



HUGH O'BRIAN YOUTH LEADERSHIP

# FACILITATOR HANDBOOK

**2010**

*Your guide to becoming an OUTSTANDING Group Facilitator*



Revised March 2010

## **HUGH O'BRIAN YOUTH LEADERSHIP**

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**W**elcome to HOBY and thank you for donating your time and talents to serve as a HOBY facilitator! HOBY programming is unique and dynamic, so while your role as a facilitator may entail many things you expect or have experienced in working with youth before HOBY, much of your role will be a brand new experience. Both for new facilitators and repeat HOBY facilitators, each seminar is a new and enriching experience as we mentor young people in their leadership journeys. This manual, along with the Director of Facilitators, Leadership Seminar Chair, and the Corporate Board President are all excellent resources to help you understand and execute your role as a HOBY facilitator.

Understanding the purpose and mission of Hugh O'Brian Youth Leadership (HOBY) is vital in fulfilling the role of a leadership seminar facilitator. As a volunteer in one of HOBY's programs across the country and the world, you should understand and believe in the philosophy stated by the organization. By agreeing to serve as a HOBY facilitator, you have taken on the responsibility of pursuing the organization's purpose and mission. Through lending your time and talent to the weekend seminar, you will further HOBY's cause.

## HOBY'S MISSION AND PURPOSE



Throughout the seminar weekend, we encourage you to frame your group's activities and discussions in HOBY's founding principles.

### MISSION

The mission of Hugh O'Brian Youth Leadership is to inspire and develop our global community of youth and volunteers to a life dedicated to leadership, service and innovation.

### VISION

To motivate and empower individuals to make a positive difference within our global society, through understanding and action, based on effective and compassionate leadership.

### ETHICS

HOBY trustees, volunteers, and staff hold themselves to the highest standards of conduct. Protection of the mental and physical well being of the students and respect and appreciation for all individuals is paramount.

EMPOWER • LEAD • EXCEL

CORE VALUES

## CORE VALUES

### VOLUNTEERIS

Volunteerism is the heart and soul of our organization. We appreciate the myriad contributions of our volunteers, and recognize the power of thank you and of giving back. We seek to promote and encourage service among our stakeholders. We recognize and value the positive accomplishments that volunteers can achieve by working together. We believe that volunteers are positively impacted by our programs as much as the youth and communities we serve.

### INTEGRITY

Integrity forms the foundation of our organization. We demand the highest level of ethics. We grow our organization based on interactions that promote mutual trust and respect with our stakeholders and partners. We strive to ensure the highest level of organizational effectiveness by continually reviewing our programs and processes to improve quality and efficiency.

### EXCELLENCE

We strive to continually raise our programs and business to new levels of excellence. We encourage entrepreneurship and innovation in business, education, and social responsibility. We develop creative solutions to address challenges and to utilize opportunities. We believe that leadership skills can and should be continually improved and refined.

### DIVERSITY

We value and embrace diversity. We seek out views that reflect all walks of life, and reflect those views in our programs. We are sensitive to the special needs and diverse backgrounds of individuals. We give all individuals an equal opportunity to be heard and to benefit from our programs.

### COMMUNITY PARTNERSHIP

We value community partnerships. We recognize the importance of working with community organizations to strengthen our supportive network. We value the input we receive from our community partners, and strive to work together cooperatively and constructively for the betterment of all.

## HOBY PROGRAMS



HOBY has four program offerings – the Community Leadership Workshop (CLeW) for high school freshmen, the Leadership Seminar for high school sophomores, the World Leadership Congress (WLC) for rising juniors (Ambassadors must have attended a leadership seminar in order to be eligible for WLC), and Alumni Programs for all HOBY alumni.

### Community Leadership Workshops

High School  
FRESHMEN

### Leadership Seminars

High School  
SOPHOMORES

### World Leadership Congress

Rising High School  
JUNIORS

### Alumni Programs

ALL HOBY ALUMNI

**The Community Leadership Workshop (CLeW):** is a one-day introductory HOBY leadership training for high school freshmen. CLeWs provide face-to-face interaction between freshmen

students and distinguished leaders from all walks of life. Students participate in team-building activities, take part in community service projects, and listen to presentations given by motivational speakers and local community leaders. CLeWs are initiated and organized by HOBY volunteers, and are sponsored by local service clubs or companies. High schools are invited directly by the planning committees to select freshmen students to attend. The number of schools and students invited to participate in a given CLeW is determined by the committee.

**Leadership Seminar:** Known as HOBY's flagship program, the Leadership Seminar is designed for high school sophomores to recognize their leadership talents and apply them in becoming effective, ethical leaders in their home, schools, workplace and community. The high level of energy, encouragement and motivation as well as the interaction with peers, panelists and volunteers are important elements in nurturing the students' future leadership roles. Since students represent their high schools and communities at our seminars, they are called Ambassadors.

**World Leadership Congress:** Upon completing a Leadership Seminar, U.S. high school sophomores have the opportunity to advance to HOBY's next level of leadership programs known as the World Leadership Congress (WLC). The WLC is HOBY's oldest program and the only one open to international students aged 15-17. The WLC brings together youth with demonstrated leadership potential to interact with accomplished professionals and influential leaders. Each year, approximately 400 students representing 20 countries attend this unique international program comprised of speakers' panels, interactive workshops, field trips, and more. HOBY's student Ambassadors emerge from the WLC more mature individuals, cognizant of the world around them, and ready to make meaningful contributions to their communities. If your site participates in the WLC selection process, you will likely be completing confidential evaluations of your group members throughout the weekend. More information about the WLC judging process is included later in this manual. Make sure to ask your Director of Facilitators about this process at your seminar, as they may not want you to discuss the WLC selection process with your group members until after the seminar is over.

**HOBY Alumni Programs:** Alumni of any of HOBY's programs also have the opportunity to continue their leadership and volunteer experiences through a network of local HOBY Alumni Chapters. Through on-going community service, instructional workshops and fellowship activities, HOBY alumni are able to maintain their educational and leadership growth. Alumni programs are developed and executed by the alumni, with guidance from experienced HOBY volunteers. Many alumni also return to HOBY to volunteer as leaders in developing and planning the Leadership Seminars, WLC and CLeWs.

## SEMINAR COMMITTEE OVERVIEW



HOBY revolves around volunteers who care about young people, beginning with the Ambassador experience. HOBY seminars are planned by volunteers, and planning begins a year in advance of the seminar. Seminar planning committee members work as a team to pull the whole seminar together. Each committee member has been assigned specific responsibilities for the seminar. It is to your advantage to be aware of each person's role. If a problem occurs or questions arise, you should know where to get the best response.

Facilitators, especially those new to HOBY, are not expected to be experts on all aspects of HOBY. You should, however, know where to find the answers. Do this by familiarizing yourself with the HOBY committee members and their duties in respect to the seminar. The seminar committee is excited to receive your time and effort for the weekend and will be enthused to answer your questions. Your first point of contact for questions and assistance is your Director of Facilitators. You should also feel comfortable going to the Leadership Seminar Chairperson with any serious issues.

## FACILITATOR SELECTION



Careful consideration has gone into your invitation to serve as a HOBY facilitator. Perhaps the most memorable part of the seminar weekend for each Ambassador will be the group interaction in which you will be very influential. The seminar committee is aware of the importance of providing students a facilitator who can serve as a role model, mentor, and adult who provides safe boundaries and maintains the seminar rules. This is a challenging task. You have been chosen because the committee has confidence in your abilities. Your abilities and talents in working with others will serve as the base you need as you work within HOBY's program dynamics. At this point, you may be wondering, "What is a facilitator?"

- often viewed as a **neutral third party, content neutral individual** who helps to increase the effectiveness of a group or organization by helping with group process
- advocates for **fair, open** and inclusive procedures and does not advocate a particular point of view
- is the process expert and can **help improve** the way the group identifies problems, solves problems, and makes decisions
- Someone who **draws out participation** from everyone
- Someone who **organizes the work** of a group
- Someone who **makes sure** that the **goals** are **met**
- Someone who **provides structure** to the work of a group.

IS...  
A FACILITATOR

Some of the most important skills you will exercise this weekend include being able to work within a predetermined schedule, the willingness to follow rules and guidelines, the enjoyment of teenagers, common sense, and a sense of humor. Now that you have agreed to serve as a facilitator for HOBY, you may still be wondering, "What does a facilitator do exactly?"

HOW TO BE A HOBY  
FACILITATOR

- keep your group together and on time
- facilitate small group discussions
- keep your group focused and balanced
- watch for safety concerns
- pay attention to interactions within your group
- be an enthusiastic role model
- think first and foremost about Ambassadors' experiences
- keep a sense of humor
- report concerns to the Director of Facilitators or LSC as they arise
- stay organized

Although the seminar may be only a few short days, the influence you may have on these students will not be short term. Few high school sophomores have ever experienced a

weekend such as this and probably never will again. The impact on their lives and their futures will be great. You will play a tremendous role in creating a positive HOBY experience. This, of course, is a lot of responsibility, but it's also a pretty great privilege. If you've never experienced a HOBY seminar before, we enjoy telling you this up front so you know what you're working so hard for all weekend.

## TIME COMMITMENT



Because the facilitators play such an important role in the seminar weekend, it is **ABSOLUTELY MANDATORY TO BE AVAILABLE FOR THE ENTIRE SEMINAR**. Partial attendance would be very disruptive to the Ambassadors. Prior to the seminar, facilitators must attend a training session to become familiar with their role. Also, as described later, many seminar committees request the facilitator to contact the Ambassadors by phone or letter prior to the seminar weekend. Not only do you need to be physically present during the entire seminar, but you must also be mentally present with all of your energy. It is important that you be a good role model to the students, which includes being on time for everything, paying attention and staying alert during all discussions, speakers, and activities, and basically serving by example in every way you can. You should not take phone calls or text messages in front of Ambassadors, and if you must step away from your group for an emergency, make sure you have left an adult in charge, following whatever policy your Director of Facilitators and Leadership Seminar Chair have set for this instance.

## HOBY TERMS AND ACRONYMS



Here are some HOBY terms and acronyms you may hear used during the seminar weekend. Feel free to join right in and use them yourself!

<b>LSC</b>	<b>Leadership Seminar Chairperson</b>	<b>PMA</b>	<b>Positive Mental Attitude</b>
<b>CP</b>	<b>Corporate Board President</b>	<b>L4S</b>	<b>Leadership for Service</b>
<b>DF</b>	<b>Director of Facilitators</b>	<b>AA</b>	<b>Alumni Advisor</b>
<b>DR</b>	<b>Director of Recruitment</b>	<b>DO</b>	<b>Director of Operations</b>
<b>WLC</b>	<b>World Leadership Congress</b>	<b>DP</b>	<b>Director of Program</b>
<b>RPD</b>	<b>Regional Project Director</b>	<b>DNP</b>	<b>Director of National Program</b>

**Ambassadors:** Students who are attending the HOBY seminar.

**DNP:** Director of National Programs—this is a HOBY staff member who supervises your seminar affiliate throughout the year. If it is your seminar's year for a site visit, then you may meet your DNP in person.

**Junior Staff or Team Alumni:** Volunteers under the age of 21 who are almost always HOBY alumni.

**OUTSTANDING:** HOBY's word of choice to describe all good things, such as PMA, response to speakers, thank you's to volunteers.

**Example:** "Facilitators, how is your PMA?" You would stand and answer, "Outstanding!" Remember, the key part of "outstanding," is "standing," so we always stand when we say it. Different sites may have key twists on it such as a following cheer, and your LSC will teach you that.

**RPD:** volunteer selected to perform a key leadership role for one of HOBY's regions and reports to their Director of National Programs.



**A**ll seminar committees will hold a pre-seminar training session that is a priority and mandatory for all facilitators. The training session is a time to learn about HOBY, become familiar with the rules, policies, and guidelines for the weekend, and to discuss your role as a facilitator. It is an invaluable opportunity to share ideas and clear up any questions you may have about the job or the program itself. Attending the training is mandatory.

This event usually takes place about two to four weeks prior to the weekend with a supplemental training session the night before the seminar begins. Some seminars hold the training session the day before the seminar, especially if many facilitators are travelling from a distance. In either case, plan your schedule to include these training sessions. Without prior training, a good portion of the seminar is lost trying to gain a feel for the program, which is a waste of the valuable time you will be spending with your Ambassadors. You will also feel more comfortable and prepared for your role as a facilitator after attending the training and having the opportunity to ask questions and interact with the rest of the volunteer team.

## TEAM ALUMNI/JUNIOR STAFF



Team Alumni or Junior Staff (either term might be used depending on what your seminar committee chooses) are volunteers who are older than the Ambassadors, but are under the age of 21. These are almost exclusively students who have attended the HOBY seminar themselves.

Junior staffers serve different roles at each seminar, depending on what the seminar committee and alumni advisor have decided for that year. Often, junior staffers are paired with facilitators to help you in your role with your group throughout the weekend. In this case, your assigned alumni member will be a part of your group for the duration of the seminar. Team Alumni members, or junior staffers, are invaluable resources because of their knowledge of HOBY, enthusiasm for the seminar, and desire to serve in a volunteer role. Since Team Alumni members, or junior staffers, are not yet 21, they are subject to all of the same rules and regulations as Ambassadors. For example, they will be subject to bed checks and need to model the buddy system with same-sex Team Alumni or junior staff members. It is really important that these rules are followed closely, even though junior staffers are older than Ambassadors. Often, Ambassadors identify very closely with Team Alumni or junior staff members, so that makes it especially important for them to be good role models.

At the same time, Team Alumni members will have more responsibility than Ambassadors. Like you, they will participate in a training prior to the seminar and will have specific roles to fulfill throughout the weekend. While many may be assigned to specific groups, others may help behind the scenes assisting seminar committee volunteers such as the Leadership Seminar Chair. During pre-seminar training, all of the adult volunteers should get to know the Team Alumni/junior staff members and everyone should review their roles and responsibilities. While your primary role is to supervise and guide Ambassadors, you will also

be mentoring and supervising junior staff to a certain degree. You need to make sure they adhere to the Ambassador rules and regulations. It is also important for junior staff members to remember that the seminar is first and foremost meant for Ambassadors, so while they may be asked to guide certain discussions or begin activities, they are always supposed to move aside for Ambassador participation. Sometimes Team Alumni members have to be reminded that they had their Ambassador experience and it is now another group's turn. Your seminar will have a Director of Team Alumni/junior staff; often, this role is fulfilled by the Alumni Advisor. If you have any questions or concerns regarding junior staff, you should address them to the Director of Team Alumni/junior staff.

If a Team Alumni or junior staff member has been assigned to your group, you should have an idea of how you and your junior staffer will work together for the best interest of your group. This will often be laid out by the Leadership Seminar Chair or Director of Facilitators and Director of Team Alumni/junior staff during training. Then, you and your Team Alumni/junior staff member(s) should have time to meet before the seminar begins. Team Alumni/junior staff are very helpful in making Ambassadors feel comfortable, drawing out Ambassadors who may not be participating or bonding with the group right away, serving as same-gender buddies if someone does not have a buddy at the moment they need one for the buddy system, familiarizing you and the Ambassadors with HOBY cheers and icebreakers, throwing out sample discussion questions if the discussion stalls, displaying enthusiasm and a positive attitude at all times, and many other functions. You should value your Team Alumni/junior staff member as part of your team and make the most of them as a great HOBY resource and enthusiast.

## **AMBASSADOR RULES & REGULATIONS**



Your Director of Facilitators may develop a customized list of rules and regulations to be followed by all Ambassadors in addition to the rules required by HOBY International. You should be familiar with these guidelines prior to arriving on site. Ask for a copy of the rules and regulations and acquaint yourself with them. Insist that your Ambassadors abide by these rules.

One tenet of the HOBY program is respect for others, and the seminar rules are an important aspect of respect during the seminar weekend. We absolutely respect the Ambassadors' opinions and treat them as young adults during the seminar weekend. In return, everyone is required to work within the same set of rules. These rules allow for a smooth weekend when we are working on a tight schedule while ensuring the safety of many Ambassadors and volunteers. Before the seminar weekend, each Ambassador has signed off on a copy of the rules along with their parent or guardian. As facilitators, you should strive to follow the same guidelines as the Ambassadors so that you are a good role model.

If you feel a rule is harsh or unjust, please consult with the Director of Facilitators prior to the seminar. Ambassadors cannot be allowed to ignore the rules, so it is necessary for all rules to be enforced consistently by each facilitator. Therefore, it is important and helpful to resolve any concerns you have about the rules before the Ambassadors arrive.

The Ambassador Rules and Regulations as provided by HOBY International are:

## HOBY AMBASSADOR RULES AND REGULATIONS

So that this seminar may be conducted as smoothly and efficiently as possible, we ask that you observe the following rules. Any participant who does not abide by these rules and regulations will be dismissed from further participation. Your parents will be notified immediately of any violation of the Rules and Regulations, and they will be instructed to have you removed from the facility. Your school will also be notified of your dismissal from the program.

1. **YOU MUST MAKE A COMMITMENT TO STAY FOR THE ENTIRE SEMINAR, INCLUDING OVERNIGHT.** If you have a scheduling problem, we strongly suggest offering the weekend to your school's alternate.
2. You are expected to be on time for all seminar functions and attend all scheduled activities, including meals.
3. You must wear your HOBY nametag at all seminar functions.
4. No outside guests are allowed in or around the seminar facility except for closing ceremonies.
5. You must stay within your assigned group during sessions. If you must leave a session, gain permission from your group facilitator and wait for adult staff members to escort you. No Ambassador is to leave the facility except for scheduled seminar events.
6. Room visitation by members of the opposite sex is not permitted.
7. No smoking, no drinking of alcoholic beverages and no unauthorized drug use is permitted.
8. No weapons, including but not limited to guns, knives (including pocket knives), pepper spray, mace, and similar items.
9. Any Ambassador who has a medical problem that requires special care, treatment or medication must inform his or her group facilitator.
10. In case of emergency, contact your group facilitator or come directly to the Operations Room. There are chaperones and facilitators available 24 hours a day and they can be contacted at any time.
11. Lock your room door at all times, whether you are in it or not. Notify the security staff on-duty immediately if you need assistance.
12. Use the "Buddy System" when moving throughout the facility without your facilitator.
13. Ambassadors are not permitted to use the telephone in their rooms for outside calls. For all outside calls, use public pay phones in the hotel/dorm lobby.

14. Payment for any extra charges billed to a room (i.e., lost keys, lost towels, movies, room service, etc.) will be the responsibility of all Ambassadors assigned to that room.
15. Ambassadors are not allowed to make room changes. You must be in your assigned room at the announced curfew and must remain in such until the start of activities the next morning.
16. You must observe the morning wake up call, which will be one hour prior to the first scheduled activity each day.
17. Respect the rights of other facility guests and enter only those rooms and floors in which seminar-related activities are being held. Keep noise to a minimum.
18. Refrain from entering the Operations Room, except in case of an emergency.
19. Personal electronic/communication devices (iPods, MP3 players, Cell phones, handheld video games, etc.) are not allowed to be used during scheduled seminar functions. HOBY strongly discourages participants from bringing these devices to the seminar, if you do bring these items to the seminar; they are your sole responsibility.
20. The following attire is not permitted at any time: strapless/tube tops, tops with spaghetti straps, tank tops, bare midriffs, exposure of undergarments, short shorts, mini skirts, excessively tight clothing, clothing with profane or offensive language or graphics, torn clothing, and clothing with holes.
21. Conduct yourself with the highest level of decorum, morals, ethics, and conduct appropriate for a chosen representative of your school.

## **FACILITATOR CONDUCT GUIDELINES**



Facilitators must be 21 or older, complete an annual volunteer application on HOBY Online, complete an annual background check form, and sign HOBY's Code of Conduct. On the whole, the facilitating staff should also follow many of the same rules and regulations observed by the Ambassadors. However, there are additional requirements and guidelines that must be adhered to by facilitators and staff alike.

The importance of these policies cannot be stressed enough by the local seminar committee, or HOBY International staff. As the number of Ambassadors served by HOBY increases each year, so does the potential for mishaps. Our first concern is the safety of the Ambassadors, Team Alumni/junior staff, and adult volunteers; the rules in place are meant to ensure every precaution possible. As volunteers, we must also follow all policies and procedures to protect against lawsuits, misconduct, and other personal liability issues. Caution must be taken at every level to guarantee the safety and wellbeing of every Ambassador and to protect the organization from unnecessary lawsuits. The first goal of any HOBY event is to return HOBY Ambassadors to their families at least as well as they came to the program.

Trustees for the legal protection of both HOBY and the volunteers have adopted the HOBY Risk Management Policy and other rules. While a synopsis is provided below, please see the appendix titled Risk Management Demystified for more information.

Athletic or other sporting activities such as baseball, running, softball, football, soccer, basketball, volleyball, racquetball or similar activities **ARE NOT PERMITTED**. HOBY is insured as an educational organization that does not include sporting activities. Other activities, such as horseback riding, scuba diving, surfing or skiing, **ARE ALSO STRICTLY PROHIBITED**. Swimming is permitted in pools properly monitored by certified lifeguards. No one, adult or Ambassador, is permitted to swim alone.

On tours and special activities, Ambassadors must always use the buddy system. Never extend permission for an individual to stray from the group without another student or two adults to accompany him/her.

It is policy of HOBY that NO adult leader, including HOBY staff or junior staff, may be alone with a student in a sleeping room or function room. Further, NO male adult or female is permitted alone in a sleeping room of under-age Ambassadors. If a sleeping room is to be entered in an emergency, **TWO ADULTS ARE REQUIRED**, and must be of the same sex as the student whose room is being entered. During bed-checks, facilitators ask Ambassadors and Junior Staff/Team Alumni to come to the door for verification rather than adults entering the sleeping room.

Under no circumstances should you transport a student in a private vehicle. The Director of Transportation should arrange for commercially provided transportation services when there is such a need.

Aside from guidelines established to protect HOBY legally, certain performance guidelines have also been set to provide the best possible HOBY experience for all Ambassadors attending a HOBY Seminar.

Some of the rules to keep in mind during the weekend are as follows:

1. Remember you are a role model for your Ambassadors. You should be on time and present at all events. During session and activities, show common courtesy and attentiveness as is expected of the Ambassadors.
2. Use of alcohol and unauthorized drugs is not permitted at any time. Smoking is permitted only away from the view of Ambassadors and junior staff, and only at times and places appropriate as identified by your Director of Facilitators.
3. Enforce the same Ambassador rules among your group that the entire group is asked to follow. Providing special permission for your Ambassadors to deviate from the rules is not fair to the other Ambassadors.
4. Be available at all times for a student who may need your assistance.

5. During your bed check and wake-up call assignments, always work in teams of the same gender as the section you are working in. At bed checks, each student in the room should come to the door and show their face rather than you entering the sleeping room.
6. Do not take your group to activities outside of the scheduled events for the weekend. The group must participate in all sessions, meals, and events.
7. Act as a facilitator of learning, not dominator, for group discussions.
8. Follow assignments and requests as given by the Director of Facilitators or voice your concern with the request one on one. Never voice concerns in the presence of the Ambassadors. Keep in mind that Ambassadors are constantly watching adult volunteers as examples.
9. Keep all WLC judging materials and processes **AWAY FROM** all Ambassadors. **DO NOT** discuss the final results with the Ambassadors, even after the close of the seminar. This only results in hurt feelings.
10. Accentuate the positive and try to avoid discussion on negative aspects of the seminar, other Ambassadors, or staff members.
11. Be aware that your Director of Facilitators is there for advice and direction throughout the course of the weekend.

## MANDATORY POLICIES



The policies listed below are included as appendices to this manual and should be reviewed in entirety by your Director of Facilitators.

- Background Check and Child Protection Policy
- Code of Conduct
- Mandatory Reporting Policy
- Medication Policies and Protocols
- Non-Discrimination Policy
- Risk Management Demystified
- Sexual Harassment Policy
- Supervisory Volunteer Age Requirement

## EMERGENCY PROCEDURES



In the case of an emergency, the facilitator is responsible for following the guidelines provided by the Leadership Seminar Chair. At your training session, make sure that you are given complete and written instructions regarding any and all emergency procedures for all buildings and venues.

In order to attend, all Ambassadors have turned in medical history and consent and release forms. You will be informed of any special medical needs for Ambassadors in your group, as well as HOBY's Medical and Privacy Policies.

In an emergency situation, the Ambassador's medical history form must be reviewed before treatment is administered. Information on insurance is also listed. The medical history and consent and release forms for all Ambassadors are carried with the seminar group at all times. Doctors will not treat a minor without the consent form. This is the responsibility of the Leadership Seminar Chair. If groups are divided by venue or sent off site for something like a service project, you will be given an envelope with your group members' forms. This envelope should be sealed, and you must sign your name over the seal. Do not open the envelope unless an emergency requires you to retrieve a student's forms. When you return to the seminar venue, return the envelope to the Leadership Seminar Chair, or whomever the LSC has put in charge of forms.

**In the event of a serious accident, the following steps must be followed:**

**STEP 1:** The first concern is to issue proper care to the injured person. The paramedics should be contacted immediately to supervise the care of the injured party. Those people with first aid training should use their skills to deal with immediately-life-threatening situations. The professional medical personnel responding to the emergency should conduct other medical treatment.

**STEP 2:** As quickly as possible, the seminar chairperson should be notified, who in turn will notify the parents or next of kin. This must be done in a careful manner. Unnecessary worry can be avoided by carefully explaining the situation and the actions that have been taken to ensure the safety of the injured party.

**STEP 3:** HOBY International will also be notified of the emergency by the Seminar Chairperson. An accident report must be filed with your Director of National Programs and HOBY's insurance agent. Those who witnessed the incident should gather all pertinent information. All media inquiries should be referred to the Seminar Chairperson or Corporation President, who in turn should consult with their Director of National Programs for assistance. Facilitators are not to speak on behalf of the committee.

## **FACILITATOR HOUSING**



Housing for the facilitating staff varies from site to site. Facilitators should be housed on site. The budget will determine if any costs are to be covered by the individual facilitator. Rooms are usually double occupancy. Often facilitators' rooms are intermingled with the Ambassadors' rooms. This provides more security and allows the facilitators to keep a watchful eye on those rooms around them. It also mandates the facilitator to carefully monitor his/her own behavior while the Ambassadors are in the area. Facilitators must never invite Ambassadors into their rooms.



Facilitators are required to stay on campus during the entire seminar, unless specifically asked to leave campus for an assignment or given permission to leave for a specific amount of time by the Leadership Seminar Chair.

## **SEMINAR OVERVIEW**



The Director of Program or Leadership Seminar Chair will provide a specific program overview of sessions, speakers, activities, leadership for service project, energizers, and all program elements before the seminar begins. You should understand your role with respect to each program element, and ask questions for clarification. It is really important for groups to be on time at each activity, and the weekend moves pretty quickly. Ambassadors will look to you as the facilitator to maintain the schedule for them, so it is a good idea to be very aware of each day's schedule and whatever the next function is whenever you have a moment to familiarize yourself with the schedule.

## **METHODOLOGY OF CURRICULUM**



If your site is using the new curriculum, please read Appendix A, "Methodology for New HOBY Leadership Seminar Curriculum" in order to obtain a solid understanding of the new curriculum. You will be responsible for facilitating the learning of your group of Ambassadors under this curriculum.

## **FACILITATOR/AMBASSADOR RELATIONSHIP**



A facilitator will initially serve as a friend to most Ambassadors. When you establish communication with your Ambassadors prior to the seminar, the Ambassadors will recognize a familiar name among a sea of strangers. By introducing them to the other Ambassadors and by answering their questions about the facility and the program, you will increase their comfort level at the beginning of the seminar as well.

As the seminar progresses, you may have to act as disciplinarian in the sense of addressing inappropriate behavior or noncompliance with HOBY rules and regulations through discussion with an Ambassador, possibly involving the Leadership Seminar Chairperson. Use your best judgment in handling these delicate situations. Use the Ambassador rules as a guideline. In most cases, the student causing concern should be taken aside and confronted with the problem. If a private meeting is needed with a student, it should be done in a public area. Never can an adult be alone with an Ambassador in a sleeping or function room. Two adults must be present at all times. Even when two adults are present, doors must remain open. If you are concerned with a student's behavior who is not in your group, it is best to discuss this with that student's facilitator or the Director of Facilitators before approaching the student, unless it is a minor issue and can clearly and quickly be dealt with, such as reminding a student to use the buddy system or put their phone away.

Appropriate behavior and the consequences of further misconduct must be explained to Ambassadors who are found breaking the rules. For serious infractions, the Seminar Chairperson or Director of Facilitators should be involved. This will provide the Ambassador



with the knowledge that the staff will not tolerate his/her inappropriate behavior. Reoccurring disciplinary problems can be solved with a phone call to the parent requesting that the student be taken home from the event.

These are some examples of disciplinary issues you may encounter in your group and some suggestions for dealing with them. Disciplinary measures and scenarios should be discussed in facilitator training so that there is a consensus among the adult volunteers as to how matters will be handled. This ensures confidence and consistency among all volunteers.

## QUESTION AND ANSWER

EMPOWER • LEAD • EXCEL

An Ambassador in my group insists on being negative during discussions and puts down other Ambassadors' contributions. What should I do?



The first time this happens, you may try to redirect the comment or conversation in a positive way. As soon as this behavior becomes a pattern, you should point out the behavior to the student so that they are aware of it being a problem and remind them why it does not fit into the HOBY weekend. You may do this within your group by sitting next to the student but do not single them out initially other than redirecting the behavior. If the behavior does not improve after this, bring it to the attention of the Director of Facilitators and meet with the student and the DF or another adult to discuss the behavior and the immediate consequences if it does not stop.

One of the Ambassadors in my group refuses to participate in things like cheering or icebreakers—now what?



At the beginning of the weekend, and especially during the first day, remind Ambassadors that they do need to participate in everything offered and that they will get out of the weekend what they put in to it. In the very beginning, Ambassadors may be shy and a bit slow to participate. The best thing you can do initially is make sure YOU are participating in every activity and cheer as an example. If a student is not participating after the first few hours, encourage them to just try the cheers and activities. If they still do not join in, ask them why they are not participating and work on pointing out the reasons for the activities they may not like. Ambassadors' enthusiasm often builds over the weekend. If a student simply refuses to participate and this begins to impact your group, you will need to pull the student aside, along with the Director of Facilitators to discuss the behavior.

A student wanders off without using the buddy system. What should I do?



The buddy system is absolutely not optional. It is for everyone's safety and accountability. Enforce this policy consistently and firmly. If a student is struggling to find a "buddy" in your group, junior staff or team alumni may be helpful in fulfilling that role without making the Ambassador feel awkward. Buddies must be of the same gender in every single instance.

A student is outside of their room after bed-checks. What's the appropriate reaction?



This should be discussed during your Facilitator Training. In many instances, there may be a zero tolerance policy for this and the Ambassador may be sent home. If the Ambassador is still in their same gender wing/assigned area, remind them that they need to be in their room after bed-checks—Ambassadors should be given an opportunity to get whatever they need from the common area before bed-checks. If a student is in the opposite gender area or meeting a student of another gender in a common area, they will most likely be sent home. Send the student back to their room while you notify the Director of Facilitators or Leadership Seminar Chair and go from there.

A student in my group is using their cell phone to text or talk while we are in sessions or activities. What should I do?



This is absolutely not allowed; it is disrespectful and distracting. Many seminars will ask Ambassadors to leave their phones in their rooms during all scheduled activities. In every case, Ambassadors will be told they cannot use their phones during scheduled activities. If they have a need to contact their parents during scheduled activities, they should discuss that with you and you will act according to the circumstances and your seminar's policies, which should be discussed during training. If a student is using their phone during the scheduled activities, it is appropriate for you to keep it until free time.

## KEYS TO EFFECTIVE GROUP FACILITATION



There are many general ideas that will help you work with your Ambassadors to ensure the best weekend possible for everyone involved in the seminar. Several general guidelines and ideas are included in this section to help you work with your group. Also, your Director of Facilitators may have give you a Games and Cheers Manual that includes group activities you can use during scheduled group time.

### Things You SHOULD Do as a Facilitator:

- **Get to know the members of a group** - "How many of you have participated in . . . ?"
- **Start a discussion** - "What was your reaction to the speaker's opinion?"
- **Focus small group work** - "If you planned a service project, what would it be and why?"
- **Check for understanding** - "What are two key points made by the panel?"
- **Determine critical information** - "Does anyone know when that happened?"
- **Probe for deeper meaning** - "Can you explain that further"

### Things You Should NOT Do as a Facilitator:

- Forget that individuals are unique, with needs, interests, and experiences to them
- Require individuals to participate in an activity
- Talk to participants as if they are children
- Ridicule participants or their experiences
- Say that you are going to rush through to complete what is usually a longer exercise
- Tell participants what you've forgotten
- Give excuses

- Read from a lengthy prepared text
- Give participants something to read and then read it to them
- Go past the scheduled time – don't be late

## ■ Norms

Early in the seminar, you will review the rules with your group so that everyone is on the same page. This will probably take place during Ambassador Orientation. You should also set some group norms for everyone to abide by during the weekend. It's a good idea to write these down so the group can refer back to them during the seminar. Ambassadors should definitely have a part in developing these group guidelines. Sample norms include:

### **Be Here (physically)**

- Make sure your group facilitators know where you are at all times!
- Be on time!
- If you need a break, respectfully excuse yourself.

### **Be Here (mentally)**

- Focus on the discussion at hand rather than going back to previous topics/looking ahead to future topics.
- Speak openly and honestly. Don't be afraid to share your opinions.
- Listen attentively and respectfully.

### **Respect**

- Respect questions, comments, and opinions of all participants
- Do not use hostile/foul/inappropriate language.
- Avoid side conversations/other distractions.
- No use of cell phones, iPods, etc.

### **The Good of the Order**

- Take your turn. Contain your eagerness. Try not to cut anyone else off.
- Assume positive intentions, and do not take comments as personal attacks
- What is said here, stays here!! (NOTE: Please emphasize that if something is shared that marks a potentially harmful situation to a participant or someone the participant is relating to, this must be shared with appropriate seminar personnel.)

## ■ Be a Good Listener

Part of being a great leader is being a really **good listener**. As a facilitator, you will be exercising listening skills all weekend. It may also help to share this information about listening with your Ambassadors, especially if a few people are dominating discussions.

### **Tips for Being a Good Listener:**

- |                                |                              |
|--------------------------------|------------------------------|
| • Express genuine interest     | • Know when to remain silent |
| • Express empathy              | • Show respect               |
| • Restate the problem or point | • Stay focused               |

## **Listening Strategies**

- **Paraphrasing** - "It sounds like what you're saying is..."
- **Drawing People Out** - "Can you say more about that?"
- **Stacking** - helping people take turns when several people want to speak at once
- **Tracking** - keeping track of the various lines of thought that are going on simultaneously within a discussion
- **Balancing** - used after a few people have expressed their thoughts

Sample discussion questions to aid in facilitating small group discussions are included below:

### **Openers:**

- What are your thoughts on the panel topic or activity?
- What did you learn from the speaker?
- How would you describe ... ?
- What did you appreciate about \_\_\_\_\_ (speaker)?
- What/Why (tell me more) do you not fully support what was stated in the last panel?

### **Questions to Promote Discussion:**

NOTE: These are some sample questions to use in your discussions. However, your Director of Facilitators or Leadership Seminar Chairperson will probably provide you with additional questions based on your seminar's programming.

- One of HOBY's core values is \_\_\_\_\_ (see list at beginning of manual). How does this topic relate to that? What does that mean in your day to day life?
- What was one thing about the last panel that you'd never thought about before?
- What was one thing in the last panel that interests you, but could be a really big challenge in your life? Why?
- If you could take one of the things you just heard back to your social studies class, for example, what would it be and why?
- If you were to sit on this panel, what would you have shared or talked about?
- Work on getting Ambassadors aware of their leadership styles. Stress the value in differences, such as both listening and talking, thinking and acting, etc. Bring this up in discussions without singling people out. If your seminar includes a personality type activity, ask Ambassadors to consider the results throughout the weekend. For example, bring up some of the leadership styles you've learned about and ask how they pertain to the latest panel or speaker's topic (not the speaker themselves).

### **Group Time Closures: "Let the group be the last to talk"**

- What have you appreciated most from the program/panel today?
- What have been the two or three biggest benefits you've received from today's activities?
- In what specific ways will you be able to apply what you have learned?
- What have you learned that might help us be better team members?
- What was your favorite part of today and why?
- What did you find most challenging about today and why?
- What was the part of today that you liked least and why?
- If you could change one thing about today, what would it be?

## Facilitating Activities

The HOBY program includes many icebreakers, energizers/cheers, teambuilding exercises, and group activities. There will be many times during the seminar when you need to facilitate activities within your group during group time, and you may be asked to assist a large group activity as well.

### Why do we do things like icebreakers?

- We need to be comfortable with each other
- Get people to work together
- Exercise their leadership (and follower) gifts
- Ease people out of their comfort zone
- Open minds
- Experience new things
- Learn something

### Steps to Facilitating Activities:

#### STEP 1: Provide Instructions for the Activity

- **Ensure that instructions are descriptive, clear, and understandable.**
  - Doing it from memory may not be the best idea. Missing one significant point can jeopardize the activity.
  - Be sure that your instructions are appropriate for all of the group members; for example, do some members need to see written instructions or have additional interpretation? Don't speak too quickly and make sure everyone can hear you.
- **Answer questions as appropriate without compromising the activity.**
  - Provide clarification but do not provide so much information that the activity loses its effect.
  - Establish a safe environment. (Activities such as these can invoke anxiety in many people. Provide reassurance to the group whenever possible.)

#### STEP 2: During the Activity, Make Sure To:

- **Stay involved and interested.**
  - Seem interested in what Ambassadors are doing, and odds are they will stay interested.
- **Change it up.**
  - Introduce "handicaps" as necessary (i.e. limit the dominating participants by "muting" them or tell Ambassadors they cannot do two steps in a row without someone else participating—make sure to be very considerate in doing this).
- **Attend and observe.**
  - Are all group members participating and "playing well together"?
  - Observe group interactions in order to provide examples later.
- **Be prepared for all scenarios.**
  - A 15 minute activity may only take some groups 5 minutes while it takes others 30 minutes.
  - If the activity is not going in the direction you had intended it, don't be scared to redirect, but be sure to relay any changes to all that it applies to.

### **STEP 3: Process the Activity at the End**

- ***Encourage participants to use critical thinking skills to explore broader applications and meanings of the activity.***
- ***While “the point” might seem obvious to you, it may not be obvious to the participants.***
- ***Be prepared that the participants’ conclusions may not be the same as yours. How do you respond tactfully if they are not “getting it”?***
- ***Processing questions may include:***
  - What did you learn from the activity?
  - How did the activity make you feel?
  - How might you apply this activity to our organization?
  - What would have you done differently?
  - What was your “role” in the activity?

**T**he primary duties of the facilitator are performed during the seminar weekend by providing adult leadership and guidance and facilitating group discussions. There are also a few helpful tasks the facilitators perform prior to the seminar, and after the event has been completed.

## PRE-SEMINAR

The primary function prior to the seminar is contacting the Ambassadors in your group. The Director of Facilitators should provide the names, addresses, and phone numbers of Ambassadors in your group. By phoning Ambassadors prior to the seminar, the facilitator helps out by:

- Confirming attendance of each Ambassador in your group. If you find that an Ambassador is not able to come to the seminar, inform the Director of Facilitators immediately so that an alternate may be contacted.
- Building the confidence of the parents by having the opportunity to speak with the adult leaders who will be with their child throughout the weekend.
- Building the enthusiasm of the student. Ambassadors may be apprehensive about attending the seminar as the only student from their school, and your phone call could be what gives them the confidence to attend if they are considering canceling.
- Ensuring that all necessary paperwork has been received and then submitted.

As discussed above, the second pre-seminar duty for facilitators is to attend the facilitator training session. Also, the Leadership Seminar Chairperson may ask you to help set things up before the seminar, as it is helpful to have many volunteers assisting in set-up tasks the day before the seminar.

## DURING SEMINAR

The duties of the facilitator during the seminar require complete focus and attention to the program. By being aware of the general needs of your Ambassadors and the objectives of the program, you are able to help the Ambassadors experience an “outstanding” educational experience.

### Ambassador Check-in

Check-in is a key part of the seminar as it is the first exposure the Ambassadors will have with HOBY. Making this a pleasant experience for the Ambassadors is everyone’s job. Facilitators play an important role in this process.

As previously mentioned it is essential be on-site in time to be present for check-in. You may be asked by the committee to complete a specific assignment. During check-in, take the time to introduce yourself to as many Ambassadors as possible and make an extra effort to seek out the Ambassadors in your group. Many committees set up a process for facilitator groups to gather at this time. The details of facilitator assignments during check-in will be covered

during facilitator training. It's likely that you will be spending some time with each group member as they arrive with a task to work on that helps the group members get to know each other as they check in.

### **Student Orientation Meeting**

After check-in, the first order of business is student orientation. Coordinated by the committee, this session will include the introduction of the seminar committee and facilitators, a review of Ambassadors' rules and regulations, an explanation of HOBY, and an outline of what is to occur during the weekend. Remind the members of your group to listen carefully in order to reduce confusion during the weekend.

After the main session, most schedules allow additional time for the groups. This is the time to ensure your group gets off on the right foot. Take the time to review the schedule, encourage participation in all events, confirm the Ambassador rules (especially procedures like the buddy system), and answer any questions that may arise. Group time is also a valuable opportunity for group members to get to know one another and to begin to feel comfortable with you as well as their fellow Ambassadors. The Director of Facilitator will have other specific instructions for facilitator group meetings during orientation. It's a great idea to establish group norms and guidelines during this initial meeting. More information about this is in the above section on Effective Group Facilitation.

### **Seminar Sessions**

Some of the time during the weekend will be spent in panel sessions or listening to a keynote speaker. During almost all activities, your group must sit together. The exception to this is large group activities or any other activity the Director of Facilitators or Leadership Seminar Chair explains. In either case, you must know that all of your Ambassadors are in attendance at each event so establish a role call process or a counting process that you perform at each activity.

At the beginning of the weekend your group will be assigned to make introductions for a particular session. This involves soliciting volunteers from your group to introduce each speaker. It is up to you and your group to select these individuals, but it's very important that each Ambassador have a role. For example, one person might introduce a speaker for a panel and another may present the certificate at the end of the panel, depending on your seminar's procedure. Whatever roles are available, they should be distributed equally among the members of your group.

Here is a sample script and process Ambassadors might use for interviewing and introducing speakers:

**Meet & Greet:** When you first meet the speaker, you should introduce yourself to the speaker and shake their hand. Be sure to mention the high school you represent and the area of the state you are from.

**The Interview:** The interview is informal and meant to be fun for both the panelist and you! Below are some suggestions on the information to be gathered, but you can add other appropriate questions if you would like. The entire introduction should only last **30 seconds**



**to 1 minute!** Therefore, you **SHOULD NOT** include their answers to every single question on this list- please pick & choose as appropriate.

### SAMPLE SPEAKER INTERVIEW CARD

**Speaker Name:** \_\_\_\_\_ **Panel:** \_\_\_\_\_

**Current Employer and Title:** \_\_\_\_\_

Where did you attend school/college?

What path did you take to get to your current job/role?

What do you hope the Ambassadors take away from the panel?

Have you ever been involved with HOBY before? For how long, doing what?

What do you like to do to relax?

What are your favorite hobbies?

Your favorite food?

If you could interview one historical person who would it be and why?

### *The Introduction & Greeting:*

### SAMPLE SPEAKER INTRODUCTION CARD

#### **INTRODUCTION:**

HELLO, MY NAME IS \_\_\_\_\_ FROM \_\_\_\_\_ HIGH SCHOOL AND I AM REPRESENTING GROUP \_\_\_\_\_. I WOULD LIKE TO INTRODUCE YOU TO \_\_\_\_\_ AND TELL YOU A LITTLE BIT ABOUT HIM/HER.

***Continue with introduction of panelist.***

***Look up periodically from your notes. Speak into the microphone slowly and clearly. Take your time and SMILE. Please, no gum chewing on the stage.***

#### **GREETING (AFTER YOUR INTRODUCTION):**

"PLEASE WELCOME \_\_\_\_\_" (APPLAUSE)

Ambassadors volunteering to introduce a speaker may be given a biography of the individual before the introduction. If for some reason this is not available, have the Ambassador ask the speaker for pertinent information. The speaker interview should not take an excessive amount of time, as each introduction should be very brief. Each facilitator should be available to his/her Ambassadors during this process to ensure that proper protocol is followed.

Some seminar sites also use an Ambassador to serve as panel moderator. Other seminar sites assign this task to a past Ambassador or an adult emcee. Each facilitator should become familiar with the local procedure to assist in a smooth program flow.

Facilitators, like Ambassadors, must be present at all sessions and should follow the same rules of courtesy. Coming and going or sitting in the back with other facilitators is unacceptable and does not demonstrate professionalism to the speakers or the Ambassadors.

### **Discussion Groups/Group Time**

One of your most important roles occurs during the discussion or breakout time with your group. This interaction can have a great impact on your Ambassadors. It is also a good way to evaluate individual leadership skills on which you will base your WLC evaluations (if your site is doing WLC selection).

Group Time is a major part of HOBY's success. It is the time for Ambassadors to think critically, express their opinions and ideas, and ask questions of one another. Discussion time should center on the subject(s) covered during the preceding session/day. Sometimes this may be challenging if the Ambassadors are tired or if there is little interest. However, it is the facilitator's job to ensure that discussion time is well spent. It's a great idea to look at the panel topics beforehand, and to pay attention during the panel to generate a couple of questions you can throw out if the discussion stalls during Group Time. See the sample questions above in the Effective Group Facilitation section.

Plan ahead by developing some good questions and statements about the day's topics for the Ambassadors to consider. You may also want to ask other facilitators for sample questions or brainstorm together for questions that could be useful to all of the groups. Talking with experienced facilitators can help you gain insight on these unique exchanges. Sharing successful ideas or failures during the facilitator training session and meetings can prepare you for the discussion time spent with your group.

This may be achieved in several ways without being too dominant. Give the Ambassadors a chance to start the discussion. You will see the leaders emerge. You may need to get involved by asking some intriguing questions. Remember that the discussion time is for the Ambassadors to reflect. It is not time for the facilitator to air personal views. It is challenging to assist in the process while still allowing the group to take charge.

You can use these sample questions if you see the discussion either getting out of control or going nowhere. As the weekend progresses, Ambassador fatigue may set in and the facilitator will need to be creative in keeping the enthusiasm going to avoid the discussion time being used as a sleeping or complaining session. It may be helpful to draw out quiet Ambassadors by directing specific questions to those who don't seem engaged during the discussion. You

could also put some of your questions on index cards, have one Ambassador draw a card and present that question to the other Ambassadors. You can also use a small foam ball for a “popcorn” discussion where you begin the conversation with a question or statement and toss the ball around the circle. When someone catches the ball, they respond and then toss the ball to the next participant. Generate some ideas during facilitator training, along with the other volunteers, for activities that keep discussions moving and on target.

## **Meals**

Each seminar committee has its own rules and guidelines for mealtime. Most meals will require Ambassadors to sit in their team groups, but your LSC or Director of Facilitators will let you know if some do not. Large group activities outside of the small groups are a time for the Ambassadors to expand their circle of friends. It is also a good time for you to meet other Ambassadors and volunteers.

Make an effort to sit with different people whenever possible, both within your group and during large group activities. During times with your group, sit by different Ambassadors. When there are large group activities that do not require Ambassadors to stay in their groups, mingle with other group members and volunteers. This will enrich your weekend experience and allows Ambassadors more opportunities to connect with various adults. Before sitting down to enjoy your meal, check to see that all of your Ambassadors are present at every meal, and especially at breakfast. If one of your Ambassadors is missing, notify the Director of Facilitators or committee member in charge at the time.

## **Bed Checks**

At the end of each evening, Ambassadors will be required to be in their rooms by a certain time. While enforcement is not always easy, it is the facilitator staff that shares the responsibility of seeing that all is well in the housing areas before retiring themselves.

The Director of Facilitators is in charge of setting up a schedule for bed checks and wake-up calls. The schedule and process will be discussed at the facilitator meeting. During bed checks, two adults should verify that each person in the room/bed matches the rooming list. Both adults need to be the same gender as the area you are doing checks for; in other words, women do bed checks for the girls and men do bed checks for the boys, always in teams of two. It is necessary that each Ambassador show their face at the door so that you can positively verify that each student is in their assigned room. You should not enter the room; instead, have them open the door and show that they are all there and that there are no additional people in the room. Hearing a name called is not sufficient evidence that the student is present. Instead, the Ambassadors need to answer the door, open it wide so you can see the whole room, and show their faces. Be persistent and ensure that all is well before you leave. After bed check is complete, make another round outside the rooms. This way the Ambassadors know you are still keeping an eye on them and they will be less likely to break the rules.

## **Wake Up Calls**

Again, the Director of Facilitators will be responsible for developing a schedule for wake-up calls. Demonstrating a positive attitude and excitement for the day to come during wake-up calls will help the Ambassadors get out of bed and be more ready for the day. The process

usually involves three or four hard knocks on the door until one person in the room answers the door. Make sure everyone is awake and moving around – that means vertical! The Ambassadors may be tired, and a good percentage will go back to sleep if not forced to get out of bed while you are at the door. Keep in mind that we need to treat Ambassadors with respect at all times, so even though we are persistent in waking them, we also want to do so politely. Go back again after you have completed the rounds to ensure everyone is getting ready. All Ambassadors must be present and on time for breakfast.

Remember, both bed checks and wake-up calls must be done by teams of at least two adults. Never enter an Ambassador's sleeping room without another adult present. Also, ask the Ambassadors to open the door and show their faces rather than you entering the sleeping room.

### **WLC Selection**

At the conclusion of seminar weekend, two Ambassadors will be selected to attend HOBY's World Leadership Congress (WLC) as the official site representatives (if your site is choosing to participate in this process). The WLC is held annually in a major U.S. city in late summer. It is very important that the focus of the Ambassador is on the leadership seminar rather than on the WLC selection. Therefore, Ambassadors are not to know they are being judged for WLC selection during the weekend.

HOBY has outlined a very objective method of WLC selection. Input from the facilitators on each student's group interaction and skills are obtained through evaluation sheets to be completed for each formal session. The Director of Facilitators should give instruction on completing these forms.

The forms should not be completed in view of the Ambassadors, nor should the Ambassadors be made aware that the facilitators are evaluating their participation. A student may ask how they might be selected. A simple response encouraging the Ambassadors to be themselves and to participate in the weekend events should direct the focus away from competition. Under no circumstances should prompting or instruction be given! Facilitators must remain objective.

Using the facilitator evaluations and written essay scores, an independent selection committee will select a number of Ambassadors to be interviewed. The interview judges will select the Ambassadors who will represent the seminar at the WLC. It is important that facilitators help the Ambassadors keep their focus on the events of the weekend. WLC selection, for many, is a sensitive issue. A clear understanding of the process prior to the seminar weekend will be helpful to effectively handle the responsibility. If you feel uncomfortable with any questions or situations that occur due to the selection process, please discuss the issue privately with the Director of Facilitators. A sample WLC evaluation form is included in Appendix I, but use whatever your Director of Facilitators gives you to complete these evaluations.

### **Special Events**

Through the course of the weekend there are a number of special events and/or activities where the facilitators may be of assistance. The following sections outline a few standard

HOBY events. The Director of Facilitators may have additional instructions. All special instructions should be covered during the facilitator training session.

### **Thank You Letter Writing**

Before the Ambassadors leave for home, each will be asked to write a series of thank you notes to supporters of the program. This task is usually completed toward the end of the seminar and involves all facilitators. The Ambassadors will be divided into their groups and provided with envelopes and stationery to write letters. The Director of Facilitators will provide all facilitators with the names of the individuals or companies to be written to by each group. The facilitator's job is to see that the Ambassadors complete the assigned letters and that all of them get back to the Director of Facilitators for mailing. Please check the letters written by the Ambassadors to make sure they are appropriate. The DF or LSC at your seminar will likely have additional instructions for this activity.

### **Worship Services**

Optional worship services may be available at HOBY seminars, but HOBY seminars are not required to include optional worship services, and this offering varies by seminar site. If optional services are included at your site, the LSC or Director of Facilitators may ask you to accompany Ambassadors to the on-site service or to stay with Ambassadors in another location/activity who choose not to attend the optional service.

### **Ambassador Departure**

Upon the completion of the seminar, the facilitators are involved in ensuring all Ambassadors reach their destination safely. Be aware of any special departure requirements for your Ambassadors. The Director of Facilities and Director of Transportation should report early bus departures or airline flights to you. Ambassadors are released on site only to their parent or guardian, or person designated by the parent or guardian in writing on the ambassador's Participant Confirmation Form. DO NOT expect to depart until all your Ambassadors have departed.

## **POST-SEMINAR**



At the close of the seminar, everyone will be tired and ready to leave. However, this is the Director of Facilitator's best shot at getting an honest facilitator evaluation. After the conclusion of the seminar, prior to departure, facilitators may be asked to meet briefly for an on-site wrap up meeting. During this meeting an evaluation should be conducted while the memory of program successes and areas for improvement are fresh in your mind. Whether written or oral, the information provided during this session will benefit HOBY's overall program. HOBY asks that you be candid and honest with your answers. It may be helpful to make notes throughout the weekend that you wish to share during the wrap-up meeting. Of course, this should only be done when you have free time, and not in view of the Ambassadors.

### **Clean-up**

Facilitators may be asked to assist with tear-down and clean-up from the seminar weekend. Many hands make for light work, so consider staying to help for an hour or two if you are able. The Leadership Seminar Chair will probably count on you to help clean up, so if you must

leave after the Ambassadors have all left, but before clean up is finished, it is helpful to let the LSC know ahead of time.

### **Volunteer Recruitment**

With very few exceptions, HOBY facilitators find their seminar experience to be very personally rewarding. Many HOBY volunteers became involved in the program because another HOBY volunteer asked for their involvement. If there are personal friends, or business associates that you feel would enjoy working with the program whose involvement would be an asset to the committee, please refer them to the Leadership Seminar Chairperson. Volunteers are needed at the Seminar to serve in various roles, as well as Throughout the Year on the Corporate Board, Leadership Seminar Planning Committee, CLeW Planning Committee, and Alumni Committee.

### **Alumni Activities/Opportunities**

Following the seminar there may be a series of opportunities for you to volunteer for alumni activities as an event chaperone, club advisor, or alumni advisor. If you enjoyed your seminar volunteer experience, then you will enjoy working with the alumni. Consider continuing to volunteer throughout the year in the time that you can make available. Speak with your site's alumni advisor to let him/her know you are interested and to learn about upcoming opportunities.

<b>A</b>	Methodology for New Curriculum
<b>B</b>	Background Check Form
<b>C</b>	Code of Conduct
<b>D</b>	Mandatory Reporting Policy
<b>E.1</b>	Medication Use During a HOBY Event Questions and Answers
<b>E.2</b>	Medication Use During a HOBY Event Policy
<b>F</b>	Program Participant Nondiscrimination Policy
<b>G</b>	Risk Management Demystified
<b>H</b>	HOBY Sexual Harassment Policy
<b>I</b>	Supervisory Volunteer Age Requirement Policy
<b>J</b>	WLC Ambassador Evaluation Sheets

## Methodology for New HOBY Leadership Seminar Curriculum

August 2008

*The Seminar Quality Task Force, initiated in October 2007 and composed of volunteers and staff, was charged with strengthening the leadership and service-learning aspects of the U.S. State HOBY Leadership Seminars. Following a model for creating social change, the team revised the seminar curriculum requirements to focus on the leadership development outcomes HOBY hopes to achieve. The intention is to create a more consistent message about leadership throughout the seminar experience. While the individual activities and speakers will still be unique, the enhanced curriculum is intended to strengthen the curriculum and its impact on youth. The following methodology was used in developing the proposed seminar curriculum.*

### I. About the Social Change Model of Leadership

The Social Change Model of Leadership has two primary goals:

1. To enhance student learning and development. More specifically, to develop in each student greater

- **Self-knowledge:** understanding of one's talents, values, interests, especially as these relate to the student's capacity to provide effective leadership; and
- **Leadership Competence:** the capacity to mobilize oneself and others to serve and work collaboratively.

2. To facilitate positive social change at the institution (high school/college) or in the community. That is, to undertake actions that will help the institution/community to function more effectively and humanely.

The model is inclusive in that it is designed to enhance the development of leadership qualities in all participants—those who hold formal leadership positions as well as those who do not—and to promote a process that actively engages all who wish to contribute. The basic premises are:

- ❖ That leadership is a process rather than a position.
- ❖ To promote the values of equity, social justice, self-knowledge, personal empowerment, collaboration, citizenship and service.
- ❖ That service provides a powerful vehicle for developing student leadership capabilities in a collaborative environment; learning happens by "making meaning" of life experiences.
- ❖ To be useful to students who are interested in undertaking leadership development projects on their own.
- ❖ To be a working framework that is subject to regular revision and refinement based on the experience of those who use it.

This social change model will allow HOBY Ambassadors to describe HOBY and what they learned in a very tangible way, and provide tools they can use in future leadership situations.

Since this approach to leadership development is embedded in collaboration and concerned with fostering positive social change, the model examines leadership development from three different perspectives or phases:

1. **The Individual:** To foster and develop personal leadership qualities in those who participate; to consider the personal qualities that are most supportive of group functioning and positive social change.
2. **The Group:** To design a collaborative leadership development process not only to facilitate the development of the desired, individual qualities (above), but also to affect positive social change.



3. **The Community/Society:** To direct the leadership development activity towards a social end; to consider kinds of service activities that are the most effective in energizing the group and in developing desired personal qualities in the individual; to emphasize the responsibility of leaders to contribute to positive change.

## **II. In Alignment with HOBY's Vision and Core Values**

The Social Change Model of Leadership emphasizes “change” as the ultimate goal of the creative process of leadership—to make a better world and a better society for ourselves and others. The focus on individual growth in order to create positive societal change, clearly realizes HOBY's vision:

*To motivate and empower individuals to make a positive difference within our global society through understanding and action based on effective and compassionate leadership.*

The five core values that guide HOBY as an organization can also be incorporated in the phases of leadership described above:

### **Phase: Individual**

**Excellence** – We strive to continually raise our programs and business to new levels of excellence. We encourage entrepreneurship and innovation in business, education, and social responsibility. We develop creative solutions to address challenges and to utilize opportunities. We believe that leadership skills can and should be continually improved and refined.

### **Phase: Group**

**Integrity** – Integrity forms the foundation of our organization. We demand the highest level of ethics. We grow our organization based on interactions that promote mutual trust and respect with our stakeholders and partners. We strive to ensure the highest level of organizational effectiveness by continually reviewing our programs and processes to improve quality and efficiency.

**Diversity** – We value and embrace diversity. We seek out views that reflect all walks of life, and reflect those views in our programs. We are sensitive to the special needs and diverse backgrounds of individuals. We give all individuals an opportunity to be heard and to benefit from our programs.

### **Phase: Community/Society**

**Volunteerism** - Volunteerism is the heart and soul of our organization. We appreciate the myriad contributions of our volunteers, and recognize the power of thank you and of giving back. We seek to promote and encourage service among our stakeholders. We recognize and value the positive accomplishments that volunteers can achieve by working together. We believe that volunteers are positively impacted by our programs as much as the youth and communities we serve.

**Community Partnership** – We value community partnerships. We recognize the importance of working with community organizations to strengthen our supportive network. We value the input we receive from our community partners, and strive to work together cooperatively and constructively for the betterment of all.

Finally, the Social Change Model of Leadership is ultimately intended for a group that will work and be together for an extended period of time, allowing for relationships and reflection to resonate with the participants. If this model is successfully incorporated into the Leadership Seminars, it can also be used to enhance the curriculum of

HOBY's other programs, including alumni activities, and further advance the organization's mission to *inspire and develop our global community of youth and volunteers to a life dedicated to leadership, service and innovation.*

### **III. Core Leadership Curriculum: Educating within 3 Phases of Leadership**

The Core Curriculum of the Leadership Seminar will consist of activities that foster leadership development in each of the three phases, Individual, Group and Community/Society, as applied to leadership:

**Phase 1: Personal Leadership** – activities to develop personal leadership qualities.

**Phase 2: Group Leadership** – activities to foster collaborative leadership skills; focus on group functioning towards a common goal.

**Phase 3: Leadership for Society** – activities focused on identifying the responsibility of and opportunities for a leader to contribute to positive change in society.

To put the focus on creating an effective leadership experience, rather than on the specific methods used, there is flexibility given in the activities chosen to achieve learning in each phase. An “activity” may include any of the following: a panel, simulation, case study, speaker, debate, discussion, workshop, role playing, demonstration, or other similar project.

However, to also bring unity to the leadership messages expressed by HOBY Leadership Seminars countrywide, all seminars will also do a Phase Introductory Education. This activity and discussion will introduce the intention of each phase, and will be a pre-packaged, all-inclusive educational module provided by HOBY International.

### **IV. Leadership for Service: Developing Active Citizens**

The purpose of HOBY's Leadership for Service (L4S) program is to help Ambassadors identify their role in the community and discover ways they can implement change. The L4S program has been enhanced in order to move Ambassadors past the volunteerism experience and into a service-learning experience, ultimately crafting Ambassadors into civically engaged members of their community.

As Ambassadors begin their experience with HOBY, most identify themselves as **members** of the community, and possibly have been involved in **volunteer** service. Our goal with HOBY is to push them into becoming **conscientious citizens** during the seminar, encouraging them to think critically about society's issues. The skills they learn at the seminar will further push them beyond simply thinking about the issues, and into the status of an **active citizen** where they are continuing to be involved in the education and action process.

In **service-learning**, there is a mutual benefit to the person serving and those individuals he/she is serving. The community organization serves as an educational vessel for the person serving by educating about issues, funding sources, reasons the organization exists, etc. However, the person serving is also providing a service to the organization by working on a significant project with the organization, but also taking the knowledge gained and continuing to be involved in learning about the issue and doing something about it. (This could be reflected in their voting practices later on, their continued volunteerism, or other means of social advocacy for the issues.)

The L4S activities at the seminar are divided into three steps in order to provide service-learning:

**Step 1: Pre-Project Transformation** Prepare Ambassadors for service-learning experience and provide basic education about project-specific societal issues.

- Define the issue

- Identify the cause(s) of the issue
- Discuss organizations tied to the issue(s)
- List expectations of project/involvement

**Step 2: Project/On-Site Transformation** *Encourage Ambassadors to look critically at the root causes of social issues and challenge them to evaluate the role they play in community.*

- Orientation to the specific activities and further orientation with the organization
- Challenge deep thinking about the social issues present with the project
- Interact/conduct service project

**Step 3: Post-Project Transformation** *Help Ambassadors find avenues for continued community involvement and support participants' efforts to take the next "action steps."*

- Reflect on project and the Ambassadors' role with the project
- Further education on issue(s)
- Determine impact of project on the community and on the Ambassadors
- Identify future potential projects, including projects related to the issues they encountered
- Discuss solutions to problems and identify the effects on the stakeholders
- 100-hour challenge to ambassadors (include how to log their hours)
- SMART Goals session focusing on how they are going to complete 100 hours of service, preferably towards a single cause

Implementing this kind of methodology within HOBY's current L4S requirements does not require significant changes, but does require additional thought to process the activity. The first step is to educate Ambassadors about the issue, perhaps by bringing in a guest speaker, watching a video, reading an article, or talking about the issue. If the group is working with a specific organization, they learn about the organization, why it exists, how it is funded, and what the challenges are as well as the successes. Then the Ambassadors are oriented to their project, receiving training if necessary, and are left with questions to consider during the project.

The project commences with facilitators and/or community organization representatives encouraging the Ambassadors to be involved and immersed in the project—to talk with people, and not just watch—and are also challenged with questions to consider throughout the project.

Following the project, there is a debriefing session where the Ambassadors talk about the experience, what they thought and what they learned. Clients from the organization could speak to the group about the impact the organization, not necessarily the activity, has on them. The participants are then challenged to examine what would need to be done to "cure" the problem rather than putting a "band-aid" on the problem for a short time as they just did through their brief project. Efforts should be made to push Ambassadors to think about the deeper issues causing this issue to exist, and they should be challenged to take action when they return to their home communities.

As described above, each step consists of reflection, which is a vital characteristic of service-learning. The people serving are educated about the issues they will be working with, supported and encouraged to examine their impact during the service, and then reflect afterwards on what they have done, what they have learned and what it means. The participants should be probed to think about the reasons social problems exist and how they could be changed by their personal involvement.

#### **Questions to consider when identifying an L4S project:**

- Is this pertinent to the interest area of our youth?
- Is the project mutually beneficial to the participants and the organization? (Did the organization come up with a project just to have you do something, or is it something they really need done? Is the project something in which the participants will be able to see value?)

- Is there a possibility for participants in all areas of our state to be involved in this project after HOBY? (Sometimes you need to think on a broader level—a lot of advocacy work can be done without having an actual organization in the community.)

## **V. Other Curriculum Enhancements**

Two additional enhancements have been made to the proposed leadership seminar curriculum:

- **Group Time**
- **Energizers**

**Group Time** consists of a specific periods during the seminar devoted to discussion among the 8-12 Ambassadors in each group, led by their adult facilitators. This “debriefing” discussion time gives Ambassadors the opportunity to synthesize and verbalize the educational experience in order to gain as much as possible from the seminar. This may be accomplished by asking questions of the Ambassadors, allowing them to express their reflections, and voicing observations made by the facilitator. This is an important time for Ambassadors to process the information and messages they received, and to apply the lessons to their own lives. In order for Group Time to be successful, it is critical to educate the adult facilitators during their pre-seminar training on how to create a space for honest and thoughtful discussion, how to engage youth in the discussion, and how to manage the group during the process.

**Energizers** may consist of icebreakers, cheers, short team-building games, etc., and are typically conducted throughout the length of the seminar. Using energizers should create an atmosphere of familiarity among the Ambassadors and will encourage more active participation in the program. They are also educational, often serving as an immediate way to begin testing the Ambassadors’ leadership and communications skills. Energizers may be used in several situations: upon arrival or while participants are waiting for the day’s activities to begin; for group members to get to know one another and to create a safe, “say anything” environment for discussion; or during times when you need to re-invigorate participants or give them a break from a long string of activities.

Both group time and energizers have already been conducted in most HOBY Leadership Seminars throughout the country. The addition of these elements to the curriculum requirements emphasizes their value, particularly for new volunteers selected to carry out HOBY’s mission through the seminars.

**HOBY Annual Background Check Form for Volunteers***Applicant Release Authorization*

In accordance with the Child Protection Policy of Hugh O'Brian Youth Leadership (HOBY), all volunteers 18 years and older who will have repetitive access or contact with Ambassadors, or who will sit on the local affiliate corporate board must complete this form and agree to an background check annually. Background checks for individuals accepted to the positions of Regional Project Director (RPD) and Corporation President (CP) will be conducted by HOBY International; background checks on all other volunteers will be conducted by the Corporation President of the local affiliate HOBY corporate board.

The information provided on this form is required by law enforcement agencies and other entities for positive identification purposes when checking public records. It is confidential and will not be used for any other purposes. I hereby release the employer and agents and all persons, agencies, and entities providing information or reports about me from any and all liability arising out of the request for or release of any of the above mentioned information or reports.

I hereby authorize, without reservation, any law enforcement agency, institution, information service bureau, school, employer, reference or insurance company contacted by Hugh O'Brian Youth Leadership (HOBY) or its background check service provider or agent, to furnish the information described above. I understand that in the event a negative hiring decision is made based upon the results of my background check, a report will be furnished to me upon my request. I understand that, regardless of previous appointments, HOBY is not obligated to appoint me to a volunteer position. If appointed, I understand that violation of HOBY policies or principles could be subject to my suspension or removal by HOBY staff.

**PERSONAL INFORMATION (PLEASE PRINT)**

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(Please Print) HOBY STATE/SITE

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HOBY VOLUNTEER POSITION

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LAST NAME

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FIRST NAME

---

MIDDLE INITIAL (REQUIRED)

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OTHER LEGAL NAMES YOU HAVE USED, INCLUDING MAIDEN NAME(S)

---

HOME ADDRESS

---

CITY

---

STATE

---

ZIP CODE

---

SOCIAL SECURITY NUMBER

---

DATE OF BIRTH

---

HOME PHONE

---

BUSINESS PHONE

---

CELL PHONE

---

E-MAIL ADDRESS

---

OCCUPATION/TITLE

---

COMPANY/EMPLOYER'S NAME

---

NUMBER OF YEARS WITH HOBY

---

HOBY ALUMNI YEAR (IF APPLICABLE)

I CERTIFY THAT THE INFORMATION ON THIS APPLICATION IS TRUE.

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SIGNATURE OF APPLICANT

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NAME OF APPLICANT (PLEASE PRINT)

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DATE

### HOBY CODE OF CONDUCT

*[At the beginning of the program year, to be signed by the affiliate Corporate President (CP) and submitted to the respective DNP; to be signed by ALL volunteers over the age of 18 and submitted to the affiliate CP; to be signed by Board of Trustee members and submit to the Chairman; to be signed by staff and submitted to the CEO.]*

Hugh O'Brian Youth Leadership ("HOBY") is committed to the highest ideals of youth leadership development and education and expects all representatives to act in a manner that both contributes to the overall mission of HOBY and follows HOBY policies. As a HOBY representative, I accept responsibility to represent HOBY with pride and dignity conducting myself in a professional manner and as a positive role model for HOBY program participants, alumni, volunteers, and the greater public. I agree to adhere to the following standards of conduct while serving HOBY.

- I will treat everyone with respect, dignity, patience, integrity and consideration. I will be fair, professional, and honest.
- I will encourage participation of and respect for individuals of diverse backgrounds, cultures, and perspectives, and treat everyone equally.
- I will maintain high standards of moral and ethical conduct that includes self control and responsible behavior. I will be a positive role model.
- I will respect the property of hotels, universities, dormitories, dining facilities, and other venues.
- I will ensure that HOBY is a positive experience for ambassadors, alumni, and volunteers, and will provide the highest quality event possible.
- I will provide for the general welfare, health and safety of any ambassador or alumni in my charge during the course of my assigned duties.
- I will abide by all HOBY rules, standards, policies and guidelines.
- I will obey all local, state and federal laws.
- I will refrain from the use of alcohol, tobacco products and profane language while serving HOBY, particularly while in the presence of youth.
- I will refrain from any form of personal abuse/attacks towards ambassadors, alumni, volunteers, staff, board, and others, including verbal, physical and emotional abuse.
- I will not engage in disloyal, disrespectful, and detrimental conduct to HOBY, including, but not limited to, disloyal, disrespectful, and detrimental conduct by e-mail and on the internet.
- I understand that I am only authorized to represent HOBY as specifically indicated in my position description, or as directed in a written authorization signed by my respective Director of National Programs, or as approved by the President/CEO and/or the Board of Trustees.
- I will perform all duties and responsibilities in a timely and professional manner.
- I understand that HOBY discourages relationships of a romantic or sexual nature between supervisors and those they supervise or volunteers and those they serve. I agree to maintain appropriate relationship boundaries during the course of my volunteer activities/work and agree to speak with a supervisor/staff member should any relationship develop which makes it difficult for me to remain objective and fulfill my obligations.

***I understand that failure to adhere to any or all parts of this code may result in suspension from my duties and/or termination of my relationship with HOBY.***

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Signature

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Print Name

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Date

### Policy for Mandatory Reporting of Child Abuse, Sexual Abuse and Threats

*Hugh O'Brian Youth Leadership provides lifelong leadership development opportunities that empower individuals to achieve their highest potential.*

The core of HOBY mission and programs is the provision of services to youth. With this comes the responsibility of protecting the young people who participate in our programs. That responsibility includes reporting suspected abuse, as well as threats to harm or danger to self or others. All 50 states have passed some form of a mandatory child abuse and neglect reporting law to qualify for funding under the Child Abuse Prevention and Treatment Act ("CAPTA"). These laws generally include educators and persons who work in youth programs as mandatory reporters. Many states require "any person" to report.

HOBY mandates the reporting of any reasonable, good faith suspicion of child abuse of any nature, threats of danger to self or others, including terrorist threats, to the appropriate authorities.

Volunteers and staff who become aware of such issues are required to submit a written report (see attached format) to their respective Director of National Programs, to the appropriate local authorities, with a copy maintained by the HOBY Corporate Board President. Each HOBY site shall have available information about the reporting agency for that state. The state by state reporting hotline numbers may be found at [www.capsli.org/hotlines.php](http://www.capsli.org/hotlines.php). Other helpful sites are: [www.childwelfare.gov](http://www.childwelfare.gov) and [www.darkness2light.org/GetHelp/reporting.asp](http://www.darkness2light.org/GetHelp/reporting.asp). The report shall remain confidential to the extent mandated by the appropriate state law.

**There are no private or privileged communications between HOBY volunteers, staff and participants when such communications concern child abuse, sexual abuse or neglect; or a child presents a risk of danger to self or others.**

**Threats of danger to self or others** includes, but is not limited to, threats of suicide, observed inability or unwillingness to protect oneself from known risks, statements of intent to inflict harm on another or others, observed actual or attempted harm to another, etc. CAPTA mandates "minimum definitions" for child abuse and sexual abuse. **Abuse or neglect** is any recent act or failure to act:

- Resulting in imminent risk of serious harm, death, serious physical harm, sexual abuse, or exploitation
- Of a child (usually a person under the age of 18)
- By a parent or caretaker who is responsible for the child's welfare

**Sexual abuse** is defined as

- Employment, use persuasion, inducement, enticement, or coercion of a child to engage in, or assist any other person to engage in, any sexually explicit conduct or any simulation of such conduct for the purpose of producing any visual depiction of such conduct; or

- rape, and in cases of caretaker or inter-familial relationships, statutory molestation, prostitution, or other form of sexual exploitation of children or incest with children.

### **Threshold Knowledge**

The threshold or level of knowledge that triggers the duty to report varies from state to state. The level ranges from a mere “reasonable cause to believe” or a “reasonable suspicion” to requiring the reporter to “know or suspect,” a higher level of knowledge.

### **Immunity from Civil Liability or Criminal Prosecution**

Any person who reports suspected child abuse in “good faith” is immune from criminal and civil liability as a result of such action.

### **Penalty for Failure to Report**

Failure to adhere to these guidelines shall be cause for discipline which may include termination from HOBY. Such failure may also result in criminal or civil penalties.

### **For Guidance or Assistance**

If you are unclear about your reporting responsibilities or are in need of guidance or assistance, contact your Director of National Programs and the local child protection agency for more information.



**Policy for Mandatory Reporting of Child Abuse, Sexual Abuse and Threats**

# **REPORT OF SUSPECTED ABUSE OR THREAT**

## **Reporting Party Information**

Name: \_\_\_\_\_ Today's Date: \_\_\_\_\_

Location (State, Program Site): \_\_\_\_\_

Telephone Number: \_\_\_\_\_

DNP's Name: \_\_\_\_\_ Telephone No: \_\_\_\_\_

## **Reporting Agency Notification**

Name of Agency Notified: \_\_\_\_\_

Name of Person Contacted at Agency: \_\_\_\_\_

Date and Time of Call: \_\_\_\_\_ Telephone No: \_\_\_\_\_

## **Victim Information**

Name of Victim: \_\_\_\_\_

Birth date or Approx. Age: \_\_\_\_\_ Sex: \_\_\_\_\_ Ethnicity: \_\_\_\_\_

Present Location of Victim: \_\_\_\_\_

Relationship of Victim to Suspected Abuser: \_\_\_\_\_

## **Involved Parties or Witnesses**

Name & Relationship to Victim: \_\_\_\_\_ (Suspect? Y/N)

Name & Relationship to Victim: \_\_\_\_\_ (Suspect? Y/N)

Name & Relationship to Victim: \_\_\_\_\_ (Suspect? Y/N)

Name & Relationship to Victim: \_\_\_\_\_ (Suspect? Y/N)

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### Questions and Answers for Use of Medications During a HOBY Event

**1. Why are we collecting prescription medications?**

*HOBY is committed to ensuring the health and well being of every participant attending a HOBY event. This policy safeguards against participants sharing, misusing or selling prescription medication to other participants attending the event. In order to safely and effectively accomplish this, HOBY will collect certain prescription medications from all participants under 21 years of age and will require the appropriate documentation that will allow HOBY to access emergency care for the participant if needed. Because of this, no participant may carry or keep any prescription medications unless they have one of the exceptions listed in question # 5.*

**2. What is prescription medication?**

*Any medication prescribed by a doctor or other medical professional. This includes any ingestible or topical medication such as anti-depressants, birth control pills, prescription acne medication, etc. This does not include any over-the-counter medications such as Ibuprofen.*

**3. Volunteers may not dispense medications. What does that mean?**

*HOBY Volunteers will not “hand out” prescription medications - only store medications. Participants are responsible for picking up their medications from HOBY as needed.*

**4. Does this policy apply to all Alumni and CLeW events?**

*This policy for use of medications applies to all HOBY events including the World Leadership Congress, Leadership Seminars, Alumni Excursions, Alumni Reunions and CLeWs.*

**5. What prescription medications can a HOBY participant keep in his or her possession?**

*Participants must disclose all prescription medications they are taking while at a HOBY event, but HOBY will NOT collect the following prescription medications: any asthma medications (inhalers, oral steroids, etc.), birth control pills, acne medication, any topical medications, allergy medications, medications for treatment of diabetes (insulin, etc.) and EpiPens, as well as any other prescription medication required by the doctor to be in their possession at all times.*

*In addition, participants may keep in their possession, any other prescription medication required by the doctor to be in their possession at all times. A doctor's note must be completed and on file for these medications. Participants may keep over-the-counter (OTC) medications in their possessions unless parent/guardian has requested HOBY to collect and store such medications on the Medical History Records Form.*

**6. What are EpiPens?**

*EpiPens deliver epinephrine to people with severe allergic emergencies. Epinephrine is often used because it quickly begins to reverse symptoms of an anaphylactic reaction. Allergic reactions may be from foods (e.g. nuts, shellfish, eggs), stings (e.g. bees, wasps, hornets, yellow jackets), environmental items, or products, such as latex.*

According to Dey Laboratories, the distributor of the EpiPens®, these devices are a disposable drug delivery system featuring spring activation and a concealed needle. It provides a rapid, convenient dose of epinephrine for individuals needing protection from potentially fatal allergic reactions. Users of the medication are able to self-administer this drug. Use of epinephrine will give time for the patient to get to the emergency room for further treatment.

## **7. Who should collect, store and document prescription medications?**

A volunteer doctor, medical professional, emergency medical technician, or other dedicated volunteer 21 or older will need to be available during check in to collect medications and throughout the seminar to supervise the participants when they pick up their medication. The HOBY volunteer will check the pre-seminar Medical History Records Form in advance of the seminar to familiarize himself/herself with who is bringing what medications to the HOBY event. If you have a large number of participants, HOBY recommends that you have several volunteers serving in shifts dedicated to supervising the Medications Room and documenting the participant's picking up of medications.

## **8. How should the collection of prescription medications be handled?**

Each participant must bring all prescription medications to the HOBY "Check-In" at the beginning of the event in the original prescription bottle, properly labeled by a registered pharmacist, including medications that will remain in the participant's possession. A doctor's note must accompany all prescription medications. For participants with more than one medication, each doctor must provide a note to accompany the prescriptions he/she has prescribed. These requirements have been provided to participants in the Medical History Records Form and Policy for Use of Medication During a HOBY Event form in the pre-seminar materials. Participants may consider the use of prescription medication a private matter, therefore, if space permits, we recommend you provide a private room or area close to the "Check In" to collect medications.

HOBY suggests that large clear baggies be used to collect prescription medications, one baggie per participant. Once the participant checks in with his/her medications, the volunteer will check the Medical History Records Form to ensure that the medications on the Form coincide with what the participant brought and that the participant has a physician's note for each medication. The participant then drops medication(s) into the bag along with the doctor's note on each, the bag is to be sealed and a strip of white tape used as a label on the front where the participant's full name shall be placed. HOBY suggests that the bag be color coded for ease in locating later – use a blue marker to identify male participants (last name first for ease in storing alphabetically) and red marker for female participants. We also suggest that you list the HOBY group name or group number on the bag and bus # for fieldtrips or any additional coding you will need for your site.

All baggies must then be stored in a secured locked area (see specifications in item #11).

## **9. Why is a doctor's note needed?**

HOBY's general counsel advises that this practice provides HOBY volunteers and staff maximized protection against the misuse of medications. In place of a doctor's note, participants may use the new Physician Medication Verification Form found at HOBY Online Volunteer Resources <https://reg.hoby.org/online/common/MedicationVerificationFormforPhysicians.doc> for ease in obtaining all needed information from the doctor.

**10. What is the recommended process after all prescription medications have been collected?**

HOBY recommends that the Medications Room be a stationery place and the location and suggested hours of pick-up be posted and communicated to all participants at "Check-In" and during the Opening Ceremony. The Medication Room must be open and available for participants to access medications 24/7; however, communications should encourage participants to access their medications during meal times and before bed time. When a participant arrives at the medications room, a volunteer or medical professional will provide the participant's baggie to the participant and supervise the participant as he/she takes out his/her own medication, and puts the medication back in to the baggie storage area. The volunteer or medical professional will then document on HOBY's Medical Treatment Log the date, time and medication taken. The Medical Treatment Log has been revised, found on HOBY Online Volunteer Resources <https://reg.hoby.org/online/common/MedicalTreatmentLog.doc>. When the participant "Checks Out" from the HOBY event, all prescription medications must be given back to the participant. The Medical History Records Forms and the Medical Treatment Log must be held for 6 months and then the Forms and Log must be destroyed.

**11. What constitutes a locked facility for storing medications?**

The medications will need to be stored in a locked container or cabinet, or stored in a room with a door that is kept locked throughout the day and night. Only the designated volunteers or medical professionals will have a key/combination to the locked area.

**12. What if certain medications need to be kept in a temperature-controlled environment?**

Medications can be stored in a refrigerator in a kitchen or in a dorm room as long as a door leading to the refrigerator is locked. If no refrigerator is available or the participant is off site all day at a field trip, medication may be stored in a locked ice chest or cooler.

**13. What if medication is needed and the seminar includes a field trip or off-site community service project?**

If off-site for a day, participants can be encouraged to pick up the amount of medications needed for the day early in the morning before departure.

**14. What if a student does not bring a doctor's note for his/her prescription medication(s) listed on the Medical History Records Form?**

As with all other required seminar forms, if the participant arrives without the appropriate signed forms and doctor's note or Physician Medication Verification Form for prescription medications listed on the Medical History Records Form, the participant will not be able to participate in the HOBY event and will be sent home. If the participant does not bring a doctor's note but one can be immediately obtained or faxed from the doctor's office, the participant may stay at the event.

**15. What if the participant claims during the "Check In" that they are no longer using the prescription medication listed on their Medical History Records Form?**

The HOBY volunteer will contact the parent and if the parent confirms the statement, the volunteer will note on the Medical History Records Form that medication is no longer being used and the date and time discussed

with parent. If the parent does not confirm the participant's statement, then the volunteer/staff should note this in the "Medical Treatment and Medication Log" and then follow the steps identified in #14.

The same is true for a situation where a participant is found to have prescription medication in their possession but it is not listed on the Medical History Records Form. The HOBY volunteer will immediately contact the parent to obtain a doctor's note for the medication and collect the medication. If the doctor's note is not secured, then the student will be asked to leave the HOBY event.

**16. What if the participant turns in something that is obviously a substitute (like aspirin) in order to prevent them from having to check in each day?**

Again, HOBY volunteers are required to check the Medical History Records Form and verify that the collected medication is listed on the Form and accompanied by a doctor's note. Volunteers do not have the medical experience and should not be opening up bottles or containers to verify what is inside. We trust that the Policy is being followed.

**17. If a participant does not come to get their medication and the volunteer or medic team knows this is a more serious drug that could alter the participant's behavior if not taken, what should be done?**

HOBY Volunteers will not "hand out" medications - only store medications. The participant is fully responsible for taking medications at the prescribed times and HOBY volunteers are not to schedule or remind participants to take medications. By the parent/guardian signing the Medical History Records Forms, they are agreeing that HOBY staff, volunteers and HOBY, as an organization, are not responsible if the participant fails to present themselves at the announced places/times to take the specified medications.

**18. Can volunteer medical professionals and medics carry OTC medication and dispense?**

The Medical History Records Form signed by a participant's parent or legal guardian now lists common over-the-counter medications and requires that the parent or guardian identify which medications they grant HOBY volunteers permission to administer.

**19. What is the requirement for collection of prescription medications from volunteer staff and junior staff who work the HOBY events?**

Since HOBY adult volunteers have their own rooms which are locked during the day, they may keep possession of their own medications. Junior Staff, under the age of 21, will need to fill out the appropriate paperwork and store their prescription medications and doctor's note in the Medication Room.

**20. What if the stored medications become damaged during the event? Who is responsible for the replacement of the medication?**

HOBY is not responsible for any liability arising out of the storage of the medications. If the medications do become damaged for any reason, the participant/parent/guardian will need to make the appropriate arrangements through the doctor's office to call in a replacement prescription at the participant's cost.

*In the event of a power outage, volunteers and staff must make arrangements to maintain the integrity of medications that require refrigeration. Medications should not be kept where labels could get wet or become ruined.*

**21. What type of coverage does HOBY have on its volunteers?**

*HOBY purchases annual general liability insurance coverage to ensure that all activities run in HOBY's name are adequately covered. The purpose of this coverage is to indemnify against loss, injury or illness occurring during the planning or execution of any authorized HOBY events for which staff and volunteers might be considered responsible or negligent. As long as HOBY's policies are followed, a volunteer is covered by HOBY's general liability insurance policy.*

**22. Who should keep medications during a HOBY event such as WLC—Facilitators or Section Leaders?**

*A volunteer doctor, medical professional, emergency medical technician, or other dedicated volunteer 21 or older will need to be available during check in to collect medications and be available throughout the seminar to supervise the participant's access of medication and the documentation of access. Depending upon the event size, we recommend 1 - 5 volunteers being responsible for the Medication Room which is allowing for shift changes, etc. Due to the demanding roles of Facilitators and Section Leaders at the WLC, HOBY asks that specified volunteer(s) or a medic team be responsible for this important role.*

**23. Are we going to send an out-of-state or international student home if they arrive without a doctor's note for prescription medication?**

*HOBY's policy is that any prescription medication brought to the event will require a doctor's note. Every effort must be made in advance of the event to communicate HOBY's policy and requirements. If a student arrives without a doctor's note, every effort will be made to get a note faxed to the event from the doctor. If a doctor's note cannot be arranged, the student will be asked to leave.*

**24. Has HOBY had any problems in the past when participants retained their prescribed medications?**

*No, HOBY has been very fortunate and no issues have come to our attention. However, in light of the increased use of prescribed medications among today's youth, it is imperative that all levels within the HOBY organization plan carefully to reduce the risk of injury, illness and liability for real or alleged actions and any action that could lead to liability claims.*

**Please contact your Director of National Programs if you have any further questions about this policy.**

### Policy for Use of Medication During a HOBY Event

**If a minor or adult participant is required to take medication during a HOBY event, including the HOBY Leadership Seminar, he/she must comply with the following guidelines:**

1. HOBY volunteers will not dispense prescription medication for participants during the event.
2. Any participant bringing prescription medication to the event must submit a doctor's note or completed Physician Medication Verification Form to HOBY, preferably in advance or at the event check-in, detailing the following:
  - a. The name and type of medication.
  - b. The condition for which the medication is being prescribed.
  - c. Dosage information.
  - d. Attestation that use of the medication will not impair the participant's ability to care for his/her own safety or the safety of others; increase the risk of harm to others; or cause dizziness and/or fatigue.
3. This information is necessary to provide medical personnel in the case of emergency and the participant is unable to communicate the information. All prescription medication must be submitted to HOBY in its original container as labeled by the pharmacy. HOBY will store required medications in a locked facility. The medications a participant may be allowed to keep in his/her possession is any asthma medications (inhalers, oral steroids, etc.), birth control pills, acne medication, any topical medications, allergy medications, medications for treatment of diabetes (insulin, etc.) and EpiPens, as well as any other prescription medication required by the doctor to be in their possession at all times. But there will need to be a doctor's note completed and on file for all medication brought to the event, whether stored or not.

If a participant fails to advise HOBY that he/she is taking prescription medication, is not taking the medication as prescribed, and/or has stopped taking prescription medication, HOBY reserves the right to send the participant home at the participant's guardian or parent's expense.
4. If the participant has a medical condition that requires any assistance, the assistance must be provided or contracted directly by the participant or his/her parent/guardian. Under no circumstances will a HOBY volunteer help with dispensing medication. If help is needed on an emergency basis, emergency personnel will be contacted.
5. Proper administration and dosage of medication shall be the sole responsibility of the participant. HOBY will have no responsibility in seeing that the participant takes the medication as prescribed by the doctor.
5. Participants should only bring as much medication as will reasonably be needed during the event.
6. Participants are prohibited from sharing their personal medication with another participant. Conversely, participants are prohibited from accepting medication from anyone, other than HOBY medical staff.
7. Any participant bringing illegal drugs, narcotics, misused prescription drugs and/or mood altering substances or alcoholic beverages to a HOBY event, using them on HOBY premises or dispensing or selling them on HOBY premises will be subject to disciplinary action, including automatic expulsion from the event. The discharged participant will be responsible for any charges/fees incurred as a result of leaving the event early (i.e. change in airfare, taxi, etc.). HOBY has a very strict/no-tolerance policy when it comes to drugs.



### Program Participant Non-discrimination Policy

HOBY complies with all applicable anti-discrimination laws and does not illegally discriminate against, or give preferential treatment to, any individual or group on the basis of age, race, gender, color, ethnicity, disability, religion, sexual orientation or national origin in the selection of participants for HOBY's youth leadership programs and services. HOBY is committed to providing a balanced, safe and educational environment for all participants.

### Risk Management Demystified

#### INTRODUCTION TO RISK MANAGEMENT

Ultimately risk management is about keeping all of our HOBY students, alumni, and volunteers safe. Increasing concerns within the youth serving community at large regarding health and safety, allegations of sexual misconduct/abuse, and the rising cost of insurance have generated great interest in loss prevention and risk reduction. Although HOBY has not experienced any of these problems, it is essential that professional staff and volunteers are experts in strategy and execution of plans, which ensure physical and mental wellbeing. It is imperative that all levels of the HOBY organization plan carefully to reduce the risk of injury, illness and liability for real or alleged actions and inaction that could lead to liability claims.

The HOBY Board of Trustees purchases annual general liability insurance coverage to ensure that all activities conducted in HOBY's name are adequately covered. The purpose of this coverage is to indemnify against loss, injury or illness occurring during the planning or execution of any authorized HOBY event for which staff or volunteers might be considered responsible or negligent. Reasonable and prudent study has resulted in the following policies that apply to all HOBY programs and operations.

#### RISK MANAGEMENT AND INSURANCE POLICIES

The following policies can be found in entirety at

[https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary\\_08112008.pdf](https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary_08112008.pdf).

#### Insurance

All State Corporations & Seminar Affiliates, All State Alumni Chapters and Clubs, and All Community Leadership Workshops, since they are programs of HOBY, are automatically covered by HOBY's Liability Insurance, provided that there is a current signed Affiliation Agreement on file with HOBY International. The policies are annual policies that cover all activities of the above during the year including committee meetings, trips, alumni excursions, board of trustee/corporate board meetings, advisory board meetings, etc.

#### Insurance Certificate

If you need a certificate of general liability insurance for your facility or for any other reason, please complete the Insurance Certificate Request Form at

<https://reg.hoby.org/HOBYOnline/VolResources/InsuranceCertificateRequestForm.doc> and send it to Cindy Mohr (cindy.mohr@beechercarlson.com) or fax (503) 914-5491. Cindy can be reached at her direct line (503) 219-3291 at Beecher Carlson Insurance for any questions. The toll free number is (800) 654-5565 ext. 291 and she should be contacted at least two weeks prior to a HOBY activity.

#### Contracts and Agreements

It is important that your HOBY Corporation's legal counsel review all contracts and agreements related to your HOBY activities. If your HOBY Corporation's legal counsel feels such contracts or agreements could expose the HOBY International Corporation to potential risk, please send a copy to HOBY International for review. When signing contracts, sign them as an official representative of HOBY. Be sure that your HOBY title is listed next to your name and signature.

### **Food**

All food served at HOBY events should be commercially prepared, such as by your facility cafeteria or food service, licensed caterer, or restaurant. Homemade food is not permitted. Service organization clubs, such as Lions Clubs or Kiwanis Clubs, can prepare a meal for your event if they are properly licensed as a food service provider by your state and HOBY is listed as an additional insured party on their insurance policy.

### **Alcoholic Beverages**

All HOBY staff, volunteers, and facilitators are role models for the students who take part in HOBY programs. Staff and facilitators should ALWAYS abstain from using alcoholic beverages during any HOBY seminar or youth program/activity. A seminar or activity begins with your arrival and ends with the conclusion of the event and your departure from the site of the event. For more specific information regarding alcoholic beverage use for adult HOBY functions and events, please see

[https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary\\_08112008.pdf](https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary_08112008.pdf).

### **Smoking and Tobacco Products**

All HOBY staff and volunteers are role models for the students who take part in HOBY programs. Staff and facilitators should ALWAYS abstain from smoking or using tobacco products during any HOBY seminar or youth program/activity when students are present. Smoking may be permitted in approved areas away from students and out of sight. A seminar or activity begins with your arrival and ends with the conclusion of the event and your departure from the site of the event.

### **Drugs**

No unauthorized or illegal drug use is permitted by anyone at any HOBY seminar or youth program/activity. Prescription medications should be reported on the individual's Medical History Form. Please see the section of this article on Medical Policies for further information about how to handle prescription medication.

### **Sports**

HOBY is insured as an educational program; therefore sport activities are not permitted. The following activities are not permitted as part of the HOBY program: organized competitive team sports, contact sports and high risk activities including, but not limited to scuba diving, skiing, surfing, use of guns or other weapons, horseback riding or hang gliding.

### **Swimming**

Students are allowed the use of the host facility swimming pool during a leadership seminar weekend and pool parties are permitted, provided that certified lifeguards are on duty. Swimming alone is prohibited at all times.

### **Amusement/Water/Theme Parks**

HOBY is insured as an educational program; therefore outings to amusement/water/theme parks are not permitted as part of the HOBY program (including alumni activities), due to the increased risk associated with these parks.

### **Supervision and the Buddy System**

Any person who is responsible for the health and safety of HOBY program participants must be at least 21 years of age. HOBY defines "adult" as those persons 21 year of age or older. See also the

Supervisory Volunteer Age Requirement Policy at

<https://reg.hoby.org/HOBYOnline/VolResources/SupervisoryVolunteerAgeRequirement.pdf>.

HOBY International strongly recommends that the ratio of facilitators to ambassadors be no more than 1 to 12. Junior staff also needs appropriate supervision. No adult leader, HOBY staff or Junior Staff, may be alone with a student. Two adults must always be present in a room with ambassadors or alumni. Further, no male adult or female adult is permitted to enter sleeping rooms of under-age students alone. If a sleeping room is to be entered, two adults are required, at least one of which must be the same sex as the student whose room is entered. Students should use the buddy system at all times, and no student should ever be alone.

### **Transportation and Travel Activity Plan**

Volunteers are not covered while driving their personal vehicles on behalf of HOBY at any time. HOBY is not responsible for the transportation of students or volunteers to or from any HOBY sanctioned events including, but not limited to, seminars, CLeWS, Alumni Activities, WLC and TI. Volunteers should never transport HOBY students in a personal vehicle or aircraft.

Common commercial carriers including chartered buses, school buses, taxis, public subways and buses, airplanes, trains and watercraft (cruise ships, ferry boats, river cruise boats) are to be used for all transportation.

See HOBY's Risk Management and Insurance Summary document at

[https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary\\_08112008.pdf](https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary_08112008.pdf) for more detailed information and for information on selecting a chartered bus company. A HOBY Travel Activity Plan Form must be filed with your Corporate Board President at least 7 days prior to the beginning of an activity involving transportation. This form can be found at <https://reg.hoby.org/HOBYOnline/VolResources/TravelActivityPlanforEvents.doc>.

### **Parental Consent and Acknowledgment of Risk Form**

All participants in a HOBY event must complete and have signed a HOBY International approved Consent and Acknowledgment of Risk form prior to an event. These forms are provided annually to all HOBY Leadership Seminar Chairpersons, Corporation Presidents and Alumni Advisors on our website and in our program materials (in the pre-seminar materials packet and program participant packet for CLeW). All Consent forms should be kept at the activity site so that they may be presented to a hospital or physician as necessary. Consent forms should list the beginning and ending time of the event.

### **Health Histories**

Health history of each participant is required and is the responsibility of the individual or his or her parent or guardian. Medical forms, as long as current, can be used for one year after being filed with the Chapter. Medical forms can be found in your pre-seminar materials packet.

### **Medical Injury/Illness Incident Report**

A Medical Injury/Illness Incident Report must be used in relation to all HOBY activities where records of any and all first aid or medical treatment administered during an activity are maintained. This record must be forwarded to HOBY International's Program Department. This form can be found at <https://reg.hoby.org/HOBYOnline/VolResources/InjuryIllnessIncidentReport%201-09-09.doc>.

### **Emergency Procedures**

A firm plan of emergency procedures must be developed before seminars or events take place. This should include medical procedures, emergency evacuation procedures for all facilities, and any transportation emergency procedures. HOBY Corporations are advised to ensure that the Seminar Chairpersons, Alumni Advisors and CLEW Chairpersons develop a relationship with a medical facility near the location of all events and activities in advance of the event or activity (excluding committee meetings). A person of authority at the medical facility (hospital or emergency care center) should be consulted regarding emergency and admitting procedures and authorization procedures for treatment of minors. The HOBY Consent and Acknowledgment of Risk form should be reviewed by the representative of the medical facility and their pre-approval of its acceptance as consent for treatment should be acknowledged by them.

### **Filing of Serious or Fatal Accident Reports**

We hope it never happens, but in the event of a serious or fatal accident there are several steps that must be followed immediately. Please refer to

[https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary\\_08112008.pdf](https://reg.hoby.org/HOBYOnline/VolResources/RiskManagementPoliciesandInsuranceSummary_08112008.pdf) for specific steps and instructions and familiarize yourself with these procedures before your event.

### **Document Retention and Disposal**

A new Document Retention and Disposal Policy was released on December 15, 2006. Please be sure to read the policy in its entirety at

<https://reg.hoby.org/HOBYOnline/VolResources/DocumentRetentionandDisposalPolicy.pdf> .

All HOBY financial records, participant medical records and ambassador attendance records are to be stored in a secure location for seven years. After a period of seven years, printed material and electronic data containing information shall be disposed of in a manner that ensures confidentiality, such as cross-cut shredded, destroyed or incinerated. It is the Corporation President's responsibility to ensure that all site information has been secured or destroyed.

### **MEDICAL POLICIES**

There are medical policies for implementation for all HOBY programs. All key volunteers should read in entirety these policies which were released in December 2006. If you have any questions, please contact your DNP for clarification.

#### **Handling Medical Information Policy**

This policy document for key volunteers can be found at

<https://reg.hoby.org/HOBYOnline/VolResources/MedicalInformationHandlingPolicy.pdf>

The Notice of Privacy Practices is the companion document that is for parents and students and is included in the pre-seminar materials template.

#### **Use of Medications During a HOBY Event Policy**

This public policy document for volunteers, students, and parents can be found at

<https://reg.hoby.org/HOBYOnline/VolResources/MedicationUseDuringaHOBYEventPolicy.pdf> and is included in the pre-seminar materials template.

The companion document for internal HOBY use is the Questions and Answers for Use of Medications During a HOBY Event. This document can be found at <https://reg.hoby.org/HOBYOnline/VolResources/MedicationUseDuringaHOBYEventQuestionsandAnswers.pdf> and describes how the policy should be implemented.

The Medical Treatment and Medication Log form referenced can be found at <https://reg.hoby.org/HOBYOnline/VolResources/MedicalTreatmentandMedicationLog%201-09-09.doc>

The Medication Verification Form for Physicians is included with the pre-seminar materials template for use. However, a hand written or typed free-form doctor's note is also acceptable provided that it gives all the information needed.

## **OTHER IMPORTANT POLICIES**

There are several other policies that are very important to good risk management practice. These are outlined below and the whole policy can be viewed at the link provided.

### **Sexual Harassment**

HOBY is committed to providing a discrimination free environment at every HOBY function. HOBY will not tolerate harassment of HOBY Ambassadors, Alumni, Volunteers, or Staff by anyone, including Ambassadors, Alumni, Volunteers and Staff. Sexual Harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature. (See HOBY Sexual Harassment Policy at <https://reg.hoby.org/HOBYOnline/VolResources/HOBYSexualHarassmentPolicy.pdf> for the full definition.) All volunteers including seminar facilitators must be trained and given a copy of the Sexual Harassment Policy. The responsible key volunteer at each HOBY event must ensure an environment where any sexual harassment will be reported, investigated, and immediately remedied. See the entire HOBY Sexual Harassment Policy for detailed information.

### **Background Checks**

All HOBY affiliates are required to annually conduct a background check on each volunteer aged 18 and over that has repetitive access or contact with ambassadors and alumni. Volunteers are required to complete and sign the Volunteer Application and Background Check Form, which provides the HOBY Affiliate permission to order a background check on the individual. This policy and form can be found at <https://reg.hoby.org/HOBYOnline/VolResources/BackgroundCheckandChildProtectionPolicy.pdf>. HOBY International recommends that the Corporate President use HOBY International's Background Check service for conducting background checks. The cost is \$5.50 each. Please see the One Source Background Check document for more detailed information.

If a person's background check reveals a conviction for any crime involving or against a minor, the affiliate shall not permit him/her to participate in any manner. A local affiliate may prohibit any individual from participating as a volunteer if the affiliate deems the individual unfit to work with minors based upon the type and number of convictions. For each volunteer, the Corporate President shall retain on file the most recent seven years of applications, background check results, and any other relevant documents. Prior to disposing of the application and background checks results, all materials should be shredded. See HOBY's Background Check and Child Protection Policy at <https://reg.hoby.org/HOBYOnline/VolResources/BackgroundCheckandChildProtectionPolicy.pdf> for detailed information on conducting background checks or speak with your DNP.

### **Non-discrimination Policy**

HOBY complies with all applicable anti-discrimination laws and does not illegally discriminate against, or give preferential treatment to, any individual or group on the basis of age, race, gender, color, ethnicity, disability, religion, sexual orientation or national origin in the selection of participants for HOBY's youth leadership programs and services. HOBY is committed to providing a balanced, safe and educational environment for all participants. See

<https://reg.hoby.org/HOBYOnline/VolResources/ProgramParticipantNondiscriminationPolicy.pdf>.

### **NEW POLICIES (as of August 2007)**

#### **Child Abuse, Sexual Abuse, And Threats Mandatory Reporting Policy**

The core of HOBY mission and programs is the provision of services to youth. With this comes the responsibility of protecting the young people who participate in our programs. That responsibility includes reporting suspected abuse, as well as threats to harm or danger to self or others. All 50 states have passed some form of a mandatory child abuse and neglect reporting law to qualify for funding under the Child Abuse Prevention and Treatment Act ("CAPTA"). These laws generally include educators and persons who work in youth programs as mandatory reporters. Many states require "any person" to report.

HOBY mandates the reporting of any reasonable, good faith suspicion of child abuse of any nature, threats of danger to self or others, including terrorist threats, to the appropriate authorities. Please see the entire policy at

<https://reg.hoby.org/HOBYOnline/VolResources/MandatoryReportingPolicy.pdf>

#### **HOBY Code of Conduct**

Please see the Code of Conduct posted at

<https://reg.hoby.org/HOBYOnline/VolResources/CodeofConduct.pdf>. This is to be signed by the affiliate Corporate President (CP) and submitted to the respective DNP at the beginning of the program year. The Code of Conduct must be signed by ALL volunteers over the age of 18 and submitted to the CP during the program year.

### **RECOMMENDATIONS**

Additionally, there are a number of recommendations that can further reduce risk at HOBY events. These are outlined below.

#### **Room Assignments**

As a policy ambassadors must only share a room with other ambassadors of the same gender. However, this practice should be applied to all event attendees. Roommates should always be of the same gender, unless they are a married couple. And roommates should be of the same age group. For example, junior staff aged 16-18 and in high school should share a room with other junior staff. Associate facilitators and staff aged 18-20 and in college should share rooms, and adults 21 years old and over should share rooms.

#### **Medical Staff and Medications**

It is good practice to have a medical staff person(s) at your HOBY event if possible. This individual should be certified as a doctor, nurse, paramedic, or emergency medical technician.

### **Ambassador Accounting**

When moving your event group between facilities via any mode of transportation, including walking, it is important to have a process in place to account for all students, alumni and volunteers. For example, everyone should be accounted for during wake-up calls, at the first event of the day, at each new venue, after boarding a bus, at each meal, after a fire alarm evacuation, and at lights out bed checks.

#### **DO**

1. Obtain an insurance certificate for your facility.
2. Have all contracts reviewed by legal counsel.
3. Serve commercially prepared food.
4. Have proper lifeguard supervision during swimming.
5. Use the buddy system.
6. Use commercial transportation.
7. Require and collect all forms.
8. Use the Medical Injury/Illness Incident Report and Medical Treatment and Medication Log.
9. Develop a plan of emergency procedures.
10. Know what to do in the case of a serious or fatal accident.
11. Keep all records for seven years.
12. Read, understand, and implement the revised medical policies.
13. Provide training and distribute copies of the Sexual Harassment Policy.
14. Conduct background checks annually on volunteers that are working with students.
15. Comply with anti-discrimination laws.
16. Have 1 adult over the age of 21 for every 12 students.
17. Assign rooms according to age and gender.
18. Have a medical staff person at your event if possible.
19. Account for all students and volunteers often.
20. Have ALL volunteers 18 years and older sign the Code of Conduct.
21. Contact your DNP if you have any questions.

#### **DON'T**

1. Serve homemade food.
2. Permit alcohol, smoking, tobacco products or unauthorized drug use.
3. Permit any sport or high-risk activities, including amusement/water/theme park outings.
4. Use your personal vehicle for HOBY transportation.



### Sexual Harassment Policy

#### Policy Statement

HOBY is committed to providing a discrimination free environment at every HOBY function, including, but not limited to, Leadership Seminars, CLEWs, Alumni Events, World Leadership Congress, fundraising events, Corporate Board meetings, and committee meetings. In keeping with this commitment, HOBY will not tolerate harassment of HOBY Ambassadors, Alumni, Volunteers, or Staff by anyone, including Ambassadors, Alumni, Volunteers and Staff.

#### Definition

For purposes of all HOBY activities and programs, *sexual harassment* is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature where:

- Submission to such conduct is made either explicitly or implicitly a condition to participate in any HOBY field operations, activities or programs: or
- Submission to or rejection of such conduct is used as a basis for decisions affecting whether particular individuals will participate in any HOBY field operations, activities or programs; or
- Such conduct has the effect of creating a hostile environment which may tend to interfere with any participant's participation in and receipt of the intended benefit of any HOBY activities or programs.

For purposes of the foregoing definition, the term "*participants(s)*" shall include students applying for and /or attending any HOBY activities or programs, and all adult volunteers who apply for and/or attend any HOBY activities or programs or who have or seek an ongoing participation in any organization affiliated with HOBY by name.

For purposes of this policy, the phrase "*verbal or physical conduct of a sexual nature*" includes:

- verbal conduct, including epithets, derogatory comments, or slurs, and
- physical conduct, including assaults, impeding or blocking movements, or physical interference with normal activities in the context of any HOBY activities and programs, and
- visual harassment, such as derogatory posters, cartoons, or drawings.

HOBY's sexual harassment policy is intended to apply to all "Participants" as defined above as well as to all paid HOBY staff who interact with "Participants" in the course of fulfilling their employment duties and/or as volunteers themselves.

#### Reporting Procedure

HOBY asks that a report be made whenever a HOBY participant feels that he or she has experienced sexual harassment as defined in this policy, or whenever an individual believes she or he has witnessed

sexual harassment of another individual. The report shall be made to the responsible adult at the event or to his or her assistant. The report can be made orally or in writing and should contain all pertinent information.

When the responsible adult or the assistant receives a report, that person is responsible for:

- Conducting the investigation as set forth in Section IV, below.
- Determining the appropriate remedies as set forth in Section V, below, if the behavior is determined to be harassment, and
- Creating a written report which contains all pertinent information, and sending a copy of this report to the Corporate Board and the HOBY staff member in charge of field operations.

If the harassment complaint is filed against a staff member, the report should be sent to the HOBY staff member in charge of field operation, or to the President and C.E.O.

### **Investigation**

The allegations of sexual harassment should be investigated in a prompt, thorough, and objective fashion assuring the most confidentiality possible. In order to respect the integrity and maintain the confidentiality of the complaining party, the investigation should be done by one or two individuals. The investigation should consist of an interview with the complaining party, the alleged harasser, any witnesses to the conduct, and any other person who may possibly have information.

### **Remedies**

Remedies for sexual harassment shall be designed to ensure that the harassment is effectively eliminated. Sanctions will be appropriate to the seriousness of the conduct and may include:

- putting an immediate stop to any activity (including skits) which qualifies as sexual harassment;
- limiting contact between the victim and the harasser;
- apologies from the harasser to the victim;
- requesting the harasser to leave the HOBY event; or terminating the harassers involvement in HOBY permanently.

### Supervisory Volunteer Age Requirement

Any person who reaches the age of majority in the state or jurisdiction in which a HOBY event or program is held or operated may serve as a HOBY corporate board member, volunteer committee member and/or seminar committee member. However, any person who is in a key volunteer leadership position (Corporation President, Leadership Seminar Chair, Regional Project Director, Alumni Advisor, CLeW Director, Directors of Recruitment, Director of Fundraising, and Director of Public Relations), is a committee Director, and/or is responsible for the health and safety of HOBY program participants must be at least 21 years of age.

This policy is intended to allow persons from age 18 years and above to serve on a local affiliate corporate board or as a member of a Leadership Seminar Committee. Given their recent HOBY experience, alumni should be allowed to participate and contribute to HOBY's programs and affiliates. However, HOBY still seeks to maintain the 21 year age limit for program volunteers who are in key leadership positions, committee Directors, and/or responsible for the direct health and safety of program participants during an event.

### WLC Evaluation Instructions

*Please use these forms to evaluate the interaction characteristics of each Ambassador in your group, if your site plans on selecting Ambassadors for the WLC. It is important that these forms be kept confidential and that ratings are not discussed with other staff or Ambassadors.*

*Attached you will find several scoring sheets, one for each of the seminar sessions to be evaluated. Please write the names of each of your group members, in alphabetical order, separating the boys from the girls. [NOTE: Some sites use data processing systems and generate these sheets automatically.] It is very important that these sheets be completed and turned in as soon as possible after each evaluated session to our Director of WLC Selection, \_\_\_\_\_.*

*Please do not let the Ambassadors know they are being observed or scored in any way, and do not let them see you completing these forms. If you have any questions, please do not hesitate to ask.*

### WLC Group Interaction Scoring

You are trying to determine, by observation, leadership ability through the following:

- Contribution through group interaction;
- Use of tact and pleasant attitude when interacting with other Ambassadors, staff, and speakers;
- Display of good presentation skills in the group (confident, speaks clearly, arranges thoughts, etc.);
- Participation in shared leadership of the group's dynamics; and
- Display of other leadership competencies.

Each Ambassador should be scored from 1 to 5 points per session, with 1 being the lowest. Please use the following scale:

- 1 – Interrupts or disturbs group, discourteous, overbearing, boisterous
- 2 – Contributes little to the group, does not pay attention
- 3 – Contributes some, may stray from the discussion or be overly dominant
- 4 – Listens attentively, provides some feedback, stays within the topic
- 5 – Provides pertinent responses, evaluates and analyzes information

## WLC EVALUATION SHEET

**Session Being Scored:** \_\_\_\_\_

**Facilitator's Name:** \_\_\_\_\_

Each Ambassador should be scored from 1 to 5 points per session, with 1 being the lowest. Please use the following scale:

- 1** – Interrupts or disturbs group, discourteous, overbearing, boisterous
- 2** – Contributes little to the group, does not pay attention
- 3** – Contributes some, may stray from the discussion or be overly dominant
- 4** – Listens attentively, provides some feedback, stays within the topic
- 5** – Provides pertinent responses, evaluates and analyzes information

Ambassador Name	Group Interaction Rating				
1. _____	1	2	3	4	5
2. _____	1	2	3	4	5
3. _____	1	2	3	4	5
4. _____	1	2	3	4	5
5. _____	1	2	3	4	5
6. _____	1	2	3	4	5
7. _____	1	2	3	4	5
8. _____	1	2	3	4	5
9. _____	1	2	3	4	5
10. _____	1	2	3	4	5
11. _____	1	2	3	4	5
12. _____	1	2	3	4	5



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