



**PUERTO RICO NATIONAL GUARD  
PUERTO RICO YOUTH CHALLENGE ACADEMY  
PO Box 1411  
Juana Díaz, Puerto Rico 00795**

**1 April 2023**

**Program Director**

**Hand-Off Leadership Command Policy**

**1. References:**

- Chief of the National Guard Bureau Manual (CNGBM) 9350.01, Enclosure G 10.b(5), dated 22 March 2023.

**2. Purpose and Applicability:**

- a. The purpose of the policy is to sets guidelines regarding the National Guard Youth Challe**NGe** Program (NGYCP) Hands-Off Leadership Procedures.
- b. Policy applies to all personnel involve in the Puerto Rico Youth Challe**NGe** Academy scheduled activities, events, workshop, and visits. Policy applies to Cadets/Candidates, parents, mentors, Staff, visitors, volunteers and Internship Students.

**3. Criteria:**

- a. Hands-Off Leadership means that no staff member may touch a Cadet or use abusive language as a means of coercive leadership.
- b. If a staff member has to resort to shoving, pushing, or swearing to lead Cadets, he or she has already failed.
- c. When the occasion calls for a staff member to adjust a uniform or touch a Cadet to teach a skill, the staff member will professionally ask, "May I correct your uniform?"
- d. This is good policy when working with youth and an excellent example of civility and courtesy to the Cadet.
- e. This policy does not conflict with, in fact it complements, Non-Violent Crisis Intervention training

- h. Any Candidate/Cadet should be able to state what to do if they were subject to any of the violations.
- i. This shall be a recurring, consistent message throughout the Residential Phase from the program leadership to all staff members and from all staff members to Cadets.
- j. Cadet and Parent orientation briefings and program marketing will emphasize the Hands-Off Leadership Program.
- k. All briefings will include the opportunity for questions and answers, both initially and ongoing.
- l. Staff and Cadet handbooks will reflect the parameters outlined in this policy.
- m. All ChalleNGe staff shall reacquaint themselves with the National Guard Youth ChalleNGe Program Cooperative Agreement policy and the CNGB Manual 9350.01, for the Acclimation period and residential phase.
- n. The Youth ChalleNGe program philosophy mandates a "tough love, caring, disciplined" approach.
- o. At no time will prospective Candidates be subjected to harassment or required to perform demeaning tasks.
- p. What we do and how we do it should always have a rational teaching point

## **5. Policy Enforcement:**

- a. All reports of an alleged violation of Hands-Off Leadership by a ChalleNGe staff member shall be impartially investigated and facts gathered under the direction of senior staff.
- b. Appropriately document the investigation facts and forward to the Director for action.
- c. NGB-J1-AY shall be notified via a Serious Incident Report anytime a Program Director investigates an alleged inappropriate event.
- d. Candidates/Cadets or staff shall not be subject to disciplinary action or any other form of retaliation for reporting an alleged violation.