



**STRONG WOMEN  
STRONG GIRLS**

# **Site Leader Handbook**

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# SITE LEADER ROLE

The Site Leader is the college mentor at each site who serves as the liaison between the program site, the college chapter, and their mentoring teams. Their main role is to maintain communication between all three groups and ensure that the Mentor team has the tools they need to successfully implement programming.

- This mentor must be comfortable serving as a leader among peers, taking responsibility for a site, and delegating tasks.
- This mentor must be a strong communicator to ensure site functioning.
- Ideally, this mentor has at least two semesters of experience.



# KEY RESPONSIBILITIES



## WEEKLY DELEGATION

- Coordinate mentor group preparation and facilitation of lessons
- Coordinate the distribution of materials and snacks
- Report any/all incidents which cause concern during or outside SWSG mentoring sessions as related to the safety and well-being of the mentees

## FORMS AND DATA ENTRY

- Take attendance of mentees at every session and enter into Salesforce
- Collect and Input registration forms for all participating mentees
- Distribute and collect permission slips as needed for field trips
- Coordinate the administration and collection of mentee surveys (6 C pre/post survey)



## COMMUNICATION

- Communicate with the Site Facilitator on a regular basis, and ensure a strong working relationship between the site and the chapter
- Communicate with chapter directors and SWSG program team about successes and challenges of the site, as needed
- Respond to site visit coordination emails to schedule visits.

# DRY RUNS

As a Site Leader, you will lead your mentor group through the dry run. A dry run is the visit that each SWSG mentor group makes to their assigned program sites the week before regular programming begins. During this visit you will become oriented to the site, meet and develop expectations with your Site Facilitator, and learn about your site's policies and mentees. Mentees are not present during a dry run and the visit usually lasts about an hour. Dry runs are a mandatory component of the program because they will set you up for success with your mentors, Site Facilitators, sites and mentees!

## 1. Meet & Greet:

### Mentors and Site Facilitators will meet and discuss general site information

- Mentors learn sign in/sign out procedures for weekly visitors
- Site Facilitators and mentors exchange contact information and discuss communication preferences (phone, email, in person, etc.)
- Mentors meet key site staff and share contact information:
  - Principals or Community Directors
  - Front Desk Managers or Secretaries
  - Teachers or Leaders of the program space

## 2. Review Site Policies and Procedures:

### Site Facilitators inform mentors of important site protocols and safety procedures

- **Discuss**
  - Mandated Reporting and Child Abuse/Neglect Reporting
  - Core values of the Site
    - Primary language and culture of the Site
  - Important Dates (vacations, special events)
  - Standardized Policies and Procedures
    - Snack Policy (allergies)
    - Behavior Management Techniques (signals and signs)
    - Field Trip Procedures

## 3. Questions + Answers:

1. How many Mentees should we expect to attend programming regularly?
2. What information should we know about the mentees enrolled in SWSG? (i.e. group dynamics, age/grade breakdown of the group, do they mostly know each other from school, etc.)
  - a. Can you tell us about each Mentee individually? Learning style, special needs, special talents or interests, ways to support each mentee when they are struggling or upset, group dynamics (e.g. friendships, cliques, mentees who don't get along), ages.
3. How have mentees been recruited to the program? How did you choose mentees to participate?
4. Are there ways in which we can help support you recruiting more mentees for the program, or ensure high weekly attendance?
5. How can we best communicate with caregivers? How can we ensure our forms and materials reach them?

# DRY RUN TIPS

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## BEFORE THE DRY RUN

- Connect with the Site Facilitator at least 2-3 days before the scheduled visit to confirm the date and time of the visit as well as sign-in protocols at the site.
- Prepare for the visit by looking through dry run protocol, adding your own questions to the questionnaire.
- Check in with your team the night before the visit to confirm meeting time and location, and remind them to wear their Strong Women, Strong Girls shirts.

## DURING THE DRY RUN

- Identify yourself as the Site Leader of the group and describe your role. Engage in dialogue with Site Facilitator and ask any relevant questions.
- Speak up if something doesn't seem like it aligns with the SWSG program model. Immediately follow up with your Chapter Directors or Program Manager if anything causes concerns or if the group cannot comply with the requirements set forth by the site.
- Prepare to answer questions about programming.
- Be honest about expectations of the Site Facilitator relationship. This will be an ongoing conversation, but it is important to start early.
- Remind the Site Facilitator to collect any outstanding registration forms.

## AFTER THE DRY RUN

- Debrief with the mentor team about the site visit. Discuss any plan changes or follow up tasks that need to happen.
- Input any registration forms received during the dry run. Registration forms should be input within one week of receiving.
- Send a follow up email to the Site Facilitator confirming programming next week, and get excited for a great semester!

# MENTOR ATTENDANCE

Consistency and routine are essential ingredients for a supportive mentoring space. SWSG mentors must attend their full mentoring session every week. There are exceptions to this policy, some of which include, but aren't limited to: illness, inclement weather, religious holidays and emergencies. Mentors should follow specific communications procedures for tardiness and absence.

- If a mentor or Site Leader is running late to programming, they should communicate with their mentor team. If necessary, contact the Site Facilitator or designated contact to ensure the mentees are supervised.
- If a mentor knows in advance that they must miss a mentoring session, they should inform their Chapter Directors, Site Leader and mentor team. Mentors should try to give at least one day notice of absence or two hours of notice in an emergency.
- If a mentor does not show up and cannot be reached, promptly contact the Chapter Directors.
- If a mentor does not give advance notice to the necessary parties, a Program Manager should be notified.



# COMMUNICATION

As a Site Leader, you are responsible for staying connected with your Site Facilitator to communicate about program updates and events, cancellations or tardiness, safety and general supervision of the mentees. You can lean on your Chapter Directors for support with timely mentor attendance. If you encounter any obstacles in contacting your Site Facilitator, please reach out to your Program Manager for support.

Please let your Chapter Director know if:

- A mentor does not show up and cannot be contacted.
- A mentor is consistently missing mentoring sessions (with or without excuse).
- The safe mentor to mentee ratio (1 Mentor to 4 Mentees) is not met. You, with the support of your Chapter Directors, should make every effort to find a substitute before cancelling the session.

Please let your Site Facilitator know if:

- Your mentor team will be running late to the mentoring session to ensure that the mentees are supervised.
- A mentoring session must be cancelled. A session should only be cancelled in the case of school or university cancellation, community emergency, severe weather, or insufficient mentor attendance (after making an effort to find substitutes). You should contact the Site Facilitator and SWSG staff as soon as you are made aware of the need for a cancellation.



# MONITORING, EVALUATION AND LEARNING

The purpose of all Monitoring, Evaluation, and Learning is to regularly assess a program and use that information to improve the program for its participants. As a Site Leader, you play a major role in Monitoring, Evaluation, and Learning for SWSG on a national level. You will track registration and attendance and support the integrity of surveys.

## **Registration and Permission Slips:**

As the Site Leader, you ensure that all mentees participating have a registration form and any necessary permission slips for field trips submitted. You are also responsible for uploading registration forms to SWSG's online database as they are received. You and the Site Facilitator must communicate about who will distribute them to the mentees. You play a key role in getting mentees excited about the program, and reminding them to bring back their forms.

## **Attendance:**

Why do we track attendance?

1. To notify us in real-time if mentees are consistently engaging in the program and to help us understand if particular groups of mentees have difficulty staying in the program
2. To identify which sites need more support to increase regular attendance
3. The attendance rates are sometimes required from our funders, and tracking attendance allows us to make a good case when we apply for funding.

As a Site Leader, you are responsible for entering all attendance into SWSG's database every week. The regional Program and Community Engagement Coordinator (PCEC) will monitor attendance and troubleshoot, if needed.

## **Site Visits:**

Each semester SWSG staff and volunteers conduct site visits to get a sense of how programming is going as well as to get information on how to improve for the following semester. Your site observer will reach out to coordinate their visit and will also ask to chat with you for a few minutes before or after the session to discuss your site in more detail.

# MONITORING, EVALUATION AND LEARNING CONT.

## Surveys:

In order to collect data from the mentees, you should be aware of the following guidelines and be able to effectively communicate them with your fellow mentors and the mentees being surveyed.

- Before you start handing out surveys, you should to explain to the mentees what information we are collecting and why we are collecting it. We collect data to understand how our program impacts mentees (a) so that we can improve the program overall (b) so that we understand if some groups of mentees are benefitting more than others and can in turn make adjustments (c) and so we can prove our impact to funders. It is not necessary to explain to mentees in these exact words, but instead that you are sharing why they are completing the surveys.
- Explain to mentees that filling out the survey is voluntary. We hope that they will participate because it gives us lots of important information about our program, but at the end of the day, we NEVER force anyone to take a survey.
- Explain that their name is on the paper so we can learn about how they grow from the start to the end of the program (so it is not anonymous), but the survey is confidential. This means that SWSG will not share what they say with anyone and that their mentors will not see their answers.
- If mentees have questions about the content, the person who distributed the survey is encouraged to answer questions. You can rephrase the question in different ways or use examples to help mentees understand.

After you collect the surveys, it is very important that you keep them in a secure place (i.e. not laying out for others to read) until you can scan them into your local program staff. Please prioritize scanning and sharing forms with your local program staff **within one week of administering.**



# INCIDENT REPORTING

Incident reports exist so that we have proper written documentation of incidents that occur during mentoring. In the event that something serious occurs or mentee safety is at risk, incident reports are extremely important and should be shared with both your Program Manager and the Site Facilitator as soon as possible within 24 hours, even if it is outside 9-5 work hours.

Incident reports can vary in severity. If you are questioning whether or not you should complete one, your Program Manager can offer guidance. However, you do not need permission from anyone to file an incident report and best practice is when in doubt, fill it out.

Incident reports can be related to:

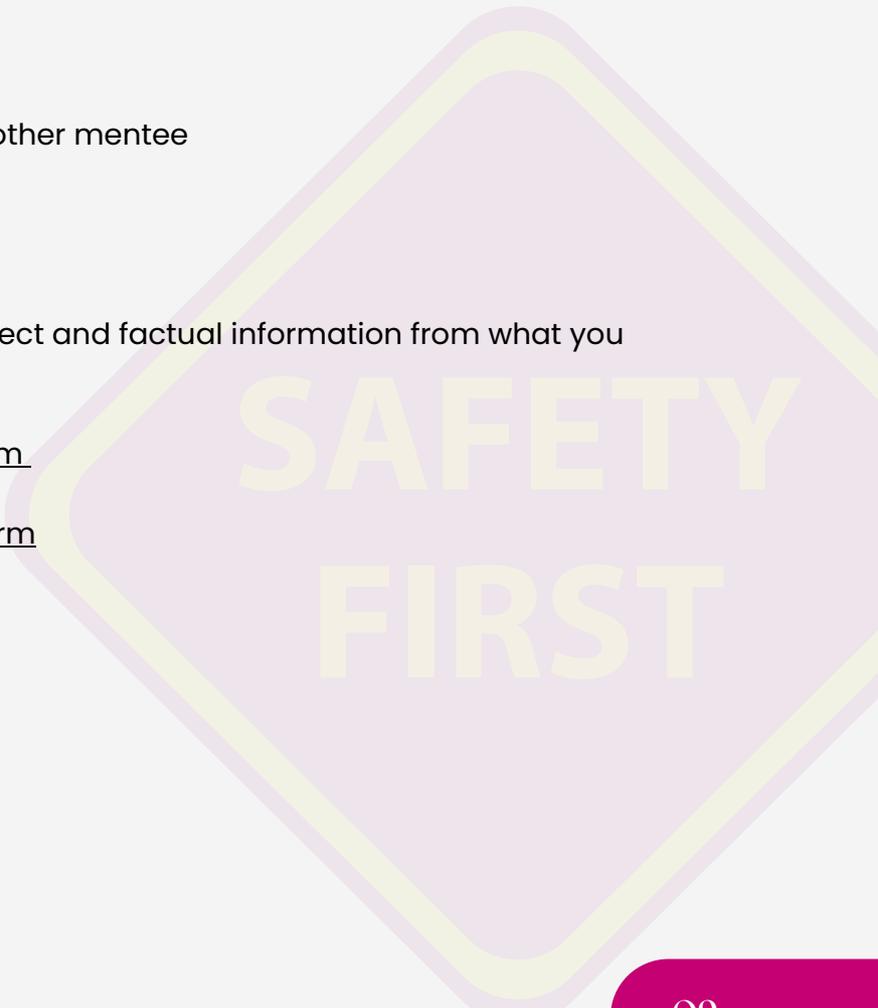
- Illness or injury that occurs during mentorship
- Behavior challenges
- Mentees expressing strong emotions or experiences that need more adult support and observation

Examples of when to do an incident report:

- A mentee starts a physical fight with another mentee
- A mentee falls and gets injured
- A mentee opens up about being bullied

Fill out an SWSG Incident Report that has direct and factual information from what you have heard.

- Links to Incident Report Form:
  - [Pittsburgh Virtual Incident Report Form](#)
  - [Boston Virtual Incident Report Form](#)
  - [Northshore Virtual Incident Report Form](#)
  - [Monroe Virtual Incident Report Form](#)



SAFETY  
FIRST

# MANDATED REPORTING

As a Site Leader, your fellow mentors may look to you for guidance and support, especially in challenging situations with mentees. Please familiarize yourself with the mandated reporter guidelines. State-specific resources and hotlines are also listed below.

While serving as a mentor, your mentees may feel comfortable disclosing information to you about possible abuse, either in person or in their journals. As a person who works/volunteers with children, you are considered by law to be a mandated reporter. Mandated Reporter: A person required by law to report any observance or suspicion of abuse towards minors to the proper authorities. Those in positions to notice signs of abuse and neglect are legally required to report. This includes, but is not limited to, anyone who has direct and routine contact with children:

- Directors, employees, and volunteers at schools
- Law Enforcement, Social Workers, physicians and health care professionals

If a mentee shares with you that they are being abused, follow these guidelines:

- **Stay calm:** "I'm happy to help you."
- **Support:** "I'm sorry this happened to you."
- **Affirm:** "You did the right thing by telling me."
- **Believe:** "It's not your fault, I believe you."
- **Empower:** "You have the right to be safe."
- **Report:** "We need to tell others about this to make sure you're safe."

If the mentee is upset or does not want you to speak with anyone else, explain that their safety is very important, and that you must tell an adult who can help. Take time to help them process this information, but be clear that their safety is the most important.

## **Do not:**

- Question them— let them share only as much information as they are comfortable with.
- Blame them or tell them what to do.
- Label the child or what has happened to them, or put words in their mouth — use the same language as they do.
- Make promises you can't keep.
- Do not investigate. You do not have the credentials to do so. After your report is made, leave the next steps to the professionals.

# MANDATED REPORTING CONT.

If a participant discloses child maltreatment to you or if you have a strong suspicion that they may be a victim of maltreatment, you are legally responsible as a mandated reporter to share this information with the proper authorities.

Follow these steps to report the incident:

1. Actively listen, observe and show support to the child
2. Fill out an Incident Report form immediately. Be sure to stick with factual information, not opinions.
3. Talk to your Program Manager and Site Facilitator about what you observed.
  - a. If necessary, your Site Facilitator can make a plan for addressing the mentee's immediate safety.
  - b. Make a plan with the Program Manager for filing a report.
  - c. You are under obligation to report the incident.
4. Call the state-appropriate reporting hotline.
  - **Childline, Pennsylvania: 1-800-932-0313**
  - **Child-at-Risk Hotline, Massachusetts: 1-800-792-5200**
  - **Child Protective Hotline, Louisiana: 1-855-452-5437**
  - a. While your Program Manager and Site Facilitator may accompany you in support, you must be the one to make the report.
  - b. If the abuse was reported by phone, a written report must be filed within 48 hours.
5. Follow up with your Program Manager once your report has been filed.

Remember, only qualified investigators can determine whether an abuse report is credible. Likewise, Site Facilitators and other adults cannot determine the credibility of a disclosure. You can only pass on the information as it was shared with you to the appropriate authorities.

For information about reporting child abuse and mandated reporting, see:

- [Pennsylvania Mandated Reporter Frequently Asked Questions,](#)
- [Massachusetts Mandated Reporter Training](#)
- [Louisiana's Department of Family and Children Services: Mandated Reporting](#)



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**Thank You for all you do to ensure SWSG programming is successful!  
We appreciate you!**