leader receives a report of a sexualized behaviour of a child, youth or vulnerable person or peer-to-peer sexual activity, the director should do the following:

Guidelines for Leadership Response to Peer-to-Peer Sexual Activity

- Call the Territorial Abuse Advisor for guidance in handling the incident.
- Notify the parents or guardians of all youth involved.
- Notify the authorities.
- Document the incident and The Salvation Army's response.
- Develop a written corrective action or follow-up plan in response to the incident.

4. Organizational Response

After the internal review of the sexualized behaviour or peer-to-peer sexual activity, The Salvation Army will determine what can be done to prevent a reoccurrence, such as:

Guidelines for Organizational Response

- Review the need for additional supervision.
- Review the need for revised policies or procedures.
- Review the need for additional training.
- Alert others in the organization.