

NORTHEAST ROWING CENTER

PARTICIPANT SAFETY

AND RELATED POLICIES

HANDBOOK

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INTRODUCTION

In conjunction and with the help of USRowing, Northeast Rowing Center (NERC) has adopted the following SafeSport policies as they relate specifically to NERC run activities. Such activities include NERC summer camps and other rowing related activities under the NERC name.

Rowing is a life-long activity in which people engage to have fun and spend time with friends. Sport also encourages a healthy lifestyle and builds self-confidence. Athletes often do better off the field than those who do not participate in sport. They learn goal-setting, teamwork and time management skills. Athletes are less likely to use cigarettes, drugs and alcohol; they have higher graduation rates and are more likely to attend college.

Unfortunately, sport can also be a high-risk environment for misconduct, including child physical and sexual abuse. Here, we identify six primary types of misconduct:

- Emotional Misconduct
- Physical Misconduct
- Bullying
- Harassment
- Hazing
- Child Sexual Abuse
- Sexual Misconduct, including Child Sexual Abuse

All forms of misconduct are intolerable and in direct conflict with USRowing Ideals and those of NERC.

Misconduct may damage an athlete's psychological well-being; athletes who have been mistreated experience social embarrassment, emotional turmoil, psychological scars, loss of self-esteem and negative impacts on family, friends and the sport. Misconduct often hurts an athlete's competitive performance and may cause him or her to drop out of sport entirely.

NERC is committed to improving the development and safety of athletes and participants involved in sport. NERC publishes this handbook as a resource to guide the development, implementation and internal review of effective athlete safety and misconduct prevention strategies for rowing activities run by NERC.

SECTION 1: TRAINING AND EDUCATION

Our policies and procedures require staff members, coaches and/or volunteers to report abuse, misconduct and violations of its Participant Safety Handbook. To do so, staff members (coaches and counselors) and/or volunteers should have a basic understanding of sexual abusers, as well as “grooming,” the most common strategy offenders use to seduce their victims. Using a combination of attention, affection and gifts, offenders select a child, win the child’s trust (and the trust of the child’s parent or guardian), manipulate the child into sexual activity, and keep the child from disclosing abuse.

Accordingly, staff members and/or volunteers complete an awareness training concerning misconduct in sport before performing services for NERC. Misconduct in sport includes:

- Emotional Misconduct
- Physical Misconduct
- Bullying
- Harassment
- Hazing
- Child Sexual Abuse
- Sexual Misconduct, including Child Sexual Abuse

Staff members, coaches and/or volunteers must successfully complete the training and the quiz after the test. NERC, along with USRowing, has partnered with SafeSport to provide training free of charge through:

1. Go to [SafeSport.org](https://www.safesport.org) and click on the “Sign In” button (upper right corner).
2. Register following the prompts and create your account.
3. Select US Rowing as your “Membership” from the drop-down menu.
4. Log in using your USRowing membership number.

Those staff members and/or volunteers who are required to take awareness training will take athlete awareness training every year, or no more than 30 day(s) before they have contact with athletes.

SECTION 2: SCREENING STAFF MEMBERS AND VOLUNTEERS

APPLICANT SCREENING

Staff members, coaches and volunteers must consent to, and pass, a formal applicant screening process before performing services for NERC.

Elements of our screening process include, as applicable, successful completion of an application, interview, reference check and criminal background check.

EDUCATION ABOUT NERC'S PROTECTION POLICIES

To deter applicants who may be at risk of abusing athletes or participants from applying for positions, NERC educates its applicants about its protection policies and offers applicants an early opt-out by:

- Requiring awareness training before placement and/or before working with athletes and participants
- Informing applicants about our policies and procedures relevant to prevention
- Asking applicants to review and agree to our policies and procedures before proceeding with the process
- Requiring applicants to sign a document acknowledging review of our policies and procedures

WRITTEN APPLICATIONS

Each applicant for a position will complete an application form consisting of personal, identifying information and a general release with applicant's signature.

The written application will:

- Ask about previous work and volunteer experiences
- Ask questions intended to illicit information concerning high-risk behaviors
- Provide a written release for contacting personal references and performing a criminal background check, including an indemnification clause
- Ask open-ended questions that encourage broad answers

PERSONAL INTERVIEW

The NERC Director will interview applicants whose experience and credentials are considered a fit for available positions. During this interview, NERC will ask questions to encourage discussion, clarify responses and expand on the applicant's answers to questions from the written application.

REFERENCES

References of applicants will be contacted (either by phone or in writing) and asked specific questions regarding the applicant's professional experiences, demeanor and appropriateness for involvement with minor athletes and participants.

RELEASE

Each applicant will also provide a signed release, consistent with federal, state and local laws regulating employment practices, that allows references to speak freely about the applicant's qualifications without fear of reprisal and authorizing NERC to obtain information concerning an applicant's past employment, volunteer experience and information provided by the applicant during the screening process (i.e., written application and personal interview).

See Part 2, Sample Forms and Documents, and the Appendix for additional Applicant Screening Resources.

SAFESPORT CENTRALIZED DISCIPLINARY DATABASE

A search will be performed for each applicant in the U.S. Center for SafeSport Centralized Disciplinary Database (<https://uscenterforsafesport.org/response-and-resolution/centralized-disciplinary-database/>). A ruling of Permanently Ineligible, Ineligible and Suspended will disqualify an applicant for employment with NERC.

CRIMINAL BACKGROUND CHECK POLICY

All applicants (staff and volunteer as described in Section 1) will be asked to undergo a criminal background check that complies with the Fair Credit Reporting Act **before** providing services for NERC. Through this criminal background check, NERC will utilize reasonable efforts to ascertain past criminal history of an applicant.

PROCESS

The Criminal Background Check Consent and Waiver Release form must be submitted and the applicant cleared before he or she may perform services for NERC.

On receipt of the Criminal Background Check Consent and Waiver Release form, NERC will request that its vendor perform the criminal background check. As part of its criminal background check, NERC will, at a minimum and without limitation,

- (1) perform a national search of state criminal repositories;
- (2) perform a search of state sexual offender registries; and
- (3) verify a person's identification against his or her social security number or other personal identifier.

POTENTIALLY DISQUALIFYING FACTORS

Criminal History

NERC will use a criminal background check to gather information about an applicant's prior criminal history. The information revealed by the criminal background check may disqualify an applicant from serving as a staff member, coach or volunteer.

Information that could disqualify an applicant includes, but is not limited to, arrests, pleas of no contest and criminal convictions—especially if the underlying criminal behavior involved sex or violence.

Pending Court Cases

No decision will be made on an individual's eligibility for work as a new staff member, coach or volunteer if they have a pending court case for any of the potentially disqualifying offenses until the pending case concludes. If, however, during the case's pendency, the organization undertakes an independent investigation and conducts a hearing, any determination may be used to disqualify the individual.

Full Disclosure

Each applicant has the affirmative duty to disclose his or her criminal history. Failing to disclose or intentionally misrepresenting an arrest plea or conviction history in an application or any other information provided by an applicant during the screening process is grounds for employment or volunteer revocation or restriction, regardless of when the offense is discovered.

- If an applicant (1) is arrested, (2) pleas or (3) is convicted of a crime other than a traffic offense during the screening process, the applicant is required to disclose such information immediately.
- In the event a person is serving as a staff member, coach or volunteer and (1) is arrested, (2) pleas or (3) is convicted after the completion of the screening process, he or she has an affirmative duty to disclose such information immediately to the NERC Director.
- **Any applicant who has been banned by another sport organization, as temporarily or permanently ineligible, must self-disclose this information. A failure to disclose is a basis for disqualification for potential applicants.**

FINDINGS

Notice of findings will be provided to the NERC Director.

NERC's criminal background check report will return a "red light" or "green light" score. A green light score means that the background check vendor located no records that would disqualify the applicant. A green light score, however, is not a certification of safety or permission to bypass/ignore other screening efforts. Other disqualifying factors may exist, and can be revealed through an interview, reference checks and a completed application.

A **red light** finding means the criminal background check revealed criminal records which suggest the applicant "does not meet the criteria" and is not suitable for organization employment or volunteer assignment.

Individuals who are subject to disqualification under a "red light" finding may challenge the accuracy of the reported information reported by the criminal background check vendor.

APPEAL TO CRIMINAL BACKGROUND CHECK VENDOR

Any disqualified individual has the right to dispute the findings of the criminal background check directly with NERC's approved Criminal Background Check Vendor. A disqualified individual may not appeal the automatic disqualification or the results of the findings of the criminal background check vendor to NERC. NERC is required by the policy to accept the findings of the approved criminal background check vendor.

Individuals automatically disqualified are excluded from participation in any NERC sanctioned events and/or activities.

FREQUENCY OF CRIMINAL BACKGROUND CHECKS

Criminal background checks will be refreshed every 2 years or as otherwise required by law, for staff members and volunteers who are 18 years of age or older and perform services for NERC.

AFFIRMATIVE DUTY TO DISCLOSE

If, during the course of employment or participation in NERC's program, a staff member or volunteer is accused, arrested, indicted or convicted of a criminal offense against a child, it is the duty and responsibility of the staff member or volunteer to notify the NERC Director.

OTHER POTENTIALLY DISQUALIFYING FACTORS

Even if an applicant passes a criminal background check, other factors may disqualify an applicant. An individual may be disqualified and prohibited from providing services for NERC if the individual has:

- Been held liable for civil penalties or damages involving sexual or physical abuse of a minor
- Been subject to any court order involving any sexual or physical abuse of a minor, including but not limited to domestic order or protection
- A history with another organization (employment, volunteer, etc.) of complaints of sexual or physical abuse of minors
- Resigned, been terminated or been asked to resign from a position - paid or unpaid - due to complaint(s) of sexual or physical abuse of minors
- A history of other behavior that indicates they may be a danger to participants in NERC; or
- Not met the job requirements

REVIEW OF DISQUALIFIERS

NERC will review its disqualifiers every two years or as otherwise required or modified by law.

RECORDS

Records are secured onsite at NERC's permanent office (Hightstown, NJ) for a period indicated by applicable law or until the applicant is no longer affiliated with NERC, whichever date is later.

SECTION 3: ATHLETE PROTECTION POLICY

COMMITMENT TO SAFETY

Overview

In the event that any staff member, coach or volunteer observes inappropriate behaviors (i.e., policy violations), suspected physical or sexual abuse, or misconduct, it is the personal responsibility of each staff member, coach and volunteer to immediately report his or her observations to the NERC Director.

NERC is committed to creating a safe and positive environment for athletes' physical, emotional and social development and to ensuring that it promotes an environment free of misconduct.

Staff members and volunteers should not attempt to evaluate the credibility or validity of child physical or sexual abuse allegations as a condition for reporting to appropriate law enforcement authorities. Instead, it is the responsibility of each staff member and volunteer to immediately report suspicions or allegations of child physical or sexual abuse to the NERC Director. Complaints and allegations will be addressed under NERC's Disciplinary Rules and Procedure.

NERC recognizes that the process for training and motivating athletes will vary with each coach and athlete, but it is nevertheless important for everyone involved in sport to support the use of motivational and training methods that avoid misconduct.

Application

This Policy applies to

- NERC's staff and volunteers as defined in Section 1

Staff members, volunteers and participants shall refrain from all forms of misconduct, which include (defined in the U.S. Center for [Safesport Code](https://uscenterforsafesport.org/wp-content/uploads/2021/04/SafeSportCode2021_040121_V3.pdf) (https://uscenterforsafesport.org/wp-content/uploads/2021/04/SafeSportCode2021_040121_V3.pdf)):

- Emotional misconduct
- Physical misconduct
- Bullying
- Harassment
- Hazing
- Child Sexual Abuse
- Sexual misconduct, including child sexual abuse

PROHIBITED CONDUCT

Emotional Misconduct

- (1) A pattern of deliberate, non-contact behavior that has the potential to cause emotional or psychological harm to an athlete. Non-contact behaviors include:
 - a. verbal acts
 - b. physical acts
 - c. acts that deny attention or support
 - d. stalking

- (2) Any act or conduct described as emotional abuse or misconduct under federal or state law (e.g. child abuse, child neglect).

Exception

Emotional misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, discipline or improving athletic performance.

Examples

Examples of emotional misconduct prohibited by this policy include, without limitation:

- (1) **Verbal Acts.** A pattern of verbal behaviors that
 - a. attack an athlete personally (e.g., calling them worthless, fat or disgusting); or
 - b. repeatedly and excessively yelling at a particular participant or participants in a manner that serves no productive training or motivational purpose.
- (2) **Physical Acts.** A pattern of physically aggressive behaviors, such as
 - a. throwing sport equipment, water bottles or chairs at, or in the presence of, participants; or
 - b. punching walls, windows or other objects.
- (3) **Acts that Deny Attention and Support.** A pattern of
 - a. ignoring an athlete for extended periods of time; or
 - b. routinely or arbitrarily excluding participants from practice.
- (4) **Stalking.** A course of conduct (two or more acts), including cyber stalking, directed at a specific person that would cause a reasonable person to:
 - a. **Fear for their safety;**
 - b. The safety of a third person; or
 - c. Experience substantial emotional distress

Note: Bullying, harassment, and hazing, defined below, often involve some form of emotional misconduct.

Physical Misconduct

- (1) Contact or non-contact conduct that results in, or reasonably threaten to, cause physical harm to an athlete or other sport participants; or
- (2) Any act or conduct described as physical abuse or misconduct under federal or state law (e.g. child abuse, child neglect, assault).

Exceptions

Physical misconduct does not include professionally-accepted coaching methods of skill enhancement, physical conditioning, team building, appropriate discipline or improving athlete performance. For example, hitting, punching, and kicking are well-regulated forms of contact in combat sports, but have no place in rowing.

Examples

Examples of physical misconduct prohibited by this Policy include, without limitation:

(1) **Contact offenses.** Behaviors that include:

- (a) punching, beating, biting, striking, choking or slapping an athlete;
- (b) intentionally hitting an athlete with objects or sporting equipment;
- (c) encouraging or permitting an athlete to return to play pre-maturely following a serious injury (e.g., a concussion) and without the clearance of a medical professional;
- (d) prescribing dieting or other weight-control methods (e.g., weigh-ins, caliper tests) without regard for the nutritional well-being and health of athlete.

(2) **Non-contact offenses.** Behaviors that include:

- (a) isolating an athlete in a confined space (e.g., locking an athlete in a small space);
- (b) forcing an athlete to assume a painful stance or position for no athletic purpose (e.g. requiring an athlete to kneel on a harmful surface);
- (c) withholding, recommending against or denying adequate hydration, nutrition, medical attention or sleep.
- (d) providing alcohol to an athlete under the legal drinking age (under U.S. law, regardless of location of distribution);
- (e) providing illegal drugs or non-prescribed medications to any athlete;

Bullying

- (1) An intentional, persistent and repeated pattern of committing or willfully tolerating physical and non-physical behaviors that are intended, or have the reasonable potential, to cause fear, humiliation or physical harm in an attempt to socially exclude, diminish or isolate the targeted athlete(s), as a condition of membership

(2) Any act or conduct described as bullying under federal or state law

Exceptions

Bullying does not include group or team behaviors that (a) are meant to establish normative team behaviors, or (b) promote team cohesion.

For example, bullying does not include verbal admonitions to encourage team members to train harder and to push through a difficult training regimen.

Examples

Examples of bullying prohibited by this Policy include, without limitation:

(1) **Physical behaviors.** Behaviors that include

- a. hitting, pushing, punching, beating, biting, striking, kicking, choking, or slapping an athlete;
- b. throwing at, or hitting an athlete with, objects such as sporting equipment.

(2) **Verbal and emotional behaviors.** Behaviors that include

- a. teasing, ridiculing, intimidating;
- b. spreading rumors or making false statements;
- c. using electronic communications, social media, or other technology to harass, frighten, intimidate or humiliate (“cyber bullying”)
- d. socially excluding someone and asking others to do the same; or
- e. ridiculing or taunting based on gender, sexual orientation, gender traits or behavior.

Harassment

(1) A repeated pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment or (d) reflect discriminatory bias in an attempt to establish dominance, superiority or power over an individual athlete or group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability; or

(2) Any act or conduct described as harassment under federal or state law

Exceptions

None

Examples

Examples of harassment prohibited by this Policy include, without limitation:

(1) **Physical offenses.** Behaviors that include

- a. hitting, pushing, punching, beating, biting, striking, kicking, choking or slapping an athlete or

participant;

b. throwing at or hitting an athlete with objects including sporting equipment.

(2) **Non-physical offenses.** Behaviors that include

a. making negative or disparaging comments about an athlete's sexual orientation, gender expression, disability, religion, skin color, or ethnic traits;

b. displaying offensive materials, gestures, or symbols;

c. withholding or reducing playing time to an athlete based on his or her sexual orientation.

Hazing

(1) Coercing, requiring, forcing or willfully tolerating any humiliating, unwelcome or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group's members;
or

(2) Any act or conduct described as hazing under federal or state law

Exception

Hazing does not include group or team activities that (a) are meant to establish normative team behaviors or (b) promote team cohesion.

Examples

Examples of hazing prohibited by this Policy include, without limitation:

(1) requiring, forcing or otherwise requiring the consumption of alcohol, illegal drugs or other substances;

(2) tying, taping or otherwise physically restraining an athlete;

(3) sexual simulations or sexual acts of any nature;

(4) sleep deprivation, otherwise unnecessary schedule disruption or the withholding of water and/or food

(5) social actions (e.g. grossly inappropriate or provocative clothing) or public displays (e.g. public nudity) that are illegal or meant to draw ridicule;

(6) beating, paddling or other forms of physical assault;

(7) excessive training requirements focused on individuals on a team.

Child Sexual Abuse

(1) Any sexual activity with a child where consent is not or cannot be given. This includes sexual contact with a child that is accomplished by deception, manipulation, force or threat of force, regardless of the age of the participants, and all sexual interactions between an adult and a child, regardless of whether there is deception or the child understands the sexual nature of the activity.

Note concerning peer-to-peer child sexual abuse: Sexual contact between minors also can be abusive. Whether or not a sexual interaction between children constitutes child sexual abuse turns on the existence of an aggressor, the age difference between the children, and/or whether there is an imbalance of power and/or intellectual capabilities.

(2) Any act or conduct described as child sexual abuse under federal or state law.

Exception

None

Examples

Sexually abusive acts may include sexual penetration, sexual touching or non-contact sexual acts such as verbal acts, sexually suggestive electronic or written communications, exposure or voyeurism.

Sexual Misconduct

- (1) Any touching or non-touching sexual interaction that is (a) nonconsensual or forced, (b) coerced or manipulated, or (c) perpetrated in an aggressive, harassing, exploitative or threatening manner;
- (2) Any sexual interaction between an athlete and an individual with evaluative, direct or indirect authority. Such relationships involve an imbalance of power and are likely to impair judgment or be exploitative;
- (3) Any acts of sexual exploitation; or
- (4) Any act or conduct described as sexual abuse or misconduct under federal or state law (e.g. sexual abuse, sexual exploitation, rape).

Note: An imbalance of power is always assumed between a coach and an athlete.

Types of Sexual Misconduct

Types of sexual misconduct include:

- (1) sexual assault;
- (2) sexual or gender related harassment;
- (3) sexual exploitation;
- (4) sexual abuse; or
- (5) any other sexual intimacies that exploit an athlete. **Minors cannot consent to sexual activity with an adult**, and all sexual interaction between an adult and a minor is strictly prohibited.

Exceptions

None

Examples

Examples of sexual misconduct prohibited under this Policy include, without limitation:

- (1) **Touching offenses.** Behaviors that include:
 - (a) fondling an athlete's breasts or buttocks;
 - (b) exchange of reward in sport (e.g., team placement, scores, feedback) for sexual favors
 - (c) genital contact
 - (d) sexual relations or intimacies between persons in a position of trust, authority and/or evaluative and supervisory control over athletes or other sport participants.

Comment

(1) **Authority and Trust.** Once the unique coach-athlete relationship is established, the authority and trust on the part of the coach over the athlete shall be assumed, regardless of age. Accordingly, sexual interaction or intimacies between a coach and an athlete or other participant are prohibited, regardless of age, both during coaching and during that period following coaching if an imbalance in power could jeopardize effective decision-making.

Imbalance of Power. Factors relevant to determining whether there is an imbalance of power include, but are not limited to: (a) the nature and extent of the coach's supervisory, evaluative or other authority over the athlete being coached; (b) the actual relationship between the parties; (c) the parties' respective roles; (d) the nature and duration of the sexual relations or intimacies; (e) the age of the coach; (f) the age of the athlete or participant; (g) and whether the coach has engaged in a pattern of sexual interaction with other athletes or participants.

(2) **Exception.** This section does not apply to a pre-existing relationship between two spouses or life partners.

- (2) **Non-touching offenses.** Behaviors that include:
 - (a) a coach discussing his or her sex life with an athlete
 - (b) a coach asking an athlete about his or her sex life
 - (c) coach requesting or sending a nude or partial-dress photo to athlete
 - (d) exposing athletes to pornographic material
 - (e) sending athletes sexually explicit or suggestive electronic or written messages or photos (e.g. "sexting")
 - (f) deliberately exposing an athlete to sexual acts

- (g) deliberately exposing an athlete to nudity (except in situations where locker rooms and changing areas are shared)
- (h) sexual harassment; specifically, the sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature, and
 - a. is unwelcome, offensive or creates a hostile environment, and the offending individual knows or is told this
 - b. is sufficiently severe or intense to be harassing to a reasonable person in the context.
- (i) Sexual exploitation:
 - a. either directly or allows third parties to observe, an athlete's intimate parts or sexual showing or posting.
 - b. engages in prostituting or traffics of an athlete.

WILLFULLY TOLERATING MISCONDUCT

It is a violation of this Athlete Protection Policy if a staff member and/or volunteer knows of misconduct, but takes no action to intervene on behalf of the athlete(s), participant(s), staff member, and/or volunteer. Every staff member and/or volunteer is obligated under this policy to report known misconduct.

REPORTING

Although these policies are designed to reduce child sexual abuse and other misconduct, it can still occur. Staff members, volunteers and participants of NERC shall follow the reporting procedures set forth in NERC's Reporting Policy. **NERC does not investigate suspicions or allegations of child physical or sexual abuse, or attempt to evaluate the credibility or validity of such allegations, as a condition of reporting suspicions or allegations to the appropriate law enforcement authorities.**

VIOLATIONS

Violations of the Athlete Protection Policy shall be reported pursuant to our Reporting Policy and will be addressed under our Disciplinary Rules and Procedure.

SECTION 4: MANAGING CAMP

SUPERVISION OF ATHLETES AND PARTICIPANTS

During camp, NERC strives to create two-deep leadership and minimize one-to-one interactions to create a safe training environment and to protect athletes and participants.

APPROPRIATE ONE-ON-ONE INTERACTIONS

Individual Meetings

An individual meeting may be necessary to address an athlete's questions or concerns. Under these circumstances, coaches, staff members and volunteers are to observe the following guidelines:

- Any individual meeting should occur when others are present and where interactions can be easily observed
- Where possible, an individual meeting should take place in a publicly visible and open area
- If an individual meeting is to take place in an office, the door should remain unlocked and open
- If a closed-door meeting is necessary, the coach, staff member and/or volunteer must inform the NERC Director and ensure the door remains unlocked

Individual Training Sessions

An individual training session(s) with an athlete or participant may also be desired or necessary. Under these circumstances, the session will take place in a publicly visible and open area.

PROHIBITED ONE-ON-ONE INTERACTIONS

Except as set forth above, minor athletes and participants will not be left unattended or unsupervised during NERC activities and NERC coaches, staff members and volunteers are prohibited from being alone with an individual athlete or participant in any room or building.

EXCEPTION: ONE-ON-ONE INTERACTIONS

Minor athletes and participants may be placed in one-to-one interaction in a coaching launch during an on-the-water practice session. During this period, the launch should remain in visible and audible contact with the crews on the water.

PHYSICAL CONTACT WITH ATHLETES

Appropriate physical contact between athletes and coaches, staff members, coaches or volunteers is a productive and inevitable part of sport. Athletes are more likely to acquire advanced physical skills and enjoy their sport participation through appropriate physical contact. However, guidelines for appropriate physical contact reduce the potential for misconduct in sport.

APPROPRIATE PHYSICAL CONTACT

NERC adheres to the following principles and guidelines in regards to physical contact with our athletes:

Common Criteria for Appropriate Physical Contact

Physical contact with athletes – for safety, consolation and celebration – has multiple criteria in common which make them both safe and appropriate. These include:

- the physical contact takes place in public
- there is no potential for, or actual, physical or sexual intimacies during the physical contact
- the physical contact is for the benefit of the athlete, not to meet an emotional or other need of an adult

Safety

The safety of our athletes is paramount and in many instances we make the athletic space safer through appropriate physical contact. Examples include:

- spotting an athlete so that they will not be injured by a fall or piece of equipment
- positioning an athlete's body so that they more quickly acquire an athletic skill, get a better sense of where their body is in space, or improve their balance and coordination
- making athletes aware that they might be in harm's way because of other athletes practicing around them or because of equipment in use
- administering first aid and emergency medical care
- releasing muscle cramps

Celebration

Sports are physical by definition and we recognize participants often express their joy of participation, competition, achievement and victory through physical acts. We encourage these public expressions of celebration, which include:

- greeting gestures such as high-fives, fist bumps, and brief hugs
- congratulatory gestures such as celebratory hugs, "jump-arounds" and pats on the back for any form of athletic or personal accomplishment

Consolation

It may be appropriate to console an emotionally distressed athlete (e.g., an athlete who has been injured or has just lost a competition). Appropriate consolation includes publicly:

- embracing a crying athlete
- putting an arm around an athlete while verbally engaging them in an effort to calm them down ("side hugs")
- lifting a fallen athlete off the dock

PROHIBITED PHYSICAL CONTACT

Prohibited forms of physical contact, which shall be reported immediately under our Reporting Policy include, without limitation:

- asking or having an athlete sit in the lap of a coach, staff member or volunteer
- lingering or repeated embraces of athletes that go beyond the criteria set forth for acceptable physical contact
- slapping, hitting, punching, kicking or any other physical contact meant to discipline, punish or achieve compliance from an athlete
- “cuddling” or maintaining prolonged physical contact during any aspect of training, travel or overnight stay
- playful, yet inappropriate contact that is not a part of regular training, (e.g., tickling or “horseplay” wrestling)
- continued physical contact that makes an athlete obviously uncomfortable, whether expressed or not
- any contact that is contrary to a previously expressed personal desire for decreased or no physical contact, where such decreased contact is feasible in a competitive training environment.

VIOLATIONS

Violations of this policy must be reported to the NERC Director and violations will be addressed under our Disciplinary Rules and Procedure. Some forms of physical contact may constitute child physical or sexual abuse that **must be reported to appropriate law enforcement authorities.**

ELECTRONIC COMMUNICATIONS AND SOCIAL MEDIA POLICY

As part of NERC’s emphasis on athlete safety, all electronic communications between a coach and athlete must be professional in nature and for the purpose of communicating information about team activities.

As with any communication, the content of any electronic communication should be readily available to share with the athlete’s family. At the request of a parent or guardian, any email, electronic text, social media or similar communication will copy or include the athlete’s parents or guardians.

FACEBOOK, MYSPACE, BLOGS AND SIMILAR SITES

Coaches may not have NERC athletes join a coach’s personal social media page. Athlete members and parents can friend the official NERC page and coaches can communicate to athlete members through the site. All posts,

messages, text, or media of any kind between coach and athlete must be professional in nature and for the purpose of communicating information about team activities or for team-oriented motivational purposes.

TWITTER, INSTANT MESSAGING AND SIMILAR MEDIA

Coaches and athletes may “follow” each other. Coaches cannot “re-tweet” athlete message posts without permission of the athlete. Coaches should use best judgment and professionalism in the content of their public media posting.

All direct posts and messaging between coach and athlete must be for the purpose of communicating information about team activities.

EMAIL AND SIMILAR ELECTRONIC COMMUNICATIONS

Athletes and coaches may use email to communicate. All email content between coach and athlete must be professional in nature and for the purpose of communicating information about team activities. Where the coach is a staff member, email from a coach to any athlete should come from their institution’s email service.

TEXTING AND SIMILAR ELECTRONIC COMMUNICATIONS

Texting is allowed between coaches and athletes. All texts between coach and athlete must be professional and for the purpose of communicating information about team activities.

ELECTRONIC IMAGERY

From time to time, digital photos, videos of practice or competition, and other publicly obtainable images of the athlete – individually or in groups – may be taken. These photos and/or videos may be submitted to local, state or national publications, used in NERC videos or publications, posted on NERC or NERC associated websites, or offered to NERC families seasonally on disc or other electronic form. It is the default policy of NERC to allow such practices as long as the athlete or athletes are in public view and such imagery is both appropriate and in the best interest of the athlete and NERC.

REQUEST TO DISCONTINUE ALL ELECTRONIC COMMUNICATIONS OR IMAGERY

The parents or guardians of a minor athlete may request, in writing, that their child not be contacted by any form of electronic communication by coaches, including communication of photography or videography of that athlete’s imagery. Such requests will be granted by NERC in writing.

MISCONDUCT

Social media and electronic communications can also be used to commit misconduct (e.g., emotional, sexual, bullying, harassment, and hazing). Such communications by coaches, staff, volunteers, parents or athletes will not be tolerated and are considered violations of our Participant Safety Handbook.

VIOLATIONS

Violations of NERC's Electronic Communications and Social Media Policy should be reported to the NERC Director for evaluation. Complaints and allegations will be addressed under NERC's Disciplinary Rules and Procedure.

CABINS AND CHANGING AREAS

The following guidelines are designed to maintain personal privacy as well as to reduce the risk of misconduct in cabins and changing areas.

FACILITIES

NERC utilizes the facilities at Camp Bishopswood in Hope, Maine. The facility has camper cabins and a central bathhouse. The bathhouse is used by NERC staff, campers and Camp Bishopswood staff on a pre-arranged schedule such that the groups do not overlap. Campers are only allowed in their assigned cabins.

MONITORING

NERC has staggered practices, with different groups arriving and departing cabins throughout the day. Staff assigned to each cabin make occasional sweeps of these areas with women checking on female-designated areas, and men checking on male-designated areas.

Staff make every effort to recognize when an athlete goes to a cabin or changing area during the day and, if they do not return in a timely fashion, we will check on the athlete's whereabouts.

MIXED-GENDER PROGRAM

NERC consists of both male and female athletes. NERC has the male and female athletes dress/undress in their assigned gender specific cabins or during assigned times in the bathhouse. Gender-neutral bathroom and shower facilities are also available.

USE OF CELL PHONES AND OTHER MOBILE RECORDING DEVICES

Cell phones and other mobile devices with recording capabilities, including voice recording, still cameras and video cameras increase the risk for different forms of misconduct in cabins and changing areas. As a result, **THERE WILL BE NO USE OF A DEVICE'S RECORDING CAPABILITIES IN THE CABINS OR CHANGING AREAS.**

Violations of this policy will be addressed under the Disciplinary Rules and Procedure and may result in the sanctions as set forth therein, including temporary suspension from activities and possible dismissal from camp.

TRAVEL

Travel is not a standard aspect of our program. From time to time, buses are hired to transport athletes to and from a transportation hub or for a local day excursion. Occasionally, an athlete might be transported for medical reasons. NERC has established policies to guide our travel, minimize one-on-one interactions and reduce the risk of misconduct. Adherence to these travel guidelines will increase athlete safety and improve the camp experience while keeping travel a fun and enjoyable experience.

Local Travel

In an effort to minimize one-on-one interactions, NERC staff members, coaches or volunteers, who are not also acting as a parent or guardian, drive with at least two other athletes or another adult at all times, unless otherwise agreed to in writing by the athlete's parent or guardian in advance of travel. In any case where a staff member and/or volunteer is involved in the athlete's local travel, a parental release is required in advance. Efforts must be made to ensure that staff and/or volunteers are not alone with an athlete or participant, by, e.g., picking the athletes up in groups.

TRAVEL NOTIFICATION

When possible, NERC will provide reasonable advance notice before travel. Notice will include the dates, location and duration of activities. Travel notice will also include designated contact person within NERC. This individual will be the point of contact to confirm your intention to travel and to help with travel details.

NERC will post specific travel itineraries when they become available. These will include a more detailed, hour-by-hour itinerary as well as contact information for chaperones.

HOUSING

NERC is made up of male and female athletes across various ages. Athletes will only share a cabin with other athletes of the same gender and age group. Athletes will also be grouped by age and gender for the purposes of assigning an appropriate chaperone/cabin counselor.

Regardless of gender, a coach shall not share sleeping arrangements with an athlete (unless the coach is the parent, guardian, sibling or spouse of that particular athlete). Staff members functioning as counselors will reside in the same cabin as athletes of similar gender or gender identity.

COACH AND STAFF RESPONSIBILITIES

During camp, coaches and staff members will help athletes, fellow coaches and staff members adhere to policy guidelines, including, without limitation, the Housing Policy, Changing Areas Policy and Reporting Policy.

Staff accompany travel to ensure that the athletes, coaches, staff, and volunteers adhere to the NERC's policy guidelines. While these include the travel policy, it also includes all other relevant policies contained in NERC's Participant Safety Handbook.

If a staff member or coach has not undergone a criminal background check and NERC's awareness training, the staff member or coach will not be permitted to have any one-on-one interactions with athletes or other youth participants. If a staff member or coach has undergone a criminal background check and awareness training, he or she may have appropriate one-on-one interactions as outlined in NERC's Participant Safety Handbook.

If a staff member or coach will be operating a private car for camp travel, a copy of the staff member or coach's valid driver's license is required.

Staff acting as counselors will monitor the activities of participants during camp. Specifically, staff will:

- a. familiarize themselves with all camp schedules
- b. monitor for adherences to NERC policies
- c. help athletes be on time for all activities (as possible)
- d. assist coaches and other volunteers with camp logistical needs (as possible)
- e. monitor athletes for adherence to curfew restrictions
- f. ensure athletes comply with camp restrictions based on gender or age bracket requirements
- g. not use drugs or alcohol in the presence of minors or be under the influence of alcohol or drugs while performing their staff duties
- h. make certain that athletes are not alone in a cabin with any adult apart from the assigned staff
- i. immediately report any concerns about sexual and physical abuse, misconduct or policy violations to the NERC Director.

SECTION 5: RESPONDING TO ABUSE, MISCONDUCT AND POLICY VIOLATIONS

REPORTING POLICY

Every CLUB staff member and/or volunteer must report:

- (1) violations of the Participant Safety Handbook,
- (2) misconduct as defined in NERC'S Athlete Protection Policy, and
- (3) suspicions or allegations of child physical or sexual abuse.

As a matter of policy, NERC does not investigate suspicions or allegations of child physical or sexual abuse or attempt to evaluate the credibility or validity of such allegations as a condition for reporting to the appropriate law enforcement authorities.

Reporting Child Physical or Sexual Abuse

Child Physical or Sexual Abuse

Staff members, coaches and volunteers at NERC are required to report suspicions or allegations of child sexual abuse by a colleague or co-worker, to:

- (1) the NERC Director
- (2) where applicable, **appropriate law enforcement authorities.**

Grooming

Because sexual abusers "groom" children for abuse – the process used by offenders to select a child, to win the child's trust (and the trust of the child's parent or guardian), to manipulate the child into sexual activity and to keep the child from disclosing abuse – it is possible that a staff member and/or volunteer may witness behavior intended to groom a child for sexual abuse. All questions or concerns related to inappropriate, suspicious or suspected grooming behavior should be directed to the NERC Director.

Peer-to-Peer Sexual Abuse

Approximately 1/3 of all child sexual abuse occurs at the hands of other children and the obligation to report extends to peer-to-peer child sexual abuse. Whether or not a sexual interaction between children constitutes child sexual abuse turns on the existence of an aggressor, the age difference between the children, and/or whether there is an imbalance of power or intellectual capabilities. **If you have any concerns that an interaction between children may constitute sexual abuse, report it to the appropriate law enforcement authorities and the NERC Director.**

Reporting Misconduct and Policy Violations

If any staff member and/or volunteer receives an allegation or observes misconduct or other inappropriate behavior, such as grooming, that is not reportable to the appropriate law enforcement authorities, it is the responsibility of each staff member and/or volunteer to report their observations to the NERC Director

REPORTING PROCEDURE

To Whom to Report

Staff members, coaches and volunteers may report to the NERC Director.

A staff member and/or volunteer may, and in many cases must, report any allegation of child physical or sexual abuse to relevant law enforcement authorities.

How to Report

NERC will take a report in the way that is most comfortable for the person initiating a report including an anonymous, in-person, verbal or written report. Regardless of how you choose to report, it is helpful to NERC for individuals to provide, at a minimum, (1) the name of the complainant(s); (2) the type of misconduct alleged and the name(s) of the individual(s) alleged to have committed the misconduct.

Reporting Form

Individuals reporting child physical or sexual abuse or other misconduct may complete an Incident Report Form (contained at the end of this document). Information on this form will include:

- 1) the name(s) of the complainant(s)
- 2) the type of misconduct alleged
- 3) the name(s) of the individual(s) alleged to have committed the misconduct
- 4) the approximate dates the misconduct was committed
- 5) the names of other individuals who might have information regarding the alleged misconduct
- 6) a summary statement of the reasons to believe that misconduct has occurred

NERC will withhold the complainant's name on request, to the extent permitted by law.

A copy of NERC's Reporting Form can be found at the end of this policy.

CONFIDENTIALITY, ANONYMOUS REPORTING AND BAD-FAITH ALLEGATIONS

Confidentiality

To the extent permitted by law, and as appropriate, NERC will keep confidential the complainant's name on request, not make public the names of potential victims, the accused perpetrator or the people who made a report of child physical and sexual abuse to the authorities.

Anonymous Reporting

NERC recognizes it can be difficult for an athlete, teammate, friend or family member to report an allegation of misconduct and strives to remove as many barriers to reporting as possible. **Anonymous reports may be**

made without the formality of completing an Incident Report Form:

- by completing the Reporting Form without including their name
- by expressing concerns verbally to the NERC Director
- through email, texts or notes left for the NERC Director

However, anonymous reporting may make it difficult for NERC to investigate or properly address allegations.

All suspicions of child physical or sexual abuse will be reported to the appropriate law enforcement authorities.

“Whistleblower” Protection

Regardless of outcome, NERC will support the complainant(s) and his or her right to express concerns in good faith. NERC will not encourage, allow or tolerate attempts from any individual to retaliate, punish, allow or in any way harm any individual(s) who reports a concern in good faith. Such actions against a complainant will be considered a violation of our Participant Safety Handbook and grounds for disciplinary action.

Bad-Faith Allegations

A report of abuse, misconduct or policy violations that is malicious, frivolous or made in bad faith is prohibited. Such reports will be considered a violation of our Participant Safety Handbook and grounds for disciplinary action. Depending on the nature of the allegation, a person making a malicious, frivolous or bad-faith report may also be subject to civil or criminal proceedings.

HOW REPORTS ARE HANDLED

Suspicions or Allegations of Child Physical or Sexual Abuse

Reporting to Law Enforcement and/or Child Protective Services

An independent investigation can harm youth and/or interfere with the legal investigative process. **NERC, its staff members and/or volunteers do not attempt to evaluate the credibility or validity of child physical or sexual abuse as a condition for reporting to appropriate law enforcement authorities.** As necessary, however, NERC may ask a few clarifying questions of the minor or person making the report to adequately report the suspicion or allegation to law enforcement authorities.

For mandatory reporting laws, visit www.childwelfare.gov.

Immediate Suspension or Termination

When an allegation of child physical or sexual abuse is made against a staff member, youth and/or volunteer, NERC may immediately remove that individual from contact with any children in the program until the

allegation has been investigated by an official agency. As necessary, NERC may suspend or change the assignment of a staff member and/or volunteer without a hearing.

A staff member or volunteer's failure to report to the NERC Director is a violation of this policy and grounds for termination of a staff member and/or dismissal of a volunteer.

Misconduct and Policy Violations

NERC addresses internally alleged policy violations and misconduct – bullying, harassment, hazing, emotional, physical and sexual – that are not reportable under relevant state or federal law. Staff members and/or volunteer must report policy violations and misconduct to the NERC Director.

NERC may also investigate allegations of child physical or sexual abuse that are reportable, if such investigation does not interfere with any ongoing criminal investigation or prosecution for abuse. Such allegations may include:

- Emotional abuse
- Abuse reported outside the relevant statutes of limitation
- Allegations of abuse that were reported to authorities, but: (a) legal authorities did not press criminal charges; (b) criminal charges were filed, but not pursued to trial; or (c) the alleged offender was acquitted at trial

NOTIFICATION

Following NERC's notice of a credible allegation that results in the removal of a staff member, coach or other volunteer, NERC may consider the circumstances in which it will notify other parents of athletes with whom the accused individual may have had contact. In NERC's discretion, as appropriate, and after consultation with counsel, NERC may notify its staff members, coaches, volunteers, parents, and/or athletes of any allegation of child physical or sexual abuse or other criminal behavior that (1) law enforcement authorities are actively investigating; or (2) that NERC is investigating internally. Advising others of an allegation may lead to additional reports of child physical or sexual abuse and other misconduct.

DISCIPLINARY RULES AND PROCEDURE

APPLICATION

This Policy is used to address the following allegations against staff members, coaches, athletes, participants and/or volunteers:

- Violations of NERC's policies; and/or
- Child abuse (physical or sexual) that does not involve an ongoing legal investigation or criminal prosecution.

NERC will not investigate an allegation of child physical or sexual abuse if it undermines or interferes with a pending legal investigation or criminal prosecution.

DISCIPLINARY RULES

On receipt of an allegation, NERC will determine in its discretion the appropriate steps to address the conduct based on several factors, including (i) the age of the complainant or victim, (ii) the age of the accused and (iii) the nature, scope, and extent of the allegations.

NERC's disciplinary response will depend on the nature and seriousness of the incident and in extreme cases, misconduct will result in immediate summary dismissal. If the accused individual is a minor, NERC will contact his or her parents or guardians.

DISCIPLINARY ACTION

Sanctions for violations of the Participant Safety Handbook will be proportionate and reasonable under the circumstances. In addition to day-to-day guidance, the NERC may take the following disciplinary actions, without limitation:

- Inform the youth's parent or guardian
- Provide the individual with guidance, redirection and instruction
- Temporary suspension from duties
- File a formal incident report
- Issue a verbal warning
- Issue a written and/or final written warning
- Implement a limited access agreement (e.g., limiting an individual's access to certain buildings or to youth)
- Provide informed supervision, where at least one staff member is informed of the allegation and is instructed to vigilantly supervise the accused participant or stakeholder in his or her interactions with the program and/or organization
- Engage in restorative practices, i.e., creation of a respectful and safe dialogue when a misunderstanding or harm has occurred
- Suspend or terminate employment

ONGOING EMPLOYMENT AND/OR PARTICIPATION

On receipt of a credible and specific allegation of child abuse or other serious misconduct (e.g., physical and sexual abuse as defined in our Athlete Protection Policy), NERC may immediately suspend or terminate the accused individual to ensure participant safety.

COMPLAINANT PROTECTION

Regardless of outcome, NERC will support the complainant(s) and his or her right to express concerns in good faith. NERC will not encourage or tolerate attempts to retaliate, punish or in any way harm any individual(s) who report(s) a concern in good faith. Such actions will be grounds for disciplinary action.

BAD-FAITH ALLEGATIONS

Any individual who alleges misconduct under the Participant Safety Handbook that, upon review, is determined to be malicious, frivolous or made in bad faith will be a violation of our Participant Safety Handbook. Bad-faith allegations may also be subject to criminal or civil proceedings.

MONITORING NERC STRATEGY

By monitoring the interactions among staff, volunteers, athletes, and other, NERC works to prevent, recognize and respond to inappropriate and harmful behaviors as set forth in our Participant Safety Handbook, while reinforcing appropriate behaviors.

MONITORING COMPLIANCE WITH POLICIES AND PROCEDURES

NERC monitors for compliance with its policies and procedures, including without limitation its Awareness Training, Travel, Cabin and Changing Areas, and Physical Contact Policies.

MONITORING METHODS

NERC utilizes multiple monitoring methods to observe how individuals are interacting, including without limitation (1) formal supervision, including regular evaluations; and (2) informal supervision, including regular and random observation (e.g., roving and checking interactions throughout practices).

RESPONDING TO INTERACTIONS

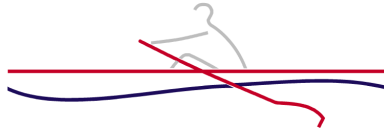
While NERC has a formal reporting policy, staff members, coaches and volunteers should be prepared to respond immediately to inappropriate or harmful behavior, potential risk situations and potential boundary violations.

Staff members, coaches and volunteers will redirect inappropriate behaviors to promote positive behaviors, confront inappropriate or harmful behaviors, and report behaviors if necessary.

REPORTING

Staff members, coaches and volunteers are required to report policy violations, misconduct and physical and sexual abuse consistent with NERC's Reporting Policy. **NERC does not investigate suspicions or allegations of child physical or sexual abuse or attempt to evaluate the credibility or validity of such allegations as a condition for reporting to appropriate law enforcement authorities.**

PART 2: SAMPE FORMS and DOCUMENTS



Northeast Rowing Center

APPLICATION FOR EMPLOYMENT

Please answer each question fully and accurately. No action can be taken on this application unless it is complete. Use blank papers if you do not have enough room on this application. **PLEASE PRINT**, except for signature on back of this application. **PLEASE USE INK.**

Job Applied For: _____ Today's Date: ____/____/_____

Are you seeking (circle): Full-time Part-time Temporary Summer

When are you available to work (circle): Days Evenings Nights Weekends On call

When are you available to start employment? ____/____/_____

Salary requested: \$_____ per _____

PERSONAL INFORMATION:

Name (Last, First, Middle) _____

Current Street Address _____

City, State, Zip _____

Telephone (_____) _____ Message Telephone (_____) _____

Social Security Number (Optional) _____

Are you at least 18 years of age (circle)? Yes No

E-mail address: _____

If hired, can you furnish proof you are eligible to work in the United States (circle)? Yes No

How did you learn of the position (circle)? Newspaper ad Walk-in Job Line Referral Other

Part 2: Sample Forms and Documents

EMPLOYMENT HISTORY: (Complete even if you have a resume to attach.)

Account for all periods of time including military service and any periods of unemployment. List your most current employment first. If self-employed provide company name and supply business references.

NOTE: Offered employment may be contingent upon acceptable references from current and former employers.

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

Key Duties: _____

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

Key Duties: _____

Time in Position	Name and complete address of employer (street, city, state, zip)	Name and Title Of Last Supervisor	Reason for Leaving

Your title: _____ Employer telephone () _____

EDUCATION:

School	Name and Complete address of School (Street, City, State, Zip)	Course Of Study	Graduated Yes or No	Grade Completed	Diploma/ Degree
High School					
College					
College					
Other: (BS, Tech, Trade, Military)					

SKILLS:

If you are an experienced operator of any business machines or equipment, please list.

If you are an experienced operator of any heavy-duty machines or equipment, please list.

Do you transcribe dictation from a recording device (circle)? Yes No

Word Processing (specify equipment): _____

Data Entry (specify equipment): _____

What computer software do you know how to use? _____

Part 2: Sample Forms and Documents

What skills or additional training do you have that are related to the job for which you are applying?

GENERAL: YOU MUST ANSWER ALL QUESTIONS IN THIS SECTION.

1. Have you ever been convicted under any criminal law; including any plea of "guilty", "no contest" or "deferred adjudication" (excluding minor traffic violations)? Yes No
If yes, when, where, and what was the disposition? _____
2. Do you have charges or prosecutions that are pending? Yes No
3. Have you ever been fired from a job, or asked to resign? Yes No If yes, please explain: _____
4. Do you have any relatives currently employed by this organization? Yes No
5. May we contact your present employer? Yes No If no, please explain:

6. For driving jobs only: Do you have a valid driver's license? Yes No
License No _____ Class _____ State _____ Expires: _____
7. Professional License: National State Both
License (specify) _____ License No: _____ By _____ Expires _____

REFERENCES:

Give three references, business or faculty, who are familiar with your qualifications

NAME	COMPLETE ADDRESS (Street, City, State, Zip)	PHONE	OCCUPATION

AFFIDAVIT, CONSENT AND RELEASE

PLEASE READ EACH STATEMENT CAREFULLY BEFORE SIGNING

I certify that all information provided in this employment application is true and complete. I understand that any false information or omission may disqualify me from further consideration for employment and may result in my dismissal if discovered at a later date.

I authorize the investigation of any or all statements contained in this application. I also authorize, whether listed or not, any person, school, current employer, past employers and organizations to provide relevant information and opinions that may be useful in making a hiring decision. I release such persons and organizations from any legal liability in making such statements. A copy of this Affidavit signed by me can be used as my authorization for release of information from my former employers, schools or persons named in this application.

I understand I may be required to successfully pass a drug screening examination. I hereby consent to a pre- and/or post-employment drug screen as a condition of employment, if required.

I UNDERSTAND THAT THIS APPLICATION, VERBAL STATEMENTS BY MANAGEMENT, OR SUBSEQUENT EMPLOYMENT DOES NOT CREATE AN EXPRESSED OR IMPLIED CONTRACT OF EMPLOYMENT NOR GUARANTEE EMPLOYMENT FOR ANY DEFINITE PERIOD OF TIME. IF EMPLOYED, I UNDERSTAND THAT I HAVE BEEN HIRED AT THE WILL OF THE EMPLOYER AND MY EMPLOYMENT MAY BE TERMINATED AT ANY TIME, WITH OR WITHOUT REASON AND WITH OR WITHOUT NOTICE.

I have read, understand and, by my signature, consent to these statements.

Signature _____ Date _____

REFERENCE FORM

Candidate Name:	
Position:	
Date:	
Reference Name:	
Reference Position/Organization:	

Recommended Questions	Questions to Avoid with References
When did (candidate) work for your company?	Any question that relates to race or ethnicity.
Could you confirm starting and ending employment dates? When did s/he leave the company?	Any question that tends to identify the candidate's age if it is not a job requirement. (ex: do you know when the candidate graduate from high school?)
Were you asked to be a reference by (candidate)?	Any question attempting to identify the candidate's nationality, lineage, ancestry, national origin.
What was her/his position? Can you describe the job responsibilities?	Any question related to the candidate's children, child care, ages of the candidate's children, or other subjects that are likely to be perceived by covered group members, especially women, as discriminatory.
Did (candidate) supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe (candidate's) management style? How would you describe her/his supervisory/management skills?	Are there any health-related reasons why (candidate) may not be able to perform on the job?

Part 2: Sample Forms and Documents

How did (candidate) handle conflict? How about pressure? Stress?	Does (candidate) have any physical or mental defects which preclude them from performing certain kinds of work?
Did you act as (candidate's) supervisor? If (candidate) did not report to you, what was your working relationship? Did you evaluate (candidate's) performance? What was noted as needing improvement during this performance review? What do you consider (candidate's) key strengths?	Has (candidate) been hospitalized in the last five years?
How would you describe (candidate's) punctuality?	Has (candidate) recently had a major illness?
Could you rate (candidate's) reliability on a scale of 1-10, 10 being the best?	How many days was (candidate) absent from work because of illness last year?
What was his/her biggest accomplishment while working at your company?	Has (candidate) ever filed for workers' compensation insurance?
How would you describe (candidate's) ability to work as part of a team?	Any inquiry that is not job-related or necessary for determining and applicant's potential for employment.
(Candidate) is being considered for the following position; do you think he/she is a good fit? Why?	Is (candidate) a citizen of the U.S.?
What haven't we discussed that you feel is vital for me to know about (candidate)?	Has (candidate) ever worked for your company under a different name?
Would you re-hire this person? Why or why not?	

REPORTING FORM

NERC strongly encourages the reporting of misconduct. NERC appreciates your willingness to report inappropriate behavior.

This section is about the individual you are reporting. Please provide as much information as possible.

1. Name of Individual you are reporting (First & Last):

Comments:

2. Age or Approximate Age:

3. Gender

Male Female Non-binary

4. Address (City, State required):

5. Position(s) this individual holds or held:

- Coach
- Staff
- Volunteer
- Other / Not sure

6. Club where individual works and/or volunteers or worked/volunteered previously:

Comments:

This section asks questions about the incident or incidents you are reporting. Please provide as much specific information as you are able.

7. Type of Offense (i.e. what happened?)

Part 2: Sample Forms and Documents

8. Where did the incident or incidents take place? (City, State and any other available location information)

9. Please Describe what happened: (Including... Who, What, When, Where)

This section is for information about the victim or victims. If you are the victim and wish to remain anonymous, you may do so. In that case, please enter only your age, city, state, and Club affiliation.

10. Name:

11. Age (or approximate age):

12. Club/School affiliation (if any):

13. Contact phone number (Note, if this person is under 18, please provide contact information for his/her parent or guardian):

14. Contact Email address (if this individual is under 18, please provide contact information for parent or guardian):

15. Gender

Male Female Non-binary

Your Information: You may remain anonymous if you wish. However, providing your information is vastly helpful to a swift and effective investigation. A person reporting alleged misconduct should not fear any retribution and/or consequence when filing a report he or she believes to be true.

16. Name:

Part 2: Sample Forms and Documents

17. Phone Number:

18. Email Address:

19. Club/School Affiliation (if any):

20. Relationship to victim (if any):

- Self
- Parent/Guardian
- Other family member
- Friend or acquaintance
- Staff member, coach or volunteer
- Other or prefer not to say

Other Information

21. If you have any other information that you feel would be helpful to an investigation of the alleged offense you have reported, please enter it here:

INCIDENT REPORT FORM

Incident:	
Reported By:	
Date:	
Individuals (s) Involved:	

Investigated By:	
-------------------------	--

Location of Incident:	
------------------------------	--

Summary of Complaint:	
------------------------------	--

INCIDENT INVESTIGATION REPORT FORM

Statements Provided By:	
------------------------------------	--

Conclusion:	
--------------------	--

Recommendation:	
------------------------	--

ACTION TAKEN:
