

Protecting the Mission

Policies for Work with

Minors



The Salvation Army



Praesidium, Inc.
Helping to protect

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The Principles of *Protecting the Mission*

Ministry to minors and vulnerable adults in the name of Jesus is a sacred responsibility.

Keeping minors or vulnerable adults safe is distinctly a higher priority than offering rewarding ministry or volunteer opportunities for adults.

Salvation Army personnel must avoid even the appearance of misconduct. Personnel who demonstrate questionable conduct have planted the seeds of doubt and loss of faith in others.

Good judgment is a job requirement; poor judgment is a valid reason to remove or reassign a worker.

Leaders are, within reasonable limits, accountable for the actions of their team members.

All Salvation Army personnel are accountable to one another to be sure the policies are followed. Workers must discuss questionable behavior by a co-worker with a leader or supervisor.

Just as with employed personnel, volunteers can be disciplined, reassigned, or “dismissed” for violating policies.

Policies will be followed; rules will be waived rarely and only with good cause.

I. The Salvation Army Western Territory Code of Ethics for Working with Minors and Vulnerable Adults

Relationships among people are the foundation of Christian ministry and are central to the life of The Salvation Army. Defining healthy and safe relationships is not meant, in any way, to undermine the strength and importance of personal contact or the ministerial role. Rather, it is to assist all who fulfill the many roles that create the Army to demonstrate their love and compassion for children and adults in the most sincere and genuine relationships.

It is with the intention that relationships in ministry be experienced at all times as charitable and without intention to do harm or allow harm to occur, that the following Code of Ethics has been adopted by The Salvation Army. All Salvation Army personnel are asked to carefully consider each standard in the Code and within the *Protecting the Mission* policies before agreeing to adhere to the standards and continue in service with The Salvation Army.

Salvation Army personnel will conduct themselves in a manner that is consistent with the discipline and teachings of The Salvation Army within the course of their duties.

Salvation Army personnel will do their utmost to prevent abuse and neglect among minors and vulnerable adults involved in army activities and services.

Salvation Army personnel will not physically, sexually, or emotionally abuse or neglect a minor or vulnerable adult.

Salvation Army personnel will share concerns about inappropriate behavior or policy violations with their supervisor.

Salvation Army personnel will report any suspected abuse or neglect of a minor or vulnerable adult whether on or off Salvation Army property, whether perpetrated by Army personnel or others, to the governmental authorities.

Salvation Army personnel understand that The Salvation Army will not tolerate abuse and agree to comply in spirit and in action with this position.

Salvation Army personnel will accept their personal responsibility to protect minors and vulnerable adults from all forms of abuse.

Salvation Army personnel will endeavor to be a source of help to families in which abuse and neglect of a child or vulnerable adult has become a problem.

II. General Definitions

A. Salvation Army Personnel

For the purposes of this policy, the following are included in the definition of Salvation Army personnel:

1. Officers of The Salvation Army.
2. Employees of The Salvation Army corps, administrative offices, programs and other ministries.
3. Volunteers, including advisory organizations, with The Salvation Army corps, programs and other ministries.
4. Soldiers, adherents, and others associated with the worshipping congregation of The Salvation Army corps, programs and other ministries who assume responsibility for working with minors.
5. Cadets and students in Crestmont College.

B. Minors

A **minor** is defined as anyone under the age of 18.

C. Types of abuse

1. **Physical abuse** is non-accidental injury, which is intentionally inflicted upon a minor.
2. **Sexual abuse** is any contact of a sexual nature that occurs between a minor and an adult or nonconsensual contact between minors. This includes any activity that is meant to arouse or gratify the sexual desires of the adult.
3. **Emotional abuse** is mental or emotional injury to a minor that results in an observable and material impairment in the minor's growth, development or psychological functioning.
4. **Neglect** is the failure to provide for a minor's basic needs or the failure to protect a minor from harm.
5. **Economic exploitation** is the deliberate misplacement, exploitation, or wrongful temporary or permanent use of a minor's belongings or money without the consent of the parent or legal guardian of the minor.

III. Screening and Selection

All programs must adhere to screening and selection criteria required by licensing boards. In addition, the following steps must be completed before an applicant is released to work with or around minors.

A. New Personnel*

1. The following are required for all Salvation Army applicants for positions regularly working with or around minors, without exception:
 - a. **A standard application** that includes a release of information to conduct background checks (See Appendix A). Applicants will also be required to read and sign The Salvation Army Code of Ethics (See Appendix B).
 - b. **Criminal records check** in any area where the applicant has resided during the past 7-10 years.
 - c. **Territorial Registry** clearance, in writing.
 - d. **Statement of Applicant for Work with Minors** to be completed and signed.
 - e. For all applicants, searches will be conducted of the state social service or public welfare department abuse and sexual offender registries to the extent possible.
2. For positions with repeated contact with minors, applicants must have individual interviews and reference checks.
3. All volunteers, regardless of length of contact time, must sign the volunteer statement.
4. All applicant records must be documented in a personnel file.

B. Existing Personnel*

1. For Salvation Army personnel who have worked in the program for six months or more, the application, criminal records check, Territorial Registry check, Statement of Applicant for Work with Minors, and Code of Ethics will complete their screening process.
2. For Salvation Army personnel who have worked in the program for six months or less, a face-to-face interview and reference checks must also be documented in the file.
3. Criminal records checks will be conducted every second year of a Salvation Army personnel's employment or volunteer position.

4. Salvation Army personnel who transfer within the Territory are required to request in writing for their personnel files to be transferred to the new Salvation Army Division or program unit.
5. All Salvation Army personnel will have a clear job description.

C. Nepotism

1. The Salvation Army may, at its discretion, employ members of the same immediate family. However, members of the same immediate family will not be permitted to have authority to make decisions affecting the supervision, assignment, or compensation of an immediate family member.
2. Salvation Army personnel may not coordinate, audit, or monitor the work of an employed immediate family member. Further, Salvation Army personnel may not participate in an investigation or disciplinary action of an employed immediate family member.
3. For the purpose of this policy, immediate family member is defined as spouse, child, parent, sister, brother, similar in-law relationship, stepchild, stepparent, stepsibling, grandparent, or co-habitant.
4. For volunteers every effort should be made to adhere to the policies listed above.

***If new or existing personnel show up on a registry check, refer to Child/Senior Adult Safety Manager.**

IV. Training Requirements

1. All Salvation Army personnel are required to review The Salvation Army *Protecting the Mission* Policies and agree to comply with the Code of Ethics.
2. All Salvation Army personnel are required to complete a basic orientation prior to contact with minors. Basic orientation includes specific review of *Protecting the Mission* Policies and Code of Ethics.
3. All Salvation Army personnel are required to complete basic abuse prevention training within 30 days of beginning work with minors.
4. All Salvation Army personnel responsible for hiring are required to complete specialized training in the screening and selection of employees and volunteers.
5. All Salvation Army personnel in supervisory positions are required to complete training in monitoring and supervision.
6. All Salvation Army personnel, excluding volunteers, in youth serving programs are required to complete training in the prevention and detection of peer-to-peer abuse within 60 days of employment.
7. All Salvation Army personnel, excluding volunteers, are required to complete program-specific behavior management training within 30 days of employment.
8. Documentation of training is maintained for all Salvation Army personnel in personnel files at individual units and Divisions.

Additional Requirements for Cadets, Administrative and Leadership Officers, and Program Directors

1. All Salvation Army cadets are required to complete 16 hours of abuse risk management training while attending Crestmont College.
2. All Salvation Army officers and program directors are required to complete an additional 16 hours of advanced abuse prevention training within 90 days of beginning work in leadership roles, including, but not limited to DYS, DS, etc.

V. Conduct with Minors

The following guidelines are intended to assist Salvation Army personnel in making decisions about interactions with minors in Salvation Army sponsored and affiliated programs. They are not designed or intended to address interactions within families. For clarification of any guideline or to inquire about behaviors not addressed here, contact the Child/Senior Adult Safety Manager.

A. General Conduct with Minors

1. Salvation Army personnel are responsible for releasing children in a custodial care relationship only to parents, legal guardians, or other persons designated by parents or legal guardians. In the event that Salvation Army personnel are uncertain of the propriety of releasing a minor, they should locate or contact their immediate supervisor before releasing the child.
2. Salvation Army personnel will report unmanageable or unusual behavior of minors to parents or legal guardians as soon as possible.
3. Salvation Army personnel are prohibited from the use, possession, distribution, or being under the influence of alcohol, tobacco products, or any illegal drugs while working in the presence of minors.
4. Salvation Army personnel may occasionally be in a position to provide transportation for minors. The following guidelines must be strictly observed when Salvation Army personnel are involved in the transportation of minors:
 - a. Ordinarily, minors should never be transported without written permission.
 - b. Minors must be transported directly to their destination. No unauthorized stops are to be made.
 - c. While it may be necessary to provide assistance, Salvation Army personnel will avoid unnecessary and/or inappropriate physical contact with minors while in vehicles.
 - d. Drivers who are assigned to transport minors must be at least 21 years old.
 - e. Transportation logs will be utilized at all times.
 - f. Whenever possible, Salvation Army personnel should endeavor to utilize two adults when transporting.
5. Personnel will respond to children with respect and consideration and treat all children equally, regardless of sex, race, religion, culture or socio-economic status. Personnel will portray a positive role model for youth by maintaining an attitude of respect, loyalty, patience, courtesy, tact and maturity.

6. Salvation Army personnel are prohibited from speaking to minors in a way that is or could be construed by any observer as harsh, coercive, threatening, intimidating, shaming, derogatory, demeaning, or humiliating. Personnel are expected to refrain from swearing in the presence of minors.
7. One-to-one counseling with minors will be done in a public place where private conversations are possible but occur in full view of others.
8. Salvation Army personnel are cautioned against initiating sexually oriented conversations with minors. Personnel in a mentoring or counseling relationship may respond to sexually oriented questions or comments from minors, but will do so in a manner consistent with Christian values and the position statements of The Salvation Army. Salvation Army personnel are not permitted to discuss their own sexual activities with minors.
9. No Salvation Army personnel is to date a minor or become romantically or sexually involved with a minor. Personnel will maintain appropriate boundaries when in positions of power with program participants.
10. Salvation Army personnel will refrain from intimate displays of affection towards others in the presence of minors, parents, and other personnel.
11. Money or gifts will not be given to children or youth, unless within the context of a group gift, given to all participants in celebration of special events or recognition.
12. Salvation Army personnel will never be nude or inappropriately dressed in the presence of minors in their care. Personnel must be well groomed and appropriately dressed at all times. Changing and showering facilities for adults should be separate from facilities for minors. In circumstances where facilities are shared different schedules will be made.
13. Salvation Army personnel are prohibited from possessing any sexually oriented or explicit printed materials (magazines, cards, videos, films, clothing etc.) on Salvation Army property or in the presence of minors.
14. Salvation Army personnel are prohibited from viewing or downloading any sexually oriented or morally inappropriate internet materials on Salvation Army property, with Salvation Army equipment or in the presence of minors.
15. Salvation Army personnel are prohibited from sleeping in the same beds, sleeping bags or small tents with minors unless the adult is an immediate family member of the minor.
16. Private living areas (ie. bedrooms) of Salvation Army personnel are not to be used for Salvation Army programs or by program participants.
17. Any contact between Salvation Army personnel and minors which takes place outside the context of scheduled activities or job description (phone calls, letters or face-to-face

conversations) and is unrelated to Salvation Army program, will be permitted only with the express approval of the child's parents. Parents must be advised of the nature of the contact, and that such is not part of Salvation Army activity.

B. Physical Contact with Minors

The Salvation Army has implemented a physical contact policy that will promote a positive, nurturing environment while protecting children and Salvation Army personnel from misunderstandings. The following guidelines are to be carefully followed by all Salvation Army personnel working with minors.

1. Appropriate affection between Salvation Army personnel and minors is important for a child's development and a positive part of ministry. The following forms of affection are regarded as appropriate examples for most Salvation Army sponsored and affiliated programs:
 - Side hugs.
 - Shoulder to shoulder or "A" frame hugs.
 - Pats on the shoulder or back.
 - Handshakes.
 - "High-fives" and hand slapping.
 - Verbal praise.
 - Touching hands, faces, shoulders and arms of minors.
 - Arms around shoulders.
 - Holding hands while walking with small children.
 - Sitting beside small children.
 - Kneeling or bending down for hugs with small children.
 - Holding hands during prayer.
 - Kisses on the cheek.
 - Pats on the head when culturally appropriate. (For example, this gesture should typically be avoided in some Asian communities).

2. Some forms of physical affection have been used by adults to initiate inappropriate contact with minors. In order to maintain the safest possible environment for minors, the following are examples of affection that are not to be used in Salvation Army sponsored and affiliated programs:
 - Full body hugs or lengthy embraces.
 - Kisses on the mouth.
 - Holding minors over two years old on the lap.
 - Touching bottoms, chests or genital areas.
 - Showing affection in isolated areas of the program such as bedrooms, closets, staff only areas or other private rooms.
 - Sleeping in bed with a child.
 - Touching knees or legs of minors.

- Wrestling with minors.
- Tickling minors.
- Piggyback rides.
- Any type of massage given by minor to adult.
- Any type of massage given by adult to minor.
- Any form of unwanted affection.
- Compliments that relate to physique or body development (e.g. “You are really developing...”)

C. Behavior Management Procedures

1. Salvation Army personnel are prohibited from using physical punishment in any way for behavior management of minors. 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 minors.
2. Salvation Army personnel are prohibited from using the following techniques for behavior management:
 - a. Isolation, except as needed for the child to gain self-control, and then only under the supervision of an adult, and no longer than 30 minutes.
 - b. Withholding food or water.
 - c. Corporal or other physical punishment.
 - d. Degrading punishment.
 - e. Work or chore assignments as punishment, unrelated to a natural or logical consequence.
 - f. Group punishment for one child’s behavior.
 - g. Excessive exercise.
 - h. Withholding access to physical, mail or telephone contact with parents or guardians.
 - i. Withholding medications for punishment.
 - j. Using medication for punishment.
 - k. Prohibiting necessary sleep.
 - l. Withholding access to necessary bathing or clean clothing.

- m. Mechanical restraint such as rope or tape to restrict movement.
 - n. Physical restraint. Exceptions to this policy may be made by individuals who have documented certification in proper physical restraint and who document all use of this technique.
3. Salvation Army personnel must use positive techniques of guidance, including redirection, positive reinforcement and encouragement rather than inappropriate competition, comparison and criticism.
 4. Salvation Army personnel will have age appropriate expectations and set-up guidelines and environments that minimize the need for discipline.

VI. Supervision of Programs

A. General Monitoring

1. Salvation Army personnel will never leave a minor unsupervised. In nursery settings, only assigned workers may be in the nursery, with exceptions made for nursing mothers and parents called to the nursery to calm an upset child.
2. At no time during a Salvation Army program may personnel be alone with a single minor where others cannot observe them. As personnel supervise minors, they must position themselves in a way that other workers can see them.
3. A minimum of two screened adults should be available in each program facility where staff is responsible for the direct supervision of children.
4. The adult-child ratio should meet state guidelines and should be directly related to the goals of the program, the design of the facility, and the use of other community resources.
5. The adult-child ratio should be adjusted for those programs that serve children with special needs.
6. Parents and guardians are encouraged to be a part of any and all services and programs in which their children are involved. Parents have an open invitation to observe programs and activities in which their children are involved. However, parents who desire to participate in or have continuous, ongoing contact with their child's programs will be required to complete the volunteer application process.
7. An adult over the age of 21 must directly supervise Salvation Army personnel under the age of 18..
8. Officers and unit directors must be aware of all programs for minors that are sponsored by the Salvation Army within their unit. All local units must have an up to date list of approved and sponsored programs and activities. A list of regular programs should be maintained at DHQ and include activities, purpose, sponsors or coordinators of the programs, meeting times and locations. Officers and unit directors are encouraged to examine these programs and consider whether they have adequate adult supervision, which at no time should allow one adult working in an isolated area or unobserved by others.
9. All new corps programs or activities must be approved through the appropriate channels. Individual Salvation Army personnel are not permitted to develop new activities for minors without proper guidance and awareness within the unit. Requests to develop new

activities must be submitted in writing to the unit director. The unit director will consider whether the plan for a new activity includes adequate adult supervision.

10. All Salvation Army programs serving minors will obtain state licensure or accreditation when appropriate.
11. All Salvation Army units must complete child safety self-audits twice yearly and must be reviewed once yearly by designates from Divisional Headquarters or Territorial Headquarters. Documentation of visits must be stored at the local unit and Divisional Headquarters.

C. Facility Monitoring

1. All unused rooms, storage areas, and closet doors must be kept locked at all times.
2. All unused buildings and areas must be designated, posted and enforced as off-limits to children.
3. All minors are required to remain in facility areas that are easily viewed by Salvation Army personnel.
4. All facilities are required to utilize open doors, open blinds and windows to allow informal monitoring by passersby.
5. All personnel only areas are off-limits to minors.
6. All access to keys must be controlled for all facility areas.

D. Monitoring Higher-Risk Activities

1. Each program will develop age-appropriate procedures to ensure the safety of minors using restrooms and showers or baths.
 - a. While supervising or assisting private activities such as dressing or showering minors, Salvation Army personnel are never alone with a single minor.
 - b. Salvation Army personnel must conduct or supervise diapering and dressing of infants and/or toddlers in an observable area or work in pairs.
2. At least two Salvation Army personnel will supervise overnight activities. When both boys and girls are taking part, male and female chaperones must be present.

VII. Responding to Problems

A. Reporting *Abuse of Minors*

1. All Salvation Army personnel are required to report suspected abuse.
2. Injuries or behavior that could cause suspicion that child abuse and neglect may have occurred, thus presenting a reasonable cause for reporting to authorities, are as follows: burns, fractures, head and abdominal injuries, old and new strap-marks, cuts and lacerations, severe malnourishment, lack of proper clothing, shelter and supervision, denial of essential medical care, exploitation, neonatal addiction and maternal deprivation.
3. Emotional and sexual abuse may or may not have obvious signs and may be difficult to ascertain. Nonetheless, concern should be acted upon in cases where a sexual abuse incident is alleged to have occurred and/or when other behavioral or physical indicators are present. Consultation with local experts and/or the Child/Senior Adult Safety Manager may be helpful.
4. Salvation Army personnel are considered mandated reporters and must report to governmental authorities any suspected abuse or neglect of a minor whether on or off Salvation Army property, whether perpetrated by Army personnel or others. Failure to report suspected abuse of a minor is a crime punishable by fine, imprisonment or both. 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. The *Report of Suspected Abuse* form (See Appendix C) may be used to document the report.
5. In addition to reporting to governmental authorities, Salvation Army personnel are required to report any suspected or known abuse directly to THQ. Reports of suspected or known abuse may be reported in the following ways:
 - a. A telephone call or fax to the Territorial Legal Secretary;
 - b. A telephone call to the Praesidium help line (888) 961-9273;
 - c. A specific, verifiable letter of concern, which may be signed or anonymous to THQ.
6. Following a verbal report to governmental authorities and to The Salvation Army, the *Report of Suspected Abuse* form will be completed and faxed to THQ through the confidential fax line at 562-491-8519.

7. The Salvation Army will cooperate fully with the investigation by governmental authorities and will conduct a concurrent internal investigation directed by THQ in communication with DHQ.
8. During investigations by governmental authorities or internal investigations by a third party, the personnel who is the subject of the investigation will be temporarily removed from any access to children.
9. Internal investigations will be documented. Documentation of internal investigations will be stored in the personnel file of the individual who is the subject of the investigation and at THQ.
10. At the conclusion of an internal investigation for non-officer personnel, the results and recommendations, which will include specific directives and timelines, will be communicated with the Command head.
11. At the conclusion of an internal investigation for an officer, the results and recommendations, which will include specific directives and timelines, will be communicated with the Secretary for Personnel.
12. If abuse of a minor is confirmed, Salvation Army personnel will be subject to termination in accordance with Section VIII, which provides for termination in cases of serious and major offenses. If abuse by an officer is confirmed, procedures will follow Orders and Regulations for Officers. When criminal charges are brought against Salvation Army personnel and an arrest made The Salvation Army will not fund the criminal defense of the person charged.
13. If abuse of a minor is confirmed through an internal investigation, the governmental agency and the police will be re-contacted and a follow-up report will be submitted.

B. Reporting of *Inappropriate Behaviors or Policy Violations* with Minors

1. Because The Salvation Army will not tolerate abuse, it is imperative for every member of this community to participate actively in the protection of minors. In the event that Salvation Army personnel observe any inappropriate behaviors or policy violations on the part of other Salvation Army personnel, it is their personal responsibility to immediately report their observations. Examples of inappropriate behaviors or policy violations would be neglectful supervision, poor role-modeling, seeking private time with minors, taking minors on over-night trips without other adults, swearing or making suggestive comments to minors.
2. Inappropriate behaviors or policy violations that relate to interactions with minors must be reported in one of the following ways:

- a. A meeting with the immediate supervisor;
 - b. A meeting or telephone call with the unit director;
 - c. A meeting or telephone call to the Child/Senior Adult Safety Manager;
 - d. A telephone call to the Praesidium help line (888) 961-9273;
 - e. A specific, verifiable letter of concern, which may be signed or anonymous and submitted to any of the above.
3. All reports of inappropriate behavior or policy violations with minors will be taken seriously. Salvation Army procedures will be carefully followed to ensure that the rights of all those involved are protected. (See Appendix D).
 4. When inappropriate behaviors or policy violations are reported to a unit director, he or she is asked to gather additional information about the nature of the concern and contact the Child/Senior Adult Safety Manager for consultation. Regardless of the outcome of initial information gathering, the unit director will complete the *Notice of Concern* (See Appendix E) and fax it to the confidential fax line at 562-491-8519.
 5. If at any point in gathering information about inappropriate behavior or policy violations, a concern arises that there is a suspicion of abuse, governmental authorities will be contacted and a report filed. See Section VIA above for additional procedures in the event that there is a suspicion of abuse of minors.
 6. If at any point, policy violations with minors are confirmed, Salvation Army personnel will be subject to disciplinary action up to and including termination and possible prosecution. Disciplinary action will follow the Progressive Discipline Process outlined in Section VIII of these policies.

VIII. Progressive Discipline

A. Procedures

1. It is the commitment of The Salvation Army to maintain quality personnel who exhibit exemplary conduct and performance. To this end, all Salvation Army personnel are to be informed by their supervisors of what is expected of them in the performance of their roles, how to conform to Salvation Army policies and how well their performance meets expectations.
2. When Salvation Army personnel performance or conduct does not meet the expectations of The Salvation Army, it is the responsibility of supervisors to address the problem(s) in a timely and equitable manner. The procedure would normally include three steps: 1) Conference, 2) Formal Written Warning, and 3) Termination.
3. All documents associated with the Progressive Discipline Procedure are to be retained in the personnel file of the Salvation Army personnel. Formal Warning Documents related to inappropriate behavior or policy violations with minors must also be faxed to THQ at (562)491-8519.
4. Procedures for discipline of Salvation Army officers will be consistent with these policies and Orders and Regulations for Officers.

B. Steps in Progressive Discipline

1. Conference. A large portion of performance and conduct deficiencies are identifiable and in many cases, can be addressed and resolved through a formal conference between the supervisor and the Salvation Army personnel. Effective conferencing 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 conference and communication, which is kept in the personnel file of the individual who was the subject of the conference.
2. Formal Written Warning. Formal Written Warnings must be initiated when 1) a conference fails to resolve the problem, or 2) the problem is of such a serious nature that immediate and formal resolution is required.
 - a. Formal Written Warnings should follow the format provided in the "Formal Written Warning Document." (See Appendix F). The document must include:
 1. A specific statement of the problem.
 2. Reference to any instructional guidance that was attempted.

3. A statement of the policy that was violated.
 4. A summary of corrective actions to be taken.
 5. A statement of the consequences of failure to resolve the problem(s).
 6. A reasonable timeframe for resolution (often 15 to 30 days).
- b. Formal Written Warnings will be presented at a meeting with the supervisor.
 - c. Salvation Army personnel will be required to sign the Formal Written Warning.
 - d. Formal Written Warnings and all accompanying materials must be stored in the personnel file of the individual who receives the warning.
 - e. If Formal Written Warnings relate to *Protecting the Mission* Policies, the forms will be faxed to THQ at 562-491-8519.
3. Termination. Termination should be administered under one of two conditions:
- a. Failure to improve conduct during the steps of Progressive Discipline, or
 - b. Serious and major offenses, including but not limited to, violations of the *Protecting the Mission* Policies.

IX. The Salvation Army's Response to Abuse of Minors

The Salvation Army will take all allegations seriously and will respond immediately and effectively to deal with any accusation of misconduct brought against Salvation Army personnel.

1. The Salvation Army will thoroughly and objectively investigate all concerns. All investigations will follow Salvation Army procedures and **WILL BE CONDUCTED WITH THE GUIDANCE OF THQ.**
2. The Salvation Army will respect the rights of both the alleged victim and the accused throughout the investigation process.
3. The innocence of the accused is presumed until the facts prove otherwise; nevertheless, the accused will be removed from contact with an alleged victim to insure the integrity of the investigation and the safety of the alleged victim during the information gathering or investigation process.
4. In the event the allegations are not supported by the investigation, The Salvation Army will assess the appropriateness of the individual resuming his or her position.
5. In the event the allegations are supported by the investigation, the accused will not be permitted to resume work with The Salvation Army.

Appendix A. Application (currently under review)

Appendix B. The Salvation Army Western Territory Code of Ethics for Working with Minors and Vulnerable Adults

Salvation Army personnel will conduct themselves in a manner that is consistent with the discipline and teachings of The Salvation Army within the course of their duties.

Salvation Army personnel will do their utmost to prevent abuse and neglect among minors and vulnerable adults involved in army activities and services.

Salvation Army personnel will not physically, sexually or emotionally abuse or neglect a minor or vulnerable adult.

Salvation Army personnel will share concerns about inappropriate behavior or policy violations with their supervisor.

Salvation Army personnel will obey the laws and report any suspected abuse or neglect of a minor or vulnerable adult whether on or off Salvation Army property, whether perpetrated by Army personnel or others, to the governmental authorities.

Salvation Army personnel understand that The Salvation Army will not tolerate abuse and agree to comply in spirit and in action with this position.

Salvation Army personnel will accept their personal responsibility to protect minors and vulnerable adults from all forms of abuse.

Salvation Army personnel will do their utmost to use all opportunities to be a source of help to families in which abuse and neglect of a minor or vulnerable adult has become a problem.

Acknowledgement

I have attended an orientation that describes and explains the *Protecting the Mission* Policies adopted by The Salvation Army on January 1, 2003. I understand the policies and voluntarily agree to abide by these policies and conduct myself in complete accordance with them.

Please Print

Date _____

Name _____

Position _____

Signature _____

Name of Agency or Organization _____

Appendix C. REPORT OF SUSPECTED ABUSE

THE SALVATION ARMY, WESTERN TERRITORY

Salvation Army policy and state law mandates that all incidents and allegations of suspected abuse be immediately reported to the appropriate agency and the Territorial Legal Secretary.

All suspected incidents are to be immediately reported to the Territorial Legal Secretary by phone or you may fax this form to the THQ Legal Department. The Divisional Commander must also be notified.

Fax completed form to (562) 491-8519

REPORTING LOCATION:

Location Name: _____

Address: _____

City, State _____

Phone: _____

SUSPECTED INCIDENT:

Date & Time: _____

Location of Incident: _____

Nature of Incident: _____

Did this occur on Salvation Army premises or during a Salvation Army-sponsored event? Yes _____ No _____

Were Army personnel (officer, employee, or volunteer) directly involved? Yes _____ No _____

Name of government agency notified: _____

ALLEGED VICTIM:

Name: _____

Age, Sex: _____

Parent/Guardian: _____

Address: _____

City, State: _____

Phone: _____

CONTACT NAME FOR THQ FOLLOWUP & FURTHER INFORMATION:

Name: _____

Salvation Army Location: _____

Phone: _____

Reported by: _____

Appendix D. Process for Responding to Inappropriate Behavior or Policy Violations with Minors by Salvation Army Personnel

Inappropriate behaviors or policy violations of Salvation Army personnel may be reported in a variety of ways.

1. A meeting with the unit director.
2. A telephone call to the unit director.
3. A specific, verifiable letter of concern, which may be signed or anonymous.
4. Reports may also be made directly to the Territorial Legal Secretary.

Unit directors must take concerns about inappropriate behavior with minors seriously. Unit directors are asked to contact the Child/Senior Adult Safety Manager for advice and consultation.

In cases where there is confirmation that policies have been violated, the unit director should follow the Progressive Discipline Procedure in addition to any other information gathering.

In cases where there is no confirmation that policies have been violated, the unit director is asked to gather additional information about the nature and extent of the inappropriate behavior or policy violation.

In cases where there is knowledge or suspicion of abuse, follow the procedures under the **unit director suspects abuse** in the box below.

Information gathering may include, but not be limited to the following:

1. Talking with the person who brought the concern.
2. Talking with minors and guardians who have direct contact with the person who may have been inappropriate.
3. Talking with the person who may have been inappropriate.
4. Talking with other adults who work closely with the person who may have been inappropriate.
5. Visiting the program.

If policy violations have been confirmed, the progressive discipline policy should be followed.

Possible outcomes following initial gathering of information

The unit director discovers the concern was unfounded.

- A *Notice of Concern* is completed and confidentially faxed to THQ.
- The person who is the subject of concern is shown the *Notice of Concern* and informed about the situation.
- The confidentiality of all involved must be protected.
- The person who brought the concern is informed about the information gathered and the result.
- The findings of the investigation will be documented in the personnel file.

The unit director discovers the concern may be founded or cannot reach a conclusion.

- A *Notice of Concern* is completed and confidentially faxed to THQ.
- The person who is the subject of concern is informed of the concerns that have arisen and the process by which the investigation will occur.
- The person who is the subject of concern is placed on leave with pay or temporarily removed from a position until more information can be gathered.
- THQ will respond with specific instructions within 24 hours to define the scope and activities of the investigation and an investigation will begin immediately.

The unit director suspects abuse.

- The appropriate governmental authority is called and the suspected abuse is reported or it is confirmed that the report has already been made.
- A *Report of Suspected Abuse* is completed and confidentially faxed to THQ at (562)491-8519. Every effort will be made to also contact the Territorial Legal Secretary by telephone.
- THQ will respond with specific instructions within 24 hours to review the specifics of the case and develop a response plan based on the immediate needs of all who are involved.
- The Salvation Army personnel is temporarily removed from service pending an investigation directed by THQ.
- Any contact with the family of the minor by Salvation Army personnel will be under the direction of THQ.

Appendix E. Confidential Notice of Concern*

Individual of Concern _____

Date of occurrence _____

Time of occurrence: _____

Type of Concern:

_____ Inappropriate behavior with a minor or vulnerable adult

_____ Policy violation with a minor or vulnerable adult

_____ 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 reported to the State, what was their recommendation about investigating?

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 and address: _____

Signature: _____ Date _____

Reviewed by: _____ (Territorial Legal Secretary Signature)

***Fax completed form to (562) 491-8519**

Appendix F. Formal Written Warning

Personnel Name: _____ Corps: _____

Position: _____

Statement of the problem: (violation of policies, standards, poor performance)

Prior discussions or cautions of the problem: (oral or written, dates)

Statement of Salvation Army policy on the subject:

Summary of corrective action to be taken by Salvation Army personnel:

Consequences of failure to complete and maintain corrective action:

Signature of Supervisor: _____ Date _____

Signature of Salvation Army personnel: _____ Date _____