

ELIOT INSTITUTE
Addressing Disrespectful Behavior

(Revised July 2018)

The following camp staff should familiarize themselves with this document: Dean, Board Representative, Youth Advisor, Children's Program Director, and all children's and youth staff members. Behavioral expectations can be found in the companion document *Respectful Behavior Expectations*. Together, these documents replace the prior Respectful Behavior document.

Procedure Objectives

1. Provide a consistent process to follow when incidents of misconduct arise.
2. Stop any misconduct as soon as it is observed or brought forward.
3. Focus on healing and learning for all involved individuals.

Procedure for Addressing Disrespectful Behavior

Procedures and action plans following an incident will seek to manage risk, maintain safety, enhance community, and promote respectful communication.

Because Eliot is one week or less of limited community which is fragile, flexible, and based on trust and goodwill, there are also limits to authority and responsibility. Individuals may have strong feelings, and different levels of skill and/or emotional clarity about such incidents.

Staff is neither equipped nor expected to undertake long-term work with children, youth, parent/guardian/sponsor, or other adults. If an issue becomes too complex for the deans to handle while still managing their other camp responsibilities, the Board Representative should step in and use the "Board Response to Special Problems (BRSP)" procedure.

In particular, the BRSP should be used for major problems which might involve police, lawsuits, liability for Eliot, or endanger the fabric of the community. It should also be used when any ramifications extend beyond the timeframe of one particular camp, especially where continuity of response is required or the issue will need to be discussed by the board. The BRSP procedure is described in a separate document.

Procedure for an Accused Adult

A. Accusation of Inappropriate Behavior

1. An individual may report inappropriate behavior of which they or another camper was the recipient to the Deans or the Board Rep. This is deemed an “accusation.”
2. It is the duty of the Deans or the Board Rep to notify each other of the accusation.
3. The accused party will be treated as innocent until they are found to be “guilty.”
4. If the victim is a minor, their parent/guardian/sponsor must be included in the process.

B. Fact-Finding

1. When an individual experiences inappropriate behavior and reports it to staff, fact-finding is always required before any action is taken.
2. The Deans and Board Rep will together undertake the fact finding process.
3. The Dean and Board Rep will talk with involved parties, one at a time, to develop an understanding of the situation and incident(s). The importance of honesty by the victim, witnesses and alleged aggressor will be emphasized before the interview.
 - First interview the victim alone (if the victim is a minor, their parent/guardian/sponsor must be present). Gather their description of the incident and of any witnesses.
 - Then interview any witnesses one at a time.
 - Interview the accused stating that Dean/Board Rep has heard that an incident of inappropriate behavior has occurred and that a report of what happened has been given by the victim (and witnesses, if present). The Dean/Board Rep then obtains a report from the accused. Ask the accused if they would like additional witnesses to be interviewed (without listing those interviewed until now)
4. If the accused acknowledges the incident as inappropriate that acknowledgement will be shared with everyone involved. The Dean/Board Rep may wish to facilitate a conversation between the accused and the victim, if both parties agree.
5. The accused may not view the incident as disrespectful or inappropriate, stating that there is “another side to the story.” If additional witnesses are named by the accused, they will be interviewed next.
6. Eventually the Dean/Board Rep must use their best judgment to assess the situation for its possible misconduct or disrespect.

C. Taking Action

1. Following the fact finding, the Dean will write a brief incident report with consultation from the Board Rep. Consultation with the Camp Chaplain is also recommended.
2. Dean and Board Rep shall evaluate the facts and agree upon
 - the actions to be taken
 - what shall be communicated to those involved
 - who shall communicate the action to those involved
3. Dean will file this incident report, with its follow-up actions, with the camp Dean’s Report at the end of the week.

Procedure for an Accused Youth (Middle School and High School Aged)

If the alleged action took place during the scheduled children's/youth program, these procedures will be led by the Youth Advisor or Children's Program Director, depending on the age of those involved. Under certain circumstances, they may designate an alternate to take the lead.

If the alleged action took place outside of the scheduled children's/youth program, the responsibility for resolution falls to the Dean/Board Rep. The Youth Advisor or Children's Program Director may be invited to participate in the process (as they will likely have greater familiarity with the accused), but are not expected to resolve issues that occur outside of scheduled program time.

The term "Program Supervisor" will be used in place of "Youth Advisor, Children's Program Director, or designated staff member" for the remainder of the document.

If the accused is under age 11, (i.e., younger than those in the MAG program) these guidelines may be adjusted at the discretion of the Program Supervisor, Dean, or Board Rep to make the consequences age appropriate.

A. Accusation of Inappropriate Behavior

1. An individual may report inappropriate behavior of which he/she or another camper was the recipient to the Program Supervisor, Dean, or the Board Rep. This is deemed an "accusation."
2. If the Dean/Board Rep is initially notified, it is their duty to notify each other and the Program Supervisor of the accusation.
3. Program Supervisor informs the Dean of the situation, and whichever staff member is responsible will talk with the parent/guardian/sponsor(s) of those immediately involved, explain the situation and the course of fact-finding that will be undertaken.
4. The accused party will be treated as innocent until they are found to be "guilty."

B. Fact-Finding

1. The Program Supervisor or Dean/Board Rep will talk one-on-one with involved parties to develop an understanding of the situation and incident(s). The importance of honesty by the victim, witnesses and alleged aggressor will be emphasized before the interview. Parent/Guardian/Sponsor(s) of those immediately involved are welcome to accompany their child during any interview.
 - First interview the victim alone. If the victim is a minor, notify their parent/guardian/sponsor and invite them to be present. Gather their description of the incident and of any witnesses.
 - Then interview any witnesses one at a time.
 - Interview the accused stating that they have heard that an incident of inappropriate behavior has occurred and that a report of what happened has been given by the victim (and witnesses, if present). The Program Supervisor or Dean/Board Rep then obtains a report from the accused. Ask the accused if they would like additional witnesses to be interviewed (without listing those interviewed until now).
2. If the accused acknowledges the incident as inappropriate that acknowledgement will be shared with everyone involved. The Program Supervisor or Dean/Board Rep may wish to facilitate a conversation between the accused and the victim, if both parties agree.

3. The accused may not view the incident as disrespectful or inappropriate, stating that there is “another side to the story.” If additional witnesses are named by the accused, they will be interviewed next.
4. Eventually the Program Supervisor or Dean/Board Rep must use their best judgment to assess the situation for its possible misconduct or disrespect.

C. **Taking Action**

1. Following the fact finding, the Program Supervisor or Dean/Board Rep will write a brief incident report in consultation with other leaders who have been involved. Consultation with the camp chaplain may also be appropriate.
2. The Program Supervisor and the Dean/Board Rep shall evaluate the facts and agree upon
 - the actions to be taken
 - what shall be communicated to those involved
 - who shall communicate the action to those involved
3. If initial one-to-one discussion with the involved youth or child is unsuccessful in modifying inappropriate behavior, the Blueprint (see *Addendum*) shall be used. Parent/Guardian/Sponsors must always be notified prior to any action involving the Blueprint.
4. The Program Supervisor or Dean/Board Rep will file this incident report, with its follow-up actions, with the Dean at the end of the week.

ADDENDUM

Blueprint for Consequences for Disrespectful Behavior Involving Middle School and High School Program Youth (ages 12-18)

(See chart next page)

- The Blueprint is a matrix of clear consequences that may be applied by staff to manage situations where a youth has engaged in inappropriate behavior when initial efforts to re-direct negative behaviors are not successful.
- It maps a series of escalating response by the staff, and provides a pathway for enforcement when the fragile and flexible community trust is broken.
- Parent/Guardian/Sponsors may suggest other consequences or restorative actions.
- If the accused is under age 11, (i.e., younger than those in the MAG program) these guidelines may be adjusted at the discretion of the Program Supervisor, Dean, or Board Rep to make the consequences age appropriate.
- Other Restorative Justice responses that may be considered instead of or prior to using the Blueprint:
 - Youth fills out “Think about it” form” before returning to the group
 - Youth does community service
 - Youth gives sincere written/verbal apology to victim/youth group/community.
 - Youth meets with professional adult to construct own "restorative pathway."

Blueprint Key: PS = Program Supervisor (Youth Advisor or Children's Program Director)

Blueprint Key: BR = Board Rep

Blueprint Key: Early Curfew = 1 hour before regular curfew

Blueprint Key: Parent = Parent(s), Guardian(s), or Sponsor(s)

BEHAVIOR	FIRST RESPONSE (Upon direct observation or after fact-finding)	SECOND RESPONSE (Upon direct observation or after fact-finding)	THIRD RESPONSE
DUWOP Violation (minor) (Don't Upload Without Permission)	Immediate removal of photo or video uploads PS or BR talks with youth PS or BR talks with parents (+/- youth present)	Immediate removal of photo or video uploads Confiscation of electronic device until end of camp. Device to be held by parents. PS or BR talks with youth PS or BR talks with parents with youth present	Immediate removal of photo or video uploads Confiscation of electronic device until end of camp. Device to be held by BR. PS, Dean, BR talk with youth with parent present. Warning given that next offense will result in leaving camp.
DUWOP Violation (serious): Upload of photo or video showing harmful, aggressive, or sexual content.	Immediate removal of photo or video uploads Confiscation of electronic device until end of camp. Device to be held by parents. PS or BR talks with youth PS or BR talks with parents with youth present	Immediate removal of photo or video uploads Confiscation of electronic device until end of camp. Device to be held by BR. PS, Dean, or BR talk with youth with parent present. Warning given that next offense will result in leaving camp.	Youth leaves camp
Teasing (name-calling, unwelcome or degrading teasing.) Refusal to follow staff instructions; physically leaving the supervision of staff during program	One-on-one warning with description of specific complaint. PS or Dean/BR talks with youth Program Supervisor or Dean/BR talks with parents (+/- youth present)	Early Curfew x1 (enforced by parents) PS or Dean/BR talks with youth PS or Dean/BR talks with parents with youth present	Youth - skip dance (miss or leave camp early) PS, Dean, Board Rep talk with youth with parent present. Warning given that next offense will result in leaving camp. Youth may be required to be accompanied inside and/or outside of program at all times by a responsible adult or guardian. May leave camp at this time.
Relational Aggression (humiliating, spreading rumors, excluding others, harmful practical jokes, threatening to isolate or harm, disrespecting another's property, coercing, manipulating power in a relationship.) Physical Aggression (hitting, tripping, pushing, shoving, slapping, grabbing, spitting at, taking or destroying property) Intimidation (hazing, or any act that injures, degrades or disgraces another; racial, ethnic or sexual name calling)	Early Curfew x 1 (enforced by parents) PS or Dean/BR talks with youth PS or Dean/BR talks with parents with youth present	Early Curfew x 2 (enforced by parents) PS, Dean, Board Rep talk with youth. Warning given that next offense will result in leaving camp. Youth may be required to be accompanied inside and/or outside of program at all times by a responsible adult or guardian. May leave camp at this time.	Youth leaves camp
Extreme Physical Aggression (intentional punching, kicking and similar behavior that may injure others)	PS, Dean, Board Rep talk with youth. Warning given that next offense will result in leaving camp. Youth may be required to be accompanied inside and/or outside of program at all times by a responsible adult or guardian. May leave camp at this time.	Youth leaves camp. Youth talks with parent with staff, Dean and Board Rep. Possible law enforcement involvement.	