



Harvard International Relations Council Sexual Assault and Harassment Policy

Harvard International Relations Council Leadership and Member Policy regarding Sexual Assault

As a student-run organization, the IRC considers the behavior of its members to be of utmost importance, regardless of the position of individual members in the organization. As such, it is imperative to set forth certain membership policies that establish expectations for both leaders and general members. These policies, when finalized, should be enforced on an organization-wide level across all subsidiary programs within the IRC.

Current membership policies in the IRC have not been standardized across each program, and most if not all do not address the issue of sexual misconduct and assault. As such, for maximum transparency regarding member obligations, it is advisable to have each prospective member sign a *sexual misconduct and assault awareness form* before being allowed to formally join an IRC program. This way, members will have to acknowledge their knowledge of IRC sexual assault policy and the use of punitive measures will be justified in the event of a transgression. These policies are necessary to create a culture of awareness and sensitivity that will indicate to all new and current members that the IRC takes seriously its obligation to uphold the standards of behavior of its membership.

Important points that will be part of this membership policy include:

1. Members are expected to uphold the idea of *affirmative consent* at all IRC-related functions.
2. Any IRC member found to have sexually harassed or assaulted another member will be subject to punitive measures, including disciplinary action within individual programs, suspension, or expulsion from the organization as a whole.
3. Any member found to have made disparaging remarks regarding the race, sexuality, gender identity, nationality, or religion of a member will also be subject to disciplinary action within programs or immediate expulsion from the IRC.
4. Discrimination according to race, sexuality, gender identity, nationality or religion is strictly prohibited in any capacity in the IRC, including for general members, program leadership, and executive leadership.
5. Retaliation by any member against another member for reporting a case of discrimination, harassment, or assault is grounds for immediate expulsion from the relevant program of the IRC.

As a student-run organization, leadership by example is a core tenet of the IRC. As such, it is also imperative to have a policy that is acknowledged by current leaders, both in individual programs and in central leadership, and candidates wishing to be a part of either of these. The IRC's leaders are the face of the organization and represent its ideals to the general membership and Harvard community as a whole, and must be expected to hold themselves to a strict standard of conduct. In addition to signing the abovementioned membership policy, all current leaders and candidates for leadership positions will be required to sign another awareness form in which they agree to uphold the standards of the IRC.

Some points may include:

1. Leaders in the IRC are expected to abide by and enforce the organization's sexual assault policy.
2. Candidates for a leadership position in the IRC who are found by the BOD to have violated IRC policy regarding sexual assault, harassment, and discrimination will be deemed ineligible for leadership positions in individual programs and central leadership.
3. Leaders are explicitly prohibited from using their position to intimidate other members of otherwise use their authority to obtain consent for sexual activity. Affirmative consent cannot be given in the presence of intimidation or other abuse of authority, and IRC leaders suspected of using their positions to this end will be subject to an immediate inquiry by the Board of Directors and possible removal from power.
4. Officers are prohibited from engaging in sexual or romantic relationships with members that they are in direct supervision of, unless said relationship existed prior to the officer's assumption of the role. If members ever have concerns regarding an inappropriate relationship between an officer and a direct supervisee, they are always able to file an official or unofficial report through the IRC Responders or BOD.

Since it is so vital that the leaders of the IRC represent the moral standards of the organization, we recommend that the Board of Directors take certain steps to vet candidates during the election process. For example, we recommend that in the period between a candidate's declaration of candidacy and the election, the BOD open up a Qualtrics form that allows IRC members to report instances of violations by the candidate. The BOD will then be able to take steps to investigate and determine if the candidate should be found ineligible.

International Relations Council Official Report Policy Regarding Sexual Violence

The first important fact to note about the International Relations Council (IRC) Responders in relation to the Official Report process for sexual violence in the IRC is that the Responders are not an investigative body and thus are unable to conduct investigations into any reports. The only power Responders possess is that to make suggestions to the Board of Directors (BoD) of IRC regarding the Official Report that was filed. The reason why the IRC will not perform investigations of their own into report is the following:

- a) There is large bias among both the Responders and the BoD members based on the fact that they will all be assumedly members of the IRC, possibly peers and or share a relationship (friendship, sexual/romantic relationship, animosity) with one or both of parties involved in the complaint.
- b) Furthermore, the Responders and BoD are not trained investigators with the capabilities nor responsibility to investigate. Being students it should not be expected that they have the training nor expertise to perform such an investigation.
- c) Finally, should the complainant want an investigation to be performed there are school services that exist for that resource along with counseling and other support services that the Responders and BoD will do everything in their capacity to make available to any IRC member who wishes to use them.

Definition and Aims of an Official Report

Official Reports are defined as those that are lodged through the Official Report process. The Official Report process is considered the process by which an IRC member may fill out the designated Qualtrics form for reporting a sexual violence claim within the IRC community to the Responders and BoD. The main goals that can be accomplished through filing a report may include the following:

- 1) Alerting the BoD to the presence of a problematic IRC member(s) in the community.
- 2) Requesting access to resources/support within the Harvard community and/or Greater Boston Area regarding an experience of sexual violence.
- 3) Requesting provisional measures to be placed within IRC functions for the complainant.

- 4) Request that the reported member receive OSAPR disciplinary training in addressing problematic sexual misconduct behavior.
- 5) Issue a request to have a member(s) of the IRC removed from the organization.

Official Report Process

1) A report must be made on the Qualtrics form. In the form, the complainant will identify which of the above aims they wish to accomplish by filling out the form. They should also indicate on question XXX whether or not they are comfortable being contacted to discuss future responses to the complaint with an IRC Responder and they will be asked to leave a form of contact information on the form.

If they indicate “yes” to question XXX, then the process will proceed to step 2). If they indicate “no” then the report will be filed and the complainant will not be contacted. In the case that the complainant indicates they do not wish to be contacted following filing the report, they will be informed that this will limit the extent of future actions that can be taken against the member(s) which they are reporting. For aim 2, 3, and 5 of filing a report, a complainant will be required to meet to discuss with an IRC Responder due to the nature of the aim. They will be told so on the form when they are filling it out so they are aware of the requirements of each aim.

2) A IRC Responder will reach out to the complainant to set up a meeting in which they can discuss the report. During this meeting, should the complainant so choose, they may request their identity remain completely anonymous and confidential going forward in the Official Report process. This would mean that outside of the IRC Responders no one in the IRC (including the BoD) OSAPR, Harvard faculty and employees and any other involved parties, will be notified of the identity of the complainant even in the case of a request for aim 4. In this meeting, the IRC Responder will attempt to accomplish the following:

- a. Assess if the complainant is in any immediate danger in relation to the report from either another person or themselves. If so the Responder will move immediately to the portion of the process: *Responding to Immediate Danger*.
- b. Establish the main aims of the complainant. In this step, the Responder should further elucidate and gather details on the desires of the complainant in relation to the aims they wish to accomplish by filing a report. The complainant should be made aware of the fact that their aims in reporting may not be fulfilled due to limitations of the IRC Responders. Sensitivity and empathy in this part of the discussion should be important to remind them

they still have support while not necessarily having a promise of accomplishing their wishes.

- c. Remind the complainant of the resources available to them on campus and the Greater Boston area for support in regards to sexual violence.

3) The IRC Responder will debrief the remaining Responders on the case. In this meeting, the Responders will decide on next steps in relation to the aim for which the report was filed. The next possible steps for each aim is as follows.

- a. *Should the complainant request aim 1:* The name of the reported member(s) will be added to a document to be shared with the BoD in the case of three reports (official and unofficial) of sexual misconduct behavior by the same member.
- b. *Should the complainant request aim 2:* The Responder will have likely addressed this aim in the meeting held in step 2). They will consult with the other Responders and/or OSAPR staff on any resources they may have missed. They can then set up another meeting with the complainant to inform them of these additional resources.
- c. *Should the complainant request aim 3:* The Responders will discuss the available interim measures for the complainant. These interim measures will then be offered the complainant and they may select the measures which they would like to then be put in place within the IRC for them.
- d. *Should the complainant request aim 4:* An IRC Responder will reach out the reported member(s) to set up a meeting. In this meeting, the Responder will inform them that a complaint has been filed against them. They will divulge on the details indicated by the complainant that are allowed to be divulged in relation to the case. They will be informed that per their membership agreement in the IRC, they are required to meet with the community educator at OSAPR, a minimum of 6 times to remain in the organization. Should they refuse they are subject to expulsion by the IRC.
- e. *Should the complainant request aim 5:* The IRC Responders will refer to the section: *Removal from Group.*

Removal from Group

The IRC does not take removing someone from the group based on a report of sexual misconduct behavior lightly. The IRC reserves the right to remove a member of the organization from the group if they violate the membership policy and sexual conduct behavior statement that all members agree to when they join the IRC. Based on that agreement, the IRC will take appropriate action when a member has violated this policy as it represents a disregard for the community norms and important ethical stances of the IRC. The IRC recognizes that without an

investigation into reports of sexual violence, the organization cannot ensure features such as fair trial. It is important here to note that the IRC is not itself a judicial or legislative body, nor does the organization have the capacities for such measures in cases as serious as sexual violence. The ethical responsibility of the IRC in these situations is to maintain and enforce the social norms and standards of the organization, which are those that have a zero-tolerance policy for any kind of misogyny, sexism and sexual violence. The IRC is aware of concerns regarding false reports of sexual violence and while acknowledging the reality of such instances, the IRC creates this policy in conjunction with national statistics and studies that have been done on false reporting of sexual violence. The National Sexual Violence Resource Center (NSVRC) cites that false reports occur at a rate of approximately 2-8%¹. That range, however, includes the occurrence of withdrawn cases, unsubstantiated claims and even in some cases, instances in which defendants were found not guilty. Thus the false report rate is conflated with instances that are not necessarily false reports. The study regarding false reports of sexual violence furthermore states that by overemphasizing the threat of false reports policy makers may contribute to victim silencing and victim blaming within society. It is suggested by the study that prosecutors seek a multi-disciplinary review panel for cases of suspected false reporting. The IRC would like to adopt this suggestion in adapted form to respect the reality of false reports while also maintaining a policy that supports, encourages and promotes reporting of sexual violence and works against unintentional victim silencing and or blaming. (This feature will be described later in this section when outlining the procedure when considering removal of an IRC member(s) from the organization.)

The IRC policy will take action as serious as removal from the group for behaviors that were or are those that created a harmful atmosphere for a member(s) of the IRC community. A harmful atmosphere is one that creates an unwelcome, dangerous or distressing environment for another member of the IRC due to some form of misconduct behavior not in line with the values of the IRC. These behaviors may present as either an extremely harmful singular event/occurrence that was so significant as to profoundly negatively impact the affected IRC member's experience in the community or the behaviors may be repeated or spread extensively in such a manner that it created said harmful atmosphere for the affected IRC member. Some behaviors that would be represent misconduct behaviors not in line with the values of the IRC are included but not limited to:

- Sexual assault
- Sexual harassment (unwanted groping, inappropriate comments of a sexual nature)
- Discrimination based on any and all identities existing in the IRC community
- Stalking

¹ Lonsway, Kimberly A., Dr., Joanne Archambault, Sgt., and David Lisak, Dr. "Appendix IV: Forensic Case Studies: False Reports of Sexual Assault." *Rape Investigation Handbook*, 2011, 519-34. doi:10.1016/b978-0-12-386029-3.00031-0.

Following steps 1) and 2) of the Official Report process, in the case that a complainant has requested aim 5) of the Official Report aims, the IRC Responders will proceed in the following manner:

1) *Formal suggestion for removal of a IRC member(s) from the organization*: In the case that the IRC Responders come to the conclusion that removal from the group is the right decision, the IRC Responder will organize a meeting with the reported member(s). At this meeting, the IRC Responders will inform the member of the report, maintaining appropriate confidentiality, that they have come to agreement that the member(s) should leave the group. The member has the following options:

a. Agree then and there to leaving the group. If the member(s) accept this option, then the BoD will be issued a report describing the case and outcome. The member(s) will also be provided resources of support should they need it as well as be referred to the OSAPR disciplinary trainings with the OSAPR community advocate.

b. Request that their case be presented to the BoD and brought to a vote by the BoD should they be removed from the group. In this case, the Responder will collect a statement from the member to be added to a draft of formal suggestion to the BoD for the removal of said member(s) from the group based on the initial report and following statements from both parties. The case will then proceed to the *BoD Voting Procedure to Remove a Member from the Group*.

2) *BoD Voting Procedure to Remove a Member from the Group*: The voting procedure will proceed as follows:

a. All BoD members must be present including at least one of the IRC Responders to present the case. Any BoD members who are involved in the case either through being friends of either party or informed of who the members are will be asked to abstain from voting.

b. The IRC Responder will present the case to the BoD, highlighting the sexual misconduct behavior and how it is believed to violate the IRC sexual misconduct behavior policy. They will explain how they came to this suggestion based on their conversations amongst the IRC Responders and/or leadership. They will include comments from either one-on-one meeting with the two parties that was asked to be included. They will also remove all identifying information from the presentation as much as possible to hope to remove bias from the situation.

- c. The BoD will then vote, not including the IRC Responder, on whether or not to remove the member from the group. A simple majority will be required to either keep or remove the member from the group.

Responding to Immediate Danger

In the case of immediate danger, the first step that the IRC Responder should do is ensure the safety of the IRC member. The IRC Responders will be trained for situations such as this in which they can escort a member to the hospital, contact the police, Title IX or OSAPR, depending on what the situation requires. Situations which necessitate this course of action are those in which the Responder believes the IRC member is in immediate danger from others or themselves.

Repeat Offenders

In the case of repeat offenders, the IRC Responders can decide to act on behalf of the organization to address the problematic and harmful pattern of behavior presented by a singular member. The IRC Responders should create a cumulative report of the three separate cases and then should meet with an OSAPR representative. From there they may decide to move toward one of two options:

- 1) Require the member attend OSAPR disciplinary trainings for sexual misconduct behavior with the OSAPR community advocate.
- 2) Consider removal from that member from the group and proceed to that portion of the policy: *Removal from Group*.

IRC Provisional Measures

Suggested by Miranda Tyson, IRC Responder 2017-2018

These measures are not intended to in any way replace the interim measures offered by the Harvard College Title IX office. These are intended to supplement such measures to account for IRC-specific circumstances.

Introduction

When a student has experienced harassment from a fellow IRC member, they may review the following options to help prevent them from crossing paths or interacting with the fellow IRC member.

In order for any of the following to be applied, the requesting student must reach out to an IRC Responder and have a discussion to ensure said Responder understands the student's circumstances and needs. After the student decides which measures they would like to be implemented, with permission from said student, an official, confidential notice will be sent to relevant Leadership via email. A similar notice will be sent to the other IRC member involved in the measure. In all cases, Leadership will *not* be informed of why the measure(s) must be applied, and they may not tell others of the provisional measures they are enforcing. These measures may not be challenged, neither by Leadership nor by the other individual involved. The individual who requested such measures may ask for them to be reversed at any point.

Keywords:

Leadership: Relevant IRC Program Heads and those privy to selection processes, i.e. Under-Secretaries General, Deputy Directors.

Intercollegiate Model United Nations

Not selected for ICMUN Leadership together Leadership (in this case, Head Delegates) will be informed that two individuals are not allowed to serve on ICMUN Leadership simultaneously. If both apply, Leadership is only allowed to choose one of the two, but not both.

Not traveling to the same conference:

Leadership will be informed that two individuals are not allowed to travel on the same team together to a conference. If both apply to attend, Leadership is only allowed to choose one of the two, but not both.

Allowed to travel to the same conference, but not allowed to be assigned to adjacent airplane/bus seats:

Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot be assigned to adjacent airplane and/or bus seats (or any other related transportation).

Allowed to travel to the same conference, but not allowed to be assigned to the same hotel room:
Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot share a hotel room.

Allowed to travel to the same conference, but not allowed to be assigned as double-delegates:
Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot both be assigned to the same committee as double-delegates.

Allowed to travel to the same conference, but not allowed to be assigned as delegates in the same committee:

Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot both be assigned to serve on the same committee at all.

Harvard Model United Nations and Harvard National Model United Nations (Boston)

Not allowed to be assigned to the same Secretariat

Leadership (in this case, Secretary-Generals) will be informed that two individuals are not allowed to be assigned to be Secretariat in the same conference. If both apply to the same conference for Secretariat, Leadership is only allowed to choose one of the two for said Secretariat, but not both.

Not allowed to be assigned to the same Organ:

Leadership will be informed that two individuals are not allowed to be assigned to the same Organ in the same conference. If both apply to the same Organ, Leadership is only allowed to choose one of the two for said Organ, but not both.

Not allowed to be assigned to the same Committee Staff:

Leadership will be informed that two individuals are not allowed to be assigned to the same committee staff in the same conference. If both apply to the same committee, Leadership is only allowed to choose one of the two for said committee, but not both.

Not allowed to serve same Security Shift floor:

Leadership will be informed that two individuals are not allowed to be assigned to the same floor on which they serve their respective Security Shifts.

Not allowed to serve same Security Shift section of hotel

Leadership will be informed that two individuals are not allowed to be assigned to the same section of the hotel in which they serve their respective Security Shifts.

Harvard Model United Nations: China; Harvard Model United Nations: India; Harvard National Model United Nations: Latin America

Not traveling to the same conference

Leadership will be informed that two individuals are not allowed to travel on the same team together to a conference. If both apply to attend, Leadership is only allowed to choose one of the two, but not both.

Allowed to travel to the same conference, but not allowed to be assigned to adjacent airplane/bus seats

Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot be assigned to adjacent airplane and/or bus seats (or any other related transportation).

Allowed to travel to the same conference, but not allowed to be assigned to the same room

Leadership will be informed that, if assigned to travel to the same conference, the two individuals cannot share a hotel room.

Model Security Council

Not allowed to be assigned to the same Leadership

Leadership (In this case, Co-Presidents) will be informed that two individuals are not allowed to be assigned to be Leadership for MSC. If both apply, the Co-Presidents are only allowed to select one of the two, but not both.

Not allowed to be assigned to the same Committee Staff

Leadership will be informed that two individuals are not allowed to be assigned to the same committee staff in MSC. If both apply to the same committee, Leadership is only allowed to choose one of the two for said committee, but not both.

Harvard Program in International Education

Not allowed to be assigned to teach at the same school at the same time

Leadership will be informed that two individuals are not allowed to be assigned to teach at the same school at the same time (i.e., assigned as pairs).

International Relations on Campus

Not allowed to be assigned to work on same event

Leadership will be informed that two individuals are not allowed to be assigned to work on the same event for IROc. If both apply to the same event, Leadership is only allowed to choose one of the two for said event, but not both.

Harvard International Review

Not allowed to be assigned to work on same project

Leadership will be informed that two individuals are not allowed to be assigned to work on the same project, i.e. marketing, a singular article. If both apply to work on the same project, Leadership is only allowed to choose one of the two for said project, but not both.

Not allowed to both be accepted to the same given Board

Leadership will be informed that two individuals are not allowed to be assigned to work on the same Board, i.e. Features, Soliciting. If both apply to work on the same Board, Leadership is only allowed to choose one of the two for said project, but not both.

Board of Strategy and Social Impact

Not allowed to both be accepted to the Board

Leadership (in this case, the Chief of Strategy) will be informed that two individuals are not allowed to be accepted to the board at the same time. If both apply to serve on the Board, Leadership is only allowed to select one.

Not allowed to be assigned to the same Committee

Leadership (in this case, the Chief of Strategy) will be informed that two individuals are not allowed to be assigned to the same committee w/r/t the Board. If both apply to the same committee, Leadership is only allowed to choose one of the two for said committee, but not both.

ALL IRC Social Events (i.e., ICMUN Initiation, Debriefing, Rebriefing, IRC Formal)

It is strongly recommended that those looking for measures that apply to IRC Social Events seek out the provisional measures offered by Harvard College, such as No-Contact Orders. Interested IRC members may contact an IRC Responder for details.

ALL IRC Program Meetings

It is strongly recommended that those looking for measures that apply to IRC-run meetings seek out the provisional measures offered by Harvard College, such as No-Contact Orders. Interested IRC members may contact an IRC Responder for details.

ALL IRC Programs: Assignments, tasks.

Extensions for Background Guides, Articles, etc.

In a case where an individual feels that due to personal issues such as those related to harassment, mental illness, and/or sexual assault they cannot complete assignments on-time for IRC-related events or projects and they do not feel comfortable discussing the reasons with IRC Leadership directly, the individual may reach out to the Responders for official support that their need for extension is verifiable. After discussing the circumstances with the individual, a Responder will contact relevant Leadership on the individual's behalf to request an extension. Responders will not reveal information about the individual's circumstances beyond how much extra time is needed unless approved by the individual beforehand.

International Relations Council unofficial report Policy Regarding Sexual Harassment and Assault

What is an unofficial report?

The IRC believes firmly in the need to address issues of sexual harassment and assault, discrimination and prejudice within its community. As part of its effort to do so, it has created the position of IRC Responder, which designates a group of people to remedy these issues in the IRC. Among the tools the Responders have to carry out their mission is the *unofficial report*.

An unofficial report is a means of bringing to the attention of the IRC an issue or incident that conflicts with our values regarding equality of race, gender, sexual orientation and gender identity, among many others. Unlike an *Official Report*, an unofficial report does not demand action, but rather notifies a member of the IRC (most likely a Responder or member of the BoD) that an incident has occurred -- via word of mouth or other means of communication. While the IRC takes all matters of sexual harassment and assault, discrimination and prejudice seriously, the unofficial report is meant to be utilized for less threatening, urgent or grave instances of offense. Instances of more pressing offense should be handled through the IRC's *Official Report* procedures. In the case that a member for any reason feels they are not in the place to handle filing an Official Report but feel strongly they need to inform the leadership of IRC, they are still encouraged to use the unofficial report process.

An unofficial report can be made to IRC Responders for a number of reasons, including, but not limited to, situations in which:

- The victim believes the offense wasn't serious enough to raise a Official Report for any reason, but still feels the offense shouldn't be fully dismissed
- The victim does not wish for the offender to suffer any consequences for their actions in the belief that the offender didn't know any better or if the incident provides a learning opportunity for the offender (i.e. the offender makes an off-handed joke, unknowingly commits an act of microaggression, had good intentions, etc.).
- The victim may not take personal offense to the behavior of the offender, but has reason to believe the actions of the offender would cause bigger problems or do greater harm to other members of the IRC community.
- The victim has already made an Official Report regarding an incident and feels that it isn't being handled properly by the IRC BoD or the IRC Responders.

Making an unofficial report

To file an unofficial report with the IRC, members can tell an IRC Responder or BoD member of the incident either in person or by email, text, or other means of communication, making it clear that the victim has chosen not to file an Official Report.

Next Steps

By nature, unofficial reports are meant to be a way to inform the IRC community of events that have occurred and action won't necessarily need to be taken in most instances. In instances in which the victim or Responder feel the need for action, the victim will be encouraged to file an Official Report or have the Responder advocate for the victim on their behalf. In instances where explicit action isn't taken, Responders will carefully consider unofficial reports as they continue to serve the IRC community. Unofficial reports made to non-Responder members of the IRC (such as a member of the BoD) should be brought to a Responder.

IRC PARTY STANDARDS

Goal: To clear standards for procedural and behavioral expectations at parties hosted by IRC programs, keeping joint hosting models in mind. These standards should be applied in tandem with Harvard College policies.

Alcohol Service

Bartending Procedures

- Standard-sized shot glasses should be used to measure and pour liquor
- Guests whom bartenders deem to be hazardously intoxicated should be denied further alcoholic beverages
 - Bartenders may wish to pour such guests water from a liquor bottle filled with water
 - Bartenders and members of leadership should actively correspond with regards to who has been deemed hazardously intoxicated

Personnel Procedures

- At least one individual aged 21 or above should be staffing the bar at all times
- Only bartenders who are assigned to the current shift may serve alcoholic beverages

Party Setup and Supplies

- Signs stating a message similar to “You must be 21+ to drink” must be posted around the party
- Bottles of alcohol should be out of reach for party guests
- Water and substantial food should be readily available whenever alcohol is served
- Party organizers should place an emphasis on purchasing more attractive non-liquor options for alcoholic beverages, such as ciders and hard sodas
- A robust selection of non-alcoholic beverages must be readily available; party organizers may wish to consider purchasing canned non-alcoholic drinks, such as seltzers
- Party organizers should avoid serving drinks in glass bottles if the party is expected to be rowdy or rager-like

Bouncing

- Bouncers should have all attendees read a standard statement defining consent before entering the party, and write their initials on a check-in sheet
- No bouncer should leave their shift before another bouncer has arrived
- There should always be one on-call bouncer to assist the on-shift bouncer(s) in case there is a problem, so that the on-shift bouncer(s) need not leave their post
- At large parties, there should be a designated bar bouncer to ensure that guests or off-duty staff do not have access to the alcohol supply

Leadership Behaviors

- Leadership should be attentive of their surroundings and easily accessible for the duration of the party
- Leaders should maintain decorum, maintain discretion, and set an example for other members of the IRC
- Bartenders and bouncers should be in a sober state at the time of their shifts, and cannot drink alcohol during their shifts

- Leadership should wear a clear indication of their status, such as a glowstick accessory; this should be clearly publicized to all party guests
- Leadership and party staff should coordinate via a designated platform, such as a GroupMe, throughout the party