



JCC Association
of North America

Creating a Culture of Safety



Special thanks to The Redwoods Group for allowing us to share their information and documents with our field.



Suggested Model for Establishing a Safety Committee for your JCC/Camp

A great way to encourage employee participation in your JCC/Camp safety program is to create a Safety Committee or Team. The committee/team can help share responsibilities of implementing and monitoring a safety program. Typical responsibilities for this committee/team might include:

- Program audits and premises/equipment inspections from the vantage point of both staff and participant safety.
- Incident/Injury reviews for employees, volunteers and members.
- Identifying safety hazards and suggesting corrective measures
- Developing safe work practices for staff and the volunteers that assist in the JCC/Camp
- Identifying the need for and facilitating safety training
- Identifying and promoting activities that encourage staff to support the organization's safety efforts

We encourage every JCC/Camp to have a standing committee that oversees "safety" at a JCC/Camp. This is not a security committee and should function separately from a security committee. A safety committee should be tasked with the goal of providing a workplace and public space environment that is safe for employees and the general public.

Following are suggested steps to form your JCC/Camp's safety committee or safety team:

1. Determine the objectives of the committee/team

The committee/team will focus on JCC/Camp safety. Examples of duties would include:

- Conduct periodic self inspections/surveys
- Review incident/accident reports
- Conduct safety talks/training – this should be consistent and ongoing
- Relate data to the employees concerning the safety program(s)
- Advocates and ambassadors for improving the culture of safety at the JCC/Camp
- Develop a system/create a timeline to monitor updates and progress

2. Determine the size of the committee/team

The group should be neither so small that there is no diversity nor so large that meetings are unwieldy. The volunteers will bring an understanding of outside safety related issues. Generally, 10 to 15 members is a good group size. Our recommendation is that the CEO or COO be on the committee, not necessarily the lead staff and should always be briefed after each meeting.

3. Determine who the specific members will be

Members of the committee/team should be from:

1. Management, preferably CEO, COO, or Facilities Manager, depending on staff size
2. Each basic programming area, e.g., childcare, school-aged-care, fitness, aquatics, camp, youth sports, etc.
3. Each major property-related department, e.g., maintenance, housekeeping, facility, grounds, etc.
4. Transportation, if there is a department
5. At least two members who are interested in safety or risk management and are responsible for reporting back to the board and any volunteers.

4. Senior management involvement

Senior management must support the committee/team so that all staff/volunteers understand and embrace the JCC/Camp commitment to safety. Also, they must ensure that all levels of management are supportive and engaged, and should encourage all members' involvement in the discussions of safety issues and concerns. If senior management opts not to join the committee/team, they should attend the first meeting, provide guidance, review committee meeting minutes and reports, and be available and responsive to questions and concerns the committee/team raises. Remember, top down awareness.

5. Conduct the initial safety committee/team meeting

- Welcome and thank the committee/team members
- Set a schedule for committee/team meetings. Will they meet monthly, quarterly? Establish a firm start and stop time. Select a day, time and place that is as convenient as possible for all committee/team members.
- Determine who will serve as committee/team chair. Discuss the duties of the committee/team and determine which of those should initially receive the highest priority. Examples would include facility self-inspections, conducting incident/accident reviews, and determining safety training topics for supervisors.
- Determine the needs for sub-committees/teams to take responsibility for some of the priority items. Examples would be the audit/inspection group, incident/injury review group, etc. If sub-committees/teams are formed, they can work on projects independently and meet in between full committee/team meetings. They can then report to the next meeting of the larger group. Working via sub-committee/team should also facilitate keeping the length of the full committee/team meetings to an hour or less.

6. Review the progress of the committee/team

At least annually, evaluate the committee's/team's success in helping the JCC/Camp meet its safety goals and objectives. The items should be quantifiable and deliberate. This will allow you and the committee/team to identify progress and deficiencies and further refine its efforts.



JCC Association
of North America

Child Sexual Abuse Prevention

This Child Abuse Prevention Code of Conduct, is reproduced with permission from YMCA of the USA, and adapted to work with Jewish Organizations. It should be signed by all employees to help protect staff, volunteers, members, guests and program participants.

Child Abuse Prevention CODE OF CONDUCT

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|---|--|
| <ol style="list-style-type: none"> 1. In order to protect JCC staff, volunteers, and program participants – at no time during a JCC program may a staff person be alone with a single child where they cannot be observed by others. As staff supervise children, they should space themselves in a way that other staff can see them. 2. Staff shall never leave a child unsupervised. 3. Restroom supervision: Staff will make sure the restroom is not occupied by suspicious or unknown individuals before allowing children to use the facilities. Staff will stand in the doorway while children are using the restroom. This policy allows privacy for the children and protection for the staff (not being alone with a child). If staff are assisting younger children, doors to the facility must remain open. No child regardless of age should ever enter a bathroom alone on a field trip. A minimum of three people, one of whom must be a staff member, should accompany them. 4. Staff should conduct or supervise private activities in pairs - diapering, putting on bathing suits, taking showers, etc. When this is not feasible, staff should be positioned so that they are visible to others. 5. Staff shall not abuse children including: <ul style="list-style-type: none"> • physical abuse – strike, spank, shake, slap; • verbal abuse – humiliate, degrade, threaten; • sexual abuse – inappropriate touch or verbal exchange; • mental abuse – shaming, withholding love, cruelty; • neglect – withholding food, water, basic care, etc. <p>Any type of abuse will not be tolerated and may be cause for immediate dismissal.</p> 6. Staff must use positive techniques of guidance, including redirection, positive reinforcement and encouragement rather than competition, comparison and criticism. Staff will have age appropriate expectations and set up guidelines and environments that minimize the need for discipline. Physical restraint is used only in pre-determined situations (necessary to protect the child or other children from harm), is only administered in a prescribed manner and must be documented in writing. 7. Staff will conduct a health check of each child, each day, as they enter the program, noting any fever, bumps, bruises, burns, etc. Questions or comments will be addressed to the parent or child in a non-threatening way. Any questionable marks or responses will be documented. 8. Staff respond to children with respect and consideration and treat all children equally regardless of sex, race, religion, culture. | <ol style="list-style-type: none"> 9. Staff will respect children's rights to not be touched in ways that make them feel uncomfortable, and their right to say no. Other than diapering, children are not to be touched in areas of their bodies that would be covered by a bathing suit. 10. Staff will refrain from intimate displays of affection towards others in the presence of children, parents, and staff. 11. While the JCC does not discriminate against an individual's lifestyle, it does require that in the performance of their job they will abide by the standards of conduct set forth by the JCC. 12. Staff must appear clean, neat, and appropriately attired. 13. Using, possessing, or being under the influence of alcohol or illegal drugs during working hours is prohibited. 14. Smoking or use of tobacco in the presence of children or parents during working hours is prohibited. 15. Profanity, inappropriate jokes, sharing intimate details of one's personnel life, and any kind of harassment in the presence of children or parents is prohibited. 16. Staff must be free of physical or psychological conditions that might adversely affect children's physical or mental health. If in doubt, an expert should be consulted. 17. Staff will portray a positive role model for youth by maintaining an attitude of respect, loyalty, patience, courtesy, tact, and maturity. 18. Staff may not be alone with children they meet in JCC programs outside of the JCC. This includes babysitting, sleepovers, and inviting children to your home. Any exceptions require a written explanation before the fact and are subject to administrator approval. 19. Staff are not to transport children in their own vehicles. 20. Staff may not date program participants under the age of 18 years of age. 21. Under no circumstance should staff release children to anyone other than the authorized parent, guardian, or other adult authorized by the parent or guardian (written parent authorization on file with the JCC). 22. Staff are required to read and sign all policies related to identifying, documenting, and reporting child abuse and attend trainings on the subject, as instructed by a supervisor. |
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I understand that any violation of this Code of Conduct may result in termination.

Employee Signature

Supervisor Signature

Date

The Redwoods Group thanks and acknowledges the cooperation of the YMCA of the USA for permitting the reproduction of this critical personnel management tool, that has been adapted for JCCs.

The Redwoods Group Insurance Program for JCCs

RISK MANAGEMENT ALERT

TOPIC: Abuse Prevention Information for Parents

As much as we would like to believe otherwise, this world is not necessarily safe for kids. Child abuse is constantly occurring, sometimes even within the safe haven of your association's community. Although you work diligently to combat the problem, you still need help. Critical partners in your fight are the parents, who, when well informed about your child safety protocols, can greatly assist your constant vigilance of all who have potential access to kids. Enlisting parental aid by communicating standards and providing a way to report variance from standards can greatly enhance your feedback and supervision mechanism.

The following should be established zero-tolerance policies that are regularly communicated with parents. Parents should be regularly encouraged to report *any* deviation from these policies immediately.

- A child should never be alone with a staff member (but may be separate, if in full view of others).
- Children should not be contacted by staff except for issues relating directly to currently ongoing activities (i.e., no letters, email, telephone calls, visits, non-association-based excursions, etc.).
- Children should never receive gifts of any kind from individual staff members.
- Children should always be transported in association-identified vehicles (or appropriately identified vendor-operated vehicles), never in a staff member's personal vehicle, and never alone.
- Staff members should not baby-sit members or program participants. If the baby-sitting relationship pre-existed the relationship through your organization, your CEO could make an exception, but a specific acknowledgement and waiver (i.e., the Unsanctioned Childcare Waiver form on our web-site) should be signed by the parents and the babysitting staff member and retained by your facility.
- Parents who become aware of hazing, bullying, or similar behavior should report the incident to facility administrators. Such behavior is often the precursor of peer-to-peer abuse and must be addressed.
- Children should be treated equally with respect to gender, race, religion, culture, or ability. This policy is upheld for both peers as well as staff members.
- Children should be encouraged to discuss their experiences with their parents and to identify any behavior or activity that made them uncomfortable. Parents need to be aware that programs like gymnastics and aquatics require some physical contact between adult and child by to provide the necessary instruction, coaching, and spotting. A single touch in a normally inappropriate place may not be an inappropriate touch if it occurred while trying to prevent an injury, etc.
- Staff members and authorized volunteers should have organization-issued identification, preferably with photograph. The identification should be visible whenever they are working with children.

- Children must sign into and out-of programs each day. Children in programs requiring adult drop-off and pick-up (e.g., childcare) will only be released to pre-authorized individuals.
- Parents should be provided with the names of at least two separate individuals employed by the association whom they may contact if they believe there is an issue of any kind that needs to be addressed.
- Participants and/or their parents should be polled at each program's end both to identify strengths and potential problems and to evaluate the relationship between expectations and experiences.
- Statutes in most states require your facility to report cases of suspected abuse to the authorities.

Please call us at 800-463-8546 to discuss this or any other risk management safety tip, or visit our web site at www.redwoodsgroup.com to learn more about JCC risk management issues.



Template for Child Abuse Prevention Plan

Child sexual abuse and inappropriate contact with children is a pervasive problem throughout the United States that must be managed in a pro-active manner if we are to protect those in our care. The following sample policy helps your JCC's leadership and Board of Directors enact a written plan to manage programs and minimize the potential for an abuse incident to occur.

[JCC NAME] Child Abuse Prevention Plan

The [INSERT JCC NAME] takes the prevention of child abuse very seriously. The JCC understands that child abuse and inappropriate contact of children is a pervasive problem throughout the United States that must be managed in a pro-active manner if we are to protect those in our care. The JCC's leadership and Board of Directors have enacted the following plan to manage our programs and minimize the potential for an abuse incident to occur. If an allegation does occur we will pro-actively work with the authorities and the family to respond in a prompt and empathetic manner.

The [JCC NAME] believes the following policies are vital to the protection of children in our programs and thus they will be shared with and applied to all staff, including volunteers.

1.0 Hiring Practices and Screening

- 1.1 **Applications** – All prospective staff members will complete an application to work or volunteer that includes questions in the following areas: criminal conviction, past work history, education. The application will include a statement that the JCC has a zero tolerance standard for abuse and inappropriate behavior by staff members. All applications will be signed by the individual and maintained in their personnel file.
- 1.2 **Interviews** – Prospective staff members will be interviewed by at least two separate staff members. All interviews will be documented on an approved interview form that ensures consistency of questions asked. During all interviews the prospective staff member will be asked to read the JCC statement on abuse prevention (appendix 1) and verify that they are in agreement with its purpose and that they will abide by its standards if hired.
- 1.3 **Social Security checks** – This involves performing a social security address trace to identify all past addresses. A social security trace is a list from the social security administration of all addresses at which the individual has received a paycheck – it is not simply a verification of the social security number through various credit sources as is provided by many vendors.

- 1.4 **Criminal record checks** – The JCC will conduct a search for criminal activity by any prospective staff member. This search may be through law enforcement agencies or through entities that provide such service and may include: examining local, county, state records throughout the entire country; and searching various registered sex offender lists. Applicants who are returning staff will receive a new check if they have been away from JCC for more than 90 days.

The JCC is strongly committed to protecting its members and the children in their care from all harm. However, a conviction does not automatically generate a rejection of the application – all cases are individually evaluated.

- 1.5 **Reference checks** – The JCC will contact at least three references for all prospective staff. At least one reference must be a *close family member* to the applicant. The reference's responses will be documented on an organization-approved form that specifies questions for uniformity of evaluation. Past employers will be asked if the person is eligible for rehire. Written references will be accepted only with verbal verification by the JCC. If the written reference did not address the questions normally asked, those questions will be asked during the telephone contact. All reference forms must include the date and the printed name and signature of the staff member who completed it.
- 1.6 **File documentation** – All applications, reference checks, Criminal Record Checks and interview notes will be kept in the individual's personnel file that is maintained in the JCC's corporate Human Resources department. If the original must be housed at an off-site location because of licensing requirements, a full duplicate copy will be maintained at the corporate HR office.
- 1.7 **Program volunteers** – Volunteers are staff members, even if they receive no remuneration. The procedures for their utilization are the same as for a paid staff member and points 1.1, 1.2, 1.3, 1.5 above (be sure these include a social security address trace) and 2.1 below must be followed. References will be checked and documented, with the number of references dictated by the volunteer's position. The application may be different and the reference questions vary from those asked of paid employees. Records (or copies thereof) should be kept in the corporate HR office.

2.0 Training and Education

- 2.1 **Code of Conduct** – Staff members will sign and date a copy of the Code of Conduct (or a similar document adapted by the JCC) prior to performing any work duties and annually thereafter. The code of conduct will be maintained in the personnel file. All new staff will have the code of conduct reviewed with them at the time of signing; the signature line should state "I have read and understand the above as explained to me; I agree to abide by all of its conditions."

All departments will review the Code of Conduct during [insert month] each year and will have all staff reconfirm that they understand their expectations as JCC staff members and agree to abide by those expectations. *See appendix 2 for a copy of the document.*

- 2.2 **Child abuse prevention training** – All staff members will participate in the child abuse prevention training that includes training on sexual abusers (choose the appropriate

criterion) – before performing any job function, before working with children in any capacity, within 30 days of hire, or within 60 days of hire. Any staff member who does not complete the training as required will be suspended or terminated. (Choose the appropriate criterion) All staff members or all staff members working directly with children will undergo a review of the training on an annual basis.

- 2.3 **Electronic communication policy** – The JCC has adopted the electronic communication policy attached as appendix 2. The policy will be reviewed with all staff before their regular duties begin and annually thereafter. The purpose of this policy is to eliminate the potential for outside contact with youthful program participants via electronic means. The JCC understands that certain communication is needed as part of program operation; the policy addresses how and when it can occur.
- 2.4 **Follow-up training** – The JCC requires that all staff working with children participate in an annual review of the abuse prevention training. The JCC may perform additional training with staff on identification and prevention of child abuse throughout the year.

3.0 Staff Expectations

- 3.1 **Reporting of suspicious behavior and/or violations of the Code of Conduct** – JCC staff are mandated to report any suspicion of child abuse to the jurisdiction having authority. JCC staff will report to their supervisor any indication of or warning signs concerning abuse involving a child and any instances of staff violating the Code of Conduct. JCC staff who identify suspicious behavior or a violation of policy by a fellow staff person should report the event to their supervisor immediately.
- 3.2 **Being alone with children** – At no time should JCC staff be in a situation where they are alone with a child or children and cannot be observed by others. The JCC will make every attempt to design and structure its programs to eliminate the potential for a staff member to be in a one-on-one situation. JCC staff members are not to have children enter closets or storage areas to retrieve equipment.
- 3.3 **Hugging and touching of children** – Appropriate physical contact is important in the emotional development of all children and children at different developmental levels will need differing degrees of physical contact. Therefore, JCC staff members should not perform frontal hugs of children – hugs should be from the side. The staff member should get down to the child's physical level when possible. JCC staff should not touch children in any body location that would be covered by a bathing suit. Staff members should not pick-up school-aged children (to reduce potential for both abuse allegations and physical injury) and should not allow children to sit on their laps.

The [insert JCC name] childcare and preschool programs have adopted specific guidance regarding physical contact for staff members. Please refer to the childcare staff manual for details of the plan.

- 3.4 **Babysitting and outside contact** – JCC staff shall not provide care (babysit) or instruction or develop/maintain relationships with any children or families they meet through JCC programs. If the staff member has a pre-existing relationship, e.g., for babysitting, the Branch Executive must be notified of the relationship and the relationship may continue. The family will be required to sign a form acknowledging the

family's pre-existing relationship with the staff member and relieving the JCC of any responsibility for the actions of the staff member with regard to that relationship. JCC staff may not have contact, beyond incidental, with children they meet in JCC programs outside of the JCC. This includes but is not limited to:

- extra practices, coaching, or tutoring
- transportation in a non-JCC vehicle
- private special events such as movies, sporting events, or any other similar excursions
- visits to any residence

3.5 **Diapering policy** – When diapering a child, staff will have another staff member in the room and be in a visible area of the room. When assisting a young child with bathroom duties, staff members will not close doors to the bathroom or stall so they can be observed.

3.6 **Supervision standards** – All children who are registered into programs will be supervised by JCC staff at all times. This includes bathrooms, locker rooms and changing areas during day camp or after school. At no time should one staff member have direct care of a single child. If a staff member becomes alone with a child, s/he should promptly move to a location where s/he can be observed by other JCC staff members.

3.7 [Use if necessary -] **Special standards** – The [insert JCC Resident Camp or other JCC program name] varies from this policy because of a unique program design and has incorporated special standards for supervision that are detailed in their staff manual.

4.0 Program Operation

4.1 **Bathroom policy** – Children who are participating in JCC programs are not to be sent to bathrooms without a JCC staff member present. *The buddy system or three children together are not acceptable practices and are not permitted at the JCC.* For single stall bathrooms the JCC staff will be positioned outside of the bathroom to make sure no one else enters the restroom. At minimum, when multiple children are in the bathroom or locker room, JCC staff members will be standing in the doorway so they can have at least auditory supervision of the children. Staff members can and are encouraged to be inside the facilities so they can be easily seen by the children and so they are able to immediately stop any inappropriate activity. This is best done with multiple staff members so individual staff are not subjected to unwarranted allegations. Protocols that address the variety of unusual circumstances possible during outdoor or off-site activities shall be established and made part of that program/activity's operating guidelines.

4.2 **Ratio expectations** – The JCC has enacted the following age group ratios for programs [insert JCC program ratios]. The JCC has established these ratios as minimums, not goals to achieve. Certain programs and activities require more stringent ratios, e.g. [insert known programs or activities present in your programming]. Ratios alone do not equate to effective supervision, but if established ratios cannot be maintained the activity will be changed or additional staff members added.

- 4.3 **Program audits** – Announced and unannounced audits will be conducted of all JCC programs. These audits will look directly at abuse prevention practices. The audits will be performed by branch and organization leadership with all programs audited by organization leadership at least twice yearly.
- 4.4 **Regular computer audits** – The Employee Handbook should clearly outline the access that the JCC will have to all messages, email, internet usage and the like. It should also clearly specify those internet sites that are unacceptable and let the employee know that they will be terminated if they are visiting those or similar sites. The JCC should have systems in place to monitor and record all Internet usage and should audit this regularly to assure compliance with the standards.
- 4.5 **Transportation** – JCC ratios and supervision standards apply during transportation. Staff will spread themselves out in the vehicle and maintain their focus on the children while transportation is occurring. If the children being transported are of multiple age groups, they should be seated by age group, with older children positioned to the rear of the vehicle. Boys and girls generally should not be seated together; children with known relational challenges should also not be placed together. If larger capacity buses are used, staff should monitor behavior by walking through the aisle on a frequent but irregular basis.
- 4.6 **Field trips** – The risks to children change when they are off-site. In order to protect them from predators who may be at fieldtrip locations the following standards will be enacted
- 4.6.1 The ratio of students to staff will be reduced when programs go off-site. The appropriate ratio will be determined based on age of the children and the field trip activity and location.
 - 4.6.2 Staff will check all bathrooms immediately prior to use by the children and will be in the restroom (if not single stall) when being used by a child.
 - 4.6.3 Children’s changing of clothes should take place prior to leaving the JCC facility and if possible should wait until the group has returned to minimize the use of changing facilities in public locations
 - 4.6.4 Picking up of children while on field trips should only be allowed if prearranged and recipient should be required to show proof of ID and sign a receipt for the child.
- 4.7 **Special needs participants** – Special needs program participants are, indeed, more at risk than others and need to be more closely supervised to prevent peer-to-peer abuse and the staff supervising them needs to be more closely supervised to prevent a predator from taking advantage of their impairment to abuse them.
- Special needs volunteers or staff also need better supervision. While the staff member or volunteer may well appear to be an adult, their psychological state may have been arrested at the age of 13 or 14. If so, they will likely be attracted to children of that age, or less, and they will have the urges and impulse control of a child of that age.
- 4.8 **Member expectations around children** – Members are expected to use decent language and act in a positive manner. Members who talk in a sexual manner, perform sexual gestures, sexual acts, or attempt inappropriate contact with a child will have their membership suspended or terminated depending on the degree of the offense. The police may be contacted, if warranted. No use of cameras or cell phones is allowed by

members in the locker room areas. NOTE: Member records can be run automatically against child abuse and sex offender registries for each state, if your organization's software vendor has such capability.

- 4.9 **Special program expectations** – The following JCC programs are recognized as needing specialized controls to reduce potential for abuse. While some of the already-recommended rules may not apply (you can't ban one-on-one contact in a mentoring program, for example), other rules (like feedback systems) need to be increased in intensity or frequency to balance the threats in these programs. Please refer to the abuse prevention strategies for these programs **(sample programs provided below)**.

4.9.1 Mentoring

4.9.2 Leaders club

4.9.3 Etc...

5.0 Parental Education

- 5.1 **JCC child protection policy** – At the start of every program the JCC will provide its child protection policy to parents (appendix 4). The child protection policy provides parents with the babysitting policy, outside contact policy, electronic communication policy, and information on child abuse. Staff contact information will be on the document in case a parent has questions, concerns, or observes a violation.
- 5.2 **Contact information for violation of policies** – The organization or branch will provide both male and female staff contacts that parents can call in case of concern. Staff will receive training on responding to an allegation, child abuse warning signs, and JCC policies so they can effectively respond to concerns and questions. Staff will provide parents with important questions to ask children on a regular basis in order to detect abuse concerns, e.g.,
- Is anyone scaring or threatening you?
 - Is anyone asking you to keep secrets?
 - Has anyone said anything to you that made you feel bad?
 - Is anyone touching you in a way that you don't like?
- 5.3 **Child education** – Children participating in camp, after school, teen programs, and **[insert other programs]** will be informed of the policies staff have agreed to follow regarding physical contact, gift giving and outside contact.

6.0 Responding to an allegation

- 6.1 **Reporting suspicious behavior to a supervisor** – All staff members have received specific training concerning the requirement to report violations of JCC policies immediately to their supervisor. If the supervisor does not effectively respond, the staff members have been trained to notify the next level supervisor. JCC staff are expected to observe other staff members' behaviors, including that of supervisors, and to report any suspicions to that a supervisor.

- 6.2 **Mandated reporter** – All JCC staff members are mandated reporters with regard to child abuse. Any evidence of potential child abuse or observation of inappropriate contact by a parent, staff member or other child will be reported to [Insert State Agency and Contact Information].
- 6.3 **Suspension of staff or youthful offender** – Any JCC staff member who is alleged to have abused a child will be suspended with pay pending the outcome of an investigation by the JCC and appropriate authorities. If the allegation is substantiated, the staff member will be terminated. If the allegation is against a program participant, s/he will be suspended pending the outcome of the investigation. Depending on the severity of the incident the participant maybe terminated from the program.
- 6.4 **Incident investigation** – The JCC will perform an investigation following any allegation of child abuse by a staff member, participant or member. The JCC may utilize its insurance company, The Redwoods Group, or other agencies to interview staff, witnesses and/or children.
- 6.5 **Insurance company contact** – Immediately after an allegation of abuse the JCC will notify its insurance company, The Redwoods Group. Redwoods will be asked to render assistance with the investigation and other items. The following individuals are approved to contact The Redwoods Group: [insert positions]. Only in the absence of all of the above identified staff members should initial contact be made by any other JCC staff member. The phone number for The Redwoods Group is 800-463-8546. Redwoods' after hour crisis hotline number is 877-590-4678.
- 6.6 **Record retention** – Following an allegation against a staff member, their personnel file will be sealed and locked in [insert secure location]. The file will have no items removed or added. It will only be moved from the locked location at the direction of the CEO.
- 6.7 **Working with the media** – The JCC has enacted the media plan outlined in Appendix 5. When the plan is enacted, only the individuals identified in the plan should speak with members of the media. The JCC will develop a media statement.
- 6.8 **JCC Association** – As soon as is practical, or no later than immediately after the initial investigation, [insert CEO] will contact JCC Association to apprise them of the situation and next steps in the investigation.
- 6.9 **Counseling** – After an event the JCC will engage the firm [insert local provider name] to provide consulting services to staff and affected children. This firm or a psychologist of the victim's family's choice will be provided as well. The JCC, in consultation with The Redwoods Group, may offer to cover the expense of counseling in an effort to start the healing process for the victim.

Appendix 1

STATEMENT ON ABUSE PREVENTION (*Share this with the candidate*)

The JCC has a policy that we explain to each of our candidates. The JCC is aware that there may be people who want to work or volunteer here for the wrong reasons. To prevent access to the kids we serve

by those individuals we check every applicant's criminal history and speak with individuals about their character as well as job skills. We structure our programs so that no staff member or volunteer is left alone with a child or other vulnerable individual. We try to prevent any opportunity for abuse and we periodically interview children and others about their experiences in the program. We take all allegations, including those from children, very seriously. We refer all allegations to the authorities for investigation, and we cooperate fully with any investigation. Wrongdoers need to know that this is a very risky place to attempt to abuse children or the vulnerable. This thorough process not only protects the people in our care, but it also minimizes the potential for false abuse allegations against innocent staff members and volunteers. Do you have any questions about our policy?

Appendix 2

Insert Code of Conduct

Appendix 3

Insert Electronic Communication Policy

Appendix 4

Insert child protection policy for parents

Appendix 5

Insert media plan



JCC Association
of North America

Cyber Security



JCC Association of North America

Cyber Security Prevention Resources

Hope all is well with everyone!!

Andy Zhang, JCC Association Manager for Information Technology and I participated in a conference call coordinated by Secure Community Network (SCN). SCN is the national homeland security initiative of the Jewish Federations of North America and the Conference of Presidents of Major American Jewish organizations. SCN was established 2004 as the first national non-profit organization exclusively dedicated to homeland security initiatives on behalf of the American Jewish community and has quickly become a central address for law enforcement, homeland security and community organizations as it relates to the safety and security of Jewish institutions and communities across the United States.

Through information sharing, security awareness, training and security consultation, SCN strives to empower individuals and organizations in establishing a culture of security awareness, preparedness and resiliency throughout our communities.

Here is a synopsis of what we learned:

Over the past year, the issue of cyber security has emerged as a primary threat and concern as it relates to crime and homeland security.

The threat and impact has also grown from simple email scams to complex and deliberate targeted attacks against individuals and organizations.

Governments, corporations and non-profit organizations large and small have been the targets of cyber attacks aimed at defacing websites, disrupting networks, stealing information and damaging systems and infrastructure.

In recent months, a number of Jewish organizations including national agencies, synagogues and camps have reported suspicious cyber incidents.

In just the past few months:

- Multiple synagogues reported suspicious probing activity and visits to various event related pages of their websites. The origin of the activity was reportedly traced back to several countries in the Middle East including Iran.
- The website of a Jewish Day Camp was hacked and defaced. Veiled threats were conveyed to members of the camp staff who were named by name in the posting.
- A national Jewish human rights and advocacy organization was the target of possible cyber criminal activity, the nature and extent of which is currently under investigation

Historically, cyber security has largely been viewed as an IT problem and responsibility. However, with the increased interconnectivity, reliance on digital networks and web-based technology and the explosion of smart phones, the proliferation of cyber attacks has increased exponentially creating a dynamic and growing threat that must be guarded against. Cyber security is an issue all of us must be

concerned with and must understand as we all have a role to play, from IT directors, to CFOs, to CEOs to everyone who are daily "end-users".

Cyber crime and cyber incidents can run the gamut from impacting or shutting down your organizational website or server to stealing and publicizing confidential donor information

Cyber security is not just about security, it is about economics, financial and reputation risk, loss and impact. Therefore, cyber security awareness and effective prevention measures and strategies are imperative to the success and viability of non-profit organizations who rely on donor support and the ability to operate and or recover quickly from a cyber attack.

The key is to train your staff on how to use and monitor your JCC's email, websites, etc. and what information you may make available to the public.

We will be receiving additional information from the call and will pass this along to you as well.

I encourage you to use the following links, one to the Homeland Security website which provides information and offers advice about common security issues for non-technical computer users: us-cert.gov/cas/tips and the other to SCN's website with additional information on Cyber Security: scnus.org

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The Redwoods Group Insurance Program for YMCAs

RISK MANAGEMENT ALERT

TOPIC: Camping and the Cyber-Porn Generation

When campers and staff go home at the end of the day, week, or summer they generally take with them fond memories of their experiences and of the relationships they formed. More and more they are also returning home armed with IM (Instant Messenger) screen-names, email addresses, and profile names for web-based blog services such as myspace.com and facebook.com. Campers and counselors alike are sharing this contact information both within their peer groups as well as with each other. This cyber-savvy generation is better connected than ever before, and the risks associated with this level of instantaneous contact outside of your camp— abuse, cyber-bullying, cyber-dating, cyber-porn and inadvertently shared personal information – are both scary and real; the opportunity for abuse is (either willfully or negligently) profound.

The following statistics may be surprising –

- 87% of youth (about 21 million teens) go online
- 64% of teens do things online that they say that they would not share with their parents
- 54% prefer to be alone when surfing on the net
- 56% of teens have posted a profile (including name and other private information) where others can see it publicly
- 40% trust the people they chat with on the Internet
- 20% have arranged to meet an online friend in person in the real world
- 20% have received a sexual solicitation or approach in the last year.

So, what do we know?

- The most popular websites are myspace.com and facebook.com.
- Myspace.com has over 54 million registered users...about 16 million teen users.
- Facebook.com users are no longer restricted to those attending a participating college-anyone with a valid email address may create a profile.
- Each of the websites have age minimums to register – 14 years old for myspace.com, 13 years old for facebook.
- Searches may be performed on any site by name, email address, or location. Information found in the profiles ranges from completely innocent to profane, from prom date to pornography.

And, what can YOU do? The key to preventing inappropriate conduct between campers and counselors and to protect your campers and staff from potential predators is education.

- NO OUTSIDE CONTACT should be a clear and strictly enforced personnel policy (Code of Conduct) expectation.
- Staff should not share the addresses of their personal web-pages and blogs with campers.
- Staff should be educated about messages that they post on their blogs and profiles – the information could reflect badly on the camp

and/or may adversely influence a potential employer if it is discovered in a web search as part of the firm's hiring practices.

- Educate parents about the NO OUTSIDE CONTACT policies and ask that they partner with you. Parents should be aware if campers and staff are interacting in any medium outside of the programs and should be encouraged to inform you.

Additional information on this subject may be found in the article "At Risk: Cyber World Invasion" found in the 3/13/06 edition of Risky Business, a semimonthly publication of Y-Mutual Insurance, Ltd.

Please call us at 800-463-8546 to discuss this or any other risk management safety tip, or visit our web site at www.redwoodsgroup.com to learn more about YMCA risk management issues.



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