



PROGRAM MANUAL

CAMP

The Salvation Army
USA Southern Territory

TERRITORIAL YOUTH DEPARTMENT



Introduction & Overview

Introduction:

As Christians, we are called to love and care for the vulnerable just as Jesus does. In Matthew 25:40, we are reminded by God that, “...whatever you did for one of the least of these brothers and sisters of mine, you did for me.” We must honor the Lord by taking care of those who may not be able to adequately care for themselves. This includes minors and vulnerable adults.

The issues of abuse, negligence, and policy violations are not easy to discuss. We want to believe that those things would never happen where we provide ministry and service, despite them being a very real and potential risk. Victims of abuse in the church struggle with emotional and spiritual effects of the sin for the rest of their lives. Reputations of the church and its members are often tarnished beyond repair. The community turns away from the church and consequently, there is a negative impact on the Kingdom of God. By being aware of these issues, acknowledging the possibility of them occurring in our Salvation Army units and ministries, and developing plans for prevention, protection, and responding, we are taking an important step in ensuring that the minors and vulnerable adults in our care are safe and loved.

Compliance is not only mandatory throughout the Southern Territory, but also vital in building and maintaining relationships, discipling and growing God’s people, and ensuring The Salvation Army can continue to do its mission wherever it is.

Policy Statement

It is a policy of The Salvation Army in the United States of America that it will not knowingly expose children in any of its programs to any individual where there is any reasonable suspicion of any form of sexual abuse of children in his or her past.

The Salvation Army administration will respond promptly to all charges of sexual abuse of children by the following process:

- Thoroughly investigate all charges of sexual abuse of children.
- Where there is a reasonable suspicion of sexual abuse of children, remove the individual charged from their duties
- Comply with all laws regarding the reporting of such charges
- Cooperate with any governmental investigation of such charges
- Reach out to the children and their families, with compassion for their spiritual and emotional well-being
 - With due regard for the privacy of the individuals, deal as openly as possible with members of the community about the charges



Safe From Harm Purpose

Safe From Harm is about stewardship of God's people. It is a unique Child and Vulnerable Adult Safety Program that is designed to help The Salvation Army reduce the risk of abuse or injury to minors and vulnerable adults who participate in their ministries, services, and programs. This program provides guidelines and procedures, based on current Salvation Army policies, that help all types of units prevent or respond to allegations of abuse and other incidents.

Safe From Harm Goal

The goal of Safe From Harm is to implement proven safety techniques to protect the people in our care from all forms of abuse and neglect, such as physical, sexual, emotional, and spiritual abuse. Safe From Harm will equip Salvation Army personnel with effective techniques and tools to prevent child abuse and accidental injury, to protect those in our care, and to respond to incidents and disclosures of abuse promptly and effectively, should they occur in our programs.

Objectives

The five objectives of Safe From Harm are:

- **Educate** leaders and workers about prevention of abuse or accidental injury.
- **Enable** leaders and workers to develop procedures and practices that reduce risks.
- **Protect** children and vulnerable adults from harm, and Salvation Army personnel from mistaken accusations.
- **Reduce** liability for Salvation Army units.
- **Prepare** Salvation Army personnel to respond to incidents or accidents.

Our Commitment

The Salvation Army has a **zero tolerance** policy against abuse of any kind and is committed to keeping children safe in our camp communities, camp programs, camp ministries, and camp buildings. This requires that we educate ourselves, as well as those we serve, about abuse and negligent incidents and how we can work together to prevent those situations from happening.

Overview of Abuse & Maltreatment

Maltreatment: Making Sense Out of the Senseless

Definition of Abuse and Maltreatment

Abuse and Maltreatment is *any type of harm to a child* by a caretaker, adult, or peer. This includes acts of commission (assault), as well as acts of omission (failure to protect). It can include, but is not limited to, inappropriate activities, advances, comments, bullying, gestures, electronic communication, inadequate supervision that leads to incidents, and more.

How Child Maltreatment Happens

Four key conditions must be met before anyone can abuse or mistreat a child in your corps or program:

1. An individual with a tendency to abuse or neglect has access to children.
2. The individual must overcome his or her own inhibitions.
3. The individual must overcome external barriers in place to protect children.
4. The individual must overcome the child's resistance to being abused.

Effective prevention means combating these four conditions consistently!

Safe From Harm Maltreatment Deterrence

1. A careful selection system attempts to screen out people with identifiable tendencies to abuse or neglect children. Access to children is limited to people who have completed a thorough screening process.
2. Warnings, rules, and training help strengthen an adult's inhibitions against harming children.
3. Strong supervision and wise operating guidelines provide significant barriers to child abuse.
4. Children (and their parents) are prepared in advance to recognize, resist, and report abuse.

Recognizing Child Maltreatment

Everyone working with children and youth should know the warning signs of child maltreatment. Even if maltreatment is occurring outside of Salvation Army activities, recognition and reporting are critical to helping victimized children. Be aware that even children who are not in any way being mistreated may exhibit some of these symptoms as they develop. If several of these indicators are found, child and youth workers should promptly:

- Offer the child your undivided attention by engaging in active listening
- Listen for explanations for the indicators
- Consult with knowledgeable advisors
- Follow National Salvation Army policy and local legal reporting requirements



Nursery Through Elementary Age

Behavioral Indicators of Possible Abuse

- Abrupt personality change
- Confident child becomes clingy
- Child shows need for “you’re okay” reassurance
- Sudden groundless fears expressed
- Abrupt changes in behavior, activity levels, or degree of shyness
- Changes in toilet training habits
- Child is reluctant to be with a particular person
- Inappropriate sex play with peers or toys
- Child discusses sex acts at a level above his/her age
- Unnatural interest in own or others’ genitals
- Drawings with genitals included

Physical Indicators of Possible Abuse

- Irritation, itching, or injury to anal or genital area
- Torn, stained, or bloody underwear
- Cigarette burns
- Any pattern of injury that cannot be readily explained— especially repetitive injuries
- Difficulty in walking
- Wearing excessive clothing, especially to bed
- Bedwetting inconsistent with stage of development

Older Children and Adolescents

Behavioral Indicators of Possible Abuse

- Acting out behaviors: fighting, excessive rebelliousness, alcohol or other drug usage
- Excessively suggestive or seductive behavior
- Running away from home or strong aversion to being at home
- Strong preference or discomfort with particular person(s)
- Sexual promiscuity
- Eating disorders
- Fear of being or becoming homosexual (for boys abused by a male)
- Bedwetting (sometimes used by incest survivors to keep a family member out of their bed at night)

Family Behavior

- Maltreatment Indicators
- Family is under significant stress - unemployment, illness, death, divorce
- Socially isolated
- Parents treat child as “property,” exhibit excessive control or rigid discipline



- Family has experienced abuse or domestic violence
- Mother or father was abused as a child
- Family member abuses alcohol or drugs
- Single mom has multiple boyfriends
- Child takes on the role of parent — cares for younger siblings, expected to do excessive housekeeping or expected to meet the emotional Needs of parent and/or siblings

Situational versus Preferential Child Perpetrators

Situational Versus Preferential Child Perpetrators

Experts in child molestation have reviewed the motivations of those who sexually abuse children and identified two main types of perpetrators: situational and preferential. Understanding these motivations may help Salvation Army leaders safeguard children. Child sexual abuse by either type of perpetrator must be prevented, but the nature of the offense and the means of prevention have differences.

Situational Perpetrators

Situational perpetrators do not actively plan or fantasize about sex with children. They may prefer and experience sexual relationships with other adults. However, when an opportunity to sexually abuse is presented, this perpetrator gives in to temptation and acts on impulse. Often the abuse would never occur without exceptional circumstances, or unless there was unusual stress in the perpetrators personal life. They are harder to screen in advance, since the tendency may not even exist until the opportunity arises; but they are easier to deter by minimizing situations that permit this type of abuse.

Many incidents of abuse in church are caused by situational perpetrators. They are difficult to identify because they usually do not have a prior criminal record. Training, strong supervision, and emphasis on guidelines can deter or identify situational perpetrators.

Preferential Perpetrators

Preferential perpetrators are sexual predators. They are sexually aroused more easily by children than by adults. Preferential perpetrators typically abuse children repeatedly and will abuse multiple children throughout their lifetime. They may expend a lot of energy fantasizing about sex with children and working to gain access to vulnerable children. This does not mean that preferential perpetrators are recognizable; many are adept at living this “hidden life.” They may be difficult to identify unless they have a criminal record. Preferential perpetrators can be deterred when they perceive awareness and safeguards (i.e. training, strong supervision, and an emphasis on guidelines) are in place that make your buildings and programs a risky place to find and abuse children.

Watch Out for Grooming Behavior

Watch Out for Grooming Behavior

Grooming is a pattern of behavior by a perpetrator that makes a child more vulnerable to abuse or prevents a child from reporting abuse. After considerable contact with a child, a perpetrator can evaluate and systematically break down the resistance of the victim. For example: a child perpetrator involves a teen in breaking "minor" rules, lying about their whereabouts, and exposing the youth to alcohol and adult movies as an introduction to sexual activity. Later the perpetrator threatens the child by saying, "Don't tell anyone what happened, or you'll be in more trouble than me for what you have done."

Common Forms of Grooming

- Providing excessive gifts, expensive trips, or money (the staff guidelines in the Safe From Harm Model Guideline Manual have specific rules regarding appropriate gift giving). Children from poverty backgrounds are especially vulnerable to this type of grooming.
- Encouragement to take part in any form of prohibited behavior. This involves getting a young person to break a "little taboo" before suggesting breaking a "big taboo." As stated above, children can later be blackmailed for taking part in forbidden activities.
- Excessive attention provided to selected children. This may include inviting children home, playing favorites, or monopolizing a child's time.
- Fostering excessive emotional attachment or reliance, especially if this is done quickly after meeting.
- Lack of clear boundaries on the part of the adult. (For a description of the term boundaries, please see the Glossary of Terms at the beginning of this handbook) Even dedicated ministry workers place limits on the degree of involvement they have with the children and youth they serve. Healthy ministry workers seek to support children but not to make them dependent. Ministry workers should encourage children to clearly define their own boundaries and respect those boundaries. Children with poor boundaries are especially vulnerable, so watch carefully for any signs that an adult is grooming children.
- The "guru syndrome"—meaning a ministry focused on the personality of the ministry worker. This pattern tends to make children overly dependent on the specific youth worker. Of course, many successful ministry workers have used a sparkling personality to attract children and keep their interest. But beware the youth leader who seems overly focused on charming certain children rather than empowering them for mature relationships.
- Secret activities that may be disguised as initiation to an inner circle of the program. *The Safe From Harm Model Guideline Manual makes it clear that there are no secret activities or meetings closed to parents.* Even younger children can be taught the difference between



secrets that make people happy when they discover them (surprise birthday parties or wrapped presents) and secrets that make someone sad when they learn about them.

- Grooming "upward" -- Preferential perpetrators are skilled at winning the favor and trust of other adults and children close to their victims. This creates a complex web of individuals who may believe the perpetrator instead of the child if the victim tries to ask for help.

Participants and Their Parents

Participants and Their Parents

The age and vulnerability of the young people participating in youth activities are important factors in the level of risk. These determine which precautions must be used and how stringent the safeguards must be. Participants and their parents should be trained to recognize, resist, and report maltreatment. (The concept of “recognize, resist, and report” was originated by the Boy Scouts of America, a leader in the field of child protection efforts.)

More Vulnerable Children

These categories of children require extra protection. Staff must make safeguards an even higher priority for activities involving these children. Careful screening, extra supervision, higher ratios of workers to children, and other strategies may be warranted.

Infants

- Infants cannot do anything to keep themselves safe from maltreatment or safety hazards. They are totally dependent on others for safety.

Children with Disabilities

- Children with physical or mental disabilities are particularly vulnerable. This is especially true for children who have difficulty in communicating since they may not be able to effectively say “no” to abusers, or to report maltreatment.
- Children with emotional or mental conditions that make them very naive or trusting of others are naturally vulnerable.
- Young people whose mental levels are below their physical/sexual development levels are vulnerable because their judgment skills may not be as mature as their sexuality.

Children who Require Extra Attention From Caregivers

- Toddlers who have difficulty with toilet training or children who misbehave are more likely than their peers to suffer physical abuse. They may “push the buttons” that cause caregivers to lose control of their tempers or to unconsciously punish them for causing extra trouble for the caregiver.

At-risk, Delinquent, or Alienated Children and Youth

- Young people who are alienated from parents and other adult mentors, distrustful of adults, or in conflict with adults in authority are vulnerable. Such young people are more easily manipulated by the threats of child perpetrators. They are less likely to “trust the system” to help them. Thus, they are less likely to report sexual abuse or believe their reports will be taken seriously.

Children and Youth with Poorly Defined Boundaries

- Personal boundaries are the invisible fences that adults and children place between themselves and others (see the glossary at the beginning of this Handbook). Many of



the children listed above as “more vulnerable” have poor boundaries; i.e., they have a hard time determining what is appropriate in physical contact or in relationships. Any child with weak boundaries is more vulnerable to sexual molestation.

Keep Parents Informed

Parents like to be kept informed about any problem their children experience when away from their care. A good tool to help you do this is the Report to Parents form found in the Safe From Harm Manual or is available from your camp administration team. It is always better for a parent to get a good explanation from a caregiver about problems than to wonder what happened or hear a garbled (and possibly exaggerated) report from a young child. The form is designed to be filled in by hand for every incident that occurs with their child. Try to be specific as possible with facts about what happened.

The form protects staff by documenting what the incident was and the response the caregiver enacted. It also demonstrates that The Salvation Army is transparent regarding incidents that occur in our programs and facilities. In situations such as disciplinary issues or upset children, this form encourages parents to join with staff in coming to a resolution that best meets the child’s needs. After an incident occurs, give a copy to the parent and save another on file. Keep blank forms handy in all areas where children will present.

While Salvation Army camps might have a customized incident report form on hand to document any serious issues encountered in children during a camping program, the Report to Parents form does not take the place of your camp’s incident report form nor does the Incident Report Form replace the Report to Parent form. Both should be used as directed by your Divisional Youth Secretary and Divisional Safe From Harm Coordinator.

Prevention

The first step to prevention is identification. All activities involving children should be assessed for potential risk and safety solutions BEFORE they take place. The facilities where activities are conducted should be reviewed with the same level of scrutiny.

Where

- Is the location free from safety hazards such as trip or fall hazards, electrical hazards, water hazards, terrain hazards, furniture hazards, locked doors?

When

- Is the activity occurring as a part of regular schedule or is it unplanned/unexpected? And why?
- Is the activity occurring at a time of day that might be challenging for children to stay focused/present? (night time – children too sleepy, teens too distracted).

Who

- Are they a member of staff?
- Are they SFH trained?
- Do they have permission to be present?
- Does anyone know of their presence?

How

- Traffic patterns?
- Class/program changes?
- Personal Hygiene time?
- Check In/Check Out procedures?
-

It is important to remember that camp is an overnight activity and already considered high risk. It is even more important to be aware of surroundings at all times. Please refer to the Safe From Harm Program Manual for a more thorough review of Activities, Programs, and Surroundings in Section 10.

Sexual Abuse: How to React to a Child's Disclosure

How to React to a Child's Disclosure of Sexual Abuse

How adults react when a child tells them they have been sexually abused will either help or be harmful to the child. In fact, the way the disclosure is handled is one of the key indicators of an abused child's future emotional, spiritual and even physical health. Without question, the adult's response to the disclosure will influence the amount of subsequent stress and trauma a child victim experiences.

There are two ways that disclosure can take place: purposefully or accidentally (e.g. a nursery worker notices genital bruising). The time lapse between the incident of abuse and the disclosure may be immediate or delayed, or the disclosure may never take place. But whether the child reveals the abuse on purpose or by accident, and whether the interim between the incident and the disclosure is brief or very long, adult reaction plays a critical role in how the victim copes with what happened to them.

There is often a mistaken belief that children who purposefully disclose can handle the trauma better than those children whose abuse is discovered accidentally. Studies have proven otherwise, and it is important that anyone receiving disclosure information from a child remain calm, rational, and have concern for the child foremost in their minds.

Guidelines for Dealing with Disclosure:

The following guidelines are useful for any in the "hearing community" – mandatory reporters, Divisional Youth Secretary, camp administration, camp staff, camp nursing aides, and all volunteers.

- Believe the child.
- Stay calm.
- Provide a safe place to talk.
- Don't make promises you can't keep.
- Don't judge the offender or the offense.
- Report immediately.
- Tell the child what is going to happen next.
- Leave the investigation to the professionals.
- Get support for yourself.

1. Believe the Child

- Be aware that the child has fears about disclosing
- Know that the child will feel even more hopeless and trapped if they disclose abuse and are not believed. (Although prevention programs teach children to keep telling until they find someone to believe them, it is unclear how many children are able to disclose their abuse more than once if they are not believed the first time.)



- Don't judge what the child is saying or evaluate the child's statements.
- Don't question the child about the abuse.

2. Stay Calm

- Children may be reluctant to disclose abuse because of feelings of shame, fear of getting into trouble, fear of causing trouble, or the belief that they are responsible for the abuse. Shame can be a very powerful motive for not disclosing abuse and can be diminished if adults keep in mind that:
 - Children will often disclose a small portion of what happened to them to test how the listener will react. Facial features or emotional outbursts that reveal shock, disgust or upset may inhibit the child from continuing or cause him to retract what he has said.
 - Children may misread an adult's natural anger at the offender if displayed at the time of disclosure. The child may think the anger is directed at him, or the anger may play into the perpetrator's strategy. It is up to the adult to contain that anger and let it out later, when the child is not present.
 - If it does happen that a burst of natural anger is expressed before the adult controls it, it is important that the adult let the child know that any anger expressed is directed toward the person who molested them, not toward the child.
 - Children need to feel as comfortable as possible when disclosing sexual abuse to an adult. It is important for the child to know that the adult is glad the child told them, that the offender did something wrong – not the child – and that the adult will take steps to protect the child from further abuse. Don't place blame on the child.

3. Provide a Safe Place to Talk

- Make sure any talking takes place in a private place. Confidentiality is necessary not only for the child's sake but also to avoid alerting an offender.
- The adult's role is not to interview the child. Often first disclosures are vital to prosecution. The adult should not ask too many questions or assume the role of investigator.
- If the child wishes or needs to disclose a lot of information, the adult should not abruptly stop them. The child should be allowed to tell their story without the adult's trying to get more information.
- The adult should let the child know that other people will be talking with them to try to make sure that the child will be safe, and that these people will help the child handle the situation in the best way possible.
- A child may want the adult to keep the secret. In that case the adult needs to explain to the child that telling the proper authority about the incident will help keep the child safe. At the same time, it is important that the adult not make promises to the child that cannot be kept.

4. Don't Make Promises You Can't Keep

- An adult should never unequivocally ensure the child's safety. It is important for the child to have a trusted supporter but guarantees of future safety are out of the hands of Army personnel.
- Ultimately, whether the child is safe or not, it is important for the child to know that there is at least one trustworthy adult to whom they can go and who will tell them the truth. Maltreated children who have a positive relationship with an adult outside the family tend to do best, even when they come from dysfunctional families with significant problems.
- When promises are made that can't be kept, the child learns that his confidante is just one more adult who cannot be trusted. The child may not be able to understand that the adult he told is not responsible for a promise being broken – that someone else had that responsibility.
- A promise that can be kept goes something like: "I'll do everything I can to help you." Keeping the door open may facilitate the child's telling his supporter about future abuse, and that abuse may be more easily proven.

5. Don't Judge the Offender or the Offense

- Especially in cases where the child knows the perpetrator, which is most often the case, the child may experience confused feelings toward the perpetrator. The child victim may like or love the person but not feel comfortable with what happened. If the adult the child is telling shows repulsion or hostility toward the offender, the child may begin to defend the person. Once a child starts to defend the offender, they will often recant or minimize the original disclosure.
- In such a case the child may not give any additional information or not tell if the abuse happens again.
- If the adult hearing the child's story does briefly lose control and shows anger toward the offender, it is important to put the comment in context for the child, for example: "I get angry thinking anyone would hurt you like that."

6. Report Immediately

- All 50 states have laws mandating that certain individuals must immediately report a suspicion or incident of child abuse. Salvation Army personnel who work with minors are legally mandated to report and have a moral, ethical, and organizational responsibility to report suspected abuse and neglect. This is true for all states represented in the Southern Territory.
- Adults working with children should be prepared to report before any disclosures take place. All adults working with children should know reporting procedures for their community and be familiar with the length of time a response will likely take. If the child is in immediate danger, most local communities have a system for immediate intervention, e.g. a protective social worker or law enforcement.

- It is essential that the adult let the child know that someone else is going to have to learn about what the child has told him. The child may feel betrayed or defensive if not informed by the first person they tell that another person who can help the child will need to hear his story. An example would be, “There is a man I know named Mike, and Mike’s job is to try to help boys and girls who have problems like this. I need to tell Mike about what you told me so that he can try to help you, and then Mike will need to talk with you.” The child should be told that “Mike” is a helper, like a social worker or a law enforcement officer. It may be helpful to include something like, “It’s possible there will be another person with Mike, and that person is also there to help you.”
- Sometimes even mandated reporters question whether they should make a report. They may feel that the response to their report will be inadequate and that by making a report they are giving up their ability to work with a child. This is an illegal and dangerous decision. All cases of suspected child abuse and neglect should be reported to the appropriate authorities.

7. Tell the Child what is Going to Happen Next

- Adults should give the disclosing child as much information as they can, at the very least, telling the child another adult will need to be told for the child’s safety.
- Many children will have questions about whether they have to go to a shelter or foster care or whether their offender will go to jail. The adult should always be honest – it is preferable to tell the child “I don’t know” than to guess at the probable next steps. For example, the adult might say to the child, “When Mike gets here, that’s a good question to ask him; he’ll be able to tell you more about what will happen next.”
- The child may have fears based on threats made by the perpetrator or stories they have heard. The child should be reassured by the adult only when the adult is certain about what he is telling the child. For example, the adult might say to the child, “What happened to you was not your fault, and you aren’t going to jail. That was just a trick to keep you from telling the secret.”
- An offender may have warned the child that certain things will happen if they tell about the abuse. If those threats or warnings become true, the child will be more convinced than ever of the offender’s power and may recant out of fear. It is important that service providers be mindful about the possibility of their accidentally strengthening the offender’s power in the child’s mind.

8. Leave the Investigation to the Professionals

- Once the adult has enough information to request an investigation by making a report, he should not ask the child additional questions or request that the child elaborate or clarify. Asking additional questions may create problems for the investigation or prosecution later on.
- The initial interview is extremely important. The child may reveal many details during the initial interview which are not revealed again. At this point the child has not yet

- faced any pressures to change his story, so a great deal of information may be available at that time which is not available again. Adults must let the people who are trained in investigative interviewing techniques perform that all important initial interview.
- If the child goes on and tells the whole story, the listening adult should not stop him but look for an opportunity to take a break and do so. If enough information to make a report has been disclosed, it should be done at that time.
 - The adult may need to ask some questions to clarify exactly what the child is saying, for example children may say something like “My stepdad is mean to me.” A helpful response in this situation might be, “I don’t understand – how is he mean to you? What does he do that’s mean?” Once the adult has enough information to suspect that the child is telling him about potential abuse, he should make the report.

9. Get Support for Yourself

- A disclosure of child sexual abuse is emotionally draining. The child may disclose details that seem horrible, unbelievable, sad, or bring up memories of past abuse. An emotional reaction is to be expected, but at the same time the child must be protected, so the disclosure must be kept extremely confidential.
- It is important that the adult deal with his feelings about the disclosure. In order to help the child, and any other children, the adult must take care of himself by getting needed support. Talking with an appropriate counselor, pastor or confidential advisor can be very helpful.
- A disclosure of child sexual abuse sets in motion a chain of events which is out of the adult listener’s control. At times “the system” may seem to fail to protect the child. In addition to feelings about the disclosure itself, the adult may have to deal with feelings of helplessness or anger at the system. These feelings are best handled with the help of a confidential advisor.
- At the same time, it is important that adults keep faith that cases will be handled in a manner that ultimately protects the child. Even (and especially) when “the system” lets a child down, the person who receives the disclosure can make a huge difference in the life of the child who is being abused.



Responding to Disclosures of Self-Harm

People working in youth ministry positions are very likely to be the ones that a child may confide in when contemplating suicide. It is important to be prepared should that occur and provide a listening ear so that next steps can be taken to help that child.

- If there is a sense of imminent danger, stay with the child and notify camp administration immediately.
- Be sure to adhere to the two-person guideline by informing the child that all staff are there to support and keep them safe.
- If an incident has already occurred, follow camp policy for contacting emergency personnel.

Protecting Yourself from Abuse Accusations

It's best to take a few preventative measures to help protect yourself from any suspicion or accusations of child abuse. Following these best practices will help to protect you, your campers, and the camp.

- Always stay in view of others when working with or talking to campers
- Always let the child be the one who initiates appropriate physical contact. If the child initiates a hug, that's okay.
- Always practice "Two Adult Rule". Have everyone go as a group when children go to the restroom. Always be in the presence of others while with campers in a bathroom or changing area. Never watch a child undress, shower, or use the bathroom. With children who have difficulty getting dressed or changing, have them do as much as possible themselves while you give verbal direction and demonstrate. Again, always be in the presence of others. Males should be with males and females with females.
- Refrain from potentially embarrassing comments about a child's body
- Only go into dorms and restrooms of members of the same sex
- Keep all conversations and language "child safe" and maintain a professional attitude at all times. All personal and private conversations must be kept between staff. Think of yourself as a professional childcare worker and your actions will likely follow.

Situations to Avoid

- Avoid engaging in power struggles with your campers
- Avoid allowing yourself to get caught in regressive pull
- Avoid losing your temper (remember that you are the adult)
- Avoid NOT admitting that you are over tired
- Avoid playing favorites with campers (you may have them, but all need and deserve the same attention)
- Avoid sharing private and personal aspects of your life (i.e. Your "love life" or other aspects of your life irrelevant to the ministry or program of the camp)
- absolutely prohibited by the salvation army policy & law
- Absolutely Prohibited by The Salvation Army Policy & Law
- It is prohibited to strike, bite, kick, push, shove, physically abuse or neglect or to use any form of corporal punishment.
- It is prohibited to use any form of verbal abuse by name-calling, humiliation, insults or any other form
- It is prohibited to deprive campers of scheduled mealtimes, water, medication or sleep



- It is prohibited to allow campers to run away, leave campgrounds, or go unsupervised without prior and appropriate consent and in accordance with camp policies and procedures
- It is prohibited to get campers on your side to gang up on a camper or staff member
- It is prohibited for any staff member to have intimate relations with any camper while employed as staff.

Violations of the prohibited items listed may result in immediate termination of employment and further legal action could follow.



Minor First Aid Treatment & Health of Campers

As camp staff you have varying degrees of contact with campers. Camp counselors have the most constant contact with campers, but we are all responsible for the safety and welfare of campers. Throughout the day you are encouraged to identify potential health and safety problems and prevent them as outlined in this manual and as instructed by the camp nurse and your camp director.

It is not your responsibility to provide campers with all their health needs (that's the job of the camp nurse), but here are some things you can do to make sure campers stay safe, healthy, and happy.

In general, you will want to ensure the following:

- Make sure your campers are making new friends, getting along with their bunkmates and involved in camp activities.
- Make sure your campers are taking care of their personal hygiene.
- Keep a daily watch for soiled bedclothes. *
- Make sure that campers who take medication get them when they are supposed to.
- Keep an eye on how your campers are getting along and if they are eating well, sleeping enough and feeling okay.
- Watch to make sure that your campers are not getting sunburned, dehydrated, fatigued, and those things as ticks, poison ivy, insect bites/stings, sunburns and rashes are treated appropriately as instructed.

You'll be notified if any of your campers have a problem with bed-wetting. If a camper does wet the bed, it is important that you do not broadcast the event. Be discreet and sensitive collecting any soiled linens and clothes. Wipe down the soiled area with a disinfectant and supplies from the nurse. Consult with the nurse on each case of bedwetting

The following is a list of basic first aid procedures that you can perform that do not require a nurse but should be included in your incident report book in the event it becomes necessary to report:

- Minor scratches and cuts
- Minor insect bites
- Minor Poison Ivy, etc.
- Blister due to friction such as a blister on your foot



The following are examples where the nurse should be consulted and/or the camper should be taken to the health care center

- Abdominal pain
- Animal bites
- Allergic reactions
- Bleeding (other than minor surface cuts & scrapes) Major insect stings/bites, and poison ivy/sumac
- Burns
- Constipation
- Diarrhea
- Earache
- Fever
- Headache
- Infections
- Sore throat
- Sprains/fractures
- Sunburns/sunstroke
- Toothache
- Foreign body in eye
- Vomiting

Vomiting

- In the event a camper feels like they are going to vomit, get something they can throw up in.
- Comfort the camper and give them space.
- Depending on where you are, either take them to the nurse or have them clean themselves up before going to the nurse.
- Ensure that you are wearing gloves and put everything that has come in contact with the vomit in a plastic bag to be cleaned (clothes, towels, etc.) or thrown away.
- Wipe down the soiled area (floor, bed, chair, table, etc.) with a disinfectant and supplies from the nurse.

In the case of performing minor first aid on campers, procedures must be followed as dictated by a nationally recognized first aid provider such as the Red Cross, and as instructed by the camp nurse and director. Health record logs must be kept on all campers and treatment must be recorded per the American Camp Association Standards and according to the policies of your camp.



General Emergency Procedures for Campers

Your Emergency Response System

In case of an emergency, always contact the nurse first either by radio or sending someone to get him/her. If possible, a brief explanation of the injury should be given so the nurse can determine if 911 needs to be dispatched. A staff member present who has been trained in first aid and CPR will perform the appropriate treatment until relieved by emergency personnel, the camp director, the nurse, other more qualified staff, or until treatment is no longer required.

What is your camp's emergency response procedure?

(Outline them here or indicate where this information can be found)

Emergency numbers and/or radio channels

Camp Director:

Camp Nurse:

EMS:

Other Emergency Personnel:

In case of an emergency where a first responder is not present to perform the initial response, as a camp staff member it is your job to take action until a certified staff member or emergency personnel arrives.

Situations and Responses

- Hemorrhage: Apply direct pressure over the bleeding point with a clean cloth or gauze. Maintain pressure steadily for a full five minutes. Gently ease up pressure to see if bleeding has stopped. Repeat if necessary. Watch for victim going into shock. DO NOT apply tourniquet.
- Nosebleeds: Have victim sit quietly and tilt head forward. Press nostrils together for five minutes.
- Wounds & Bites: Cover area with a sterile gauze and take victim to nurse immediately.
- Physical injury to back, neck and head: Keep victim's head and body motionless with the head tilted back in the midline, and do not rotate from side to side. Get nurse ASAP. DO NOT MOVE the victim as this could further the damage and possibly paralyze the victim.



- Physical injury such as fractures, sprains/strains and dislocations: Keep victim quiet and comfortable while waiting for medical/emergency personnel. Do not move the area that is fractured, dislocated or sprained. Watch for possible shock.
- Shock: The victim will become pale, cold and clammy. Pulse will increase and breathing will be shallow and fast. Place victim in a flat position with their feet slightly elevated (with head and chest injuries, raise head 10 degrees). Cover victim with available clothes to keep them warm and conserve body heat. Gently massage arms and legs to help speed circulation. Before moving the victim, check to see if there are no back, neck or head injuries.
- Convulsions: If onset of convulsion is observed, clear the area around the victim so he/she can't hurt themselves on object around them. DO NOT RESTRAIN THE VICTIM. Turn their head to the side in case they aspirate (vomit or spit-up). Wait for the nurse or emergency personnel.
- Fainting: Place victim on their back and loosen tight clothing. Bend their knees and raise the feet. Make sure breathing is not obstructed. Bathe face gently with cool water if available. NEVER give any liquids. Wait for the nurse or emergency personnel.
- Eye Injury: Cover eye with a sterile gauze and take to nurse immediately.

In dealing with any kind of emergency situation there are a few things to remember:

- First, slow down, relax and give careful thought to the problem at hand.
- Examine victim where they are, in the position in which they are found, until you can determine the nature and severity of the injury and that the area is safe for you to enter into.
- Be conservative in your decision. It is better to take too many precautions than to take unnecessary risks.
- If injury is severe, contact the nurse and/or emergency personnel right away and assist victim as you have been trained and instructed to do so.

Heat Stroke and Heat Exhaustion

On very hot, humid days it is important to keep watch for anyone suffering from heat stroke or exhaustion. HEATSTROKE is when someone is exposed to the sun so long that his or her body cannot regulate its temperature. The best thing to do is sit down, rest and drink cold fluids (like water). HEAT EXHAUSTION is when someone is too active in the heat and they sweat so much they lose too much body fluids and salt. Keep the victim quiet with head lowered and watch for shock. Get them to drink water. In either situation, the nurse needs to be alerted.

Insulin Shock and Diabetic Coma

Some campers and staff may have a medical condition called DIABETES or HYPOGLYCEMIA. Both have to do with the way the body processes sugar. When someone goes into insulin shock they



start to sweat nervously, the tongue is moist, the pulse increases, and breathing is shallow. When someone goes into a diabetic coma their skin becomes flushed and dry, their tongue is dry, they are drowsy. The best way to aid the victim is to have them lie down, maintain their body temperature and call the nurse. If there are any campers or staff with this condition, the appropriate staff will be made aware of this.

First Aid Kits & Personal Protective Equipment

First aid kits are located in all cabins, the pool and waterfront, the ropes course, the kitchen and the office. If a trip is taken off camp the trip bag will also have a first aid kit. At a minimum, each first aid kit will contain the following:

- Cotton balls
- Blister Pads
- Q tips
- Sterile gauze
- Band aids
- Calamine Lotion • Neosporin
- CRP Microshield
- Bactine
- After bite towelettes
- First Aid instructions
- Cold compresses Latex gloves
- Plastic bags
- Waterless hand sanitizer
- First Aid bandage
- First Aid tape
- Emergency contact information
-

*Specialized activity areas like the pool will have the appropriate First Aid and emergency equipment specific to that activity on site.

It is the responsibility of every staff member to ensure that when supplies are used up, that they are replaced. The nurse will be responsible for verifying that all First Aid kits on the camp contains the appropriate items throughout the camp program.

Exposure Control Plan

Diseases (pathogens) can be spread through contact with blood (blood-borne pathogens), through the air (air-borne pathogens) and through contact with body fluids. Some examples of blood-borne pathogens are hepatitis and HIV. Examples of air-borne pathogens are the common cold and TB. Body fluids are urine, saliva or vomit. Since your role as a health care provider is minimal, your



chances of exposure are minimal; however, you should still be aware of the ways you can help prevent possible exposure to yourself and others.

1. If trained in CPR, always use the CPR masks that are supplied in the first-aid kits.
2. Always use gloves when dealing with body fluids. Gloves should be changed after contact with each person. Hands and other skin surfaces should be washed with soap and water immediately and thoroughly. Disposable gloves are available in each first-aid kit.

Personal Medications

ALL seasonal staff members (whether they reside with campers or not) ARE NOT allowed to keep any medications (prescription or non-prescription) in their rooms or with them. All prescription medications must be kept with the nurse and the nurse must dispense all non-prescription medications. The ONLY possible exception may be personal inhalers and epinephrine pens. This is at the discretion of the camp nurse and under no circumstances are these items to be shared.



Minutes and Policies

PL002 - Protection of Children from Sexual Abuse in The Salvation Army

Minute No. PL002

Commissioners Conference

Effective 2/1/2024

The ministry of The Salvation Army is motivated by the love of God, and its mission is to preach the Gospel of Jesus Christ and to meet human needs in His name without discrimination. The Salvation Army is a movement motivated by love and committed to alleviating human suffering. No greater harm to the Army and those served by it can be imagined than that resulting from the sexual abuse of children, whether perpetrated by its members, volunteers, employees, local officers, auxiliary officer personnel or its commissioned and ordained officers.

Sexual abuse of children (defined as individuals under the age of 18 years) is often directed at the most vulnerable members of our community. An offender may be of any social or economic class, a member of any religious group, any occupational group, any gender, or sexual orientation, either married or single. According to the U.S. Department of Justice's National Sex Offender Public Website, abusers are known to the victim a vast majority of the time. The Salvation Army believes that no human person is so diseased or depraved that when touched by the grace and power of Christ is beyond the possibility of redemption and healing. "If anyone is in Christ, he is a new creation." (2 Corinthians 5:17) Nonetheless, The Salvation Army recognizes the dire threat that sexual abuse represents to the children in our care, not to mention the impact their actions may have on the reputation of The Salvation Army itself or the extent to which these behaviors may render the organization legally liable.

The Salvation Army in the United States of America has zero tolerance for child sexual abuse. Therefore, the policy of The Salvation Army is that it will not knowingly expose children to any individual where there is any Reasonable Suspicion* of any form of sexual abuse of children in their past. Notwithstanding the Service to Known Sex Offenders in Salvation Army Residential Programs Minute, any individual known to have sexually abused children shall only be allowed to participate in Salvation Army programming subject to a Personal Safety and Risk Reduction Plan approved at the Territorial level.

The Salvation Army administration will respond promptly to all charges of sexual abuse of children by the following process:

- thoroughly investigate all reports of sexual abuse of children,
- where there is a reasonable suspicion of sexual abuse of children, remove the individual charged from their duties,
- comply with all laws regarding the reporting of such reports,
- cooperate with any governmental investigation of such reports,
- reach out to the children and their families, with compassion for their spiritual and emotional well-being, and
- with due regard for the privacy of the individuals, deal as openly as possible with members of the community about the reports.



In implementation of its policy to protect the children in its care from sexual abuse, the Commissioners' Conference has adopted the following specific policies:

Territorial Registries. There will be established in the office of the Secretary for Personnel of each of the territories a Registry containing the names of individuals who in the past have been associated with The Salvation Army in any capacity who have been convicted, or against whom complaints of sexual abuse of children have been made where there is reasonable suspicion of such abuse. The Registries will contain the names of:

- individuals who have applied for positions with The Salvation Army who have been rejected on the basis of convictions or complaints of sexual abuse of children where there is reasonable suspicion of such abuse,
- Salvation Army officers, auxiliary captains, employees, local officers, or volunteers who have been convicted or against whom complaints of sexual abuse of children have been made where there is reasonable suspicion of such abuse must be listed in the Registry,
- individuals who have been terminated because an allegation of abuse of children has been lodged against them, and the investigation discloses a reasonable suspicion of such abuse, will also be listed in the Registry,
- candidates for Officership or of applicants for employment, local officership or volunteer status who will be involved with children will be cleared in advance with the Registry.

Because of the mobility of individuals that have been or will be associated with The Salvation Army, the Territorial Secretaries for Personnel will share with each other information in their respective Registries. Where a name is included in the Registry, the Secretary for Personnel will recommend rejection of the application without explanation to the applicant.

Officers, Auxiliary Captains, Candidates, Employees, Local Officers, and Volunteers.

- (a) Every applicant for a position involving direct exposure to children in a Salvation Army program will be cleared in writing with the Territorial Registry.
- (b) Based upon disclosure by the applicant of any prior employment or volunteer work with children, the applicant's references will be carefully checked to determine whether there are any suggestions of sexual abuse of children.
- (c) To the extent possible, searches will be conducted of State social service or public welfare department registries of child abuse and criminal history records, not only in the State in which the officer, auxiliary captain, candidate, employee, local officer or volunteer is to be assigned, but also in other states that the individual has resided in the previous ten years.
- (d) Each applicant for employment or for volunteer work for any position involving the supervision or custody of children (under 18 years of age) or for any position in which the applicant is in any way involved with children, will complete the *Statement of Applicant for Work With Children* approved by the Commissioners' Conference (see attached forms). Any such applicant who fails to complete the statement or who refuses to make the representations contained in the statement, will be rejected.
- (e) Where a charge of sexual abuse of children has been made against an officer, auxiliary captain, employee, local officer, or volunteer, he or she will be immediately suspended, the charge will be carefully investigated by Salvation Army administration. This investigation may include interviews with the child or children involved, their parents, the child's physician, as well as the individual charged, and, if the investigation discloses a reasonable suspicion of such abuse, whether or not there was a police investigation or a criminal conviction, the individual will be terminated. The Salvation Army will



maintain the confidentiality of the investigation and its deposition, to the extent possible, unless the victim consents to disclosure or acts in a manner that is inconsistent with such confidentiality. Determinations that the investigation and any related disposition of the charge will not remain confidential will only be made by Territorial Leadership.

- (f) All Corps have a variety of programs for children and The Salvation Army operates many other programs for children, including day care centers, community centers and summer camps. No candidate will be accepted, no officer or auxiliary captain will be allowed to continue, and no employee, local officer or volunteer will continue to serve The Salvation Army where there is any reasonable suspicion of sexual abuse of children.

Reporting of Sexual Abuse of Children. Wherever, after investigation of a charge of sexual abuse of children, such abuse has been admitted by the individual charged or has been confirmed by a credible witness, in any event when required by the law of the particular State or municipality or by any regulation of a regulatory agency having jurisdiction, with notification to Divisional Headquarters, the charge will be reported to the law enforcement agency and, if required, the appropriate social service agency.

Prevention Education. Each of the Territories has educational programs relating to the prevention of sexual abuse of children, with seminars to be attended by individuals responsible for supervising programs for children. The education program includes detailed explanations of the policies set forth in this policy statement.

Treatment of Victims of Sexual Abuse. Although children who are the victims of child abuse while in the care of The Salvation Army will frequently require professional counseling not available within The Salvation Army. The Salvation Army will make every effort to extend to the victims and their families its compassion and its commitment to their spiritual and emotional well-being. However, there have been cases in which, after thorough investigation, there is serious doubt that any child abuse occurred. In such instances, even if there are no criminal proceedings, there might well be civil actions brought against The Salvation Army that The Salvation Army will be prepared to defend.

The Salvation Army is determined to protect the children in its care, in all of its many programs. All Salvation Army personnel are required to take all reasonable steps to avoid the sexual abuse of children and to institute such preventive measures, in addition to the procedures outlined in this policy statement, to protect the children in their care. By taking such steps, Salvation Army personnel will help alleviate these ills of society and will extend the Kingdom of God.

*For the purpose of the policy the Reasonable Suspicion standard shall be met when the fact finder determines that it is more likely than not that the claim being investigated is true.

CC Approval: February 1, 2024 (Pages 361-377)
Interim TFC: May 10, 2024 SBA
TFC Approval: May 16, 2024



017E - Harassment

General

Minute No. 017E

Commissioners Conference

Effective 5/21/2024

A. POLICY

The Salvation Army is committed to providing a civil and productive work environment for all employees. Harassment of the employees of The Salvation Army is inconsistent with our values and will not be tolerated.

1. Sexual Harassment

Sexual harassment is a form of discrimination based on sex or gender and is strictly prohibited. Unwelcome sexual advances, requests for sexual favors, inappropriate or derogatory comments about a person's sex or of a sexual nature, and other verbal or physical conduct of a sexual nature constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The harasser can be a manager or supervisor, a co-worker, or someone who is not an employee, such as a client or customer. Harassment can occur whenever and wherever employees are fulfilling their work obligations. This includes in the office, at employer-sponsored events, and on business trips.

2. Other Harassment

Any harassing or offensive conduct directed at individuals because of their age, race, color, sex, national origin, marital status, disability, citizenship, sexual orientation, gender identity, gender expression, or other characteristic protected by law is prohibited and will be subject to the reporting, investigation and disciplinary action described in this Policy.

Examples of harassing behaviors include, but are not limited to:

- a. Abusing the dignity of an employee through intimidating, insulting or degrading remarks or conduct; whether sexual or on the basis of any other protected characteristic under law;
- b. Threats, demands, or suggestions that an employee's work status is contingent upon the employee's toleration of or acquiescence to sexual advances;
- c. Physical touching, groping, kissing, encroaching on personal space;
- d. The display in the workplace or the transmission by e-mail, text, or other means of offensive, intimidating, insulting, or degrading objects, pictures, cartoons, or photographs, even if intended to be humorous;
- e. Offensive or suggestive jokes, innuendos, comments, or gestures.



It is the impact that the behavior has on the work environment, and not the intent, that will be considered in determining whether a violation of this Policy has occurred. Additionally, conduct need not rise to the level of violating the law to be a violation of this Policy.

3. Reporting and Non-Retaliation

Any employee who believes they have experienced harassment, or who learns of potential harassment, is urged to report their concerns immediately so that The Salvation Army can take prompt appropriate and corrective action. Complaints should be made to the employee's Human Resources Director and supervisor, or to the department head, if the complaint involves the supervisor or the employee is otherwise uncomfortable reporting to their supervisor. No employee will be retaliated against for complaining in good faith about harassment, assisting in an investigation, or participating in a lawsuit.

4. Publication

The attached "Policy Against Harassment" will be included in all employee handbooks and personnel manuals.

B. IMMEDIATE RESPONSE

1. Each supervisor has an affirmative duty to maintain a workplace free of sexual or other harassment and intimidation. Every supervisor is required to take action if they learn of potential harassment, even if the aggrieved employee does not wish to file a complaint. Any knowledge of harassment or complaints received from employees concerning sexual or other harassment must be reported immediately to the next level of command as set forth in the following paragraph.
2. When a complaint is received, or concerns of harassment are otherwise discovered or suspected, the supervisor must prepare and sign a plainly worded statement of the alleged harassment in order that the allegations may be investigated by the HR Director. A copy of this and any other statements should be sent under private and confidential cover to (1) the Divisional Commander (for corps and institutions), (2) the Secretary for Personnel (for Divisional Headquarters, College for Officer Training or Territorial Headquarters), and (3) the Adult Rehabilitation Centers Commander (for Adult Rehabilitation Centers).

C. GUIDELINES FOR INVESTIGATION OF HARASSMENT

It is extremely important that all complaints or other evidence of sexual or other harassment be promptly and thoroughly investigated and that appropriate action be taken to prevent further occurrences. Investigations will be conducted under the direction of the individuals identified in B.2. above. In the event that one of the individuals identified in B.2 above is the subject of the complaint, they will recuse themselves from the investigation, and fully cooperate.

Investigations will be conducted with consideration of the specific facts and circumstances of the allegations. The following are general guidelines which may be taken into account in conducting the investigation, at the discretion of The Salvation Army based on the nature of the complaint and consistent with conducting an impartial and fulsome investigation:

1. Tell the complainant that the matter will be treated with discretion, but do not promise absolute confidentiality. Assure the complainant that information will only be shared on a need-to-know basis, consistent with conducting a full and fair investigation.



2. Listen patiently to the complainant. Ask the complainant to be specific, while recognizing that it may be difficult to share the details. Never put words into the mouth of the person who is complaining of an incident. Where feasible, have the complainant reduce the allegations to writing in their own words and sign the document.
3. Ask about the frequency of the conduct in question. How long has it been going on? What steps, if any, have been taken by the complainant to convey that the behavior should stop? NEVER ask the complainant why he or she failed to act sooner.
4. Ask for witnesses' names. When interviewing third parties, be objective and stress the sensitivity of the matter. Ask for their discretion out of respect for all parties involved and to preserve the integrity of the investigation. Review any documentary or other relevant evidence (e.g., emails, texts, video footage).
5. Determine whether any interim measures should be taken during the pendency of the investigation. Be sure that any interim measures are not retaliatory.
6. Ask the complainant how he or she would like the situation to be resolved, without making any promises. Assure the complainant that no one will be allowed to retaliate against them because of the complaint, and ask them to immediately report any perceived retaliation.
7. Promptly interview the person accused. When talking to the accused individual, talk in private and convey the allegations directly and objectively. Maintain objectivity and give the accused a chance to tell their side of the story. Listen, and then explain the steps in the investigation. Remember, the complainant AND the accused are each entitled to a fair investigation.

D. POST-INVESTIGATION ACTION

1. If an investigation discloses that there are no grounds for finding a violation of this Policy, the complainant, the person accused and those persons already familiar with the investigation should be informed that the investigation is closed and appropriate action has been taken.
2. When the investigation reveals that a violation of this Policy did take place, appropriate disciplinary action must be taken, up to and including termination of employment. When warranted, discipline may also include other less severe measures, such as training, counseling, written warning, and/or suspension. The severity of the discipline should include an assessment of the nature of the conduct and the accused's previous work history and performance record.
3. Records of each investigation and the resolution thereof should be retained in confidential files by Human Resources.

E. RESPONSIBILITY OF SECRETARY FOR PERSONNEL

If harassment concerns are not resolved at the department head level of local/divisional/command/territorial/national headquarters, written contact may be made in confidence with the office of the Secretary for Personnel. Such written contact should detail all aspects of the situation and should include any documentation gathered to that point. The Secretary for Personnel shall assess each situation by conducting a fact-finding investigation obtaining statements and taking other appropriate action. The Secretary for Personnel shall report their findings down the chain of command and make recommendations concerning the disposition of each case.



POLICY AGAINST HARASSMENT

We promote a civil and productive work environment and we do not tolerate any form of conduct that harasses, disrupts, or interferes with another's work performance or that creates an intimidating, offensive, or hostile work environment. All forms of harassment, including sexual harassment, are prohibited, and will not be tolerated.

Sexual Harassment: Sexual harassment in the workplace, as defined by the Equal Employment Opportunity Commission, includes unwelcome sexual advances, inappropriate or derogatory comments about a person's sex or of a sexual nature, requests for sexual favors, or other verbal or physical conduct of a sexual nature, when

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Harassment can be by a manager or supervisor, a co-worker, or someone who is not an employee, such as a client or customer. Sexual harassment may include, but is not limited to, physical contact, sexually related comments, jokes or graphics, references to personal appearance, offensive remarks about a person's sex, unwelcome sexual advances or suggestions or requests for sexual favors. In addition, remarks and conduct of a sexual nature that are inappropriate, but do not necessarily rise to the level of sexual harassment are also prohibited. Conduct need not violate the law to violate this Policy. Often remarks and conduct of this nature which seem innocuous to one person are offensive, embarrassing, and unacceptable to another. Employees are expected to conduct themselves in a civil, professional, and respectful manner at all times. Harassment can occur whenever and wherever employees are fulfilling their work obligations. This includes in the office, at employer-sponsored events, and on business trips.

Anyone in a supervisory capacity who has or suggests an affair with a subordinate should realize that the nature of the relationship raises questions about the voluntary nature of the subordinate's conduct, notwithstanding appearances. A supervisor/subordinate affair is susceptible to charges of sexual harassment or of inappropriate behavior. The parties in such cases endanger the reputation of the employer and place their careers in jeopardy.

Other Harassment: Any offensive conduct directed at individuals because of their age, race, color, national origin, marital status, disability, citizenship, sexual orientation, gender identity, gender expression or other characteristic protected by law is prohibited, and will be subject to the reporting, investigation and disciplinary action described in this Policy.

Anyone who believes he or she has been the subject of any harassment, or who learns of potential harassment, is urged to report the occurrence immediately so that The Salvation Army employer can take prompt appropriate action. Complaints should be made to the employee's supervisor, or to the department head or human resources manager if the complaint involves the supervisor, or if the employee is otherwise uncomfortable reporting to his or her supervisor. Supervisors and managers are required to report any potential harassment through the reporting mechanisms described in the link below.

Reported incidents will be investigated promptly and handled in a manner that respects the confidentiality of the individuals involved whenever reasonably possible, consistent with conducting a full and fair investigation. We will not tolerate retaliation against individuals who in good faith report a suspected violation of this Policy or who assist in the investigation. Retaliation is itself a violation of the Policy. Employees found to have violated this Policy will be subject to disciplinary action, including termination in appropriate cases.



CC Approval:	May 1, 2024	(CCI-00001119)
Interim TFC:	September 3, 2024	SBA
TFC Approval:	September 12, 2024	



PL082A - Social Media and Digital Communications Policy

Policies

Minute No. PL082A

Commissioners Conference

Effective 8/15/2024

A. INTRODUCTION AND RATIONALE

Social media is a powerful tool for sharing our lives, beliefs and values with the world. This policy will guide you as you communicate online in a way that enhances the mission of The Salvation Army.

As a Christ-centered, donor-supported organization that serves the public, it's important to have a policy that recognizes the potential impact our content has on those in the church, those outside the church, the donors who support our work, and the people who rely on us for their basic needs.

An important aspect of social media and digital communication is that it's social, not private.

What we share does not necessarily remain in a closed circle of our trusted contacts. It is each person's responsibility to consider what they say and how it might be interpreted, regardless of the position or title they hold with The Salvation Army.

The Salvation Army message is compassionate, positive, humble and uplifting. Communications by The Salvation Army and anyone associated with The Salvation Army should be consistent with those values.

B. POLICIES FOR OFFICIAL USE

Official Salvation Army channels include any public-facing digital communication where content is managed by a designated representative of The Salvation Army. These channels must be guided by the following:

1. Any social media and digital communication funded by The Salvation Army is considered official.
2. All official Salvation Army channels must be approved by the Command Headquarters for corps and other ministry units. Command Headquarters accounts must be approved by the Territorial Headquarters. Each Territory is responsible to establish tracking methods.
3. Any pictures, videos, music and literature posted must have the appropriate releases or copyright permission on file.
4. Content may not contain protected or confidential information.



5. A minimum of two administrators must have access to each account necessary to maintain the channel.
6. All content must be compassionate, positive, humble and uplifting and consistent with The Salvation Army's core values and mission statement.
7. If necessary, you must include the following statement:

"The views, comments, statements and opinions expressed on this Web site do not necessarily represent the official position of The Salvation Army."

You should also become familiar and comply with The Salvation Army's Policies & Procedures, including *'Use of Salvation Army Names and Marks'*, *Social Media and Other Electronic Communication with Minors - Guidelines for Use*, and any other policies that may be published from time to time.

C. POLICIES FOR PERSONAL USE (APPLIES TO DESIGNATED REPRESENTATIVES OF THE SALVATION ARMY AND TO OFFICERS)

1. Salvation Army staff members are free to create and maintain personal social media and digital communication accounts during non-work hours, using their privately-owned equipment.
2. Your contributions to social media and digital communications accounts are individual interactions and are not corporate communications. You are personally responsible for the content that you post online.
3. Remember that your content and your conduct reflect upon The Salvation Army. Avoid anything likely to injure or reflect unfavorably upon the integrity and purpose of The Salvation Army.
4. Any personal websites that identify you as a Salvation Army staff member should not undermine The Salvation Army's mission or brand.
5. If you are posting content about Salvation Army-related business on a personal social media or digital marketing account, make it clear you are only speaking for yourself and not on behalf of The Salvation Army.
6. Postings on social media that violate The Salvation Army's child and vulnerable adult safety policies (Protecting the Mission, Safe From Harm, KeepSAfe) will result in disciplinary action, up to and including termination.



7. Inappropriate postings that include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

8. Always be fair and courteous to fellow employees, clients, partners, and donors.

D. POLICIES FOR PERSONAL USE (OFFICERS)

Officers of The Salvation Army are public figures and are granted a powerful platform. Just as what you say from the pulpit, information shared across social media and digital platforms has an enormous potential for impact. This has the ability to draw attention to important issues and rally individuals to a cause or to do harm and to create division.

Interim TFC: August 12, 2024 SBA

TFC Approval: August 15, 2024



011AA - Guidelines - Technology Use and Communication with Minors

General

Minute No. 011AA

Territorial

Effective 10/11/2013

This is specifically written to govern use of technology and communication between Salvation Army personnel (officers, employees and volunteers) and minors participating in Salvation Army programs.

A. INTRODUCTION

The Salvation Army Southern Territory utilizes many forms of technology and equipment to accomplish the mission and to foster communication at all levels of the organization. [Minute 011A outlines the IT Policies and Procedures](#) that govern use of technology and equipment by Salvation Army officers, employees and volunteers.

The following guidelines incorporate elements from other sections of the [IT Policies and Procedures \(Minute 011A\)](#), [National Policy PL039 'Officers/Auxiliary Captains Involved in Legal Proceedings'](#), and The Salvation Army Workers Together Manual provide guidance on criminal and/or civil legal matters involving employees and officers of The Salvation Army. If you do not understand the information contained in these documents, please contact your Divisional Safe From Harm Director for assistance.

The following guidelines are also referenced in *Safe From Harm*, the Southern Territory's comprehensive child abuse prevention program.

B. GENERAL GUIDANCE

1. Salvation Army personnel working with minors will be given a copy of these guidelines, accompanied by training on appropriate and safe use of technology in Salvation programs serving children and youth as part of the Southern Territory's *Safe From Harm* program.
2. Local units that operate computer labs will train young people on appropriate safety precautions utilizing age-appropriate training materials such as those available from the National Center for Missing and Exploited Children (www.netsmartz.org).
3. Wherever feasible, computer labs will be set up with monitors facing toward the center of the room for easy supervision by Salvation Army personnel.
4. To the extent possible, parental controls and firewall settings (i.e. Websense) will be utilized to block access to inappropriate websites.



C. SOCIAL NETWORKING

1. Salvation Army units that wish to communicate with young people via social networking sites are encouraged to set up an organizational/corporate account through the social network provider, to which participants may join or sign up for updates on program-related information and activities. This account should be administered by the program leader, with administrator rights granted to other key leaders such as the program director or corps officer.

2. Salvation Army officers, staff and volunteers who wish to establish personal connections or one-to-one relationships (i.e. becoming online “friends”) with minors participating in Salvation Army programs utilizing social networking sites do so at their own risk, and outside of the context of official Salvation Army programming. Since these connections create opportunities for informal, out-of-program contact that is not easily monitored by program leadership or parents/guardians, Salvation Army personnel are cautioned to use sound judgment and extreme caution. It is further recommended that adults save any electronic correspondence with minors for future reference should their behavior be questioned regarding appropriateness. Salvation Army Officers and Auxiliary Captains should refer to Minute [National Policy PL039 'Officers/Auxiliary Captains Involved in Legal Proceedings'](#) for further information on legal proceedings where conduct was unrelated to duties as an officer.

3. Salvation Army personnel may not post pictures of minors participating in Salvation Army programs on the established organizational page unless a signed “Consent to Publication” form has been completed by the parent/guardian of the minor.

4. Children and youth should be cautioned about sharing personal identifying information such as personal images, date of birth, social security numbers, home address, school information, etc. on social networking sites. Remember, DATA NEVER DIES!

D. E-mail between agents of The Salvation Army and minor clients or program participants

1. Official e-mail correspondence from Salvation Army personnel to minors participating in Salvation Army programs should be limited to information about Salvation Army activities and programming only, and should not be personal in nature.

2. When e-mailing minors participating in Salvation Army programs, where feasible, Salvation Army personnel must copy the corps officer or program administrator and the child/youth’s parent or guardian.

3. All messages composed, sent or received utilizing The Salvation Army computer system are and remain Salvation Army property. They are not private property. Hence, The Salvation Army has the authority to read any and all e-mails.



4. All e-mail records may be subject to disclosure to law enforcement officials or third parties in the event of any legal action.

5. E-mail messages must not be unlawful, offensive, discriminatory, or intended to frighten, intimidate, disrupt, abuse or harass another person. E-mail messages should be courteous, professional and businesslike. Among those considered to be inappropriate are any messages which contain sexual implications, racial slurs, gender-specific comments, or other messages that offensively address someone's age, sexual orientation, religious or political beliefs, national origin or disability. Any message that utilizes the Internet contains the name of The Salvation Army and therefore reflects on The Salvation Army.

E. Electronic messaging (instant messaging, text messaging and electronic "chat")

1. Salvation Army personnel and minors participating in Salvation Army programs must not engage in conversations through electronic mail, text messaging, "chat," or any other medium with vulgar, racist or sexually explicit content.

2. Salvation Army personnel and minors participating in Salvation Army programs must not intentionally transmit or receive sexually explicit material, including any pornography in writing, pictures or words.

3. Salvation Army personnel and minors participating in Salvation Army programs must not utilize any form of electronic media for the purposes of "cyberbullying," intimidation or exploitation of any form. Participants in children and youth programs should receive training on this issue.

4. If electronic messaging is utilized to communicate with youth about specific program-related information, where feasible, copy the corps officer or program administrator and the child/youth's parent or guardian.

F. Picture and video capturing

1. Salvation Army personnel should not send video or other captured images of themselves to minors participating in Salvation Army programs via e-mail, cell phone or any other technology device. This guideline is in place to protect both the minor and the adult leader from accusations of inappropriate, informal contact.

2. Salvation Army personnel should not participate in web cam or other video messaging with minors participating in Salvation Army programs outside of specified program activities (for instance, a group demonstration or similar activity that is part of a Salvation Army program).



3. Salvation Army personnel may photograph minors in Salvation Army activities including, but not limited to camps, day camps, youth councils, corps activities or social service programs. However, images of minors participating in Salvation Army programs may not be posted to public or private websites without express permission from the minor's parent or guardian of each child in the form of a completed "Consent to Publication".

Issued by the Authority of The Territorial Commander

For further guidance on creating safe environments for children and youth around technology use and communication, or for information on the Safe From Harm Program please contact the Territorial Child/Adult Safety Coordinator via email at SharedTHQSafeFromHarm@uss.salvationarmy.org

TFC Approval: October 11, 2013



State Child Abuse and Neglect Reporting Numbers

(From ChildWelfare.gov)

Alabama

Childhelp (800-422-4453) for assistance.

Arkansas

Toll-Free: (800) 482-5964

District of Columbia

Local (toll): (202) 671-SAFE (202-671-7233)

Florida

Toll-Free: (800) 96-ABUSE (800-962-2873)

Georgia

Phone: (404) 657-3433

Kentucky

Toll-Free: (877) 597-2331

Louisiana

Toll-Free: (855) 452-5437

Maryland

Childhelp (800-422-4453) for assistance.

Mississippi

Phone: (601) 432-4570

Toll-Free: (800) 222-8000



North Carolina

Childhelp (800-422-4453) for assistance.

Oklahoma

Toll-Free: (800) 522-3511

South Carolina

Toll-Free: 1-888-227-3487

Tennessee

Toll-Free: (877) 237-0004

Texas

Toll-Free: (800) 252-5400

Virginia

Toll-Free: (800) 552-7096

Local (toll): (804) 786-8536

West Virginia

Toll-Free: (800) 352-6513