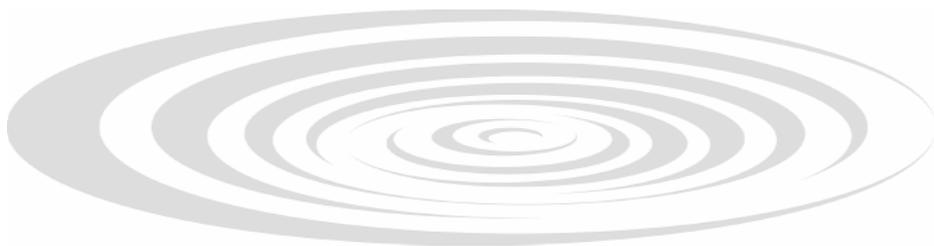


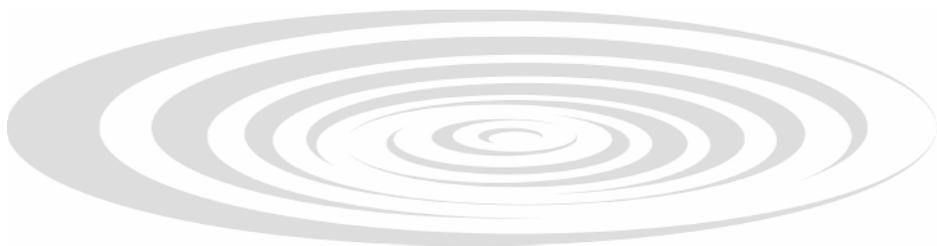
protocols & procedures manual

september 2000



protocols & procedures manual

september 2000



pt'chang protocols & procedures manual

what are protocols and procedures?

Protocols and procedures are important in helping us be effective and work together well. Protocols are guidelines that we can use so that we have a united and agreed upon response to many anticipated situations that we may face as volunteer nonviolent peacekeepers. They are about how we respond to other people as individuals and as a group.

This manual is not expected to cover every situation but will provide a guide that we can use to make choices and decisions. These protocols are agreed to and based on mutual trust and respect. It is expected that all Pt'chang volunteers will follow these protocols and procedures to the best of their ability. This manual is open to change and improvement and will be updated regularly.

pt'chang nonviolent community safety group inc.

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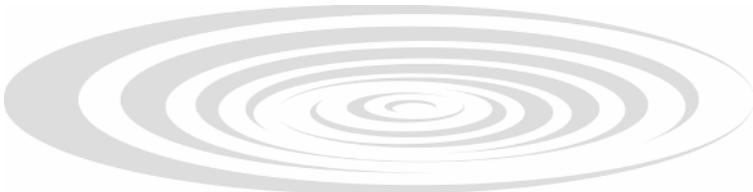
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nonviolent community safety group inc.

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1. volunteer rights

All Pt'chang Volunteers . . .

- 1.1 have the right to have an active role in the decision making processes around issues that affect them and the group as a whole;
- 1.2 have the right to be fully informed of decisions, procedures and issues that affect them and the group;
- 1.3 have the right to be a member of Pt'chang Inc. and be entitled to all the rights of membership as specified within the constitution, including attending all general and Annual General Meetings, to vote, and to have access to all the minutes;
- 1.4 have a right to receive appropriate training and briefing in all aspects of Pt'chang's work and access to further training to enhance their skills;
- 1.5 have the right to be respected, listened to, and valued within the group;
- 1.6 have the right to ensure that their own personal wellbeing is not put at risk as a result of their involvement in Pt'chang;
- 1.7 have the right to only work with someone they feel comfortable working with;
- 1.8 have the right not to be abused, harassed or verbally attacked by anyone and have the right to move away from such contact during an incident;
- 1.9 have the right to have personal information treated in confidence by the organisation, and the right not to have to disclose personal details about themselves to other people during incidents;
- 1.10 have the right to have adequate safety equipment and clothing whilst doing Pt'chang work;
- 1.11 have a right to be emotionally de-briefed at any time after an incident and to receive professional counseling if necessary;
- 1.12 have a right to receive adequate supervision and to receive empowering critical feedback;
- 1.13 have the right to refuse, question or suggest alternatives to any direction or request given by another Pt'chang member.

2. volunteer responsibilities

All Pt'chang Volunteers have a responsibility . . .

- 2.1 to always act in a respectful, co-operative and nonviolent manner whilst doing Pt'chang work, no matter what the provocation;
- 2.2 to abide by the groups standing Agreements;
- 2.3 to have attended at least one day's Nonviolent Peacekeeping training (seven hours) before being able to take part in Pt'chang peacekeeping duties;
- 2.4 to inform others if unable to fulfill a task or duty for any reason;
- 2.5 to inform other volunteers within Pt'chang of any activities that they have been participating in that may affect their ability to fulfill their role;
- 2.6 to be punctual and reliable;
- 2.7 to always work in a pair whilst doing Pt'chang peacekeeping work or responding to an incident;
- 2.8 to not act in any way that endangers or threatens the safety of Pt'chang volunteers or other people;
- 2.9 to share all information openly within the group (as appropriate and whilst respecting confidentiality);
- 2.10 not to disclose any unauthorised or personal information relating to other volunteers, people or the organization;
- 2.11 not to use Pt'chang or Pt'chang's work for private commercial gain;
- 2.12 to follow the various Pt'chang Protocols and Procedures as appropriate and to the best of their abilities;
- 2.13 to inform the group or a person within the group if they are considering leaving or withdrawing from Pt'chang.

3. training & participation protocol

training

- 3.1 All volunteers are expected to have undertaken at least two day's Nonviolent Peacekeeping training (approx. twenty hours) before working with Pt'chang in a peacekeeping role.
- 3.2 This is to ensure safety and consistency of approach and develop a sense of safety and trust amongst all volunteers.
- 3.3 As a minimum requirement, the training should ensure that all volunteers have:
 - a demonstrated understanding of the roles and responsibilities of nonviolent peacekeeping;
 - demonstrated knowledge of basic peacekeeping skills, including active listening, nonviolent interventions, communication and conflict resolution skills;
 - demonstrated understanding of the concepts of Power-with and Power-over and nonviolence and how they are applied to nonviolent peacekeeping;
 - an understanding of Pt'chang philosophy, structure, agreements and decision making processes.
- 3.4 The trainer(s) of each Pt'chang workshop have responsibility for ascertaining that all new trainees have achieved the learning outcomes outlined above.

briefing

- 3.5 All Pt'chang volunteers should be fully briefed by an experienced worker about Pt'chang Protocols and Procedures before undertaking new tasks or going on a roster.
- 3.6 New Pt'chang volunteers should work with an experienced volunteer in a pair for the first three shifts in order to continue briefing and familiarization.

4. basic radio protocol

use of radios

- 4.1 Identify yourself first, then identify who you wish to speak with. then wait for a reply. (ie: "This is Margaret - to Base - over.")
- 4.2 Speak slowly and clearly at all times. Repeat key points if necessary.
- 4.3 Wait for others to finish speaking before you speak - it is often best to listen first for a while, before you start speaking.
- 4.4 Always give priority to urgent or emergency traffic. To identify emergency traffic say "clear the air, clear the air," or "Breaker, Breaker" to interrupt traffic.
- 4.5 Identify when you have finished a conversation with your name and a simple "Out."

things to remember whilst using radios

- 4.6 Minimise 'social talk'
- 4.7 Avoid swearing and the use of radios to relay information about police movements.
- 4.8 Avoid relaying confidential information over the radio. Use codes or arrange meeting points where such info can be relayed.
- 4.9 Use a pre-arranged 'fallback channel' for long or confidential conversations.
- 4.10 If using a fallback channel, alert Comms that you are falling back and again after returning to the main channel.
- 4.11 Take care of the radios, never leave them unattended and never, ever drop them.

5. role of pt'chang comms

description of role

- 5.1 The Pt'chang Comms role is extremely important to the work of Pt'chang. The person on Comms acts as an 'anchor' for the peacekeepers on response and is primarily responsible for maintaining and facilitating radio communications amongst, and to, Pt'chang peacekeepers, and maintaining contact to emergency services via phone.

the role includes

- 5.2 remaining by the Base Radio at all times;
- 5.3 listening intently to all radio traffic;
- 5.4 maintaining the Pt'chang Radio Log with all details that may be relevant to Pt'chang with times and accurate descriptions;
- 5.5 relaying all relevant information coming in to the appropriate Pt'chang Peacekeepers on response;
- 5.6 assisting with decision-making during incidents in unison with the Pt'chang patrol;
- 5.7 paging the First Aid or Doctor whenever requested;
- 5.8 calling Police or Emergency services whenever necessary and in consultation with a representative of the event organizers;
- 5.9 supporting and resourcing the Pt'chang patrols as required;
- 5.10 directing and advising the Pt'chang patrols as required;
- 5.11 The volunteer on Comms needs to:
- communicate all information and messages slowly and clearly;
 - ask for as much information regarding an incident as required;
 - maintain a mental 'map' of peacekeepers' and incident's locations;
 - remain calm during busy or confused radio traffic;
 - call for radio silence during an incident by saying "Breaker Breaker";
 - request radio discipline from other users as appropriate (ie: swearing).

6. intervention / assist procedure

- 6.1 Always work in pairs.
- 6.2 When you become aware of a crisis incident, one peacekeeper immediately radios for assistance from other peacekeepers, providing an accurate location and description of situation. Call for First Aid if required.
- 6.3 When approaching incident be aware of physical safety and keeping a safe distance.
- 6.4 If feeling unsafe for any reason: wait for more assistance before intervening or assisting.
- 6.5 Follow Protocols if appropriate to particular incident. (see other Protocols)
- 6.6 Establishing the physical safety of all persons is primary role.
- 6.7 Maintain confidentiality as much as possible. (avoid making 'scenes' or 'commotions' if possible ie; running, shouting)
- 6.8 Check that all people involved in the incident, direct victims, friends, witnesses etc. have support or offered a referral.
- 6.9 Peacekeepers are to stay in the area until it feels safe. (check body - centred awareness).
- 6.10 After each incident fill out an INCIDENT REPORT form in the Comms tent. (Refer to Protocol 7)
- 6.11 Debrief as soon as possible after the incident, as a group of those involved and/or individually with a debriefer. (Refer to Protocol 16)

7. incident report writing & note taking

incident reports

- 7.1 All Pt'chang volunteers have a responsibility to write a detailed and precise Incident Report as soon as practicably possible after responding to an incident.
- 7.2 An 'incident' is defined as any occurrence, activity or event that poses a potential or actual threat to safety in any way and that is responded to, in any way, by a Pt'chang volunteer.
- 7.3 Incident Reports are to be filled out whenever a Pt'chang volunteer responds to an incident or when a person wishes to 'report' or make known some information regarding an incident.
- 7.4 The Incident Report Folder is to be kept securely so as to ensure complete confidentiality.
- 7.5 Incident Reports should strive for factual accuracy and relevance, and avoid judgmental and discriminatory language.
- 7.6 Incident Reports will be kept by Pt'chang for seven years from the date of writing.
- 7.7 The Purposes of Incident Reports Include:
 - enabling Pt'chang to create an accurate 'map' and database of safety issues, types of incidents and our responses, in order to identify patterns and priorities;
 - provide accurate, relevant and legally admissible records for any future follow-up, community accountability, continuity of support or legal proceedings;
 - enable Pt'chang to provide supervision of volunteer response to incidents and evaluate our work over time;
- 7.8 Incident Reports are to remain confidential and secure except for the purposes outlined above and in the circumstances described in Protocol 8;
- 7.9 Pt'chang volunteers should fully inform people with whom we come in contact about the organisations' protocol on incident reports and note taking and about how to seek access to incident reports.

note taking

- 7.10 All Pt'chang volunteers are encouraged to take notes in the notebooks provided during or immediately after an incident to record important details and as an aid to memory when writing Incident Reports. These notes can be stapled to the Incident Report if appropriate. Notes are to remain confidential and should be destroyed if not attached to an Incident Report.

access to incident reports

- 7.11 People wishing to have access to or view an Incident Report relating to them can apply in writing to:

pt'chang nonviolent community safety group inc.

p.o. box 69 victoria 3056

- 7.12 All requests will be considered at the next possible General Meeting of Pt'chang in which a three person group will be chosen to view the Incident Report and make a decision regarding the persons' request. The author of the report will be consulted or involved in the decision.
- 7.13 Options include:
- allowing the person to view the original Incident Report but not remove it;
 - giving the person a photocopy of the Incident Report;
 - not releasing the Incident Report but relaying relevant information contained in the Report that the person requested.
- 7.14 Maintaining the confidentiality of other person(s) will be the main criteria in a decision to not release an Incident Report.
- 7.15 All attempts will be made to seek permission from other people mentioned in the report before it is released.

8. confidentiality

- 8.1 The community must be confident that all personal information will be treated with the utmost confidentiality by Pt'chang and Pt'chang volunteers.
- 8.2 Personal information divulged to Pt'chang may be discussed only within the group and in the context of debriefing, report writing and evaluation and not shown or divulged to other individuals or organisations.
- 8.3 In the case of information or Pt'chang volunteers being subpoenaed, Pt'chang will seek legal advice regarding the particular incident and attempt to obtain the consent and ensure the rights of all involved. (Currently there are legislative differences across States and Territories in relation to the use of counselling files as evidence in court.)
- 8.4 The role of Pt'chang in the majority of the situations below is to first attempt to encourage and empower a person to self-disclose or self-report voluntarily, rather than direct intervention by Pt'chang.
- 8.5 The safety of life is the first priority of Pt'chang and supersedes the issue of confidentiality. (see 8.6)
- 8.6 Pt'chang will disclose confidential details of incidents to the appropriate agency in the following situations:
 - when personal details are voluntarily given to Pt'chang in order for us to contact the appropriate agencies and permission is given for us to do so;
 - when a suicide is in progress and the person voluntarily or involuntarily discloses personal information;
 - when the safety of a person is at risk and personal details have been voluntarily or involuntarily disclosed to Pt'chang;
 - when a child has been sexually abused and the identity of the person committing the abuse has become known to Pt'chang;
 - when a child (aged 17 years or younger) who has been abused or neglected or is in immediate risk of abuse or neglect and personal details become known to Pt'chang.
- 8.7 Any incidents which could require confidentiality to be broken must be discussed with at least three other Pt'chang volunteers. In the case of incidents involving child abuse or sexual assault the issue should be discussed and decided within the existing 'Purple Collective'. (see Protocol 12)

9. police - emergency services protocol

police

- 9.1 Pt'chang aims to organise Nonviolent Community Safety initiatives and work to a level of effectiveness that avoids the intervention of Police and the mainstream legal system.
- 9.2 Pt'chang will make contact with, liaise and build a relationship with local Police before, during and after a peacekeeping project.
- 9.3 Pt'chang will at all times treat the calling of Police as a last option when dealing with an incident.
- 9.4 Pt'chang will notify or request support from the Police in the following circumstances:
 - when the safety of Pt'chang volunteers or other people is threatened beyond the capabilities of Pt'chang to respond to;
 - in situations involving child abuse outlined in section 8.6 above;
 - when specifically requested to by a person in order for them to make a statement regarding an incident.
- 9.5 The decision to notify Police will be made by the two Pt'chang Peacekeepers responding to the incident and the Comms volunteer and in consultation with representatives of the event organising group.
- 9.6 When Police are called to an incident Pt'chang volunteers are to meet them at the entrance to the site or the earliest possible place and brief the officers fully before intervening.
- 9.7 Under circumstances where Police are charging or arresting a person Pt'chang volunteers will offer to provide legal support, referral and assistance to that person when possible.
- 9.8 Pt'chang will not notify Police during or after a drug overdose (see Protocol 10.4).

emergency services

- 9.9 Pt'chang will directly notify emergency services such the Ambulance, State Emergency Services or Fire Brigade upon request and according to need.

10. alcohol & other drugs protocol

- 10.1 In relation to issues of Alcohol and other Drugs, Pt'chang has adopted a Harm- Minimisation approach. Essentially, this means that in all Pt'chang activities and responses we will attempt to prevent, reduce or minimise the harm resulting from the use of alcohol or other drugs. Pt'chang recognises that people will use alcohol and other drugs. We believe that legal, restrictive approaches which ban or stigmatise users are often counter-productive and can result in behaviours that are hidden and dangerous to health. Pt'chang also acknowledges that the use of alcohol and other drugs is a serious and present community safety issue. We see alcohol and other drug related incidents as a major part of our work.
- 10.2 Harm-minimisation approaches can include a wide range of activities and responses including:
- peer education methods that teach harm-minimisation practices amongst alcohol and other drug users;
 - community education methods that dispel myths about alcohol and drug use and change community attitudes towards illicit drug users;
 - the provision of open and freely accessible information about alcohol and drug issues;
 - the provision of non-prejudicial and accessible health care services for people affected by alcohol or other drugs;
 - the operation of a mobile Needle Syringe Exchange Program (NSEP) which provides clean fits and gear;
 - having visible and accessible sharps containers (needle disposal bins) available;
 - the creation of safe & supportive spaces for people affected by alcohol or other drugs;
 - support for friends and family of people affected by alcohol or other drugs;
 - implementing viral-infection prevention practices in our work.
- 10.3 Pt'chang will attempt to apply the above practises as appropriate throughout all projects.
- 10.4 Pt'chang will not notify Police during or after an incident involving a drug overdose. (See also Protocol 9.8 and 8.3)

11. internal alcohol & drug use protocol

- 11.1 It is a requirement when working with Pt'chang (including being on call or on Pager) that all volunteers be in a physical, mental and emotional state appropriate for the task. This is important in terms of the safety and well-being of ourselves, other volunteers and people we come in contact with.
- 11.2 All Pt'chang volunteers will not be affected by, or under the influence of alcohol or other licit or illicit drugs whilst undertaking any Pt'chang roles or duties.
- 11.3 All Pt'chang volunteers will comply with any specific requirements agreed to by the group for any particular event or project; (ie - when working at Alcohol and Drug Free events, no-smoking areas, etc.).
- 11.4 Agreements for Pt'chang volunteers relating to alcohol & other drug use:
- I agree to inform other volunteers within Pt'chang of any activities that I have been participating in that may affect my ability to fulfil my role, or may be perceived by others to affect my abilities;
 - I agree to be non-judgemental regarding people's drug use;
 - I have the right to only work with someone who I feel comfortable working with;
 - I agree to voluntarily remove myself from a Pt'chang duty or responsibility if perceived to be affected by alcohol or other drugs. (see also -Volunteers Rights and Responsibilities Sections 1 and 2)
- 11.5 Shift Handover Protocol
- Every shift handover is to include discussion regarding each persons capability to perform the upcoming tasks. All volunteers coming on shift should be present at the shift handover.

12. sexual assault / abuse protocol

- 12.1 A working definition of Sexual Assault is:
Any behaviour of a sexual nature that makes a person feel uncomfortable, frightened, intimidated and that they have not agreed to. It can include any behaviour or action from sexual harassment to life-threatening rape.
- 12.2 As peacekeepers we may encounter sexual assault, child abuse and sexual harassment. This could be through witnessing it, being told about it by somebody, a person reporting it to organisers, via rumours or through a person disclosing it during a conversation.
- 12.3 All Pt'chang Peacekeeping projects should establish who in the peacekeeping team has experience and training in responding to sexual assault or sexual abuse. These people can then be notified if an incident occurs.
- 12.4 In all cases it is important to keep it confidential. This includes over the radio. (use code "purple" if necessary) (See Protocols 8 and 9)
- 12.5 Provide support to the victim/survivor using the principles:
- Listening and believing the person;
 - Providing safety and containment;
 - Empowering the person, allowing and respecting their choices and helping to restore their sense of control.
- 12.6 Refer the person or the information to the peacekeepers with experience and training in sexual assault/abuse issues, (Purple Collective) or to the nearest Centre Against Sexual Assault (CASA) or other support service available. (See Protocol 8 and 9). If there is no volunteer available with specific experience and training then referral becomes the primary protocol. (see Protocol 14)
- **Sexual Assault Crisis Line** (24 hours) 9344 2210
freecall: 1800 806292
 - Child Protection Crisis Line (24 hours) 13 1278
 - **Men's Referral Service** (12pm to 9pm)
M-F 9428 2899 / 1800 065973
- 12.7 Some people in the Peacekeeping team may be mandated (under the Children and Young Persons Act 1989 - Section 64 (1A) in

Victoria) to notify Human Services of an incident of child sexual abuse. Check with Human Services (Child Protection) Victoria for further information. Peacekeepers who are mandated to notify should know how and when to notify. Any person may notify any instance of possible or known child abuse.

(See Protocols 8 and 9)

- 12.8 All Pt'chang Peacekeeping Projects should include a mandated 'Safe Place' which is private, confidential and safe. A 'Safe Place' can be a tent, building or area where a survivor of sexual assault can be physically safe, be provided with counseling and support and find refuge from a violent situation.
- 12.9 Support and responses to children will be provided in a safe, comforting and age-appropriate environment with, where possible, someone known to the child present at all times.

13. family violence protocol

- 13.1 The terms 'Domestic Violence' or 'Family Violence' generally refers to violence committed within the survivors' family or by someone they know closely. It is usually committed by a partner or relative. A survivor of family violence may have experienced one or two incidents of violence or suffered a continuous stream of violence of different sorts. Domestic violence can include, physical violence, sexual violence and abuse, verbal and emotional abuse, financial abuse (ie: withholding money), social isolation and restrictions and other controlling behaviours. In most peacekeeping situations, family violence incidents may be occurring in an outdoor and/or public environment.
- 13.2 All Pt'chang Peacekeeping projects should establish who in the peacekeeping team has experience and training in responding to family violence incidents. These people can then be notified if an incident occurs.

responding to incidents of family violence

- 13.3 Call for back up from Peacekeepers with experience in family violence incidents. Use the code 'Purple' in order to ensure confidentiality.
- 13.4 Establish physical safety first - Survivor safety and support is primary - as is your own.
- 13.5 If possible, two peacekeepers support each party in a separate location.
- 13.6 Mediation or any other conflict resolution process will not be offered to parties involved in an incident of family violence.
- 13.7 Peacekeepers should provide the victim/survivor with information about their legal options, making a statement to Police and Intervention Orders. (refer to Protocol 9)
- 13.8 Ongoing support, counselling and/or referral is offered to both parties. This is especially important in family violence situations as the violence could continue over many years. (see Protocol 14)
 - **Women's Domestic Violence Crisis Line:**
(including referral to refuges) 9329 8433 /
1800 015 188 (24 hours)
 - **Immigrant Women's Domestic Violence Service:**
9898 3145 (9.30am - 5.30pm)

- **Men's Referral Service:**
(for men who have been violent or abusive)
9428 2899 / 1800 065973 (12pm - 9pm Mon-Fri)

13.9 All Pt'chang Peacekeeping Projects should include a mandated 'Safe Place' which is private, confidential and safe. A 'Safe Place' can be a tent, building or area where a survivor of family violence can be physically safe, be provided with counseling and support and find refuge from a violent situation.

14. referral & advocacy protocol

- 14.1 Every person with whom Pt'chang comes in contact during an incident should be offered an appropriate referral.
- 14.2 Referral is the process of assisting a person gain or have access to further help, support or resources from other agencies or people. Referral can include:
- providing a person with a telephone number of (and information about) an appropriate source of assistance;
 - directly assisting a person make contact with an agency or other source of assistance by ringing for them;
 - taking them to the agency in person;
 - suggesting or arranging that the person see a counsellor or support person with Pt'chang.
(ie: Purple Collective or Mediation)
- 14.3 This protocol acknowledges that Pt'chang's contact with a person during an incident is sometimes very brief and that the person has a right to future and ongoing support /assistance. Pt'chang also acknowledges there is a need for co-ordination between agencies and a continuity of support for survivors of violence and abuse.
- 14.4 Pt'chang has a very wide range of referral information held in the Comms Tent which includes: leaflets, cards, printed info and the YELLOW REFERRALS FOLDER with extensive Victorian and NSW lists. Accurate and up-to-date referral information should be available at every Pt'chang project.
- 14.5 A call to a generalist 24 hour service such as CARE RING or LIFELINE (via the site phone) can also be used to obtain the most appropriate referral information for any incident :
- Care ring - 136 169
 - Lifeline - 131 114
- 14.6 In circumstances where a referral is inadequate Pt'chang volunteers may advocate on behalf of a person seeking further support. Advocacy is defined as acting and working within systems and agencies on behalf of individuals to ensure that their rights are upheld and their needs met. Advocacy can be proactive in terms of seeking out the full potential that a system may offer, as well as reactive in terms of working against the potential for systems and agencies to further traumatise victim/survivors.

15. bumbags

- 15.1 It is expected that all Pt'chang volunteers wear a yellow bumbag as provided whilst on patrol and remove it at the end of the shift.
- 15.2 The bumbags must contain the following items:
 - Notebook
 - Pen
 - Whistle
 - Resuscitation mask (disposable)
 - 2 pairs of latex gloves (in back zippered pocket)
- 15.3 The yellow bumbags are also used to identify Pt'chang volunteers and important in terms of our accessibility, openness and community accountability.
- 15.4 For this reason, trained Pt'chang volunteers only are to be issued with a yellow bumbag.
- 15.5 Pt'chang volunteers can remove or cover their bumbags during an incident if it is felt that their visibility may in some way escalate the situation.

16. clothing & equipment

- 16.1 Pt'chang volunteers should wear comfortable, safe and appropriate clothing whilst on peacekeeping patrol. This means clothing that allows free movement, is durable and protects from sunburn.
- 16.2 Clothing should also be consistent with, and appropriate to the expectations, cultural or religious norms and values of the community in which the event is taking place.
- 16.3 When visibility is low and where there is any danger from vehicles, such as roadsides, carparks, or motor vehicle accident sites, volunteers must wear high visibility vests and/or headgear at all times.
- 16.4 Footwear should be sturdy and protective. It is highly recommended that all Pt'chang volunteers wear footwear at all times.
- 16.5 Pt'chang volunteers should be aware of the dangers of jewellery (necklaces, nose rings, ear-rings etc.) loose clothing (scarves) and long hair when in violent or potentially violent situations. Long hair and jewellery can be used as grabbing points and pose the danger of extra injury. Long hair can be tied back and jewellery can be left at Comms whilst on patrol.
- 16.6 Pt'chang volunteers should not wear any clothing, insignia, headgear or carry equipment that is of military origin, military in design or that could possibly be mistaken for military design whilst carrying out Pt'chang tasks. This is to maintain our nonviolent protocol, to ensure the safety of volunteers and in recognition of the fear of, or reaction to military-style clothing held by some people.
- 16.7 Pt'chang volunteers should not carry or use any weapons or equipment that could possibly be perceived as weapons. This includes baton-torches, staffs, large sticks, knives, toy guns or other toy weapons.

17. debriefing protocol

- 17.1 All Pt'chang volunteers will have access to adequate emotional and operational debriefing as required.
- 17.2 Pt'chang shall provide regular training in de-briefing techniques and practices for all volunteers.
- 17.3 A de-briefing session will be held as standard and routine practice at the end of every peacekeeping shift and as soon as possible at the end of every peacekeeping project.
- 17.4 A Critical Incident Debriefing session will be held as soon as possible after any potentially traumatic or 'critical incident' and involve all people involved in the event. An outside professional de-briefer may also be brought in for this de-briefing.
- 17.5 All Pt'chang volunteers will have access to professional de-briefing or trauma counseling upon request or offered such if it is perceived to be appropriate.
- 17.6 Pt'chang Critical Incident Debriefing procedure includes the following stages:

1) Immediate Personal Support: (after the Incident.) The aim of this stage is to meet volunteers' immediate physical and emotional needs, re-establish a sense of safety and security as much as possible and to assist people make the transition from a state of high arousal associated with the incident to a more normal state.

2) Debriefing: (12 to 72 hours after incident.) An organised, preventative intervention designed to reduce the likelihood and impact of critical incident stress symptoms and encourage a self-managed recovery to take place. An individual or group de-briefing session is needed to help people involved to form clear idea of events, identify assess personal stress symptoms, normalise the stress responses, promote self-care and support strategies, enable people to integrate experiences.

3) Follow –Up: Where ever possible, Pt'chang shall maintain contact with and check up on people involved in a critical incident. Individuals may find that other aspects of the situation come into prominence after the de-briefing. Signs of Post Traumatic Stress Disorder (PTSD) should be looked for. Follow-up de-briefing sessions may be required. If stress responses continue referral to a clinical PTSD counsellor.

18. accountability & grievance procedure

- 18.1 In order to establish clear accountability and accessibility processes the following Grievance Procedure should be clearly and publicly displayed at each event attended by a Pt'chang Peacekeeping team.
- 18.2 "If you have a complaint or grievance about Pt'chang or about the behaviour of a volunteer from Pt'chang you can take the following steps:
 - 1) Talk to the co-ordinator of this Peacekeeping project (name displayed);
 - 2) Place the complaint or grievance in writing to:
pt'chang general meeting
po box 69 brunswick victoria 3056;
 - 3) Your complaint will be discussed at the next possible Pt'chang General Meeting. This meeting will designate a suitable person or people to meet with you and decide upon the best possible process."
- 18.3 All grievance processes shall attempt to involve all parties and the person or people designated by the Pt'chang General Meeting.
- 18.4 It is encouraged that the person with the grievance have an advocate or support person during meetings and resolution processes. If an advocate is not available, Pt'chang will designate a Pt'chang person to act as an advocate and support person.
- 18.5 All decisions, results and outcomes will be communicated to the person making the grievances at the earliest possible time.
- 18.6 The Conflict Resolution processes outlined in Protocol 19 may be appropriate under some circumstances.

19. internal conflict resolution procedure

19.1 awareness and preparation phrase

- This can take some time. People need to go into the conflict resolution session ready to tackle the issues, and well reassured about the fairness of the process.
- All parties need to accept there is a conflict, even if they do not 'feel personally affected'.
- All parties need to agree to deal with conflict using the conflict resolution process.
- Who should be there? Rule of thumb being: all those involved in the conflict should be involved in the resolution.
- Do we need a facilitator or can we do it alone? If we need one, should it be an outsider or is there someone suitable within Pt'chang? All must agree on the facilitator. An outside facilitator is strongly recommended for any group conflict.
- A suitable time and place is made for the conflict resolution session. This needs to be private, 'neutral and free from interruptions. Starting and ending times need to be clear.
- For conflicts between two individuals or in which one person is isolated, it is recommended that a support person or 'ally' be designated to each person, to provide emotional support during the conflict resolution process. The support person's role is not to enter into, or be involved in the processes, but simply to listen and 'be there' for the person.
- Dealing with feelings - it may be appropriate to suggest that people consider finding a way to deal with strong feelings in a safe and independent way before the conflict resolution session.

19.2 the conflict resolution session

one to one without a facilitator

When conflicts are not major and are responded to in time, the process can be quite informal whilst still using the basic structure and the primary skills of assertive language and reflective listening.

- **Each takes a turn to speak** - this can be an agreed upon length of time to ensure 'fairness' if this seems best. People speak of their view of the conflict, their feelings and needs and the effect on them - NOT SOLUTIONS.
- **The other party reflectively listens** - the speaker should be reflectively listened to until they FEEL HEARD.
- **Ownership and responses** - each person has a turn to own their part in the dispute and to respond to criticisms made. It may be necessary to have 2 or 3 turns at this until all criticisms and feelings have been heard or apologies given.
- **Working out solutions** - this needs to be a collaborative effort where clear solutions of mutual benefit are worked out.
- **Follow Up** - it is important to make a time to follow up and see how the solutions are working out. This can be as informal as a cup of coffee together but needs a definite time to prevent avoidance!
- **Evaluation** - this can simply be answering the question of how did we go and how do we feel now? It is, however, an essential step in the process.
- **Affirmations** - it is good to finish with some positive comments about each other if this seems appropriate.
- **Congratulations and Celebration!** - it is important to congratulate ourselves when we have reached the end of the process. Maybe a meal together is in order?

19.3 for more complex conflicts

When conflicts are more complex a more structured approach is needed and a facilitator is required

setting the scene

Facilitator/s should:-

- Introduce themselves
- Get clear acceptance for their facilitation
- Check that all agree to be there & that all significant people are there
- Outline the process, see that everyone understands it, and get the parties agreement to use it

- Reflective listening and 'I' language reminder - people need to be reminded in some way of these essential techniques to help encourage clear communication during the session

the negotiation phase

- Make behavioural agreements, For example:
 - Clear ending time
 - No personal 'put downs'
 - All staying to the end
 - No interruptions
 - Break Times
- Tune - in - eg; a pause of silence for everyone to gather thoughts and centre themselves in the present.
- Timed turns to talk - each person has equal time (unless otherwise agreed) to speak of: their view of the problem / their feelings / their needs / what they are prepared to own in the conflict. NOT SOLUTIONS!

***Note:** Flexibility is needed here - it may take several turns or some people may need extra time. This must be negotiated with the group.*

- Others listen and reflect back what the speaker is saying without 'answering back' - until the speaker 'feels heard'.
- After each speaker has heard, record (on large paper for all to see) the major issues that they have raised.

the negotiation phase (continued)

- **Ownership and apology** - after people have heard everyone's views, feelings, needs and contributions to the conflict it is useful to ask people again to own their parts in the conflict and to make any apologies that are required. This is especially important when criticisms have been made to particular people. What part of this criticism are they prepared to own and apologise for?
- **Group discussion of major issues** - after all views, feelings, needs have been heard and people's parts in the conflict acknowledged, link and group all issues into two or three major issues which can be re-named and recorded separately.
- **Prioritise** quickly and then take each issue separately.

- **Brainstorm possible solutions.** Expand range of possible outcomes, encourage wild ideas and exploration of all possibilities. Broaden people's perspectives of the available choices.
- **Discussion of solutions** - attempt to merge or build upon ideas, leading to a choosing of solutions - Ask people to ask themselves 'What is the best for US? not 'What do I want?'
- **Implement chosen solution** - What, when, how, who, - write all of this down.
- **Repeat process** for other 'issues' or make another time to discuss them later.
- **Make a definite time for follow up** to see how the resolutions have gone.
- **Affirmations** - affirm people and the group as often as possible and appropriate, and encourage people to affirm each other.

evaluation of session.

- **Celebration!** - make every attempt to celebrate the outcome.

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**doodles, reminders, weekly budgets,
nameless phone numbers etc:**

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