



**MENDOTA
ROWING CLUB**

**ATHLETE SAFETY PROGRAM
and
PARTICIPANT SAFETY HANDBOOK**

**Adopted by the MRC Board of Directors on December 11, 2014
and last revised on December 11, 2014**

TABLE OF CONTENTS

	Page
Introduction	2
Definitions	3
Part A: Strategies to Recognize, Reduce and Respond to Misconduct in Sport	
Section 1: Training and Education	5
Section 2: Screening Staff Members	6
Part 1: Applicant Screening	6
Part 2: Criminal Background Checks	7
Part 3: Affirmative Duty to Disclose	9
Section 3: Athlete Protection Policy	10
Part 1: Commitment to Safety	10
Part 2: Prohibited Conduct	10
Part 3: Reporting	16
Section 4: Managing Training and Competition	17
Part 1: Supervision of Athletes and Participants	17
Part 2: Physical Contact	18
Part 3: Electronic Communications and Social Media	20
Part 4: Locker Rooms and Changing Areas	21
Section 5: Responding to Abuse, Misconduct and Policy Violations	22
Part 1: Reporting Policy	22
Part 2: Reporting Procedure	23
Part 3: Disciplinary Rules and Procedure	25
Section 6: Monitoring MRC Strategy	27
Part B: Documents and Forms	
Application for Employment and Consent and Release	29
Reference Form	
Reference Information	
Reporting Form	
Incident Report Form	

INTRODUCTION

In conjunction with USRowing and the US Olympic Committee (“USOC”), the Mendota Rowing Club (also referred to herein as “MRC” or “the Club”) has adopted the following SafeSport policies as they relate specifically to MRC run activities. Such activities include water- and land-based practices, use of MRC equipment, MRC meetings and social gatherings, and representation of MRC at team competitions.

Rowing is a life-long activity in which our athletes engage to have fun, promote their health, test their skills and conditioning through competition, and spend time with friends. Unfortunately, sport can also be a high-risk environment for misconduct, including child physical and sexual abuse. Here, we identify six primary types of misconduct:

- Bullying
- Harassment
- Hazing
- Emotional Misconduct
- Physical Misconduct
- Sexual Misconduct

All forms of misconduct are intolerable and in direct conflict with the sporting ideals, including those of the US Olympic Committee, USRowing, and the Mendota Rowing Club. Misconduct may damage an athlete’s psychological well-being; athletes who have been mistreated experience social embarrassment, emotional turmoil, psychological scars, loss of self-esteem and negative impacts on family, friends and the sport. Misconduct often hurts an athlete’s competitive performance and may cause him or her to drop out of sport entirely.

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

DEFINITIONS

Child, children, minor and youth: Anyone under the age of 18. Here, “child,” “children,” “minor” and “youth” are used interchangeably.¹

Child physical abuse: Non-accidental trauma or physical injury caused by contact behaviors, such as punching, beating, kicking, biting, burning or otherwise harming a child. Child physical abuse may also include non-contact physical misconduct as described in the Athlete Protection Policy.

Child sexual abuse: Child sexual abuse involves any sexual activity with a child where consent is not or cannot be given. This includes sexual contact with a minor that is accomplished by deception, manipulation, force or threat of force regardless of whether there is deception or the child understands the sexual nature of the activity. Sexual contact between minors can also be abusive if there is a significant imbalance of power or disparity in age, development or size, such that one child is the aggressor. The sexually abusive acts may include sexual penetration, sexual touching or non-contact sexual acts such as verbal acts, sexually suggestive written or electronic communications, exposure or voyeurism.²

Misconduct: Conduct which results in harm, the potential for harm or the imminent threat of harm. Age is irrelevant to misconduct. There are six primary types of misconduct in sport: emotional, physical and sexual misconduct, bullying, harassment and hazing.

Participant Safety Handbook: As used here, a set of guidelines collecting policies and practices related to an organization’s strategy for recognizing, reducing and responding to child sexual abuse and other misconduct in sport.

Volunteer: The Mendota Rowing Club is a volunteer-run club. Club members not only do what volunteers traditionally do for organizations—serve on committees, fundraise, and staff events—but they also do what is done by staff in more well-endowed clubs—repair and service boats and equipment, maintain the boathouse, and sometimes coach. For the purpose of the policies and practices set forth in this handbook, “volunteers” are only those individuals who have formal (Club authorized) authority over athletes, including coaches who receive compensation for their services through club membership or other non-monetary means, Directors of the MRC Board, parent chaperones of organized youth trips, and lead instructors for MRC Learn-to-Row classes.

¹ Saul J, Audage NC. *Preventing Child Sexual Abuse Within Youth-serving Organizations: Getting Started on Policies and Procedures*. Atlanta (GA): Centers for Disease Control and Prevention, National Center for Injury Prevention and Control; 2007.

² *Id.*

***PART A: STRATEGIES TO RECOGNIZE,
REDUCE AND RESPOND TO MISCONDUCT
IN SPORT***

SECTION 1: TRAINING AND EDUCATION

MRC policies and procedures require mandatory reporting of abuse, misconduct, and violations of its *Participant Safety Handbook* by the following groups in their respective roles:

- MRC employed and contracted coaches, whether volunteer or paid
- MRC paid support staff
- Directors of the MRC Board
- Parent chaperones of organized youth trips
- Lead instructors for MRC Learn-to-Row classes

To do so, staff members and/or volunteers in these groups should have a basic understanding of abusers, as well as particular insidious behaviors, including “grooming,” the most common strategy sexual abusers use to seduce their victims.³ Accordingly, staff members and these volunteers shall complete an awareness training concerning misconduct in sport before performing services for the Mendota Rowing Club.

Misconduct in sport includes:

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

Staff members and these volunteers must successfully complete the SafeSport training offered by USRowing and the USOC as well as the quiz after the test. The training is offered free of charge through:

<http://training.safesport.org>

Register using your own name and password. Indicate that your organization is US Rowing and provide Mendota Rowing Club’s organization number.

Those staff members and/or volunteers who are required to take athlete awareness training will take the training every three (3) years. Coaches, Learn-to-Row instructors, and parent chaperones shall commence the first training before they have contact with athletes; other staff and members of the Board of Directors shall commence the first training within 30 days of appointment or election to their position.

³Using a combination of attention, affection and gifts, offenders select a child, win the child’s trust (and the trust of the child’s parent or guardian), manipulate the child into sexual activity, and keep the child from disclosing abuse.

SECTION 2: SCREENING STAFF MEMBERS

Part 1: Applicant Screening

Coaches and paid staff members must consent to and pass a formal applicant screening process before performing services for the Mendota Rowing Club. Elements of our screening process include, as applicable, successful completion of an application, interview, reference check, and criminal background check.

A. EDUCATION ABOUT CLUB'S PROTECTION POLICIES

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

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

B. WRITTEN APPLICATIONS and PERSONAL INTERVIEW

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

- Ask about previous work and volunteer experiences
- Ask questions intended to illicit information concerning high-risk behaviors
- Provide a written release for contacting personal references and performing a criminal background check, including an indemnification clause
- Ask open-ended questions that encourage broad answers
- Use disclosure statements to ask applicants about previous criminal arrests or convictions for sexual offenses, violence against youth and other violent criminal offenses or felonies

Members of hiring committee will interview applicants whose experience and credentials are considered a fit for each available position. During this interview, MRC will ask questions to encourage discussion, clarify responses, and expand on the applicant's answers to questions from the written application.

C. REFERENCES

References of applicants will be contacted (either by phone or in writing) and asked specific questions regarding the applicant's professional experiences, demeanor, and appropriateness for involvement with minor athletes and participants. Each applicant also will provide a signed release, consistent with federal, state and local laws regulating employment practices, that allows references to speak freely about the applicant's qualifications without fear of reprisal and authorizing MRC to obtain

information concerning an applicant's past employment, volunteer experience, and evidence provided by the applicant during the screening process (i.e., written application and personal interview).

Part 2: Criminal Background Check Policy

All finalists for coaching and paid staff positions will be asked to undergo a criminal background check that complies with the Fair Credit Reporting Act and any applicable state law **before** providing services for the Mendota Rowing Club. Through this criminal background check, MRC will utilize reasonable efforts to ascertain past criminal history of an applicant.

A. PROCESS

The Criminal Background Check Consent and Waiver Release form must be submitted and the applicant cleared before he or she may perform services for MRC. As part of its criminal background check, the Club will, at a minimum and without limitation,

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

MRC may use the determinations provided by the third party provider, in accordance with applicable Federal and Wisconsin law, to determine member's eligibility for employment with MRC.

B. POTENTIALLY DISQUALIFYING FACTORS

Criminal History: MRC will use a criminal background check to gather information about an applicant's prior criminal history. The information revealed by the criminal background check may disqualify an applicant from serving as a staff member, contractor, and/or volunteer. Information that could disqualify an applicant includes, but is not limited to, arrests, pleas of no contest and criminal convictions—especially if the underlying criminal behavior involved sex or violence.

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

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

- If an applicant (1) is arrested for, (2) pleads to or (3) is convicted of a crime other than a traffic

offense during the screening process, the applicant is required to disclose such information immediately.

- In the event a person is serving as a staff member and (1) is arrested for, (2) pleads to or (3) is convicted of a crime after the completion of the screening process, he or she has an affirmative duty to disclose such information immediately to the President of the Board of Directors for MRC.
- **Any applicant who has been banned by another sport organization, as temporarily or permanently ineligible, must self-disclose this information. A failure to disclose is a basis for disqualification for potential applicants.**

Findings: Notice of findings will be provided to the designated contact of the Mendota Rowing Club who submitted the application. MRC's criminal background check report will return a "red light" or "green light" score. A green light score means that the background check vendor located no records that would disqualify the applicant. A green light score, however, is not a certification of safety or permission to bypass or ignore other screening efforts. Other disqualifying factors may exist and can be revealed through an interview, reference checks and a completed application.

A **red light** finding means the criminal background check revealed criminal records that suggest the applicant "does not meet the criteria" and is not suitable for organization employment or volunteer assignment. Individuals who are subject to disqualification under a "red light" finding may challenge the accuracy of the reported information reported by the criminal background check vendor.

C. OTHER POTENTIALLY DISQUALIFYING FACTORS

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

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

D. APPEAL OF CRIMINAL BACKGROUND RESULT

Should an applicant wish to contest the content of a record provided to the applicant as part of the MRC background search, the applicant may seek an appeal of the record with the third party provider pursuant to the Fair Credit Reporting Act or applicable state law.

E. REVIEW OF DISQUALIFIERS

The Mendota Rowing Club will review its disqualifiers every three years or as otherwise required or modified by law.

F. RECORDS

Records are secured onsite for a period indicated by applicable law or until the applicant is no longer affiliated with MRC, whichever date is later.

Part 3: Affirmative Duty to Disclose

Criminal background checks will be refreshed every 3 years or as otherwise required by law, for coaches and paid staff members who perform services for the Mendota Rowing Club. However, if, during the course of employment or participation in MRC's program, a staff member is accused, arrested, indicted or convicted of a criminal offense against a child, it is the duty and responsibility of the staff member to notify an immediate supervisor or the President of the Board of Directors.

SECTION 3: ATHLETE PROTECTION POLICY

Part 1: Commitment to Safety

The Mendota Rowing Club is committed to creating a safe and positive environment that promotes athletes' physical, emotional and social development and to ensuring that the Club promotes an environment free of misconduct. Therefore, in the event that any coach, staff member, or volunteer observes inappropriate behaviors (i.e., policy violations), suspected physical or sexual abuse, or misconduct, it is the personal responsibility of each coach, staff member, and volunteer to immediately report his or her observations to an immediate supervisor, a coach, or a member of the MRC Board of Directors. **Coaches, staff members and volunteers should not attempt to evaluate the credibility or validity of child physical or sexual abuse as a condition for reporting to club officials *and* appropriate law enforcement authorities.**

MRC coaches, staff members, volunteers, athletes, and event participants shall refrain from all forms of misconduct, which include the following:

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

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

Part 2: Prohibited Conduct

A. Child Sexual Abuse

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

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

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

Exception: None

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

B. Emotional Misconduct

(1) A pattern of deliberate, non-contact behavior that has the potential to cause emotional or psychological harm to an athlete. Non-contact behaviors include:

- verbal acts
- physical acts
- acts that deny attention or support

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

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

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

(a) **Verbal Acts.** A pattern of verbal behaviors that (a) attack an athlete personally (e.g., calling them worthless, fat or disgusting) or (b) repeatedly and excessively yelling at a particular participant or participants in a manner that serves no productive training or motivational purpose.

(b) **Physical Acts.** A pattern of physically aggressive behaviors, such as (a) throwing sport equipment, water bottles or chairs at, or in the presence of, participants; or (b) punching walls, windows or other objects.

(c) **Acts that Deny Attention and Support.** A pattern of (a) ignoring an athlete for extended periods of time or (b) routinely or arbitrarily excluding participants from practice.

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

C. Physical Misconduct

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

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

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

- (1) **Contact offenses.** Behaviors that include:
 - (a) punching, beating, biting, striking, choking or slapping an athlete;
 - (b) intentionally hitting an athlete with objects or sporting equipment;
 - (c) providing alcohol to an athlete under the legal drinking age (under U.S. law);
 - (d) providing illegal drugs or non-prescribed medications to any athlete;
 - (e) encouraging or permitting an athlete to return to play pre-maturely following a serious injury (e.g., a concussion) and without the clearance of a medical professional;
 - (f) prescribing dieting or other weight-control methods (e.g., weigh-ins, caliper tests) without regard for the nutritional well-being and health of athlete.
- (2) **Non-contact offenses.** Behaviors that include:
 - (a) isolating an athlete in a confined space (e.g., locking an athlete in a small space);
 - (b) forcing an athlete to assume a painful stance or position for no athletic purpose (e.g. requiring an athlete to kneel on a harmful surface);
 - (c) withholding, recommending against or denying adequate hydration, nutrition, medical attention or sleep.

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

D. Sexual Misconduct

- (1) Any touching or non-touching sexual interaction that is (a) nonconsensual or forced, (b) coerced or manipulated, or (c) perpetrated in an aggressive, harassing, exploitative or threatening manner; or

- (2) Any act or conduct described as sexual abuse or misconduct under federal or state law (e.g. sexual abuse, sexual exploitation, rape)

Types of Sexual Misconduct include:

- sexual assault,
- sexual harassment,
- sexual abuse, or
- any other sexual intimacies that exploit an athlete. **Minors cannot consent to sexual activity with an adult**, and all sexual interaction between an adult and a minor is strictly prohibited.

Exceptions: None

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

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

- fondling an athlete's breasts or buttocks
- exchange of reward in sport (e.g., team placement, scores, feedback) for sexual favors
- genital contact

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

- a coach discussing his or her sex life with an athlete
- a coach asking an athlete about his or her sex life
- coach requesting or sending a nude or partial-dress photo to athlete
- exposing athletes to pornographic material
- sending athletes sexually explicit or suggestive electronic or written messages or photos (e.g. "sexting")
- deliberately exposing an athlete to sexual acts
- deliberately exposing an athlete to nudity (except in situations where locker rooms and changing areas are shared)
- sexual harassment; specifically, the sexual solicitation, physical advances, or verbal or nonverbal conduct that is sexual in nature, and
 - (a) is unwelcome, offensive or creates a hostile environment, and the offending individual knows or is told this, or
 - (b) is sufficiently severe or intense to be harassing to a reasonable person in the context.

Imbalance of Power Between Adults: Furthermore, the Mendota Rowing Club discourages sexual relations or intimacies between an adult athlete and an individual with evaluative,

direct, or indirect authority over athletes and other sport participants. More specifically, an imbalance of power will be assumed to exist between a coach and athlete unless factors exist to show that the relationship is one that does not exploit the unique bonds of trust and authority that exist between coaches and athletes. Factors relevant to determining whether there is an imbalance of power include, but are not limited to: (a) the nature and extent of the coach's supervisory, evaluative or other authority over the athlete being coached; (b) the actual relationship between the parties; (c) the parties' respective roles; (d) the nature and duration of the sexual relations or intimacies; (e) the age of the coach; (f) the age of the athlete or participant; (g) and whether the coach has engaged in a pattern of sexual interaction with other athletes or participants.

E. Bullying

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

Exceptions: Bullying does not include group or team behaviors that (a) are meant to establish normative team behaviors or (b) promote team cohesion. For example, bullying does not include verbal admonitions to encourage team members to train harder and to push through a difficult training regimen.

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

- (1) Physical behaviors.** Behaviors that include (a) hitting, pushing, punching, beating, biting, striking, kicking, choking, or slapping an athlete; (b) throwing at, or hitting an athlete with, objects such as sporting equipment.
- (2) Verbal and emotional behaviors.** Behaviors that include (a) teasing, ridiculing, intimidating; (b) spreading rumors or making false statements; or (c) using electronic communications, social media, or other technology to harass, frighten, intimidate or humiliate ("cyber bullying").

F. Harassment

- (1) A repeated pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment or (d)

reflect discriminatory bias in an attempt to establish dominance, superiority or power over an individual athlete or group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability; or

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

Exceptions: None

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

- (1) **Physical offenses.** Behaviors that include (a) hitting, pushing, punching, beating, biting, striking, kicking, choking or slapping an athlete or participant; (b) throwing at or hitting an athlete with objects including sporting equipment.
- (2) **Non-physical offenses.** Behaviors that include (a) making negative or disparaging comments about an athlete's sexual orientation, gender expression, disability, religion, skin color, or ethnic traits; (b) displaying offensive materials, gestures, or symbols; (c) withholding or reducing playing time to an athlete based on his or her sexual orientation.

G. Hazing

- (1) Coercing, requiring, forcing or willfully tolerating any humiliating, unwelcome or dangerous activity that serves as a condition for (a) joining a group or (b) being socially accepted by a group's members; or
- (2) Any act or conduct described as hazing under federal or state law.

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

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

- requiring, forcing or otherwise requiring the consumption of alcohol or illegal drugs
- tying, taping or otherwise physically restraining an athlete
- sexual simulations or sexual acts of any nature
- sleep deprivation, otherwise unnecessary schedule disruption or the withholding of water and/or food
- social actions (e.g. grossly inappropriate or provocative clothing) or public displays (e.g. public nudity) that are illegal or meant to draw ridicule
- beating, paddling or other forms of physical assault
- excessive training requirements focused on individuals on a team

Part 3: Reporting

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

Although these policies are designed to reduce child sexual abuse and other misconduct, it can still occur. Coaches, staff members, volunteers, and other participants of Mendota Rowing Club shall follow the reporting procedures set forth in this *Participant Safety Handbook* when they observe or suspect violations of this Athlete Protection Policy. **The Club does not investigate suspicions or allegations of child physical or sexual abuse, or attempt to evaluate the credibility or validity of such allegations, as a condition of reporting suspicions or allegations to the appropriate law enforcement authorities.**

SECTION 4: MANAGING TRAINING AND COMPETITION

Part 1: Supervision of Athletes and Participants

During training and competition, the Mendota Rowing Club strives to create two-deep leadership and minimize one-to-one interactions to create a safe training environment and to protect athletes and participants.

A. APPROPRIATE ONE-ON-ONE INTERACTIONS

Individual Meetings: An individual meeting may be necessary to address an athlete's concerns, training program, or competition schedule. Under these circumstances, coaches, staff members and/or volunteers are to observe the following guidelines:

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

Individual Training Sessions: An individual training session(s) with an athlete or participant may also be desired or necessary. Under these circumstances, written permission of a minor athlete's parents or guardians is required in advance of the individual training session(s), and MRC encourages parents and guardians to attend the training session.

B. PROHIBITED ONE-ON-ONE INTERACTIONS

Except as set forth above, minor athletes and participants will not be left unattended or unsupervised during MRC activities, including being left alone on shore during water practice time. Minor athletes and participants may be placed in one-to-one interaction in a coaching launch during an on-the-water practice session. During this period, the launch should remain in visible and audible contact with crews on the water.

Part 2: Physical Contact with Athletes

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

A. APPROPRIATE PHYSICAL CONTACT

The Mendota Rowing Club adheres to the following principles and guidelines in regards to physical contact with our athletes:

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

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

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

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

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

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

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

- embracing a crying athlete

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

B. PROHIBITED PHYSICAL CONTACT

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

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

C. VIOLATIONS

Violations of this policy must be reported to a supervisor, coach, or member of the Board of Directors. Some forms of physical contact may constitute child physical or sexual abuse that **must be reported to appropriate law enforcement authorities.**

Part 3: Electronic Communications and Social Media Policy

As part of MRC's emphasis on athlete safety, all electronic communications between a coach and athlete must be professional in nature. Furthermore, coaches may not require that athletes of MRC's Team join a personal social media page. **In the case of communication with minors, the purpose of the communication must be for the purpose of communicating information about team activities and the content of any electronic communication should be readily available to share with the athlete's family.** At the request of a parent or guardian, any email, electronic text, social media or similar communication will copy or include the athlete's parents or guardians. Furthermore, the parents or guardians of a minor athlete may request in writing that their child not be contacted by any form of electronic communication by coaches, including the communication of photography or videography of that athlete's imagery.

A. ELECTRONIC IMAGERY

From time to time, digital photos, videos of practice or competition, and other publicly obtainable images of the athlete—individually or in groups—may be taken. These photos and/or videos may be submitted to local, state or national publications, used in club videos, posted on club or club associated websites, or offered to the club families seasonally on disc or other electronic form. It is the default policy of the Mendota Rowing Club to allow such practices as long as the athlete or athletes are in public view and such imagery is both appropriate and in the best interest of the athlete and the club. Imagery must not be contrary to any rules as outlined in this Participant Safety Handbook.

B. MISCONDUCT

Social media and electronic communications also can be used to commit misconduct (e.g., emotional, sexual, bullying, harassment, and hazing). Such communications by coaches, staff, volunteers, Club officials, parents, or athletes will not be tolerated and are considered violations of the MRC Athlete Safety Program and this *Participant Safety Handbook*. Violations of MRC's Electronic Communications and Social Media Policy should be reported to your immediate supervisor, a coach, or a member of the MRC Board of Directors for evaluation.

Part 4: Locker Rooms and Changing Areas

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

A. FACILITIES

MRC practices are held at the Bernard-Hoover boathouse at James Madison Park in Madison, WI. This location has a changing area and shower facility dedicated to our athletes and teams. When we travel for competition, the facilities may differ from location to location.

B. MONITORING

The Mendota Rowing Club has staggered practices, with different groups arriving and departing throughout the day. It is therefore not practical to constantly monitor the shower and changing areas over this extended course of time. While we do not post staff members inside or at the doors of the locker rooms and changing areas, we do make occasional sweeps of these areas. Coaches and athletes make every effort to recognize when an athlete goes to the locker room or changing area during practice and competition and, if they do not return in a timely fashion, we will check on the athlete's whereabouts.

We discourage parents from entering locker rooms and changing areas unless it is truly necessary. In those instances, it should only be a same-sex parent. If this is necessary, parents should let the coach or a staff member know about this in advance. If an athlete needs assistance with his or her uniform or gear or an athlete's disability warrants assistance, then we ask that parents let the coach or a staff member know beforehand that he or she will be helping the athlete.

C. MIXED-GENDER TEAMS

MRC teams consist of both male and female athletes. Both female and male privacy rights must be given consideration and appropriate arrangements made. Where possible, MRC has the male and female players dress and undress in separate changing rooms and then convene in a single room before a regatta or team meeting. Once the event is finished, the athletes may come to one locker room and then the male and female athletes proceed to their separate dressing rooms to undress and shower (separately), if available. If separate locker rooms are not available, then the athletes will take turns using the locker room to change.

D. USE OF CELL PHONES AND OTHER MOBILE RECORDING DEVICES

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

SECTION 5: RESPONDING TO ABUSE, MISCONDUCT AND POLICY VIOLATIONS

Part 1: Reporting Policy

Every MRC coach, staff member and/or volunteer must report:

- (1) violations of the MRC's Athlete Protection Policy as laid out in this handbook,
- (2) misconduct as defined in MRC's Athlete Protection Policy, and
- (3) suspicions or allegations of child physical or sexual abuse.

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

A. Reporting Child Physical or Sexual Abuse

Coaches, staff members, volunteers, and/or athletes at MRC are required to report suspicions or allegations of child sexual abuse by a coach, staff member, or an athlete to:

- a coach,
- a member of the Board of Directors, *and*
- where applicable, appropriate law enforcement authorities.

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

B. Reporting Misconduct and Policy Violations

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

- a coach,
- the immediate supervisor, or
- a member of the MRC Board of Directors.

MRC also encourages parents, athletes, and other sport participants to communicate violations of the Club’s Participant Safety Handbook and/or allegations and suspicions of physical and sexual abuse to a member of the MRC Board of Directors. Where applicable, parents may also report to the appropriate law enforcement authorities.

Part 2: Reporting Procedure

Staff members, volunteers, and athletes may report to any coach, supervisor or member of the MRC Board of Directors with whom they are comfortable sharing their concerns. A coach, staff member, volunteer, and/or athlete may, and in many cases must, report any allegation of child physical or sexual abuse to relevant law enforcement authorities.

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

Individuals reporting physical or sexual abuse or other misconduct may complete an Incident Report Form. Information on this form will include the following:

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

MRC will withhold the complainant's name on request, to the extent permitted by law. A copy of the reporting form is available in the office area on the second floor of the boathouse.

A. CONFIDENTIALITY, ANONYMOUS REPORTING AND BAD-FAITH ALLEGATIONS

To the extent permitted by law, and as appropriate, MRC will keep confidential the complainant's name on request and will not make public the names of potential victims, the accused perpetrator, or the people who made a report of child physical and sexual abuse to the authorities. MRC recognizes it can be difficult for an athlete, teammate, friend or family member to report an allegation of misconduct and strives to remove as many barriers to reporting as possible. **Anonymous reports may be made without the formality of completing an Incident Report Form,**

- by completing the Reporting Form without including the reporter's name,
- by expressing concerns verbally to a MRC coach or member of the Club's Board of Directors,
or
- through email, texts, or notes left for a MRC coach or member of the Club's Board of Directors.

Anonymous reporting, however, may make it difficult for MRC to investigate or properly address allegations.

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

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

B. HOW REPORTS ARE HANDLED

Suspicious or Allegations of Child Physical or Sexual Abuse

The Mendota Rowing Club, its coaches, staff members, volunteers, and/or athletes **do not attempt to evaluate the credibility or validity of child physical or sexual abuse as a condition for reporting to appropriate law enforcement authorities.** As necessary, however, MRC may ask a few clarifying questions of the minor or person making the report to adequately report the suspicion or allegation to law enforcement authorities. Furthermore, MRC may also investigate allegations of child physical or sexual abuse that are reportable, if such investigation does not interfere with any ongoing criminal investigation or prosecution for abuse. Such allegations may include:

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

When an allegation of child physical or sexual abuse is made against a coach, staff member, volunteer, and/or athlete, the Mendota Rowing Club may immediately remove that individual from contact with any children in the program until the allegation has been investigated by an official agency. As necessary, MRC may suspend or change the assignment of a coach, staff member and/or volunteer. In those cases where the Ted Stevens Act may apply, the accused individual will be offered a hearing; in this case, MRC will follow the procedures set forth in the USRowing *Participant Safety Handbook* to adjudicate such conflicts. However, a hearing under the Ted Stevens Act will not necessarily affect the Club's ability to immediately suspend or terminate the accused individual from employment or performing services for organization.

A coach's, staff member's, or volunteer's failure to report to a supervisor, a coach, or a member of the MRC Board of Directors is a violation of this policy and grounds for termination of a staff member and/or dismissal of a volunteer.

Misconduct and Policy Violations

The Mendota Rowing Club internally addresses alleged policy violations and misconduct—bullying, harassment, hazing, emotional, physical and sexual—that are not reportable under relevant state or federal law. Coaches, staff members, and/or volunteers must report policy violations and misconduct to an immediate supervisor, a coach, or a member of MRC’s Board of Directors.

C. NOTIFICATION

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

Part 3: Disciplinary Rules and Procedure

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

- Violations of MRC’s policies and/or
- Child abuse (emotional, physical or sexual) that does not involve an ongoing legal investigation or criminal prosecution.

On receipt of an allegation, the Mendota Rowing Club will determine in its discretion the appropriate steps to address the conduct based on several factors, including (i) the age of the complainant or victim, (ii) the age of the accused and (iii) the nature, scope, and extent of the allegations. The Club’s disciplinary response will depend on the nature and seriousness of the incident and in extreme cases, misconduct will result in immediate summary dismissal, provided that the accused individual shall be advised of his or her right to a hearing. If the accused individual is a minor, MRC will contact his or her parents or guardians.

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

- Inform the individual’s direct-line supervisor or, in the case of a youth participant, the youth’s parent or guardian
- Provide the individual with guidance, redirection and instruction
- Temporary suspend the individual from competition
- File a formal incident report
- Issue a verbal warning
- Issue a written and/or final written warning

- Implement a limited access agreement (e.g., limiting an individual’s access to certain buildings or to youth)
- Provide informed supervision, where at least one staff member is informed of the allegation and is instructed to vigilantly supervise the accused participant or stakeholder in his or her interactions with the program and/or organization
- Engage in restorative practices (i.e., creation of a respectful and safe dialogue when a misunderstanding or harm has occurred),
- Suspend or terminate employment or membership

On receipt of a credible and specific allegation of child abuse or other serious misconduct (e.g., physical and sexual abuse as defined in our Athlete Protection Policy), the Mendota Rowing Club may immediately suspend or terminate the accused individual to ensure participant safety. For allegations that are governed by the Ted Steven Act, the Mendota Rowing Club will follow the procedures USRowing sets forth in its *Participant Safety Handbook* to adjudicate such conflicts; however, a hearing will not necessarily affect MRC’s ability to immediately suspend or terminate an accused individual.

SECTION 6: MONITORING MRC STRATEGY

By monitoring the interactions among staff, volunteers, athletes, and others, the Mendota Rowing Club works to prevent, recognize and respond to inappropriate and harmful behaviors as set forth in this *Participant Safety Handbook*, while reinforcing appropriate behaviors. The Mendota Rowing Club uses multiple monitoring methods to ensure compliance with its policies and procedures. These methods include (1) formal supervision, including regular evaluations; (2) informal supervision, including regular and random observation (e.g., roving and checking interactions throughout practices); and (3) maintenance of frequent contact with staff members, volunteers, and athletes who interact off-site.

While the Mendota Rowing Club has a formal reporting policy, coaches, staff members and volunteers should be prepared to respond immediately to inappropriate or harmful behavior, potential risk situations, and potential boundary violations. Coaches, staff members, and volunteers will redirect inappropriate behaviors to promote positive behaviors, confront inappropriate or harmful behaviors, and report behaviors if necessary. Coaches, staff members and volunteers are required to report policy violations, misconduct and physical and sexual abuse consistent with MRC's Reporting Policy.

PART 2: SAMPLE FORMS and DOCUMENTS

APPLICATION FOR EMPLOYMENT

Work with counsel to ensure your job application complies with relevant law

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

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

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

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

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

Salary requested: \$_____ per _____

PERSONAL INFORMATION:

Name (Last, First, Middle)

Current Street Address

City, State, Zip

Telephone (_____) _____ Message Telephone (_____) _____

Social Security Number (Optional) _____

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

E-mail address: _____

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

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

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

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

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

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

Your title: _____ Employer telephone () _____

Key Duties: _____

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

Your title: _____ Employer telephone () _____

Key Duties: _____

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

Your title: _____ Employer telephone () _____

EDUCATION:

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

SKILLS:

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

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

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

Word Processing (specify equipment): _____

Data Entry (specify equipment): _____

What computer software do you know how to use? _____

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

GENERAL: YOU MUST ANSWER ALL QUESTIONS IN THIS SECTION.

1. Have you ever been convicted under any criminal law; including any plea of "guilty", "no contest" or "deferred adjudication" (excluding minor traffic violations)? Yes No

If yes, when, where, and what was the disposition? _____

2. Do you have charges or prosecutions that are pending? Yes No

3. Have you ever been fired from a job, or asked to resign? Yes No If yes, please explain:

4. Do you have any relatives currently employed by this organization? Yes No

5. May we contact your present employer? Yes No If no, please explain:

6. For driving jobs only: Do you have a valid driver's license? Yes No

License No _____ Class _____ State _____ Expires: _____

7. Professional License: National State Both

License (specify) _____ License No: _____ By _____ Expires _____

REFERENCES:

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

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

AFFIDAVIT, CONSENT AND RELEASE

PLEASE READ EACH STATEMENT CAREFULLY BEFORE SIGNING

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

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

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

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

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

Signature _____ Date _____

For HR use only:

REFERENCE FORM

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

Recommended Questions	Questions to Avoid with References
When did (candidate) work for your company?	Any question that relates to race or ethnicity.
Could you confirm starting and ending employment dates? When did s/he leave the company?	Any question that tends to identify the candidate's age if it is not a job requirement. (ex: do you know when the candidate graduate from high school?)
Were you asked to be a reference by (candidate)?	Any question attempting to identify the candidate's nationality, lineage, ancestry, national origin.
What was her/his position? Can you describe the job responsibilities?	Any question related to the candidate's children, child care, ages of the candidate's children, or other subjects that are likely to be perceived by covered group members, especially women, as discriminatory.
Did (candidate) supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe (candidate's) management style? How would you describe her/his supervisory/management skills?	Are there any health-related reasons why (candidate) may not be able to perform on the job?
How did (candidate) handle conflict? How about pressure? Stress?	Does (candidate) have any physical or mental defects which preclude them from performing certain kinds of work?
Did you act as (candidate's) supervisor? If (candidate) did not report to you, what was your working relationship? Did you evaluate (candidate's) performance? What was noted as needing improvement during this	Has (candidate) been hospitalized in the last five years?

performance review? What do you consider (candidate's) key strengths?	
How would you describe (candidate's) punctuality?	Has (candidate) recently had a major illness?
Could you rate (candidate's) reliability on a scale of 1-10, 10 being the best?	How many days was (candidate) absent from work because of illness last year?
What was his/her biggest accomplishment while working at your company?	Has (candidate) ever filed for workers' compensation insurance?
How would you describe (candidate's) ability to work as part of a team?	Any inquiry that is not job-related or necessary for determining and applicant's potential for employment.
(Candidate) is being considered for the following position; do you think he/she is a good fit? Why?	Is (candidate) a citizen of the U.S.?
What haven't we discussed that you feel is vital for me to know about (candidate)?	Has (candidate) ever worked for your company under a different name?
Would you re-hire this person? Why or why not?	

REFERENCE INFORMATION

Candidate name: _____

Position: _____

Date: _____

Reference Name: _____

Position/Organization: _____

1. In what capacity do you know the candidate?

2. How long have you known him/her? _____
3. What are his/her strengths?

4. In which areas could he/she improve?

5. What would be the ideal role for him/her?

6. Please describe candidate's interaction in a team setting.

7. Would you rehire him/her? _____
8. Is there any other information you feel would be helpful for us to know about him/her?

REPORTING FORM

Source: USA Swimming

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

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

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

Comments:

2. Age or Approximate Age:

3. Gender

Male Female

4. Address (City, State required):

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

- Head Coach
- Assistant Coach
- Club Employee
- Volunteer
- Official
- Other / Not sure

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

Comments:

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

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

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

Comments:



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

Comments:



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

10. Name:

Comments:

11. Age (or approximate age):

Comments:

12. Club affiliation (if any):

Comments:



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

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

15. Gender

Male

Female

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

16. Name:

17. Phone Number:

18. Email Address:

19. Club Affiliation (if any):

20. Relationship to victim (if any):

Self

Parent/Guardian

Other family member

Friend or acquaintance

Club member, coach or volunteer

Other or prefer not to say

Other Information

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

INCIDENT REPORT FORM

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

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

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

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

INCIDENT REPORT FORM

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

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

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

ACTION TAKEN:
