
ISCA GUIDE FOR EXCHANGES

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INTRODUCTION

This briefing package provides you, the escort officer, with the information necessary to have a productive and meaningful exchange. You must appreciate however, that regardless of the planning that takes place, there might be changes and unforeseen problems encountered. You must be ready to face any situation. If such problems happen, this guide will provide you with helpful information.

This guide also provides the headquarters of the host country for an exchange with important information and hints.

The exchange program is generally open to sea cadets aged 15-19 (some countries 15-18) years and escort officers. If selected as an escort officer, you will be an ambassador for your country and your cadet corps, with leadership, maturity and pride being an officer. All of your cadets will be expected to live up to this in every respect.

The International Sea Cadet Exchange Programme (ISCE) is a multilateral programme between members of the International Sea Cadet Association (ISCA). Conducted annually throughout the year, exchanges provide the opportunity for selected cadets to experience another culture and other training programmes. Exchanges normally involve one officer and up to five cadets from each country, but the size of the delegation may vary from country to country.

When making the selection of cadets, who will take part, it must be remembered that they will be seen abroad as examples of the best of your corps. Cadets will therefore be expected to live up to these expectations in every respect.

Finally, make sure you read through this guide thoroughly. If you have any questions please speak to the international exchange coordinator at your headquarters. This manual does not supersede the procedures and regulations of your country. It only provides recommendations and the suggestions of the ISCA.

Bon voyage

ISCA



1. BACKGROUND ON THE INTERNATIONAL SEA CADET ASSOCIATION

What is the ISCA?

ISCA is a voluntary association of independent Sea Cadet Corps or corresponding organisations, committed to common concepts and goals, that wish to share ideas and information, and, to the best of their ability engage in cadet exchanges and to provide mutual support in order to promote the benefits of sea cadet training worldwide.

The importance of youth training cannot be stressed sufficiently. The future of nations and the world will depend on the sort of youth training, which the boys and girls receive and the various countries encourage.

All nations need to ensure that the future governors of their countries are adequately trained in those other important and often overlooked leadership skills which make good, stable and moral citizens, by encouraging youth training organisations to flourish. To this end, the ISCA has a very special role to play. Through its endeavours, maritime youth training organizations are encouraged throughout the World, whether or not the countries concerned are bordered by the seas. Please find our website at www.ISCAWorld.com

What is a Sea Cadet Corps?

A Sea Cadet Corps or corresponding organization is a voluntary, non-political and non-militant youth organisation, with membership unrestricted by race, sex, philosophical or religious convictions, which offers practical and theoretical training in nautical and maritime subjects within the context based on naval traditions.

Such matters as different religions and beliefs play no formal part in normal Sea Cadet activities. At the same time it is recognized that local customs and cultures should always be respected and observed when and where appropriate.

The aims of ISCA

Although member organisations may define their own individual aims and objectives, they agree to adhere in spirit and practices to the following:

- To encourage young people towards high personal standards, teamwork and a sense of responsibility to the community through the medium of disciplined nautical training and development of leadership qualities.
- To develop in young people an appreciation of the importance of the sea to international commerce, defence and the protection of the environment.

The objectives of ISCA

- Promote international and inter-cultural understanding, goodwill and friendship among young people who have an interest in nautical activities.
- Promote the exchange of sea cadets between member organisations.
- Provide a forum for the exchange of information and ideas about member organisations and youth exchanges.



- Encourage the formation of organizations based on the sea cadet concept worldwide; promote their joining ISCA, and resist membership by militant or politically motivated groups.
- Provide member organizations with non-monetary support for fund-raising for youth exchange-related activities.
- Provide a platform from which the image and ethos of the international sea cadet movement can be promoted worldwide.

Who does the ISCA serve?

The ISCA serves:

- Boys and girls worldwide who wish to participate in the various member countries' maritime training programmes.
- All countries which do not have any sort of maritime youth training programme, by actively encouraging those countries to initiate such a maritime youth training programme for the boys and girls of their various communities.
- The communities in, which the member boys and girls live by encouraging these boys and girls to live a disciplined and tolerant life, whilst encouraging their compatriots to do the same.
- To promote the international spirit of cultural understanding among the youth of the member countries by fostering inter-cultural youth exchanges.
- To promote the maritime fraternity worldwide by offering basic maritime training to boys and girls through the various maritime training programmes of the member countries.



GUIDE FOR MEMBER NATION HEADQUARTERS

2. INDIVIDUAL COUNTRY'S RESPONSIBILITY

Introduction

The mission of the ISCA is to facilitate international exchanges of cultural and maritime training for young people. The challenge is to establish a "common understanding" between member countries without compromising the very characteristics that makes each country and its respective programme unique.

The climate that we create for our exchanges must be one that is safe, exciting and rewarding.

In order for our sea cadets, to function in our very diverse international society, they must understand and appreciate cultural differences and respect that there is no room for racism, prejudice, bias, or ignorance.

Through close communication and cooperation, we need to organize programmes for our sea cadets that are worthwhile and are carried out with a minimal number of "cultural collisions".

Education

It may be a good idea to have a yearly education for new escort officers and not just a briefing. Attached is a draft for a training package (ISCA G).

Responsibilities

It is imperative that the responsibilities of both the Host country and the visiting countries are clearly defined by the Host country. As an example the Host country may wish to accept responsibility for the costs of billeting for the visiting cadets and officers. Failure to define these responsibilities clearly could lead to unnecessary unpleasantness and embarrassment to both the host and the visiting country.

It is unacceptable for our cadets to endure mistakes, delays and unnecessary hassle due to poor communication between member countries. It is essential that everything is "done right the first time" to ensure the success of any exchange. The following procedures need to be followed and implemented:

- Early communication is a prerequisite, and member countries should strive to present their initial invitations at the Annual Conference, these need not be in detail but should contain some indication of when the proposed exchange is planned and the allowed size of the contingents the host nation will be able to accommodate.
- Speed of communication is desirable, and most countries have access to good means of communication. The use of email is preferred when possible.
- The Letter of Invitation should preferably be accompanied by a list of proposed activities and a kit/seabag list with the equipment required for participation in the exchange.
- The Host country should, if deemed necessary or desirable, advise the proposed guests of cultural "Do's" and "Don'ts" as well as any additional restrictions.



- Countries sending contingents to participate must ensure that their escort officer and the cadets know as much as possible about the conditions of the exchange to enable them to prepare better for their adventure.
- The Host country must provide a list of contact telephone numbers and email addresses to those countries attending the Exchange. This list must also include telephone numbers for the parents to contact in case of emergencies. These numbers should include those for the exchange coordinator, programme director, host families etc.
- At the culmination of the exchange, escort officers and participating cadets should submit an objective report on the exchange to their respective organizations. These reports should then be forwarded to the Host country organization or presented in person at the next ISCA Conference. These reports should include positive recommendations so that improvements can be made for the next exchange

Occasionally tensions occur between countries that might adversely impact an exchange or a future invitation. In this instance it will be the duty of the respective ISCA country's headquarters to mutually address the situation.

Preliminary procedures

Most exchanges will take place in summer, but note that the northern summer holidays are much longer than the simultaneous southern winter holidays. Very often schooling has resumed in the southern hemisphere when the northern hemisphere summer exchange starts. It may be necessary for the northern hemisphere cadets to exchange with the southern hemisphere cadets in the Southern Summer of December/January.

The following "critical path" offers guidance for the northern hemisphere cadet organizations offering an Exchange. The comparative time-scale for the Southern Hemisphere, if exchanges take place in summer, is shown in brackets:

- October [March] - Advise the annual conference of the planned exchange, possible dates and probable numbers.
- November [April] - Issue formal Letter of Invitation to all member countries. The date should now be a firm date, and the potential numbers per country should now be a definite number of cadets and escort officers.
- December [May] - Participating countries should call for nominations for escort officers and cadets wishing to participate.
- January [June] - The escort officers and cadets should be selected and given as much information as the Host country has supplied. An exchange programme registration Form ISCA I (Annex 1) should be sent to the escort officer and cadets selected. Any fundraising required to cover the cost of air travel must be identified. Passports must be applied for - it can take 3 to 6 months in certain countries for the applicants to receive their passports.
- March [August] - Designated escort officers must make contact with the cadets who will form his/her contingent. The escort officer should require the cadets to research the country they will be visiting.
- May [October] - The escort officer and cadets must be provided with the kit/seabag list. They should also receive a copy of the itinerary and emergency phone numbers.



- June [November] - Reserve tickets this month, you may be able to obtain better airfares if you purchase early. If necessary, apply for visas to visit the country concerned. Buy foreign exchange currency. Notify credit card companies if your escort officer plans to use them abroad.
- July [December] - If possible, gather the coming contingent together for a briefing. If this is not possible, the organization's headquarters should designate a suitable officer to do the briefing the day prior to the departure of the contingent.
- September [February] - Forward the reports of each contingent to the Host country.

Host country documentation

Good documentation is necessary for a good exchange. It is essential that the Host organisation sends important documents to visiting organisations early. Visiting organisation's headquarters must ensure that they return these documents to the Host by the date shown at the bottom of the Registration Form (ISCA 1).

It is also essential that visiting sea cadets under the legal age (which may vary from country to country) must be advised by the Host organisation to have their parents/guardian complete the Indemnity and Waiver Form (ISCA 2), or similar legal document, giving the senior officer of the exchange the authority to hospitalize the cadet if this should be necessary. This document must be returned to the Host organisation together with the Registration Form (ISCA 1). A copy of both these documents must be handed to the escort officer and a copy must be retained by the visiting organisation's headquarters.

Visits between individual units

ISCA encourages and supports cadet exchanges between countries that are approved at the annual ISCA conference.

ISCA recognizes that individual units may wish to visit units in another country, however, such visits are not assisted by ISCA. But the Guide of Exchange can of course be supportive even then.

When a cadet unit wishes to undertake a visit to a cadet unit in another country, initial contact must be made between the relevant headquarters and approval granted before direct discussion can take place. Relevant headquarters will then determine the nature of subsequent communication needed throughout the visit.

Selecting an escort officer

The escort officer selection process should ensure that the individual chosen should meet the following criteria:

- Dedicated to the ideals of Sea Cadet Corps.
- Has a high personal standard of dress and conduct at all times.
- Can engage with senior officers/officials of different nationalities.
- Can identify with young people.
- Good management skills – leadership/listener/organiser.
- Can think outside the box.
- Can handle changes.
- Outgoing personality.
- Integrity & honesty.



3. HEADQUARTERS BRIEFING FOR ESCORT OFFICERS

General

This is an example of a headquarters briefing for escort officers, which provides information and direction. The example is a useful checklist for both the headquarters and the escort officers.

Purpose

The purpose of this briefing is as follows:

- Provide the escort officer with up to date information and direction.
- Provide the escort officer with information and direction not covered in your country's escort officers information manual.
- Reiterate important information and direction included in your country's escort officers manual to ensure it's clearly understood.
- Communicate to the escort officer the expectations of your headquarters.
- Answer questions and clear up misunderstandings the escort officer may have.

Briefing details

At the end of the briefing, the escort officer should:

- Be provided with airline tickets or know how to order them.
- Be provided with cadet parents' consent forms (relevant to your HQ).
- Be provided with travel Insurance details if applicable.
- Be provided with gifts and souvenirs for the hosts.
- Be provided with the emergency funds (if applicable).
- Be provided with journal booklets if used.

Programme Objectives

Objectives of the International Exchange Programme are to introduce sea cadets to the following:

- The local sea cadet programmes and, if possible, take part in its training or activities alongside local sea cadets.
- The country's history, culture and people and, if possible, interact with local people.

Headquarters' expectation of Escort Officers

Serving as an escort officer means that you have to live up to the following expectations:

- Prepare cadets for their adventure. This may include culture shock, different food delicacies and traditions.
- Be sure and remind your cadets that what is acceptable in your own country may not be in the country you are visiting.
- Make special note that if you are visiting or staying on a military establishment, military law is often much stricter and may be different from the host country's laws
- Follow headquarters & host direction.
- Follow host programmes. Suggest changes, as required in a respectful manner.



- Maintain discipline, but keep in mind age and maturity of cadets. As escort officer you may wish to appoint a senior cadet to help the remainder of your group. You must be polite and courteous at all times.
- Create a positive learning environment. Don't miss out on opportunities. Remember the programme objectives: introduce and learn.

Important notice

It is important that you understand the following guidelines:

- Under no circumstances, unless approved by your HQ and host, is the escort officer to leave a cadet behind when changing location in-country or when leaving the country itself.
- Under no circumstances, unless approved by your HQ and host, is the escort officer to change the duration of the exchange by extending or shortening it for personal reasons.
- The above incidents have taken place and created difficult circumstances for the host country. If in any doubt, contact your HQ to seek guidance.

Travel out of own country

Depending on which exchange you are attending and your country – you will either meet the cadets the day before at a local sea cadet unit/another designated meeting place or you will meet them at the airport.

- You may wish to collect all cadets' passports and air/rail tickets.
- If you are staying at a local unit/designated meeting place the night before you fly out, familiarise yourself with the surroundings and establish a routine early. If you are meeting at the airport, go to a quiet area and give the cadets a brief.
- Brief the cadets and answer any last minute questions they may have.
- Collect any unused tickets for the journey for safe keeping.
- A member of the headquarters team may meet you at the unit/designated meeting place or airport and give you a last minute briefing. They may also hand out exchange items like gifts, shirts, and booklets. This may vary depending on your country's requirements.
- You may wish to give the cadets shore leave, make sure they have appropriate telephone number and your mobile/cell number. This can constitute the first test of their maturity and trustworthiness - Will they need close supervision or not? Are they punctual?
- Check all the flight tickets and passports and make sure you have contact information and the address of where you will be staying during the exchange. You will need this for completing the customs/landing cards in your host's country.
- You may wish to contact your Embassy with personnel and contact information.

During your Exchange

- Make sure you have daily briefings with your cadets, so they know what they are doing and make them aware of any changes. It's also good to get feedback on how each day is going and if your hosts should be aware of any issues.
- You will meet your host at the airport, introduce yourself. Remember first impressions.
- Once you have arrived and are settled, try and get a message home to the parents/guardians and your headquarters. Let them know that everyone arrived safely. Remember this may be the cadets' first time abroad.
- Follow the programme created by your hosts. It is OK to respectfully suggest changes.
- Make sure everyone is enjoying themselves.
- Events and activities may come under different health & safety guidelines and regulations. If you are uncomfortable about an activity, speak to your hosts immediately.



- Many exchanges are held in hot climates. Make sure that cadets drink plenty of water and have access to bottled water. Make sure that they are eating properly and encourage them to try different foods, which is all part of the exchange experience.

Finances

- Emergency Funds. Make sure you are fully aware of your country's policies on money needed for emergency situations.

Dress

- Civilian clothes should be tasteful. Ensure that all cadets are properly dressed. Clothing that has inappropriate graphics or text could offend your hosts. Shirts with political statements or commentary are not recommended.
- Check with your host about any special uniform requirements before the exchange.
- Cadets should not mix uniforms and civilian clothing.
- Many countries issue t-shirts or polo shirts for travelling. This has been proven valuable especially when meeting at airports. It assists when booking the cadets in as a group party. It is easier to locate them on the plane or while travelling through airports. They also make nice souvenirs for the cadets to keep. Try to incorporate the ISCA logo on the clothing.

Reports

Some countries require you to complete reports on:

- Own organisation.
- Host organisation.
- Own cadets.
- Finance.
- Feedback form.
- Cadet journals or cadets' Feedback Form.
- It is recommended that each host country complete an evaluation of the escort officer and cadets from the visiting country. This information may be discussed at an upcoming ISCA Conference

Food

- Encourage the cadets to try different types of food.
- However, it is very important that you keep an eye on your cadets as some may struggle with new and different foods. It is your responsibility to ensure the cadets are eating properly and if necessary make alternative arrangements for them. Be respectful and always speak to your host first.



GUIDE FOR ESCORT OFFICERS

4. TO BE AN ESCORT OFFICER

Congratulations on being selected as an escort officer for the International Exchange Programme. You are one of several escort officers selected internationally for this year's International Exchange.

You may have been on a meeting with your headquarters or received a letter from your HQ giving you details of which international exchange you have been selected to lead including the dates and travel information and details of the cadets also selected.

Please be advised that at any time due to international or national developments an international exchange may be cancelled, dates could change or the exchange you were originally selected for could change location.

Now is a good opportunity for you to do some research on the country that you have been selected to visit. It is suggested you explore the Internet for information about the culture, climate and geography of the country selected. You may also find that most countries have websites for their Sea Cadet Corps. Please visit the official ISCA Website at ISCAWorld.com

You will need a passport with a minimum of 6 months still valid at the end of your exchange. Please check your passport and if you need to re-validate / order a new passport, make sure you do this immediately. Some countries require a visa and it is your responsibility to obtain one, if needed. For visa requirements, please consult the Internet or contact your HQ for further information.

Introduction to cadets/letter to cadets

Once you have received copies of all the cadets' applications to attend the international exchange, make contact with each cadet by introducing yourself and giving them a little background and how long you have been in the Sea Cadets or in The Armed Forces. Give the cadets your contact information (either your home number or mobile/cell and email address) so they may contact you.

After the initial contact, contact all parents/guardians with a phone call. This will put their minds at ease knowing their sons and daughters will be looked after throughout the exchange. An example of a letter is attached. Remember this may be the first time a cadet has travelled abroad.

It is recommended that once you have made initial contact with the cadets and their parents, you should maintain contact on a regular basis right up until you meet them. A suggestion for a letter to your cadets can be found in ANNEX H.

Contacts/emergency procedures

When an activity takes cadets away from home and from your own country, it is possible that the escort officer may need to contact a parent/guardian or headquarters while abroad. Such occasions may include travel delays (perhaps flight delays) or a change of plans. There may have been an accident or emergency and parents/guardians and headquarters must be informed.

Please consult your regulations concerning contact with your headquarters, officers, and parents/guardians while on the exchange.



There may be situations, such as an emergency at home, when those at home may need to contact you. Cadets will often call or email home during an exchange. Be sure and explain your country's procedure concerning emergency notifications. Many times parents/guardians will not want to upset cadets with bad news until their return. Make sure that your contact information while in country is with the appropriate parties per your regulations and procedures.

Communications

On most occasions there will be no need for contact between the escort officer and sea cadet headquarters while in a foreign country. As an escort officer you must carry with you at all times the telephone number of your headquarters, parents/guardians, and required mobile/cell numbers per your country's procedures. In most cases, these numbers are used for emergencies only.

It is recommended to have a cell phone and social media policy.

Escort officers are encouraged to collect email addresses of all international personnel for distribution.

The key to a successful sea cadet exchange

International Exchanges are made up of a number of objectives, which includes:

- Sea Cadet Training (sailing, tours, training on military ships)
- Citizenship experience (visiting embassies, dignitaries, military cemeteries)
- Cultural experience (food, customs, dress, arts, sports, sightseeing)
- Making new friends (host country and visiting cadets)

Sea cadets enjoy making new friends from different countries. Whether they are training, cooking together, watching television, playing sports or just hanging around, sea cadets will exchange culture and traditions. It's important that you make the most of the exchange for your cadets. Take full advantage of all activities and visits that your host has arranged for you. The more you invest in the exchange the more you and your cadets will enjoy it.



5. ESCORT OFFICERS - EXPECTATIONS

Expectations and Advices

- Escort officers are selected because they have a proven track record in their conduct, leadership and communication skills.
- Escort officers and cadets must be made aware that the exchange is not a holiday and should not treat it as such.
- Escort Officers must be physically and medically fit, considering that high temperatures and humidity can take their toll. Some exchanges will require a certain amount of walking and physical activity.
- Escort Officers are responsible for the health, safety, and welfare of their cadets while they are on the exchange and during all travel.
- Escort Officers are responsible for the conduct and well-being of their sea cadets. There may be times when you are the only escort officer with your gender. You may be asked to share the responsibility with the other escort officers of all the international sea cadets. **The discipline of cadets should only come from their own country's escort officer.** If you have the need to discipline another international cadet, make sure their escort officer is fully informed. You will need to work together as a team. Occasionally, the host will assign a senior escort officer because of the officer's experience working with their exchange program.
- Escort officers are to maintain discipline amongst their sea cadets at all times and make sure they are correctly dressed as per uniform regulations at all times.
- Well-disciplined sea cadets make a positive impact on all personnel; poorly disciplined sea cadets may disrupt the exchange for all hands.
- During your exchange it is recommended that you have regular meetings with the other escort officers to ensure your exchange is running smoothly. These may be planned by your hosts. There may be the rare occasion when you will need to speak to the host if things are not going well. If such an occasion occurs, make sure this is done in a professional and polite manner. The host country will welcome your input and feedback early rather than at the end of the exchange. You may be asked to help with the organisational side of the exchange. This will greatly benefit your host and the cadets.
- Escort officers from other countries may speak very little or no English. This can be challenging and could mean that you will be the main point of contact for the host. They will rely on you to make sure that all cadets are in the right place at the right time and in the correct uniform.
- Under no circumstances should escort officers allow their cadets to visit friends or family without prior approval/arrangements with your headquarters and your hosts. Remember that you are responsible for the safety and welfare of your cadets at all times.

Alcohol and Tobacco consumption

- The laws and regulations of the host country must be obeyed. Cadets will not be allowed to consume or purchase alcoholic beverages no matter the local laws and customs of the host



country. All sea cadets are restricted from drinking alcoholic beverages at all times no matter their age.

- The consequences of an “impaired” cadet could be severely embarrassing for the visiting country and the host. More importantly, a cadet that injures him/herself as a result of having consumed alcohol may place the parent and host nation in a difficult legal position.
- There may be occasions when you as an escort officer are offered an alcoholic beverage from your host at an official function. Be sure and review your country’s regulations on escort officer consumption of alcohol.
- Smoking is discouraged and may even be an offence in the country you are visiting. When smoking is permitted, cadets will not be allowed to smoke in uniform and must remain out of sight of other cadets and the public. Most countries have now banned smoking. Smoking areas interfere with exchange cohesion. ISCA recommends that all exchanges be non-smoking.

Other

- Escort officers should be familiar with the laws of the host country. If you have questions please speak with your host.
- Escort officers are to refrain from any intimate, inappropriate or sexual relationships during the exchange. Please refer to your country’s regulations concerning relationships and fraternization.
- Many exchanges include visiting or staying on military establishments. Restrictions regarding the use of photographic equipment may be an issue. Always check with your host before taking any photographs on a military base. The laws and regulations on a military base may be different from the general population.
- Report any injuries to your host including those that do not require first aid.
- Make copies of all passports and visas.
- If an escort officer is no longer welcome in the Host country, they may be asked to leave. Host countries are encouraged to contact national headquarters if there are issues with an escort officer.



6. HEALTH AND SAFETY

Your national headquarters should brief you on all health and safety concerns prior to departure. At the 2008 ISCA annual Conference the following Health & Safety statement and policy was agreed:

ISCA Policy on Health & Safety of Personnel on Exchanges

The health and welfare of all cadets and adults on international exchanges is critical.

The purpose of the exchange programme is to encourage and enable cadets to experience and learn about each other's cultures in a spirit of mutual respect and balance.

The following principles are adopted as the Health & Safety Policy of ISCA:

- Language of communication for safety regulations shall be in English.
- Programme or outline in English needs to be available to visiting countries 4 weeks in advance.
- If additional risk assessments or information is required then the individual country should communicate directly.
- Health & safety briefing at the beginning of the exchange must be given to the escort officer.
- Briefing should include how risk assessments are done in each country.
- Host country's safety officer for each activity should be clearly identified.
- Escort officers should be empowered to stop activity for their cadets if they feel unsafe or unsure and ask that the risks be assessed.

An example of a Safety/Risk Management Plan at exchanges is attached as Annex D (ISCA 4).



7. EMERGENCY PROCEDURES

In the event of an incident, accident or emergency to an individual or the party, you must alert the appropriate emergency service(s), your host and home-country contacts.

Emergencies – Recommendations

- **Stay Calm!** Remember as the person reporting an incident you may be suffering from shock. Do not panic, listen carefully and give assurance.
- Record all the relevant information (see attached form (ISCA 3) which will help you).
- Maintain a log of action, telephone calls made or received, together with timings. Take photographs of the area and injuries where appropriate. Chances are you will have your camera with you.
- Contact your host officer in the first instance of an issue as they may be able to solve the problem quickly.
- All accidents involving personal injury no matter how trivial are to be recorded on relevant forms.
- If a serious injury occurs during your exchange, a telephone call must be made to your host officer or his/her representative. Your host will be able to arrange any practical help that is needed. Please refer to your own country's procedure manual after you have informed your host officer.
- Remain available to liaise with all those involved. This may include your headquarters, host headquarters and next of kin until you are relieved or the situation is resolved.

Handling Accidents and Emergencies

To be able to handle accidents and emergencies requires a comprehensive safety/risk assessment work. A Safety/Risk Management Plan is to provide guidance on the management of accidents and emergencies. Most countries have some kind of process for such work but attached is a generic example of a procedure, i.e. a Safety/Risk Management Plan (ISCA 4).



8. IMPORTANT INFORMATION

The Media

Contact with the news media concerning an emergency or incident should not be initiated by the escort officers. In many cases the news media will arrive at the scene of the incident or get in touch with the host or your headquarters before any communication has been established. It is recommended that all international personnel not speak to the media. Please refer the media to the host Commanding Officer.

Loss of Contact with the Group

During your exchange there will be times when the cadets may be allowed to go into a town or city to do some sightseeing or shopping. Make sure they have your contact number (usually a mobile/cell number) and the name and number of your host in case they get lost. Make sure cadets stay in groups of 3 or more and have a meeting point. This is only if your country allows cadets to be on their own. A business card should be given with the local address in the host language.

Overseas travel

It is possible that there may be a national emergency in the country you are visiting. These emergencies may include weather, civil unrest, strikes, demonstrations, natural disasters, or terrorism. These incidents may directly or indirectly impact the exchange. Parents may have seen an incident on the news or the internet. Chances are good that your headquarters will be prepared for any inquiries by making contact with the host country and or the escort officer. You may wish to check your country's travel advisory website for travel information.

Medical/Treatment Abroad

Escort officers travelling abroad on an international exchange programme are reminded that treatment abroad may involve the payment of all or part of any services provided in advance. Although most visits go without a hitch with insurance, precautions must be taken in case of illness or accident. It is recommended that you bring immunisation records for all hands with you on the trip. Make sure that all medication has a prescription or a note from a doctor and is stored in its original container.

Insurance

Your own headquarters may organise insurance for the whole group. Make sure you read any documents published by your headquarters carefully. Many escort officers bring a credit card just in case there are any medical expenses not covered under insurance.

Weather

The climate may be very different from your own country and you may experience very hot and humid or colder temperatures. Make sure that all the cadets eat properly and have plenty of fluids. It is important that you and your cadets carry a bottle of water around with them and refill whenever possible. The cadets will dehydrate more quickly in hotter climates and will require more liquids than normal. Make sure you only drink bottled water. Drinks like Coca Cola and other carbonated sugar drinks do not help with hydration.



Food

The country you are visiting has different foods and local delicacies. It is important that you and your cadets attempt to try them to experience international culture. In some countries the cadets may struggle to eat the food. It is important you make sure that your cadets are eating properly. It may be necessary for you to purchase food locally to ensure the cadets eat a proper diet. Speak to your host officer first to avoid misunderstandings. They will be able to help you. Have your cadets show proper respect for the food. Your hosts have gone through a lot of trouble and expense to provide it to you. Have your cadets do research on the food before they arrive. Pay close attention to any food allergies your cadets may have and monitor their food intake.



9. FINANCES

As an escort officer, you or your country will be responsible for:

- Any medical bills that need to be paid up front.
- Emergency phone calls back to your own country (HQ/parents/guardians).
- Misc. entrance fee(s) (group tours that are not paid for by the hosts).
- Meals that have not been provided for by your hosts.

As an escort officer, you may wish to run a banking system for your cadets to ensure they don't spend all their money early in the exchange. They will need to have adequate money throughout the duration of the exchange including the journey home in case there are unscheduled delays.

It is recommended that you bring a certain amount of the local currency. It may be difficult to cash traveller's cheques depending on the airport and banking availability. If you bring cash you and your cadets won't need to carry your passports all the time unless this is required by your country.

Check with your hosts concerning the amount each person should bring. They can always bring back any currency notes not spent and change back to your own currency.



10. SUGGESTED KIT/SEA BAG LIST FOR ESCORT OFFICERS

The kit/sea bag list may vary slightly depending on the exchange you are attending. Your own headquarters will issue a list from your host country, but you should think about following:

- You may need to translate the uniform terminology in the country you are visiting.
- Don't forget to bring passports & sea cadet ID cards.
- Concerning uniform kit list, refer to joining instructions from your headquarters for detailed information.
- You may wish to carry a small first aid kit with you at all times (including on trips and visits).
- Remember you don't want to take extra items that you will not be wearing. You will be charged for excess baggage and it can be expensive. Check with your host country on their laundry facilities. This can greatly decrease the number of items you will need to bring.
- Do not bring low cut tops, any torn or cut-away pants/trousers/jeans, shirts, or shorts or anything with questionable designs and or markings. If you have to ask, don't bring it.
- Do not bring knives, weapons, food, alcohol, or illegal drugs, aerosol sprays cans and glass containers.
- Do not bring irreplaceable items with you.
- Any money, fragile items, cameras, approved personal electronic devices, and a change of clothes should be carried in your carry-on bag.
- Try to take plenty of consumable items (e.g. toiletries) to last you for the duration of the exchange as they can be expensive to purchase.
- When packing, bear in mind that you are only staying for a limited time and that you may have an opportunity to wash your clothes during your stay.
- Due to limited transportation and storage space made available by airlines and the host country, cadets may only bring 1 piece of checked baggage of 20 or 32 kg, 50 pounds (depending on which exchange and airline) and 1 carry-on bag/backpack.



11. GIFTS & SOUVENIRS

Your headquarters may give you a small selection of gifts for your hosts and other escort officers on the exchange. The gifts are meant to show your appreciation. It is the “thought” that counts and not the value of the gift. Escort officers may wish to bring several personal small gifts to give to other escort officers and hosts.

Cadets could bring pins, cadet badges, cap tallies, pencils, key rings, etc., from their own Corps or town/country, which can be “swapped” with cadets from other countries.

Depending on which country you are visiting, you may not be allowed to bring certain items through customs. Check with your airline and check the website of the country you are visiting.

At the end of your exchange the hosts will normally hold a farewell dinner. This is the ideal opportunity for you to exchange gifts with your hosts, other escort officers and cadets.

If you are unsure who should receive the main gift, speak to your host and they will be more than happy to advise you.

It has also been agreed at the ISCA Conference that each country will take only one main gift on each exchange. If there are (for example) 4 countries attending and 4 presentations are required, the escort officers will present a main gift each on behalf of all the international sea cadets. This will save embarrassment and cost for each country as well as the weight in your luggage.



12. REPORTS

Your national sea cadet organisation may require you to produce a report on your experiences and details of the visit. This will provide your headquarters and the host information on what went well and how the exchange could be improved. You will need to complete the attached ISCA feedback form. Your report may need to include the details below:

Own Organisation

Pre Planning:	Was the information/briefing you received prior to your exchange useful and do you recommend any changes?
Finances	Was there adequate funding for the exchange?
Travel:	How do you rate the travel arrangements within your own country & airline?
Uniforms:	Did you require all the uniforms on the list and were they sufficient?
Organisation:	How would you rate and overall organisation from your own country?
Cadets:	Did the cadets receive enough information for the exchange?
Escort Officer:	Did you enjoy the exchange and what were the benefits that would attract future escort officers?

Host Organisation

Accommodation:	How would you rate the accommodations during your exchange?
Organisation:	How would you rate the overall organisation of your hosts?
Training:	How was the training?
Food:	Was there sufficient food and water available?
Communication:	How was the communication with hosts, escort officers, cadets and own country?
Currency:	Any recommendations for the amount used?

Report on Cadets

You may be required to write a short paragraph on how well the cadets performed on the exchange. The information may include: dress, bearing, attitude and interaction with all cadets and officers.

Finance report

See finance section – please consult with your headquarters.

Feedback Form

Complete the attached ISCA Feedback Form (ISCA 4) and be honest. These surveys are used to evaluate each exchange.

Cadets 'Journals/Cadets' Feedback Form

Each cadet may be issued with a booklet or a Feedback Form to record their own experiences of the exchange. If not, they should bring one with them to record their adventure. Cadets should be encouraged to write down what has been the best/worst aspects and what they have learned from the host country. Some countries require that these booklets or Feedback Forms be handed to the



escort officer at the end of the exchange. Some countries consider these diaries for private use only. Attached is an example of Cadets' Feedback Form (ISCA 6).

On completion of an Exchange

Consult your headquarters on the requirements for your completed exchange.



13. CADETS FULL BRIEFING FROM ESCORT OFFICER (PRIOR TO DEPARTURE)

This is an example of a useful checklist concerning tips and advices and what ISCA stands for.

- Expectations:** Explain to the cadets what your and your headquarters expect of them. Remind them that they are acting as ambassadors of your country.
- Dress and Bearing:** Cadets must dress correctly and smartly when in uniform. When in civilian clothes, they must wear appropriate clothing.
- Timings:** Always arrive 5 minutes early. Remember to set all watches and clocks to local time.
- Contact Number:** Give each cadet your mobile/cell number in case they get split up or lose contact with the main group.
- Luggage:** Check with your airline about baggage allowances. Ask your host country their preference between hard or soft luggage. Certain exchanges may require soft luggage due to storage restrictions.
(When packing your carry-on bag, make sure you pack a change of clothing just in case your suitcase does not make it to your final destination.)
- Customs:** Check if cadets are carrying new and expensive items such as cameras, MP3 players, etc. If necessary, have them registered before leaving the country. Cards are available at the Customs Office at the airport.
- Purchases Abroad:** Make sure cadets know what they can bring back. Have each cadet keep a record and receipts of each purchase. They will need to declare these purchases upon entry back home. There are guides available at the airport that gives information on how much they can bring back before paying a fee. Since smoking and drinking is not allowed by cadets, no cadet may purchase any tobacco or alcohol products.
- Personal Journals:** Cadets may have been issued a journal book. Each cadet may wish to write a summary of events and activities on a daily basis. Check with your country's guidelines concerning journal books.
- ATM/Credit Cards:** Not all countries will accept your debit or credit cards. Check before your departure. International service fees can add up very quickly and a percentage may be charged. If you need to use an ATM, take out larger increments to avoid multiple service fees.
- Tattoos etc.:** Cadets and officers should not get any tattoos or body piercings while on an International Exchange. There are health and safety risks concerning any procedure.
- Relationships:** All personnel are to adhere to their regulations and policies concerning relationships, fraternization, and sexual harassment.
- Conduct:** Cadets will adhere to the code of conduct of their own country as well as the host country at all times.



- Smoking:** Check with your hosts concerning their policy on smoking. Be sure to follow the regulations of your own country and that of your hosts. ISCA recommends that all exchanges be non-smoking since this activity serves to divide cadets and officers.
- Drugs:** No drugs of any kind are allowed on international exchanges. Follow the laws of your own country and that of your hosts.
- Alcohol:** Alcohol consumption is not allowed for cadets at any time.
- Harassment:** If a cadet feels they are being harassed, abused or assaulted they must contact the escort officer or host. Unacceptable/illegal behaviour is to be reported immediately.
- Medication:** Depending on the medical condition, some countries will not allow cadets to take part in the activities. Be sure and check with the host country on their requirement for medical issues. Hosts should be informed of all pre-existing medical conditions prior to arrival. Consult your country's policies on this matter. Check worldwide medical warnings before travel. Carry your immunization record or a copy of this document if applicable.
- Food:** If you are unable to eat any of the local food or become sick, it is very important to let your host know immediately. Alert your hosts to any allergies.



ISCA CHILD PROTECTION STATEMENT

General

This is a statement of intent that demonstrates a commitment to safeguard children involved with ISCA. The essential inclusions for ISCA's child protection policy are outlined below:

- The welfare of the child is paramount.
- All children without exception have the right to protection from abuse regardless of gender, ethnicity, disability, sexuality or beliefs.
- The policy is approved and endorsed by ISCA.
- Who the policy applies to (i.e. all sea cadet personnel, staff and volunteers).
- Children and parents are informed of the policy and procedures as appropriate.
- All concerns, and allegations of abuse will be taken seriously by ISCA, staff and volunteers and responded to appropriately.
- A commitment to safe recruitment, selection and vetting.
- Arrangements for policy and procedures review.
- Reference to all associated policies and procedures which promote children's safety and welfare e.g. with regards to: health and safety, anti-bullying, protection of children online and photography.

Responsibilities of all Sea Cadet Adults

Safeguarding the welfare of children and protecting them from harm is every adult's responsibility. Children should see adult members of the Corps as people they can trust and from whom they can seek help. You must do something if:

- A child tells you, or shows signs that, he or she is being abused in any way.
- You have reason to believe anyone within or outside the Sea Cadets is abusing or harming a child.
- Someone tells you that a child is being abused.
- You become aware that someone who has contact with and access to children has offended against them or poses a risk to them.

Any form of child care concern is an exception to the normal sea cadet requirement on other issues to follow the routine chain of command. Every adult member of the Sea Cadets is required to report any suspicions or evidence of abuse or harm concerning a child or young person whether it is inside or outside the Corps and no one should feel, or be made to feel uncomfortable, bullied or intimidated by doing so or being coerced into not reporting them.

Good Practice

Good practice will help to protect cadets from abuse and adults from false allegations. Adults should always conduct themselves in accordance with their sea cadet regulations and follow these guidelines together with the code of conduct:

- Do treat everyone with respect and provide an example you wish others to follow.
- Do plan activities to ensure more than one adult is present, or at least which are within sight or hearing of others. If you must be alone with a cadet, ensure that someone else knows: why it is happening, what the purpose of the activity is and how long it is expected to take.
- Do respect a cadet's right to personal privacy.
- Do provide access for cadets to talk and treat any allegations as the truth.



- Do encourage cadets and adults to feel comfortable enough to point out attitudes or behaviour they do not like.
- Do remember that someone else might misinterpret your actions no matter how well intentioned.
- Do act promptly on any allegation, suspicion or concern made by a cadet regarding abuse, including those made against members of staff.
- Do respect and be sensitive to the individual beliefs, faiths and religions of cadets.
- Do seek advice if you are unsure what to do.
- Do not spend time alone with cadets away from others.
- Do not take a cadet alone in any form of transport without parental consent, other than in circumstances of extreme emergency or where circumstances arising could place the cadet in danger.
- Do not take cadets to your home.
- Do not permit abusive youth peer activities (e.g. initiation ceremonies, ridiculing or bullying).
- Do not participate in physical contact games, or indulge in horseplay, with cadets.
- Do not allow or engage in any forms of inappropriate physical or verbal contact including any inappropriate sexual behaviour or contact.
- Do not allow cadets to use inappropriate language unchallenged.
- Do not allow yourself to be drawn into inappropriate attention seeking behaviour such as tantrums or crushes.
- Do not show favouritism to any individual.
- Do not rely on just your good name to preserve your integrity.
- Do not overreact or jump to conclusions without checking the facts first.
- Do not believe “it could never happen to me”.



ANNEX A EXAMPLE OF EXCHANGE PROGRAMME REGISTRATION FORM (ISCA 1)**Please Print Clearly**

[Hosting Country and Dates]

Organization: _____

Participant's Full Names: _____

Name Mr/Mrs: _____

Rank/Position: _____

Date of Birth: _____

Occupation: _____

Passport No: _____

Blood Group: _____

Size: _____ (Height/Weight)

Home Address: _____

Contact Person Name, Address and Telephone No. In Case of Emergency:

Name: _____

Relationship: _____

Address & Phone Nos: _____

Allergies/Medication/Health problems: _____

Signature of Cadet/Escort Officer: _____ Date: _____

Parent/Guardian Consent for participant under age of 18 years: I give my consent for my son/daughter to join the above Exchange Programme. I shall be fully responsible for all the expenses so incurred (airfares, medical and accident insurance, passport etc) and have completed Form ISCA 2 - Indemnity & Waiver.

Signature of Parent/Guardian _____ Date: _____

Return Address: _____

Return Date: _____



ANNEX B EXAMPLE OF INDEMNITY AND WAIVER FORM (ISCA 2)

_____ [Staff or Cadet Unit Name]

I, the undersigned _____ [Parent's Full Name], legal parent /guardian of

_____ [Cadet's Full Name], born on the _____ day of _____ 20____

having, as I do hereby agree and grant that he/she be, from time to time, afforded and permitted to obtain sea training and permission to be on board any ships, vessels, or craft of the Hosting Country Navy and of the Hosting Navy Cadet Organization, or any other vessels, or craft and to obtain instruction at Hosting Navy Cadet camps, courses and parades, including transport by Hosting Country Defense Force vehicles, or any other vehicles to or from or during such camps, courses and parades, do hereby indemnify the Hosting Country Government and all its Departments and Officers, the Hosting Country Navy Organization, all and any of its Officers and/or Instructors, any Foreign Governments, its Departments and Officers, and/or any civilian shipping line and its Officers from and in respect of all claims, demands, loss or damage which in my said capacity or individual capacity of the said minor may have or sustain in consequence of or arising out of the presence of the said minor at any time on board of, in or about any such ship, vessel, craft or at Hosting Navy Cadet Organization camps, courses and parades howsoever.

I hereby further authorize the Escort Officer of my son's/daughter's Sea Cadet Corps/Organization or any Officer of the Hosting Navy Cadet Organization or any person authorized by such Officer to act "*in loco parentis*" during any activities of the Hosting Navy Cadet Organization or transportation to and from such activities, and give my consent required by hospital or medical authorities in respect of medical attention that may be deemed necessary. I further waive any claim against any such Officer, or appointee, that the Hosting Navy Cadet Organization, or the Hosting Country's Defense Force may appoint, for any loss, damage or injury to his/her person arising from any reason whatsoever during such activities or travelling.

Dated at _____ this _____ day of _____ 20____

Witness .

_____ [signature]

_____ [name]

_____ [address]

Parent/Guardian



ANNEX C EXAMPLE OF RECORD OF INCIDENT/EMERGENCY (ISCA 3)

Escort Officer's Name

.....

Country Visiting

.....

Date of Incident/Emergency

.....

Time of Incident/Emergency

.....

What happened?

.....

.....

.....

Location of Incident/Emergency

.....

Who is involved?

.....

Call emergency services (if required)

.....

Informed your host?

.....

Called home per your own country's procedure?

.....

Date & time called

.....

Name of home contact you spoke to

.....



Record all additional information

.....

.....

.....

Signed (by Escort Officer) Date

Always follow your home country's procedure for contacting a cadet's parent/guardian.



ANNEX D EXAMPLE OF SAFETY/RISK MANAGEMENT PLAN (ISCA 4)

ACTIVITY OFFICER In CHARGE (OIC) <i>Name</i> <i>Contact Number</i>	SAFETY SUPERVISOR <i>Name</i> <i>Contact Number</i>	MEDICAL SUPERVISOR <i>Name</i> <i>Contact Number</i>	TRANSPORT COORDINATOR <i>Name</i> <i>Contact Number</i>
---	--	---	--

EMERGENCY / MEDICAL PLAN		
Emergency Service	Procedure to Access Service	Contact Number
Hospital	<p>OIC to ensure access to and from hospital is provided-contact numbers, transport</p> <p>Escort Officer to contact their countries Liaison Officer/Supervisor to ensure Next of Kin are advised</p> <p>All medical expenses incurred for treatment are responsibility of Cadet's/Staff's home country. Some Travel Insurance providers do not make direct payment to Hospitals for treatment and this should be checked prior to leaving on Exchange.</p>	
Medical Centre/Doctor	<p>OIC to ensure access to and from medical centre is provided.</p> <p>All medical expenses incurred for treatment are responsibility of Cadet's/Staff's home country. Check travel Insurance as to how payment / claim for payment is to be made.</p>	
Emergency Services Police Fire	All staff and cadets are to ensure they have an understanding of what Emergency procedures are in place for evacuations, systems/alarms to alert an emergency and contact procedures and numbers for the Exchange group and Emergency services.	
Emergency Return to Next of Kin	<p>Personnel may need to return home due to medical or behavior issue; or family emergency.</p> <p>Cost of changes to flights and transport will be the responsibility of the cadets' staff organization.</p>	



Phase SECURITY & SAFETY		Risk Assessment	
Hazard Process, environment, equipment, people	Risk	Control measure(s)	Member responsible
Security / Safety issue	<p>Increased likelihood of aggression /threat</p> <p>Inappropriate contact from members of the public - Abuse / Harassment / Assault</p>	<p>When in public cadets are to stay in groups with mobile contact and staff in close proximity</p> <p>Follow direction from authority and be aware of security warnings. Staff and Cadets to be vigilant and report any unusual activity. Instruction by Staff on reporting any unwelcome contact</p> <p>Daily briefing to include or clarify next day's activity and highlight any additional security measures that may be required; departure times. ALL members are to carry contact phone numbers & briefed on how to seek assistance/phone access</p> <p>Uniform to be worn in special circumstances in public places, and not when travelling in public. If a concern is raised re protests, OIC is to make contact with local police to determine the risk. Activity will cease in a controlled manner until the safety of the members can be assured as per the instructions from police.</p>	<p>OIC</p> <p>All staff</p>
Supervision of Cadets at Activity/Venue	<p>Member missing or member strayed from group</p> <p>Loss of contact in an emergency</p> <p>Miss a flight/bus transport</p> <p>Inappropriate behavior</p>	<p>ALL members to be briefed on arrival at each location of the emergency procedures – who and how to contact. Advise location of safety exits and emergency muster points</p> <p>All cadets briefed on behaviour requirements</p> <p>Head counts pre and post – meals, activity, bus transport, and lights out</p>	<p>Safety Officer/OIC</p>
First Aid / emergency response	<p>Serious injury</p>	<p>Staff trained in First Aid and have to access to first aid equipment</p>	<p>Medical Officer</p>
Weather changes (i.e. storms, snow, hail, cold front, etc.)	<p>Group stranded</p> <p>Dehydration</p>	<p>Check weather report prior to event and monitor weather changes</p> <p>Safe environment-location of 'safe' area identified for muster in event of inclement weather</p> <p>Advise group of clothing appropriate to the climate</p>	<p>Safety Officer</p>
Accommodation.	<p>Unisex heads - toilets/showers</p> <p>Location of male/female quarters/facilities</p> <p>Security</p>	<p>Clear separation of male & female Cadet accommodation</p> <p>Staff accommodation within close proximity to Cadets for safety & security of all personnel;</p> <p>Safety brief and indication of no go areas, high risk areas and boundaries; emergency procedures & process of informing Staff of any issues of concern;</p>	<p>OIC</p>



Phase PERSONAL HEALTH & MEDICAL ISSUES		Risk Assessment	
Hazard Process, environment, equipment, people	Risk	Control measure(s)	Member responsible
Accident and emergencies during event. Member unwell Unfamiliar and uneven surfaces Steps, slippery surfaces, uneven ground	Emergency Evacuation Personal injury as a result of activity. -Tripping, falling, sprains, broken bones -Bites and stings	Inspect venue for hazards and brief group Safety brief prior to activity commencement, clearly defining hazards, no go areas, location of safety equipment, facility location, first aid kit, Next of Kin contacts available and emergency procedures//muster point; Mobile phone access	Safety Officer/OIC
	Illness – Dehydration; Fainting; nausea Fatigue Allergic Reaction / Anaphylaxis	First Aid Kit to be on hand. Staff briefed on activity/routine Identify cadet and staff allergies; supervise meal areas / canteens and outside where possible to minimise exposure to known allergies.	All staff
Supplied prescription medication	Illness	All cadets to be in possession of any medication they require to self-medicate i.e. Ventolin First Aid Officer to be in possession of all other medications required by cadets and monitor use All prescription medication to be in Webster packs or original packaging Ensure all medication required is listed on Next of Kin document	All staff
Special Dietary Requirements causing health or religious impacts	Required diet not able to be given Religious considerations not respected	Staff to be briefed on specific requirements Members with requirements to take responsibility for keeping all informed of their situation	All staff



Phase WATER BASED ACTIVITIES Swimming, Boating, Ship/Sea Rides		Risk Assessment	
Hazard Process, environment, equipment, people	Risk	Control measure(s)	Member responsible
Inability to swim	Injury Drowning	All cadets and staff must have passed swim test or are identified so that safety equipment can be supplied	OIC
Lifting of equipment	Back injury Strained muscle Soft tissue damage	Instruct all personnel in correct lifting procedures. Supervision	Safety Officer
Changes to Weather conditions Rough Seas	Damage to equipment Personal injury Capsize & Man over board Drowning	Safety Staff to monitor weather from weather services and monitor weather changes Ensure personnel know where and how to use Safety equipment Safety briefing to identify location for muster	Safety Officer
Equipment operations	Injuries from misuse or craft hitting body Damage to craft	Briefing to identify hazards; safe use of equipment; area of operation and boundaries; Safety roles and responsibilities of staff including those responsible for supervision of the activity; Reminder that anyone can Stop the activity if they see a hazard developing or an accident occurs, including what to do if you hear it. Ensure qualified staff are on hand to supervise the activity	Safety Officer
Risk of contact with sea life	Drowning Poisoning Potential for serious injury or loss of life	<ul style="list-style-type: none"> • Safety briefings • All members to remain vigilant whilst in the water 	Safety Officer



Phase TRANSPORT		Risk Assessment	
Hazard Process, environment, equipment, people	Risk	Control measure(s)	Member responsible
Adverse Environmental Conditions	Driving during a heat wave, high winds, snow, sleet or other wet conditions.	Make allowances for the unfavorable effects of weather conditions by allowing for extra time Drive to meet the current weather conditions	Drivers
Vehicle involved in a motor vehicle accident or breakdown	Personnel struck by other vehicles whilst exiting the vehicle. Failure of safety devices	Evacuate only if it is unsafe to remain in vehicle Identify a safe place away from traffic before exiting Ensure all passengers wear safety belts and all cargo is properly secured.	All staff
Aircraft Flights	Missed flight Missing bags	Briefing prior to flights of who to contact if there are delays, cancelled or missed flights Ensure all baggage is marked with name and checked in correctly	Internationals & some Host staff & cadets



ANNEX E EXAMPLE OF ISCA EXCHANGE FEEDBACK (ISCA 5)

COUNTY VISITED:
NAME / RANK:

DATES:
COUNTRY:

ENJOYMENT LEVEL:	VERY GOOD	AVERAGE	UNSATISFIED	
	<input type="text" value="5"/>	<input type="text" value="4"/>	<input type="text" value="3"/>	<input type="text" value="2"/>

WHAT WERE THE BEST ASPECTS?

WHAT WERE THE WORST ASPECTS?

WHAT DO YOU FEEL YOU HAVE ACHIEVED DURING THE EXCHANGE?



ANY OTHER COMMENTS?

Host Escort Officer

Briefing/Updates/Communication

Tours/Visits

Laundry/Toilet facilities

Overall Comments



ANNEX F EXAMPLE OF CADET FEEDBACK FORM (ISCA 6)

Introduction

The exchanges are for the cadets. Therefore, their experiences are of utmost importance for the development of exchanges in a positive direction.

The cadets completed surveys should be included in the report as appendices. The survey can of course be adapted by the escort officer in order to fit the current exchange and nation.

A feedback of an exchange can consist of the following:

General

- What has been good? Motivate.
- What has been less good? Motivate.
- What expectation did you have before the exchange?
- Did the exchange correspond to your expectations?
- Should we continue to have exchanges with this nation?

Preparations

- How should future cadets prepare for the exchange?
- Which information did you miss before the exchange? Motivate.
- Which information would you give to future cadets?
- Which private things is good to bring?
- How much spending money is good to bring?
- During the exchange
- How was the program
- How was the information about events and changes, etc.?
- How did you find excursions and visits?
- How did you find camps, sanitary facilities, etc.?
- How did you find the food?
- Do you think the security and safety has been enough during the program items?
- How did you find the host nation's escort officer?
- How did you find the contacts with the other nations' escort officers?
- How did you find the contacts with other nations' cadets?
- What would you like to change in the exchange? Motivate.

After the exchange

- What are the most important key lessons from the exchange?
- Have you had the support you needed in various respect during the exchange?
- How many future contacts have you got?
- How did you spread knowledge about your own organization?
- How important do you think it is with this kind of exchanges?
- What would you say to someone who is offered to go next year?
- Which are your advices to those in a similar exchange next year?
- What do you think next year's exchange officer should change?
- Would you be willing to be an escort officer to this nation in the future?



ANNEX G EXAMPLE OF TRAINING FOR ESCORT OFFICERS (ISCA 7)

In order to ensure the quality of your escort officers and ensure a cohesive team, you may want to start some kind of education. The following is a compilation of headlines with some subtitles for such an education during two days used by one member organisation of ISCA:

Headlines

- Role of a Consulate in a foreign country (Consul General)
- International Exchange Program and ISCA
- Responsibilities
- Planning & Preparation
- Traveling Abroad
- Travel Arrangements
- Customs & Immigration
- Public Relations & Media – Releases and Photos
- Welcoming your Cadets & Parents to the International Exchange Program
- Contacting your Cadets – What to say and do
- Time to contact Cadets and report back to group Evening Event – Dinner and Conversation
- Communication during exchanges
- Workshop Scenarios
- Wrap up and Discussion

Some subtitles

Good International Officers...

- Keep Command updated on status throughout the process.
- Communicate with Host Country staff that will be at the Exchange.
- Send Cadets required forms and documents...follow up as needed.
- Introduce themselves to the parents and get their trust.

Better International Officers...

- CCs Command on all correspondence. Contact if confronted with problems.
- Gets as much information as possible from the host regarding schedules, packing suggestions, etc.
- Emails cadets routinely...Gets to know them by having them send a short biography... Send them helpful information on packing and preparing for the trip....Sets ground rules before leaving so they understand their boundaries...Talks about what fun activities they will do...Gets them excited by writing papers.
- Establishes a trusting relationship with parents prior to the Exchange...Answers parents' questions with understanding of their concerns.
- Packs a copy of all documents submitted to hosts.



Worth considering concerning Planning & Preparation

- Information from Host Country.
- Forms, documents, releases.
- Currency.
- Methods of communication.
- Contacts directly with previous exchange officers.
- “Kit list”, gifts and packing tips.

Worth considering concerning travel topics

- Packing.
- Rendezvous with cadets.
- Security/customs process.
- Airports & flights....Check in process.....Getting separated etc.
- Overseas airline travel.
- Time zones and surviving jet lag.
- Arrival at Host Country.

Other topics worth considering

- Paperwork.
- Social Media & Photography including what to do and what not to do.
- Overview of the own country’s Corps...Mission, history, organization etc.
- Electrical power.
- Culture & Traditions.

Worth considering during participation

- Responsibilities as a guest officer.
- Cadet participation.
- Meetings.
- Photographs & Journals.



ANNEX H EXAMPLE OF CADET ACCEPTANCE LETTER (ISCA 8)

Dear Cadet

Ref: INTERNATIONAL EXCHANGE TO (insert exchange country and dates)

Hello and congratulations on your selection to the international exchange to (insert country) this year. Many cadets from across the country have applied for this trip, and you have been selected. Your unit commanding officer(s) have recommended you as an ambassador for this trip. You may be getting a letter in the mail sometime this week from headquarters to confirm this.

My name is (insert your rank and name) and I am the (insert your position in the Sea Cadets or other organisations). I also have applied and been accepted on this trip as your escort officer. I will be your single point of contact for all aspects of our international exchange and visit to (insert visiting country).

There will be a total of (insert total number of) cadets from across the country along with us on this exchange, where we will be meeting cadets from other countries in (insert Host country) from (insert other countries attending the exchange). This is where our adventure will begin in (insert host country).

You will need to make sure that your passport is valid for at least six months after returning home and make sure you have a valid photo ID/ and carry it with you throughout your exchange. Speak to your commanding officer immediately if you have not applied for a card or don't have any form of ID with a photograph.

I will contact you and your fellow cadets by phone once you have received your letters from headquarters. Here are a couple of items that you should be working on until then:

- Please inform the persons it may concern, e.g. your commanding officer that you have been accepted on this prestigious exchange and that you have been contacted by your escort officer.
- Check with the airlines for size and weight requirements. You may be limited to a certain number of bags.
- Souvenirs from your unit and / or your local town to trade with other cadets from around the world including (insert countries attending the exchange). I.e. cap tallies, pin badges, post cards, cadet badges, pens etc. (just remember that you will be restricted on luggage weight, so it's best to buy light-weight /small items).

If you have any concerns or questions, please feel free to call me direct on my mobile/cell phone. Looking forward to a great exchange and speaking to you soon.

Yours, (Insert your name)
(Insert your rank)
Escort Officer

cc. Unit Commanding Officers, headquarters

