

ABUSE PREVENTION
POLICIES & PROCEDURES
FOR
ARCATHEOS & CAPTIVENIA
PROGRAMS OF CATHOLIC KIDS NET, INC.

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**Praesidium, Inc's Anonymous Camp Care
Helpline & Crisis Management**

Toll-free: 866.607.SAFE.

(Note Hours: Monday – Friday, 8am-5pm CST)

Developed by:



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I. Introduction

Catholic Kids Net., Inc., is proud to be a member of Praesidium’s Camp Care. Our decision to exceed national standards of care comes from our strong commitment to protect our staff, volunteers, and campers. Safety is always our primary concern for all camp programs, so the policies and procedures outlined in this manual are designed to facilitate effective monitoring and supervision in order to protect campers from abuse and staff and volunteers from false allegations of abuse.

General Definitions

A. Types of abuse

1. Physical abuse is injury that is intentionally inflicted upon a camper.
2. Sexual abuse is any contact of a sexual nature that occurs between a camper and an adult or between two campers. This includes any activity which is meant to arouse or gratify the sexual desires of the adult or the other camper.
3. Emotional abuse is mental or emotional injury to a camper that results in an observable and material impairment in the camper’s growth, development, or psychological functioning.
4. Neglect is the failure to provide for a camper’s basic needs or the failure to protect a camper from harm.

II. Conduct with Campers

The following policies are intended to assist staff and volunteers in making decisions about interactions with campers. For clarification of any guideline, or to inquire about behaviors not addressed here, contact your supervisor.

Our camp provides our campers with the highest quality services available. We are committed to creating an environment for campers that is safe, nurturing, empowering, and that promotes growth and success.

No form of abuse will be tolerated, and confirmed abuse will result in immediate dismissal from camp. Our camp will fully cooperate with authorities if allegations of abuse are made that require investigation.

The Code of Conduct outlines specific expectations of the camp staff and volunteers as we strive to accomplish our mission together.

1. Campers will be treated with respect at all times.
2. Campers will be treated fairly regardless of race, sex, age, or religion.
3. Staff and volunteers will follow the camp’s policies regarding contact with campers after camp.
4. Staff and volunteers will adhere to uniform standards of displaying affection as outlined in this manual.
5. Staff and volunteers will avoid affection with campers that cannot be observed by others.
6. Staff and volunteers will not use profanity or tell off-color jokes.
7. Staff and volunteers will not discuss their sexual encounters with or around campers or in any way involve campers in their personal problems or issues.
8. Staff and volunteers will not date or become romantically involved with campers.
9. Staff and volunteers will not use or be under the influence of alcohol or illegal drugs in the presence of campers.

10. Staff and volunteers will not have sexually oriented materials, including printed or online pornography, on camp property.
11. Staff and volunteers will not have secrets with campers.
12. Staff and volunteers will not stare at or comment on campers' bodies.
13. Staff and volunteers will comply with the camp's policies regarding interactions with campers outside of camp.
14. Staff and volunteers will not engage in inappropriate electronic communication with campers.
15. Staff and volunteers are prohibited from working one-on-one with campers in a private setting. Staff and volunteers will use common areas when working with individual campers.
16. Staff and volunteers will not abuse campers in anyway 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

17. Campers are prohibited from engaging in the following:

Hazing

Bullying

Derogatory name-calling

Games of Truth or Dare

Ridicule or humiliation

Sexual activity

18. Staff and volunteers will report concerns or complaints about other staff and volunteers, other adults, or campers to any of the following individuals. In addition to completing Notice of Concern form (Appendix 9).

Captivenia

Nadia Rhodes, Assistant Director

780.987.2332 or 780.245.0430

Tammy Subasic, Volunteer Coordinator

(403) 899-4305

Arcatheos

Norm Hebert, Director

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Mike Subasic, Volunteer Coordinator

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- 19. Staff and volunteers will report allegations or incidents of abuse to the proper provincial authority. Please refer to the specific guidelines of your provincial legislation regarding mandated reporting.
- 20. Staff and volunteers may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child.

***See Appendix 2 for a printable copy of the Code of Conduct with Campers.**

A. Physical Contact

Our camp has implemented a physical-contact policy that will promote a positive, nurturing environment while protecting campers, staff, and volunteers from misunderstandings. The following guidelines are to be carefully followed by all staff and volunteers working with campers:

<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 campers 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 camper • Any form of affection that is unwanted by the camper 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 campers 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 campers. Staff and volunteers are not permitted to discuss their own sexual activities with campers.

The camp’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 campers in the personal problems or issues of staff and volunteers • Secrets • Cursing • Off-color or sexual jokes • Shaming • Belittling • Derogatory remarks • Harsh language that may frighten, threaten or humiliate campers • Derogatory remarks about the camper or his/her family

C. Discipline of Campers

Staff and volunteers are prohibited from using physical punishment for the behavior management of campers. 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 behaviors by campers. 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 youth. Our camp aims to eliminate or reduce these situations and prohibits private one-on-one interactions unless approved in advance by the camp administration.

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

<i>Additional Guidelines for One-on-One Interactions</i>
<ul style="list-style-type: none"> • When meeting one-on-one with a camper, 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 staff and volunteers that you are alone with a camper and ask them to randomly drop in. • Document and immediately report any unusual incidents, including disclosures of abuse or maltreatment, behavior problems and how they were handled, injuries, or any interactions that might be misinterpreted.

E. Off-Site Contact

Many cases of organizational abuse occur off site and after camp ends for the summer. This contact outside of regularly scheduled activities may put camp staff, volunteers, campers, and our camp at increased risk. Our camp 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 campers on an outing • Attending sporting activities with a group of campers • Attending functions at a camper’s home, with parents present • Sending postcards to the camper’s home 	<ul style="list-style-type: none"> • Taking one camper on an outing without the parents’ written permission • Visiting one camper in the camper’s home, without a parent present • Entertaining one camper in the home of a camp employee or volunteer • A lone camper spending the night with a camp employee or volunteer

When outside contact is unavoidable, ensure that the following steps are followed:

1. Supervisors should identify for staff and volunteers what types of outside contact are appropriate and inappropriate.
2. Ensure that the employee or volunteer has the parents’ permission to engage in outside contact with the camper. Consider requiring the parents to sign a release-of-liability statement.

F. Electronic Communication

Electronic communication provides a venue for private communication between counselors and youth. Therefore, with electronic communication policies, our camp stresses transparency in all interactions.

1. Electronic Communication Guidelines

The following guidelines are for camps that allow electronic communication between counselors and youth. Counselors and youth must sign a Social Networking Code of Conduct. Parents and youth should also be provided with information about how to respond to inappropriate communication from counselors.

<i>Appropriate Electronic Communication</i>	<i>Inappropriate Electronic Communication</i>
<ul style="list-style-type: none"> • Sending and replying to text messages from youth ONLY when copying in a supervisor or the youth's parent • Communicating through "group pages" on Facebook or other designated public forums • "Private" profiles for staff and volunteers which youth cannot access 	<ul style="list-style-type: none"> • Harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning or humiliating comments • Sexually oriented conversations • Private messages between staff and volunteers and youth • Posting inappropriate comments on pictures

G. Gift Giving

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

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

III. Supervision of Camp Programs

Our camp recognizes that monitoring and supervision are critical functions of abuse prevention and provide protection to campers, staff, volunteers, and the camp itself. When interactions are monitored, allegations of abuse or wrongful acts are more easily and accurately investigated and resolved. Our camp has established the following policies to ensure that all staff and volunteers understand their role in this process.

A. General Supervision

1. **Administrative and Supervisory Visits to Camp Programs** – Camp directors and camp leadership will regularly visit all camp programs to ensure that all activities are well-managed and that camp policies are observed by all in attendance (See **Appendix 3** and **Appendix 4**).
2. **Ratios** – 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-camper ratio should be adjusted for programs that serve campers with special needs.
3. **Mixed Age Groups** – In most incidents involving one camper abusing another camper, the campers are from different age groups. Each program is responsible for establishing specific guidelines for additional monitoring and supervision of activities that involve campers from different age groups. Staff and volunteers must be aware that close line-of-sight supervision is required when monitoring programs that mix age groups.

B. Facility Monitoring

Building and cabin architecture can increase or mitigate the risk of an incident or accident. Because most incidents of sexual behavior occur in private, the extent to which privacy is managed, risk is managed. In order to ensure that all of the camp's buildings and cabins are properly and consistently monitored, designate a camp employee(s) who will complete the site-inspection checklist at various times throughout the day. See **Appendix 6** for a Sample Facility Monitoring Checklist.

C. Monitoring Higher Risk Activities

1. Cell Phone & Electronic Devices

Campers are not permitted to possess a cell phone or any other electronic devices for any reason on the campground. Any camper caught violating this policy will have their cell phone/device confiscated until the last day of camp.

Campers are not permitted to have cell phones or other electronic devices while participating in our programs. Aside from the fact that cell phones are expensive and can get lost or stolen and that the physical camp environment is not kind to such items, there is another fundamental problem with campers having cell phones at camp, and that is trust.

It is important that Team, and in turn campers, are instructed as to alerting a mature adult if they have any concerns or difficulties. There is always someone they can reach out to, whether it is their Team Leader, a trusted activity leader, one of the camp moms, the Camp Director(s) or Camp Nurse/First Aid Medic. We are all here to help and support them.

Another concern with many cell phones these days is the built-in camera feature. It has happened at some camps around the country that children have secretly taken digital photographs of other campers or staff during changing or showering times and later uploaded those images onto the internet. To lessen the possibility of this happening we have decided to ban all digital cameras and suggest that if your child wants pictures from camp, that they bring a disposable film camera.

2. Bathroom Activities

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

- a. Option 1: Group Bathroom Breaks
 - i. Whenever possible, camp staff and volunteers should take groups of two or more campers to the bathrooms for “group bathroom breaks.” One adult should not escort one camper; always use the “rule of three” or more. Junior counselors or counselors in training should not escort campers to the bathrooms.
 - ii. If the bathroom has only one stall, only one camper should enter the restroom at a time while the other campers wait outside with staff and volunteers. If there are multiple stalls, staff and volunteers should only send in as many campers as there are stalls.
 - iii. Staff and/or volunteers should then stand outside of the bathroom with the door ajar in order to hear what is going on inside the bathroom.
- b. Option 2: Monitoring Camp Bathrooms
 - i. In some camp settings, group bathroom breaks are not always feasible. In these circumstances, campers should ask permission before using the bathrooms, so that staff and volunteers know who is going to the restroom and when.
 - ii. Camp staff and volunteers should randomly and periodically monitor bathrooms to ensure that campers are not lingering there. It is important that staff and volunteers periodically check restrooms so that campers know that an adult could walk in at any time.

3. Shower Activities

- a. Staff and campers must shower at different times. Create shower schedules that will permit supervision of the campers while staff shower.
 - i. While campers shower, at least one employee should stand in the bathroom doorway and within earshot of the campers. Ensure that only one camper is in each shower (Consider installing

shower curtains that do not go all the way to the floor, so that staff can easily see how many campers are in each shower stall).

4. Transition Times and Free Times

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

- a. Designate certain areas at camp as off-limits during these times by setting specific and narrow geographic boundaries in the program areas.
- b. Ensure that all staff 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 to high-risk areas and activities (i.e., water activities, playgrounds, isolated areas, etc.).
 - i. For example, in camps with playground areas, assign staff 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 should not be standing or sitting in groups while campers play on the playground.
- c. Create specific bathroom procedures during transition times and free times and, if feasible, lock cabins during these times. Then, designate which bathrooms will be available to campers. An employee should be posted at each available bathroom to actively monitor the campers.
- d. Require supervisors to conduct periodic sweeps of the entire activity area. If campers are lingering outside of the planned activity area, the supervisor should encourage these campers to join an activity.
- e. Require the presence of an upper-level camp director during free times.
- f. For those camps that offer extended periods of free time, conduct at least one scheduled roll call for each cabin.

5. Night Games and Evening Activities:

Night games and evening activities are often high risk because campers of mixed ages interact in a less structured environment. The following guidelines can help to decrease those risks:

- a. Apply the same procedures used to monitor transition time and free times, as listed above.
- b. Ensure that staff are assigned to supervise specific areas during both night games and the transition times after dinner and before the game begins.
 - i. For example, while campers are waiting in a large group before the night games, staff should be spread out in a “zone monitoring” formation – i.e., one employee in each corner of the area, one or more employees posted near the exits, etc. This “zone monitoring” ensures that all accessible areas and campers are monitored.
- c. Conduct head counts at random intervals throughout the activity. At some point during night games, each employee should formally ascertain that all of his or her campers are present. During some activities, consider stopping the game to make sure that all campers are present. Create roll sheets that counselors must turn in at the end of the night.
- d. Require the presence of the program director, the assistant director, or the camp director during night games.

6. Rainy-Day Activities:

Rainy days at camp are often unexpected, and unexpected situations at camps can become high risk when there is not a backup plan which ensures adequate supervision of all campers and facilities.

- a. Create specific schedules for rainy-day activities before camp sessions begin.
 - i. Designate the location where each cabin will meet with staff once an activity is cancelled due to rain (sport courts, dining areas, pavilions, etc.). At each location, ensure that there is enough room for all of the campers and staff to spread out while playing games.
 - ii. Create a list of the games that should be played while the campers are arriving (i.e. dance parties) and a list of the games that should be played once everyone has arrived.
 - iii. Determine the time that should be allotted before roll should be taken by each employee.
 - iv. Assign specific employees to monitor available restrooms. The first employee that arrives in the meeting spot should monitor the restrooms until the designated employee arrives. Then, the designated employee should remain posted at the restrooms for the remainder of the indoor activity.

7. Transporting Campers

Transporting campers may increase the risk of abuse or false allegations of abuse because staff and volunteers may be alone with a camper or may make unauthorized stops with campers. In addition, transportation activities may provide a time for unsupervised campers to engage in youth-to-youth sexual activity.

When it is necessary to transport campers, staff and volunteers must adhere to the steps described below.

When transporting campers by bus or van:

- a. Administrators must be notified of all transportation activities.
- b. Campers must never be transported without written permission from a parent. Staff and volunteers must take these permission forms and medical releases with them on the trip.
- c. Determine the number of staff and volunteers necessary to adequately supervise the campers, **2 Adult Supervisors per 10 minors.**
- d. The driver should not be assigned as a supervisor for the campers.
- e. Staff and volunteers should be seated throughout the bus for easier supervision of campers, with at least one employee or volunteer in the middle of the bus and one in the far rear (campers should not be seated behind staff). Staff and volunteers should sit in an outside seat so they can supervise campers on the bus.
- f. Campers should be seated by grade, gender, and behaviors. If possible, high-risk campers should be seated by themselves or next to an employee.
- 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, campers 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 staff and volunteers must transport campers in non-camp vehicles:

- a. Administrators must be notified of all transportation activities.
- b. Use the “rule of three” when transporting campers: At least two adults must transport a single camper, or at least two campers must be present if transported by a single adult.
- c. Campers must never be transported without written permission from a parent.
- d. Campers 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 campers, and other staff and volunteers who are involved in transportation, purpose of the transportation, and destination.
- f. Staff and volunteers must avoid unnecessary physical contact with campers while in vehicles.
- g. When possible, staff and volunteers should avoid engaging in sensitive conversations with campers.

8. Day Trips, Field Trips, or Outings

Field trips present unique risks for the safety of campers. Large groups are difficult to monitor, campers may be more likely to act out in a less structured environment, and our camp cannot screen all other adults who will have access to our campers. 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 our camp’s abuse prevention policies. Additionally, all such activities must adhere to the steps described in **Appendix 7** of this manual.

- a. All off-site activities must be documented on the “Off-Site Activity Sheet” below and approved in writing by **Camp Directors, &/or Camp Administrators**.
- b. Directors and/or camp leadership must observe off-site activities at scheduled times and random intervals.
- c. Parents must be provided with written information about off-site activities. All parents must sign a permission slip for their campers to attend the outing or activity. Staff and volunteers must keep these permission slips on hand during the off-site activity.
- d. Determine the appropriate employee-to-camper or volunteer-to-camper ratios before the event and schedule staff and volunteers accordingly **2 Supervisors per 10 minors**.
- e. When outside of the camp facilities, all campers, staff, and volunteers should be easily identifiable (i.e. Captivenia Logowear & Lanyards)
- f. When transporting campers, the transportation procedures described above must be followed.
- g. Assign each employee or volunteer to a specific group of campers to supervise. Each employee or volunteer must then maintain a roll sheet listing all of the campers in his or her group. Head counts and roll checks should be conducted routinely.

9. Overnight Trips and Events

Overnight campouts present unique risks to campers and staff and volunteers. 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 staff and volunteers.

- a. Supervision Guidelines
 - i. All overnight activities should be documented and approved in writing by **Catholic Kids Net, Inc. Board of Directors &/or Program Directors.**
 - ii. Camp directors and/or camp leadership should observe activities at scheduled times and at random intervals.
 - iii. The director(s) will appoint Team or volunteer (18+) as supervisor for the overnight.
 - iv. Determine the appropriate employee-to-camper or volunteer-to-camper ratios before the event and schedule staff and volunteers accordingly **2 Adult Supervisors per 10 minors.**
- b. Campsite Overnights
 - i. Ensure physical boundaries of the campsite are clearly defined and explained to the campers.
 - ii. Assign each employee or volunteer to a specific group of campers to supervise (for example, their own cabins). Each employee or volunteer must then maintain a roll sheet of the campers in his or her group. Head counts and roll checks must be conducted frequently throughout the overnight.
 - iii. Assign staff and volunteers to high-risk areas of the campsite. If it is not possible to assign specific staff and volunteers to these areas, assign specific staff and volunteers to conduct periodic sweeps of the entire campsite.
 - iv. Separate the male and female campers into separate sleeping areas and post staff and volunteers at the entrances and exits to these areas. If this is not feasible, separate males and females by as much space as possible. Staff must remain within hearing distance throughout the night.

10. Teen Leadership Programs

Older campers who participate in teen leadership programs are still campers and not staff or volunteers. Therefore, even though they are often given more responsibility, teens in the leadership programs must be provided with guidelines regarding appropriate behavior, and then supervised accordingly. In addition, staff and volunteers must understand and recognize that these teens are still campers and not their peers. Therefore, the following guidelines are recommended for teen leadership programs (**Appendix 8**):

- a. Create a screening process for teen leaders which includes:
 - i. A standard application
 - ii. An interview with behaviorally based interview questions
 - iii. References (from teachers, counselors, family friends, etc.)
- b. Train teen leaders in their role in camp programs and on camp 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 behavioral boundaries between teen leaders and younger campers and between teen leaders and staff and volunteers.
 - ii. Prohibit teen leaders from being one-on-one with younger campers.
 - iii. Prohibit teen leaders from escorting campers to the bathrooms.
 - iv. Prohibit teen leaders from assisting campers 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 teen leadership 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 staff and volunteers and from the younger campers.
 - 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.

IV. Reporting Problems

Staff and volunteers will report concerns or complaints about other staff and volunteers, other adults, or campers to any of the following individuals. In addition to completing Notice of Concern form (Appendix 9).

Captivenia

Nadia Rhodes, Assistant Director
780.987.2332 or 780.245.0430

Tammy Subasic, Volunteer Coordinator
(403) 899-4305

Arcatheos

Norm Hebert, Director
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A. Reporting Inappropriate Behaviors between Staff and Volunteers and Campers (See Appendices for sample documents)

Because our camp is dedicated zero tolerance for abuse, it is imperative that every employee and volunteer at camp participate actively in the protection of campers. In the event that staff and volunteers observe any suspicious or inappropriate behaviors on the part of other staff or volunteers, it is their personal responsibility to immediately report their observations. Remember, at our camp, the policies apply to everyone.

Examples of Suspicious or Inappropriate Behaviors Between Staff and Volunteers and Campers

- Violation of the abuse prevention policies described above
- Seeking private time or one-on-one time with campers
- Buying gifts for individual campers
- Making suggestive comments to campers
- Picking favorites

All reports of suspicious or inappropriate behavior with campers will be taken seriously. Our camp's procedures will be carefully followed to ensure that the rights of all those involved are protected.

1. **Employee and Volunteer Response** – In the event that an employee or volunteer witnesses suspicious or inappropriate behaviors or policy violations from another employee or volunteer, the employee or volunteer is instructed to do the following:

Guidelines for Staff and Volunteer Response to Suspicious or Inappropriate Behavior

- Interrupt the behavior.
- Report the behavior to the director or camp leadership and/or make an anonymous report. If the report is about a supervisor or administrator, 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** – In the event that a director or camp leadership receives a report of suspicious or inappropriate behaviors or policy violations from an employee or volunteer, the director is instructed to do the following:

Guidelines for Director and Camp Leadership Response to Suspicious or Inappropriate Behavior

- Report to the next level of administration and determine the appropriate administrator to respond to the concern.
- Determine the appropriate response based on the report.
- Speak with the employee or volunteer who has been reported.
- Review the file of the employee or volunteer to determine if similar complaints were reported.
- Document the report on the appropriate form.
- If at any point in gathering information about a report of suspicious or inappropriate behavior, a concern arises about possible abuse, contact the state authorities and file a report.
- If appropriate, notify parents and/or guardians.
- Advise the person who reported the behavior that the report is being taken seriously.

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

- a. Increase monitoring or supervision of the employee, volunteer, or program.
 - b. If policy violations with campers are confirmed, the employee or volunteer must be subject to disciplinary action up to and including termination and prosecution. Disciplinary action will follow the Progressive Disciplinary Process outlined in this manual.
 - c. If more information is needed, interview and/or survey other staff and volunteers or campers.
3. **Organizational Response** – After the internal review of the suspicious or inappropriate behaviors or policy violations, determine if system changes are necessary, such as:

Guidelines for Organizational Response

- 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. Employee or Volunteer Response to Abuse

As required by mandated reporting laws, staff and volunteers must report any suspected abuse or neglect of a camper—whether on or off camp property or whether perpetrated by staff, volunteers, or others—to state authorities. Reports may be made confidentially or anonymously. A person who mistakenly reports suspected abuse is immune from civil or criminal liability as long as the report was made in good faith and without malice.

In addition to reporting to state authorities, staff and volunteers are required to report any suspected or known abuse of campers perpetrated by staff or volunteers directly to the camp leadership 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 be made confidentially to the following:

- a. Immediate Supervisor
- b. Directors
- c. Administrator

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

- If you witness abuse, interrupt the behavior 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 in a timely manner.

2. Director and Camp Leadership Response to Abuse

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

Guidelines for Supervisor and Director Response to Incidents or Allegations of Abuse

- Determine the immediate needs of the victim.
- Ensure that the incident has been reported to the proper state authorities.
- Suspend the accused and remove from access to campers.
- Review the file of the accused.
- Gather and document information surrounding the incident.
- Communicate with the authorities as to who will perform the internal investigation. When administrators contact the authorities, the authorities may advise the camp to perform an internal investigation, or authorities may perform their own investigation. The camp will decide how the internal investigation should be completed. If authorities request that the camp take no action, document the request and proceed in accordance with it. If authorities do not request that the camp take no action, proceed with an internal investigation or call Praesidium to assist with the investigation.
- If abuse is confirmed, terminate the employee or volunteer.
- Prepare a media response.
- Notify parents if appropriate.

B. Reporting Youth-to-Youth Sexual Abuse and Sexualized Behaviors

The thought that one camper may sexually abuse another camper does not occur to many people. Unfortunately, abuse between peers has increased 300% in the past few years. Youth-to-youth sexual activity and sexualized behaviors often remain unreported in organizations because staff and volunteers are not comfortable documenting these situations, or may not know how.

1. Camper-to-Camper Interactions

Most serious incidents of camper-to-camper 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 camp environment safe. Our camp recognizes that the following interactions are high risk and should be prohibited:

<i>Prohibited Camper-to-Camper Interactions</i>
<ul style="list-style-type: none">• Hazing• Bullying• Derogatory name-calling• Games of Truth or Dare• Singling out one child for different treatment• Ridicule or humiliation

In order to adequately respond to and track incidents within the camp, all sexual activity between campers and sexualized behaviors of campers must be consistently documented.

2. Employee and Volunteer Response

In the event that an employee or volunteer sees a camper exhibit sexualized behaviors or suspects camper-to-camper sexual activity, the employee or volunteer is instructed to do the following:

<i>Guidelines for Staff and Volunteer Response to Camper-to-Camper Sexual Activity</i>
<ul style="list-style-type: none">• Interrupt the behavior and separate the campers. Do not investigate.• Report the behavior to a supervisor or director.• Document your report with factual information only. Opinions should not be included on the incident report.

3. Director or Camp Leadership Response

In the event that a director or camp leader receives a report of a camper's sexualized behavior or camper-to-camper sexual activity, the director should do the following:

<i>Guidelines for Director and Camp Leadership Response to Camper-to-Camper Sexual Activity</i>
<ul style="list-style-type: none">• Determine the appropriate administrator to conduct an internal review of the incident.• Notify the parents of all campers involved.• Notify the authorities if required by state reporting mandates.

- Document the incident and the camp’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 behavior or camper-to-camper sexual activity, the camp 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.

V. Progressive Discipline

A. Procedures

1. It is the policy of our camp to maintain the highest quality staff and volunteers who exhibit exemplary conduct and superior performance. To this end, administrators must inform all staff and volunteers of expectations regarding the performance of their roles, how to conform to the camp’s policies, and how well their performance meets expectations.
2. When performance or conduct by an employee or volunteer does not meet the expectations of the camp, it is the responsibility of supervisors and administrators to address the problem(s) in a timely and equitable manner. The procedure would normally include four steps: 1) Counseling, 2) Formal Warning, 3) Probation, and 4) Termination.
3. All documents regarding the Progressive Discipline Procedure should be retained in the file of the employee or volunteer.

B. Steps in Progressive Discipline

1. **Counseling** – A large portion of performance and conduct deficiencies are identifiable and in many cases, can be addressed and resolved through informal counseling between the supervisor and the employee or volunteer. Effective counseling includes the following:
 - a. Clear identification of the problem with specific examples.
 - b. A mutually agreed upon action plan to resolve the problem.
 - c. Documentation of the counseling and communication, which then should be kept in the file of the counseled individual.
2. **Formal Warning** – Formal warnings should be initiated when 1) counseling fails to resolve the problem, or 2) the problem is of such a serious nature that immediate and formal resolution is required.
 - a. Formal warnings should be documented using the following format:

- i. A specific description of the problem.
 - ii. Reference to any counseling that was attempted.
 - iii. A statement of the policy that was violated.
 - iv. A summary of corrective actions to be taken.
 - v. A statement of the consequences of failure to resolve the problem(s).
 - vi. A reasonable time frame for resolution (often 15 to 30 days).
- b. Formal Warnings should be presented at a meeting with the supervisor or administrator.
 - c. Staff and volunteers should be required to sign the Formal Warning Document.
 - d. Formal Warning Documents and all accompanying materials should be stored in the file of the individual who receives the warning.
 - e. If formal warnings relate to organizational policies for the protection of campers, Formal Warning Documents should be sent to the camp director.
3. **Probation** – Probation is the third step in the progressive discipline procedure prior to dismissal.
 - a. Probation should be initiated when the warning process has not succeeded, or when the misconduct is such that a second infraction would clearly warrant termination.
 - b. The probation process consists of the same elements as the formal warning process with emphasis on the fact that failure to meet the conditions of the probation will result in termination. Significant improvement must be consistently demonstrated during the probation period (typically 30 days).
 - c. A second Formal Warning Document should be completed when the employee or volunteer is placed on probation.
 - d. At the successful conclusion of probation, the employee or volunteer should be notified in writing that he or she is no longer under probation.
 4. **Termination** – Termination should be administered under one of two conditions:
 - a. Failure to improve conduct during the steps of progressive discipline.
 - b. Serious and major offenses, including but not limited to violations of the organizational policies for the protection of campers.

VI. Information for Parents and Campers

A. Parent Information

Camps should provide parents with a written document explaining the camp's policies and procedures related to child abuse prevention. This document should, at a minimum, include the following:

1. The camp's code of conduct.
2. The camp's policies regarding appropriate and inappropriate displays of affection.
3. The camp's policies regarding outside contact.

B. Personal Safety Message for Campers

Camp directors will conduct orientations with new campers to provide information about how to protect themselves from abuse. The director(s) should encourage the campers to use the following reminder if anyone makes them feel uncomfortable while they are at camp:

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 campers will still be afraid to report other campers or adults who make them feel uncomfortable, so it is important that the camp provides campers with an anonymous way to make reports. Your camp can do this by creating a Suggestion Box or a Talk Box. The new-camper orientation should include discussion about the Suggestion Box. The director should let campers know that they can use this anonymous method to suggest or report anything, such as:

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

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

C. Feedback from Parents and Campers

1. Formal Feedback

Camps should survey campers and their parents at the end of the sessions. In addition to the questions on your current camp surveys, consider adding additional items related to abuse risk management.

For camper surveys consider the following questions:

- a. What was your favorite part of camp? What was your least favorite part?
- b. Did you like your counselor? Why or why not?
- c. Did you like the other campers at camp? 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 camp in general?
- b. How satisfied are you with the way your child was treated by the counselors?
- c. Would you recommend the program to your friends? Why or why not?

Appendix 2 Catholic Kids Net, Inc. Conduct with Campers

The following policies are intended to assist staff and volunteers in making decisions about interactions with campers. For clarification of any guideline, or to inquire about behaviors not addressed here, contact your supervisor.

Our camp provides our campers with the highest quality services available. We are committed to creating an environment for campers that is safe, nurturing, empowering, and that promotes growth and success.

No form of abuse will be tolerated, and confirmed abuse will result in immediate dismissal from camp. Our camp will fully cooperate with authorities if allegations of abuse are made that require investigation.

The Code of Conduct outlines specific expectations of the camp staff and volunteers as we strive to accomplish our mission together.

1. Campers will be treated with respect at all times.
2. Campers will be treated fairly regardless of race, sex, age, or religion.
3. Staff and volunteers will follow the camp's policies regarding contact with campers after camp.
4. Staff and volunteers will adhere to uniform standards of displaying affection as outlined in this manual.
5. Staff and volunteers will avoid affection with campers that cannot be observed by others.
6. Staff and volunteers will not use profanity or tell off-color jokes.
7. Staff and volunteers will not discuss their sexual encounters with or around campers or in any way involve campers in their personal problems or issues.
8. Staff and volunteers will not date or become romantically involved with campers.
9. Staff and volunteers will not use or be under the influence of alcohol or illegal drugs in the presence of campers.
10. Staff and volunteers will not have sexually oriented materials, including printed or online pornography, on camp property.
11. Staff and volunteers will not have secrets with campers.
12. Staff and volunteers will not stare at or comment on campers' bodies.
13. Staff and volunteers will comply with the camp's policies regarding interactions with campers outside of camp.
14. Staff and volunteers will not engage in inappropriate electronic communication with campers.
15. Staff and volunteers are prohibited from working one-on-one with campers in a private setting. Staff and volunteers will use common areas when working with individual campers.
16. Staff and volunteers will not abuse campers in anyway 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

17. Campers are prohibited from engaging in the following:

Hazing

Bullying

Derogatory name-calling

Games of Truth or Dare

Ridicule or humiliation

Sexual activity

18. Staff and volunteers will report concerns or complaints about other staff and volunteers, other adults, or campers to a **Catholic Kids Net, Inc, Chair, Gerald Rhodes at 780.893.3783** or the **Anonymous Camp Care Hotline at 866.607.SAFE**.

19. Staff and volunteers will report allegations or incidents of abuse to the proper state authority. Please refer to the specific guidelines of your state regarding mandated reporting.

20. Staff and volunteers may not have engaged in or been accused or convicted of child abuse, indecency with a child, or injury to a child.

| Monitoring Checklist for Camp Programs

1. **Vary your observation times.** Don't develop a predictable pattern of observation. Drop in at different activities at different times each day. Occasionally leave and come back immediately.
2. **Survey the physical area.** Look for items that may present a health or safety hazard (e.g. broken glass on the playground, rusty corners on chairs, etc.).
3. **Watch activities.** Are they planned and organized? Are the staff and volunteers actively involved? Are they within ratio?
4. **Observe bathroom activities.** Ask staff and volunteers how they handle bathroom emergencies.
5. **Observe interactions between staff and volunteers and campers.**
 - Do staff and volunteers use the proper tone of voice with campers?
 - Do staff and volunteers praise campers?
 - Do staff and volunteers follow the physical affection guidelines?
 - Appropriate = High-fives, side hugs, verbal praise, etc.
 - Inappropriate = Frontal hugs, piggyback rides, carrying campers, etc.
 - Do staff and volunteers listen to the campers when they make reports?
 - Are staff and volunteers enthusiastic and engaged?
 - Do staff and volunteers set limits and boundaries?
 - Do staff and volunteers interact with all the campers?
 - Does an employee or volunteer pay undue attention to any one camper?
6. **Observe interactions between staff and volunteers.**
 - Do staff and volunteers pay more attention to the campers than to each other?
 - Are staff and volunteers spread out and monitoring the entire facility?
 - Are staff and volunteers following the appropriate bathroom procedures?
 - Do staff and volunteers know who is supervising which campers?
 - Do staff and volunteers communicate to each other when one must leave the area?
 - Do staff and volunteers use polite tones of voice with one another?
 - Do staff and volunteers share responsibilities around the camp?
7. **Observe interactions between staff and volunteers and parent.**
 - Do staff and volunteers greet parents on opening and closing day?
 - Do staff and volunteers provide adequate information to parents?
 - Do staff and volunteers ask parents if they have any questions?

8. **Take campers aside (but stay within view) and ask them such questions 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 gotten hurt here?
- Has anyone ever been mean to you here?

9. **Ask parents (or survey parents with) the following questions:**

- Are you satisfied with the care your camper is receiving here?
- What can we do to make it better?
- Does your camper ever say anything about his or her (title of staff or volunteer)?
- What does your camper say about the time he/she spends here at camp?

10. **Ask staff and volunteers how they would respond to “what if” situations that you describe, such as:**

- They are left alone with a single camper.
- A camper falls, hits her head, and is unconscious.
- Another staff or volunteer shakes a camper for hitting another camper.
- A camper confides in you that she thinks another employee or volunteer is a child molester.
- Walking into the bathroom and finding two campers, not in bathroom stalls, with their pants down.

11. **Keep a record** of your visits, including your arrival and departure times, which campers and parents were present, and a summary of the information you collected. Provide staff and volunteers with feedback about your visits.

Appendix 4 Catholic Kids Net, Inc. Staff 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 campers	1	2	3	4	5
Adherence to safety standards	1	2	3	4	5
Adherence to bathroom 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 campers	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: _____

Appendix 5

Catholic Kids Net, Inc. New Program Approval Checklist Items to Include in New Program Approval Checklist

1. General Program Information

Brief description of the program

Ages of campers

Estimated number of campers to be served

Estimated number of staff needed (ratio description)

Will volunteers be needed?

Purpose/goals of program

Duration of program

Do similar programs exist?

2. Appropriateness

Does the program fit within the goals of the camp?

Has background research on the program been completed?

3. Program Procedures

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

What are the bathroom procedures for off-site programs?

Does the program involve overnight stays?

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

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

4. Authorization

Include the name and signature of the employee submitting the proposal.

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

Include the name and signature of the director who approves the proposal.

Appendix 6 Catholic Kids Net, Inc. Facility Monitoring Checklist Facility Monitoring Checklist

At the beginning of each week, create a facility monitoring schedule for each site. Make sure staff complete this checklist daily at different times during activities (so for example, during summer programs, if the facility monitoring checklist is completed at 10 a.m. on Monday, schedule Tuesday's check for 11 a.m., etc.). For summer activities, the following checklist should be completed multiple times throughout the day.

- All staff are identifiable and dressed in the appropriate uniforms.

- All program activities are within the designated ratios (insert your camp ratios here).

- Staff are spread out in the activity area and effectively supervising the campers.

- Bathrooms

- The bathrooms are clean.

- Neither campers nor adults are just "hanging out" in the bathrooms.

- There is only one camper per stall.

- All campers remain in areas that are easily viewed by staff (i.e., campers are not wandering off without adult supervision).

- Site-Specific Considerations**

Field Trip Activity Sheet

- 1. Specific location of the off-site activity. (Example: The Children’s Museum)

- 2. Name of the primary contact at the off-site location. (Example: 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 cell phone number of the on-site supervisor for the off-site activity

- 6. Staff-to-youth ratio for the trip and names of all who will be attending

- 7. Required attire for staff and campers 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 campers to monitor throughout the trip, staff will monitor campers in “zones,” etc.)
-

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

14. Cost of the activity
-

Last Minute Checklist:

1. **Roll sheets printed and distributed to all staff for all campers attending the off-site activity.**
2. **All required staff present.**
3. **All staff and campers are in approved attire.**

Appendix 8 Catholic Kids Net, Inc. Policies and Procedures for Leaders-in-Training Programs

Procedures for Leaders-in-Training Programs (Under 18)

1. Define the Teen Leadership Program.

i. What is the goal of the program?

- For example, is the program designed for older campers who desire to become counselors, or is it designed for campers too old for the program but who still want to participate?

ii. How does the program fit the mission of the camp?

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

iv. What ages of campers are allowed to participate in the teen program?

v. Who is responsible for supervising the teen program?

2. Create Policies for the Teen Leadership Program.

- Outline appropriate and inappropriate physical, verbal, emotional, and behavioral boundaries between teen leaders and campers and between teen leaders and staff.

- Prohibit teen leaders from being one-on-one with campers.
- Prohibit teen leaders from escorting campers to the bathrooms.
- Prohibit teen leaders from assisting campers 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 campers. Develop policies governing where teen leaders may spend their time off. For example, are teen leaders permitted to hang out in areas reserved for staff?

3. Create Screening Practices for the Teen Leadership Program.

- Require teen leaders to fill out an application.
- Check references from the teens' parents, teachers, counselors, 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 and are 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 campers in the program.

5. Monitor Teen Leaders.

- Designate a specific staff person who is in charge of the teen leadership program and its participants.
- 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.
- The camp director should conduct daily check-ins with teen leaders and their supervisors.

Appendix 9 Catholic Kids Net, Inc. Notice of Concern

Arcātheos & Captivenia, programs of Catholic Kids Net, Inc. Confidential Notice of Concern*

Individual of Concern _____

Date of occurrence _____

Time of occurrence: _____

Type of Concern:

_____ Inappropriate behavior with a minor

_____ Policy violation with a minor

_____ Possible risk of abuse

_____ Other concern: _____

Describe the situation: What happened, where it happened, when it happened, who was involved, who was present, who was notified? If suspected abuse was it reported to the State?

1. **Has this situation ever occurred previously?** _____

What action was taken? How was the situation handled, who was involved, who was questioned, were police called?

What is the follow-up plan? Does anyone else need to be notified? Will the situation need monitoring? Would you like someone to call you to discuss this situation?

Submitted by: _____

Telephone number _____

Location: _____

Signature: _____ Date _____

Reviewed by: _____ [Insert Person Here]

***Submit or email completed form to one (or more) of the following:**

Gerald Rhodes, CKNet, Inc., President: president@catholickidsnetinc.com

Nadia Rhodes, Captivenia Assistant Director: admin@captivenia.com

Norm Hebert, Arcātheos Director: director@arcatheos.com