BUILDING THE GLOBAL SAFETY NET FOR VICTIMS OF HUMAN TRAFFICKING:
A TOOLKIT FOR HOTLINES

CONTENTS

INTRODUCTION

Modern slavery is a multi-billion dollar criminal industry that denies freedom to 20.9 million people around the world. We at Polaris have learned firsthand the value of human trafficking hotlines in helping to combat this horrific crime, and have created this Toolkit as a way to heighten their positive impact across the globe. Human trafficking hotlines allow communities to reach and protect more victims, to learn where and how human trafficking is happening, and to collect valuable data to guide interventions and prevention efforts. These hotlines also act as resource centers for stakeholders to access training, tools, and promising practices in the human trafficking field.

Establishing and sustaining a strong human trafficking hotline entails a process of strategic decision-making. It also requires the ability to adapt to changing internal and external factors. This Toolkit breaks down the process of establishing an effective hotline and outlines key considerations in seven core areas of work: foundations in human trafficking; operations; staffing; partnerships; responding to calls; data management; and, outreach and awareness. In addition to learning about overarching concepts that provide a framework you will also find practical tips, templates, and resources that you can immediately apply on your hotline.

Polaris and the NHTRC

We derive many of the promising practices described in this Toolkit from the experience of the National Human Trafficking Resource Center (NHTRC). The NHTRC is a national anti-trafficking hotline and resource center serving victims and survivors of human trafficking and the anti-trafficking community in the United States. The toll-free hotline is available to answer calls from anywhere in the country, 24 hours a day, 7 days a week, every day of the year in more than 200 languages.

The NHTRC's mission is to provide human trafficking victims and survivors with access to critical support and services to get help and stay safe, and to equip the anti-trafficking community with the tools to effectively combat all forms of human trafficking. We offer around-the-clock access to a safe space to report tips, seek services, and ask for help. We also provide innovative anti-trafficking training, technical assistance, and capacity building support.

The NHTRC has been operated since December 7, 2007, by **Polaris**, a non-profit, non-governmental organization that is a leader in the global fight to eradicate modern slavery and restore freedom to survivors of human trafficking. Polaris is not a government entity, law enforcement agency, or immigration bureau. The Department of Health and Human Services (HHS), private donors, and other supporters provide funding.

Since 2007, the NHTRC's operations have grown considerably. We have learned many critical lessons as we have expanded our service offerings, added new access points, built new partnerships, and watched our call volume continue to grow. We decided to create this Toolkit to share our experiences and meet the rising demand from overseas organizations for training and technical assistance. Since Polaris began working internationally in 2012/2013, we have used these materials to consult on new hotline projects, conduct hotline skills trainings, and provide technical assistance on hotline operations and data management all around the globe. To date, we have worked with NGO, law enforcement, and government-run hotlines in Albania, Australia, Bulgaria, Canada, the Czech Republic, Greece, Mexico, Moldova, the Philippines, Qatar, Thailand, the United Arab Emirates, the United Kingdom, and Vietnam. Therefore, where appropriate, we use international case studies to supplement the NHTRC examples and reinforce the lessons. Please note that names, identifying information, and case details have been changed to respect confidentiality and protect the individuals we, and our partners, both serve.

How To Use

This Toolkit is aimed at three primary audiences:

1. Existing human trafficking hotlines who are interested in expanding or further professionalizing their operations.
2. Organizations who do not currently operate but are considering establishing a human trafficking hotline.
3. Related-issue hotlines, such as those intended for the domestic violence or child protection fields, who may be receiving or anticipating receiving human trafficking calls.

The Toolkit is also a valuable resource for other anti-trafficking stakeholders, including government institutions, law enforcement agencies, and service providers, that want to learn more about how hotlines function, what services they provide, and what criteria can help ensure their success. Given the critical coordinating role hotlines play in the broader anti-trafficking field, increased understanding and awareness about their work can only strengthen partnerships.

Each Module in the Toolkit contains several Sessions. Within each Session, there are discussion questions and a series of exercises to help you practice new skills or reinforce new concepts. The Toolkit can be used independently by individuals or collaboratively with colleagues. However, we highly encourage you to work through all the discussion questions and exercises with your colleagues, or to solicit their feedback on your own responses. This dynamic approach to learning will help you generate new ideas while reinforcing field wide best practices and devise locally appropriate systems and solutions. A collaborative process will also reveal any existing assumptions, knowledge gaps, or tensions within your organization that you may need to resolve to have success in each area. Our goal is to teach you best practices overall and elicit a range of different questions and challenges that you may not have considered, so that you can work with your colleagues to establish the most effective possible hotline for the unique challenges you face in your own context.

The Toolkit is designed to take you through seven core areas that make up a successful human trafficking hotline:

1. **Foundations in Human Trafficking Hotlines** provides a brief overview of the definition of human trafficking, prepares your hotline staff to conduct effective human trafficking assessments, and discusses philosophies that should inform your approach to victims.
2. **Operations** addresses how to run and equip a 24-hour call center, taking into consideration hotline scheduling, equipment and systems, and backup and emergency plans.
3. **Staffing** highlights key considerations in building an outstanding staff, including defining roles and responsibilities, recruiting for particular skill sets, adapting to changes, and providing for training and ongoing professional development.

4. **Partnerships** covers opportunities and challenges in building relationships with other stakeholders in the human trafficking field and provides strategies to enhance the impact of your hotline and fill any resource gaps you may encounter through collaborative efforts.

5. **Responding to Calls** guides you through the process of building effective communications skills and formal response mechanisms, ensuring an appropriate and consistent approach to a wide range of calls including crisis situations.

6. **Data Management** discusses key considerations in developing data and information management systems.

7. **Outreach and Awareness Campaigns** addresses how to develop and implement an effective campaign for a specific target audience.

Discussion Questions

Of the topics listed here:

- Which are of general interest to you, but perhaps not central to your current or intended work on human trafficking?
- Which complement your current work, or could influence the success of a human trafficking hotline?
- Which are essential to your work on human trafficking, or are foundational for human trafficking hotlines?
- Do you have any additional learning priorities that are not listed here?

Your responses to these questions will help you determine your approach to the rest of this Toolkit. Although the course contains some overlapping material, with many sessions building on earlier information, it is not necessary to work through each chapter chronologically if you can identify clear learning priorities. However, we recommend that you at least briefly review those Modules that are only of general interest. They will provide you with useful context for working through your priority areas and help you learn the content more effectively, as your decisions in one core area of work will inevitably impact your efforts in another.

MODULE ONE

FOUNDATIONS IN HUMAN TRAFFICKING HOTLINES

Foundations in Human Trafficking Hotlines is designed to introduce participants to four core concepts:

1. Defining human trafficking and applying this definition to the work of a hotline.
2. Applying a human trafficking lens.
3. Adopting a victim-centered approach.
4. Pursuing survivor engagement.

These core topics will inform your approach to the more technical aspects of establishing and running a human trafficking hotline, which we will cover in later Modules.

SESSION 1.1 DEFINITION OF HUMAN TRAFFICKING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Analyzed the definition of human trafficking in international law and in your country.
- Learned how to interpret the definition of human trafficking using the Action, Means, Purpose (AMP) model.
- Considered how the AMP model can be used to conduct assessments for human trafficking.

The definition of human trafficking is central in guiding actions by anti-trafficking stakeholders. It provides direction on which cases to prosecute as human trafficking crimes, determines whether some individuals receive services, and can impact how hotlines respond to potential victims.

The definition of human trafficking will vary by country, but all are based on the United Nations' Human Trafficking Protocol (which is more commonly known as the Palermo Protocol). This was adopted by the UN General Assembly in 2000 and says that:

> *"Trafficking in persons" shall mean the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs."*[1]

With this definition in mind, read the case below and answer the questions that follow.

CASE STUDY: MARI

Mari is a 37-year-old African American woman who had been in a relationship with Darrell for 16 years. During that time Mari and Darrell had four children. Over the course of the relationship, Darrell had been verbally, physically, and sexually abusive toward Mari. Additionally, when Darrell wanted extra money, he called friends of his and forced Mari into commercial sex. She had tried to leave Darrell in the past. However, he either threatened to hurt their children, or he convinced Mari that she had no other options other than staying with him. He controlled all of her money, did not allow her to keep her own bank account, and forbade her from getting her driver's license. Mari could not see any alternatives for leaving.

[1] PROTOCOL TO PREVENT, SUPPRESS AND PUNISH TRAFFICKING IN PERSONS, ESPECIALLY WOMEN AND CHILDREN, SUPPLEMENTING THE UNITED NATIONS CONVENTION AGAINST TRANSNATIONAL ORGANIZED CRIME. Article 3, p. 2. http://www.osce.org/odihr/19223?download=true.

One evening, Darrell, Mari, and Janice, an 18-year-old who Darrell was also forcing into prostitution, were pulled over by a patrol officer for a traffic violation. The officer noticed that when Darrell pulled out his identification he had Mari's ID and the other girl's ID in his wallet. The officer was suspicious and asked to speak to them all privately. During his conversation, the officer realized both women were being forced and coerced into prostitution. He referred both women to Polaris for emergency services. Polaris helped find temporary housing and provided food and clothing for both women. Janice immediately left Darrell and found a job in a restaurant. Mari relocated out of state with her children, but still struggles daily with her decision to leave Darrell. She understands that it is best for her and her children, and believes that more and more every day.

Discussion Questions

- Is Mari a human trafficking victim? Why or why not?
- How did the Palermo Protocol definition help you decide?
- In what ways do you think that this definition of human trafficking might influence your work on your hotline?

Although the Palermo Protocol provides the framework for assessing human trafficking, it is very complex and can be difficult to apply to cases like the one above. Because of this, there may be times when your hotline staff or your external partners do not agree about whether a particular case is human trafficking. This can be problematic, because agreeing that a case meets the criteria for human trafficking is often required in order to access certain services, obtain law enforcement support to remove a victim from a dangerous situation, open an investigation, and so on. How you characterize a case, and the method you use to make that decision, will also impact your approach to data and how you are able to measure your hotline's impact on the field.

One way to simplify the definition is to look at its three component parts: the action, the means and the purpose. In order to argue that human trafficking has occurred, you must be able to identify at least one element from each of the following three categories:

The **action**: the recruitment, transportation, transfer, harboring or receipt of persons.

The **means**: the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person.

The **purpose**: Exploitation.

Exploitation is not clearly defined by the Protocol, but it gives a list of forms of exploitation that at a minimum includes:

- The exploitation or the prostitution of others or other forms of sexual exploitation.
- Forced labor or services.
- Slavery or practices similar to slavery.
- Servitude.
- The removal of organs.

The definition also states that the consent of the victim to the intended exploitation is irrelevant if any of the means specified above are used. In addition, the Protocol specifies that the recruitment, transportation, transfer, harboring or receipt of a child for the purpose of exploitation shall be considered "trafficking in persons" even if this does not involve any of the means stated within Article 3 of the Palermo Protocol.

A child or minor is defined as any person under the age of eighteen years old.

NOTE:

Other international conventions address trafficking either explicitly or in a particular form.

Article 6 of Convention on the Elimination of All Forms of Discrimination against Women
"States Parties shall take all appropriate measures, including legislation, to suppress all forms of traffic in women and exploitation of prostitution of women."

ILO: Forced Labor Convention, 1930 (No.29); P029 - Protocol of 2014 to the Forced Labor Convention (No. 105).

ACTIVITY

To practice applying this AMP framework, find your country's definition of human trafficking. Then, create a chart that breaks down that definition into the Action, Means, and Purpose. Please see below for an example, which uses the definition in the Netherlands.

Article 273f of the Dutch criminal code valid from 1 July 2009 (non-official translation)

1. Any person who:

   (a) by force, violence or other act, by the threat of violence or other act, by extortion, fraud, deception or the misuse of authority arising from the actual state of affairs, by the misuse of a vulnerable position or by giving or receiving remuneration or benefits in order to obtain the consent of a person who has control over this other person recruits, transports, moves, accommodates or shelters another person, with the intention of exploiting this other person or removing his or her organs;

   (b) recruits, transports, moves, accommodates or shelters a person with the intention of exploiting that other person or removing his or her organs, when that person has not yet reached the age of eighteen years;

   (c) recruits, takes with him or abducts a person with the intention of inducing that person to make himself/herself available for performing sexual acts with or for a third party for remuneration in another country;

   (d) forces or induces another person by the means referred to under (a) to make himself/herself available for performing work or services or making his/her organs available or takes any action in the circumstances referred to under (a) which he knows or may reasonably be expected to know will result in that other person making himself/herself available for performing labor or services or making his/her organs available;

   (e) induces another person to make himself/herself available for performing sexual acts with or for a third party for remuneration or to make his/her organs available for remuneration or takes any action towards another person which he knows or may reasonably be expected to know that this will result in that other person making himself/herself available for performing these acts or making his/her organs available for remuneration, when that other person has not yet reached the age of eighteen years;

   (f) willfully profits from the exploitation of another person;

   (g) willfully profits from the removal of organs from another person, while he knows or may reasonably be expected to know that the organs of that person have been removed under the circumstances referred to under (a);

   (h) willfully profits from the sexual acts of another person with or for a third party for remuneration or the removal of that person's organs for remuneration, when this other person has not yet reached the age of eighteen years;

   (i) forces or induces another person by the means referred to under (a) to provide him with the proceeds of that person's sexual acts with or for a third party or of the removal of that person's organs;

2. Exploitation comprises at least the exploitation of another person in prostitution, other forms of sexual exploitation, forced or compulsory labor or services, slavery, slavery like practices or servitude.[2]

[2] https://ec.europa.eu/anti-trafficking/sites/antitrafficking/files/art_273_dutch_criminal_code_en_1.pdf, accessed 6/19/2015.

Action	Means	Purpose
Recruits, transports, moves, accommodates or shelters.	Force, violence or other act, threat of violence or other act, extortion, fraud, deception, misuse of authority, misuse of a vulnerable position, giving or receiving remuneration of benefits in order to obtain the consent of a person who has control over this other person.	Exploiting this other person or removing his or her organs.

Discussion Questions

- How does the definition treat minors (individuals under 18 years old)? What does this mean if you are assessing a potential trafficking case involving a minor?
- What does the definition say about the consent of the victim? For example, if an individual knew he or she would be working in prostitution but was deceived about the conditions of work, could this person be a potential trafficking victim?
- Does the definition say anything further about the purpose, or provide additional description to help clarify the purpose?
- How might you use this definition to assess potential trafficking situations? What questions could you ask a potential victim of trafficking based on this definition to ascertain if an element from each category is present?
- How might you use this definition in approaching a law enforcement agency or a service provider regarding a potential case of human trafficking that you have identified on your hotline?

The definition of human trafficking in your country can have far reaching implications for your organization, especially when it comes to creating your protocols or response mechanisms. For example, your hotline can use this definition to train hotline operators on what is human trafficking, to develop indicators of human trafficking, and to write questions that can be used to assess for human trafficking on each call. Furthermore, although a hotline will never officially determine the legal status of an individual as a trafficking victim, being able to make the case to law enforcement or to a service provider that a particular case meets the definition of human trafficking may make it easier to advocate for your callers and ensure that they receive the assistance they need.

SESSION 1.2 APPLYING A HUMAN TRAFFICKING LENS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized what it means to apply a human trafficking lens.
- Surfaced underlying assumptions about the profile of a victim of human trafficking.
- Considered how these assumptions might impact your ability to differentiate between victims and determine service needs.

In the previous session, we worked with the international definition of human trafficking as well as the specific definition enshrined in your country's law. Learning how to apply these definitions is only the first step in being able to assess for human trafficking and take the appropriate action. You will also need to recognize the assumptions that you or your potential partners may hold about victims of trafficking. While the anti-trafficking field has benefitted from increased public awareness in recent years, there are still many myths and misperceptions about victims of this crime.

Stereotypes can impact both your ability to identify more victims and to effectively advocate on behalf of your callers when working with people who may not fully understand what human trafficking looks like or how victims may act in difficult circumstances. For example, frontline responders, who may not be specifically trained on human trafficking, are valuable to the field because they are likely to come into contact with potential victims or work with other populations, and may be able to provide critical services. Other examples include domestic violence and sexual assault service providers, child protection advocates, labor and migrant rights associations, schools, and hospitals.

Adopting a human trafficking lens simply means being proactive and intentional about spotting and explaining the indicators of this crime, as well as being able to communicate these indicators to others.

We believe that it's worthwhile for organizations to adopt a human trafficking lens to:

1. **Identify prevalence**: This is the idea that you "don't know what you don't know." In other words unless human trafficking is specifically tracked, it is difficult to measure prevalence and create systems to combat trafficking.
2. **Help identify victims**: In most cases, potential victims of trafficking do not self-identify. They may seek help for violations or abuse but not realize that they are in a trafficking situation.
3. **Better serve victims**: While trafficking victims may face similar trauma as victims of other crimes, they may need specific services or protection measures. Assessing for potential trafficking can help service providers to better assist victims and ensure that they do not fall back into the trafficking situation.

ACTIVITY

To illustrate these ideas, refer back to the AMP model from Session 1.1 and then read the two short case studies below. Afterwards, answer the discussion questions that follow.

CASE STUDIES OF ANA AND CHRISTOPHER

ANA is 28 years old and graduated from trade school. In searching for work, she found an opportunity to serve as a domestic worker through a reputable recruitment agency in her home country. Ana then flew to the destination country to fulfill the yearlong contract. Like any new arrival, Ana had a number of documents, such as her contract, passport, and even a return flight ticket. She gladly turned all of these over to her new employer for safekeeping.

At Ana's new job, she learned that she would be working for an elderly couple that was in their early 80s. After one month on the job, Ana was surprised by the long and grueling hours. She worked from 8:00 a.m. to 8:00 p.m., cleaning the house, cooking meals, serving drinks and food to guests, and taking care of the grandchildren when the couple's children came for a visit. As part of her contract, Ana knew that she was entitled to a day off, but she never asked for one. She had a feeling that any request would be denied and would lead to the couple shouting at her.

It wasn't long before Ana's male employer started coming to her bedroom. Ana told him to leave but instead he sexually assaulted her. Ana did not know what to do. She was afraid to resist him or fight back. This continued for several months. Each time, Ana told him no but she would not resist. She was afraid to tell her female employer and also the neighbors whom she occasionally saw on the balcony next door.

One night, Ana decided to leave. She packed a small bag and waited for her employers to go to sleep before leaving the house. Since her employer kept her passport, Ana left without it, even though she knew she might get into trouble with the police without it.

CHRISTOPHER was thrilled to be fulfilling his lifelong dream to work in the United States. Such a job would certainly be a boost to his family. The only issue was making a payment of $5,000 for a labor recruiter to "fix" all of the logistics. However, with a certain income expected in the U.S. the recruiter was happy to fix Christopher's logistics on credit.

Upon arrival to the U.S., he was told the job didn't exist. He was told to get on a bus to another state and travelled for three days with no money for food or water. When he arrived, he had to clean hotel rooms for 15-18 hours every day with very low pay. He could not leave the hotel freely and his supervisor always monitored his movements, threatening him with deportation if he complained about the work.

Christopher worried about how he would support his family and repay his debt.

Discussion Questions

- Do either of these case studies meet the definition of human trafficking? Which elements of the AMP model can you identify?
- Based on the human trafficking definition in your country, what types of assessment questions would you ask Christopher or Ana?
- Why does it matter whether either or both of these cases can be considered human trafficking?
- Did anything about Ana or Christopher's behavior surprise you?
- Would you have done anything differently if you were in their shoes?
- Who is more victimized, Ana or Christopher?
- What forms of trauma have each of them suffered?
- What types of services might each one need?

In light of what you have learned about the differences between human trafficking victims, in adopting a human trafficking lens on your hotline it is important that your hotline operators are trained to suspend their judgment about how an individual should behave in any particular situation. Operators must be careful not to dismiss, embarrass, or shame callers. Otherwise, your hotline may miss an important opportunity to identify a victim and provide whatever specialized support may be necessary. This idea is at the core of a victim-centered philosophy, which we will explore in the next Session.

SESSION 1.3 A VICTIM-CENTERED APPROACH

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized the key attributes of a victim-centered approach.
- Practiced applying a victim-centered approach.
- Internalized the tension between respecting a victim's decisions and helping a victim out of his/her situation.
- Uncovered assumptions regarding the "right" and "wrong" way to respond to victims.

Recognizing human trafficking involves both a thorough understanding of the legal definition in your country and a conscious effort to overcome assumptions about victims of this crime in order to sharpen your human trafficking lens. Ultimately, any time you encounter an individual who may have been affected by human trafficking, your ability to be victim-centered should define your overall approach to handling that call.

Above all, a victim-centered approach means **respecting the decision(s) of each caller**, especially potential victims. This refers to empowering victims to make their own decisions, trusting that they know their own situation the best. If you have given the caller options, resources, and support, then the most important thing you can do is to assure the caller that you will stand by his/her decision, no matter what your personal opinion might be.

A commitment to victim-centeredness can have a major impact on your approach to taking calls, building partnerships, and securing funding. In addition to affecting your overall strategy, on a daily basis it can be challenging for hotline operators to implement a victim-centered approach. Operators on a human trafficking hotline generally want to help the caller and ensure the best possible outcome. Since operators are usually very knowledgeable and able to be more objective than potential victims or their friends and families, if they feel someone is in danger, their sense of urgency may override their ability to support a decision they disagree with, such as staying in a trafficking situation.

ACTIVITY

Read the case study below for an example of how some of these challenges can play out. The case study includes three transcripts showing how different hotline operators could respond to Maria's call. As you read, take note of how each operator responds to Maria and whether his/her response is aligned with a victim-centered practice. Finally, answer the discussion questions that follow the transcripts.

CASE STUDY: MARIA

Maria was born in Miami, Florida but moved to Los Angeles when she was 20. She first met Jason when he started chatting with her online. Even though the connection was online, Jason seemed so honest that Maria was soon sharing her financial and family worries with him. At one point, Maria admitted to herself that Jason was the only person who seemed to really care about her. After a while, she agreed to meet in person and they started dating. A few months later, Jason asked her if she wanted to move with him to another city. She agreed, hoping that the change would strengthen their relationship; Jason had been unusually controlling over the last several weeks.

While they were driving to the new city, Jason forced Maria to pose for photos that he could post on an adult website. These photos led to sex work. Jason and Maria would drive during the day, and at night, Jason beat Maria unless she made a money quota for the night. He kept the car keys and all the money with him at all times.

One night, the police came to the hotel room they were in. One of the officers asked Maria if she needed help, but she was too scared to tell them what was happening and so the officers left. One evening, Maria met Tom outside of a bar, and he told her that he could help. Maria left Jason and met Tom at a gas station. Tom encouraged her to call the hotline and report what happened. Maria wants to get out of the situation but is not sure she wants to report to the police what happened to her.

Hotline Responses To Maria

Response #1:

Operator: Hello, this is the National Human Trafficking Hotline. How can I help you?

Maria: Um, hi. I don't know if I called the right place.

O: Well, tell me what's happening.

M: Ok. Something bad happened with my boyfriend and I'm scared and I need help.

He used to be so great but he's been making me do terrible things lately and he almost got me in big trouble with the police. I didn't know what to do and this other guy I met told me I could call you and you'd help.

O: I'm going to need more details from you. First, who is this boyfriend?

Maria: His name is Jason. He was so great. We met online and everything was wonderful. So I met him in person and we started dating and things were perfect. And he asked me to move away with him and I was so excited, but things have gotten bad. He makes me do all these things that I hate, taking pictures and being with other guys and hitting me, and stuff.

O: So you met this guy online? Why would you trust some random guy you met on the Internet?

M: No, you don't understand. He was really nice. Everything was really bad at home but he always listened. He was the only one who was there for me. There was no one else I could talk to!

O: It sounds like he was faking and you shouldn't have moved away with him. And now he's making you do things like taking pictures?

M: He made me pose for these pictures that he put on this adult website. I begged him not to but he did it anyway.

O: How can someone force you to pose for a picture? Why didn't you just say no?

M: I mean, I loved him. He was my boyfriend. I thought I had to and I didn't realize he was going to do anything with them. I just thought he wanted them for himself.

O: So you had no idea what the photos would be used for?

M: No, I told you, he used to be wonderful! I don't know why he changed and made me do these things.

O: What about the other guys you mentioned?

M: I don't know if I want to tell you, it's embarrassing.

O: I can't help you unless you tell me.

M: He forced me, I really didn't want to! But he started hitting me and he wouldn't give me any money or anything unless I had sex with these other guys. But then the police came to the hotel room one time and I was so scared. I don't want them to think I'm a prostitute so I just pretended like everything was ok. But I really want to leave and I'm at this gas station now and I don't know what to do and I don't want to go back.

O: If you wanted help, why didn't you say anything to the police at the hotel?

M: I already told you, I was scared! I didn't want them to think I was just some prostitute.

O: The police would have helped you escape. You should have told them was what happening.

M: I didn't know what to do! I was just scared. I don't know why I'm calling you, I just wanted someone to help me and now you're telling me it's too late. Never mind, just forget it!

Response #2:

O: Hello, this is the National Human Trafficking Hotline. How can I help you?

M: Hi. I don't know if I called the right place.

O: That's no problem. We're a hotline where people can report situations of human trafficking and get help.

M: Oh. Well, I don't know if it's human trafficking and I don't really want to talk to the police, but I need help. My boyfriend is making me do things with other guys and I want it to stop. I left him but I'm really scared.

O: It's good that you called. Where are you right now?

M: I'm at a gas station. I met this guy and he said to call you because I left my boyfriend and now I have no money and nowhere to stay.

O: Don't worry. We can help you. Can you tell me more about what happened with your boyfriend?

M: I met him online and everything was going great, so we met in person and started dating. Everything was so wonderful but then he asked me to move away with him and things started getting really bad. He started making me pose for these sexy pictures but then he put them online, and then he told me I had to start making money for him by having sex with other guys. I really didn't want to but he'd beat me if I said no and he wouldn't give me any money or anything.

O: I'm sorry you're going through this and I appreciate your willingness to talk about such a difficult issue.

M: Thanks. And then this last time I was with this guy and the police showed up at the hotel. I was scared so I didn't say anything to them and I pretended like everything was fine and they went away. That was a few days ago. But tonight I met this guy who said your hotline could help me if I told you what was going on. He said you could help me get out of this life.

O: He was right. You are not alone. The police know how to handle this kind of situation. Why don't we go ahead and report your story to them?

M: No, I don't want to call the police. That's why I didn't tell them anything when they came to the hotel. They'll think I'm just a prostitute. That's why I called you instead.

O: I really think that reporting to the police is the only way for you to get out of this situation. You said you didn't want to do this anymore, right?

M: I guess, but I'm afraid they'll arrest me. Can you promise me they'll help and not put me in jail?

O: I understand that you're scared but I really need to report this situation to the police.

M: No, wait, I don't know if I want to do that! I thought you'd find something else I could do. Never mind, just forget I called!

Response #3:

O: Hello, this is the National Human Trafficking Hotline. How can I help you?

M: Hi. I'm not sure if I've called the right place, but I really need help getting away from my boyfriend.

O: I'm glad you called. Are you in a safe place right now?

M: Yes. I'm at a gas station. I left my boyfriend and I met this guy and he told me I should call you.

O: It's good that you got connected to us. What help are you looking for right now?

M: I have no money and nowhere to stay and I'm scared that my boyfriend is going to find me.

O: I'm sorry you're going through this. That sounds really stressful. Can you tell me more about what's going on?

M: It started when I met my boyfriend, Jason. We were chatting online and everything was going great, so we met in person and started dating. Everything was so wonderful but then he asked me to move away with him and things started getting really bad. He started making me pose for these sexy pictures but then he put them online, and then he told me I had to start making money for him by having sex with other guys. I really didn't want to but he'd beat me if I said no and he wouldn't give me any money or anything.

O: It sounds like you've gone through a really difficult experience. I'm here to help you identify your options and find you the services you need. Have you considered reporting your situation to the police?

M: Well, a few days ago I was with this guy at a hotel and the police showed up. I was scared so I didn't say anything to them and I pretended like everything was fine and they went away. That was a few days ago.

O: That's definitely a scary situation. Can you tell me why you were you scared to tell the police what was happening?

M: They'll think I'm just a prostitute. I didn't want to get arrested. I'm afraid of what will happen if I talk to them.

O: I understand. We won't do anything you're not comfortable with. The police can definitely help get out of your situation and make sure you stay safe. We can help get you connected with them so it's not so scary. We've worked with a lot of the officers and they can be very sensitive in these situations. But you have other options as well and no one will force you to make a report. What else have you considered trying?

M: I don't know. I don't really have friends or family who can take me in. I guess I could go to a shelter but I'm scared he'll find me.

O: Well, these situations can be complicated and take some time to figure out. We can call some local shelters for you and help you find somewhere to stay. We can also get you in touch with a lawyer who can help you find any legal options to protect yourself, and with a social worker who can help you with your financial situation.

M: That all sounds really good. But do you think I should talk to the police? Do you think that's the best thing to do?

O: I'll support whatever decision you make. What do you think needs to happen?

M: Well I want to get all those services but I also want him to stop doing this and I want to be safe. So I guess maybe the police can help with that.

O: Yes, ok. Well, I'm going to get a few more details from you and then we can file a report with the police and get you connected with some of the services I mentioned.

M: Thank you so much. I'm so glad I called.

Discussion Questions

- Have you taken any similar calls on your hotline? If so, how did you respond?
- In this situation, was there such a thing as a right or wrong decision for Maria? Why or why not?
- How would you describe each of the three responses?
- Which response do you think was most in-line with a victim-centered approach? Why?
- In what ways does holding your opinion or suspending your own judgment help the victim?
- Are there any cases in which you should go against the decisions of the victim?

Often there is a gap between what we think (as professionals) a victim should do and what the victim believes is his/her best course of action. However, a victim will always have the most intimate knowledge of the situation and may make decisions based on this. At the same time, suspending your judgment and letting victims decide for themselves gives victims time to think over their decision and commit to it once they have decided. This can give him or her a sense of empowerment that will be incredibly important in beginning to overcome the trauma experienced in a human trafficking situation. Moreover, it builds trust between the hotline and victims, which is important since it may take several calls before the hotline is able to help the victim reach safety. On the other hand, there may be instances in which you are required (usually by law, as in the case of reporting situations of trafficking of minors) to go against the wishes of victims. This must be balanced against the possible negative consequences that may arise by taking that decision.

SESSION 1.4 SURVIVOR ENGAGEMENT

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized the value of survivor engagement in hotline work.
- Considered different forms of survivor engagement.
- Identified potential obstacles to meaningful survivor engagement.

Understanding the phenomenon of human trafficking and how being victim-centered requires listening carefully to the experiences of survivors. It is important to cultivate survivor engagement when starting or running a hotline, because survivors provide a unique perspective on the experience of trafficking and the services they received from the hotline in the midst of or after leaving their trafficking situation. Engaging survivors will help you develop policies, procedures, and services that are up-to-date and truly responsive to the needs of current victims.

There are several potential ways to engage survivors. For example, you can:

- Hire survivors to fill staff positions.
- Engage survivors as key informants, such as through an advisory committee or network.
- Create opportunities for survivors to provide feedback on their experience calling the hotline by using interviews, surveys, or other methods.

While survivor engagement should be a central part of your approach to operating a human trafficking hotline, these strategies can be challenging to implement. There are many potential barriers to engagement, both from the perspective of the survivor and the organization. It is important to identify these challenges from the outset so you can be proactive in addressing and overcoming them.

ACTIVITY

Working through the chart labeled Figure 1.4.1. can help you identify specific challenges for increasing survivor engagement. Along the left side, we have listed the three different modes or forms of engaging survivors previously mentioned. For each mode, brainstorm potential reasons why survivors may not want to participate in hotline programming, or may struggle to do so effectively. For example, if survivors are engaged as staff members, what obstacles to success may they face? Finally, identify any institutional challenges that you may face in implementing this mode of survivor engagement.

We have provided some sample responses to get you started. There is also space to include additional modes that may surface in your discussions with your colleagues, or that you may have seen used at other organizations.

Once your organization has identified any potential obstacles to different forms of survivor engagement, you can begin to work through the best ways to overcome them from both the survivor and institutional perspectives. This approach will help ensure that any survivor engagement is a mutually positive experience that makes a bigger impact on the human trafficking field as a whole. However, one of the risks or challenges in survivor engagement is treating the input of survivors too superficially, wherein survivors' experiences are seen merely as success stories or "tokens" of your organization's achievements. This results in a missed opportunity for critical reflection on how to improve services for victims.

Figure 1.4.1

Modes of Survivor Engagement	Potential Barriers to Survivor Participation (from the survivor's point of view)	Potential Institutional Challenges
Survivors as staff members	Education requirements (required or preferred)	Ability to accept experience in lieu of degrees/education
Systematically asking for feedback from survivors	Survivors being reluctant to honestly share their experiences, especially if the hotline is also the service provider	Difficulty reaching survivors to ask for their feedback, especially if the hotline primarily functions as a way to connect victims to services
Survivor participation in a network of advisors	Time and location of meetings	How to build the network

MODULE TWO
OPERATIONS

Operations starts with the question, what does a hotline do? This Module will help you start thinking about the services your hotline does, or can, provide as well as the systems and equipment you might need to support those services. This Module also encourages you to consider your target audience and how this relates to which access points you should make available, as well as how to ensure 24-hour operations.

SESSION 2.1 DEFINING YOUR TARGET AUDIENCE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Appreciated how the needs of your target audience will shape many decisions about how to operate your hotline.
- Recognized key factors to consider in determining a target audience.
- Defined the target audience that your organization is most likely to serve.

The most successful services and products are built with a particular target audience or core user in mind. For example, Apple and Samsung intentionally appeal to different audiences in designing and marketing iPhone and Galaxy phones. There should be no difference with hotlines. The needs of your target audience should be the primary guideline you use in making decisions about how to structure your operations.

When it comes to hotline operations, understanding your target audience will help you:

- Determine what **types of services** would be most appropriate or possible.
- Anticipate the most convenient **access points** or ways to connect with your organization.
- Effectively **promote** the hotline.
- Ensure that your organization can **effectively communicate** with callers (such as planning for foreign language callers).

When defining a target audience, it is important to consider a range of questions, including: who is most impacted by human trafficking in your region or country? Where does your own knowledge, expertise, or interest lie? Where is the greatest need or gap? Specifically, which populations could benefit from, or are most likely to use, a hotline but that may not currently have access to one?

Once you have thought through these general considerations, it is important to consider the following four differentiators:

TYPE OF TRAFFICKING OR EXPLOITATION AND/OR SECTOR OF EMPLOYMENT

One example would be domestic workers who are victims of labor trafficking. This group may not have access to a phone and may depend upon neighbors or others to help them connect with a service provider.

GENDER OF THE TRAFFICKING VICTIM

This is important because many service providers may be restricted to working with only one gender, which would affect how hotline operators search for services for any particular individual.

CITIZEN VERSUS FOREIGN NATIONAL (AND COUNTRY OF ORIGIN)

Many victims of trafficking in your country may not speak the main language. This would require you to seek out or develop foreign language resources in order to more effectively serve these populations.

AGE

If you determine that a victim is a minor, this could impact your reporting procedures.

ACTIVITY

Keeping the considerations listed above in mind, use the chart below to describe the target audiences your organization serves, or would like to serve, and any special needs those target audiences may have once they have connected with your hotline.

You can also find this chart in the **Handouts Appendix** to work through with your colleagues.

Target Audience	
Type of trafficking and/or sector of employment.	
Gender of trafficking victim.	
Citizen versus foreign national, including origin country (non-citizen).	
Age (Adult or Minor).	
Special Needs of Target Audience (such as language interpretation).	

Defining your target audience(s) and considering their specific needs are the first steps in establishing effective operations and systems that will have a broader impact on the anti-trafficking field. Working through these questions will help you identify any knowledge gaps about these populations that you may need to fill before moving forward. It will also provide a baseline upon which to build your hotline and help provide guidelines for making a range of other important decisions we will be exploring in greater detail throughout this Module and the Toolkit overall.

SESSION 2.2 CORE HOTLINE SERVICES

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored potential services a hotline can provide.
- Analyzed implementation steps associated with different services.
- Prioritized which hotline services to develop for your organization.

Establishing and running a human trafficking hotline means making a series of important decisions on a wide range of topics. We discussed the first decision—defining your target audience—in the previous session. Now it is time to consider what services your hotline needs to, and is able to, offer to be of use to those audiences. Just as your target audiences should drive your decisions about services, the services you strive to provide will impact many of your decisions about other operational details, such as the access points you must implement to provide your services most effectively.

Hotlines can provide many different services, including:

- Crisis/emergency response.
- Referrals for services.
- Counseling/emotional support.
- Resources for training and technical assistance.
- Legal advice.
- General information about human trafficking, volunteer opportunities, and/or the organization.
- Taking tips (reporting potential trafficking situations to law enforcement or other relevant authorities).
- Data collection and analysis for public dissemination and use in policymaking.

Discussion Questions

- Which of these services does your hotline currently provide or is your hotline planning on implementing in the near future?
- Which of these services might your hotline be interested in providing?
- Which of these are not relevant for your organization? Why not?
- Are any of these services new or surprising to you?
- Can you think of any potential services that are not included on this list?

In order to be able to provide these services, you will have to take several sub-steps. They may include identifying referrals, building partnerships with relevant stakeholders, and developing internal policies and procedures.

ACTIVITY

Now that you've explored the current services your hotline provides as well as others you may be interested in offering, use the chart below to brainstorm the sub-steps or actions you may need to take to effectively implement each service.

We have provided a sample response for each category. We also encourage you to work through this chart with your colleagues using the blank version you can find in the **Handouts Appendix**.

In working through this exercise, you may notice some overlap between implementation steps for different services. Noting these intersections from the start is important, and you should keep them in mind as you work through the other modules in this Toolkit. This will save you time and help you avoid duplication of efforts as you plan your programming and develop materials for internal and external use. We will return to many of these steps in greater detail throughout the Toolkit.

Hotline Services	Implementation Steps
Crisis/emergency response.	Identify first responders.
Providing referrals.	Build partnerships to expand geographic coverage and to develop referral lists.
Providing general information about trafficking/volunteer opportunities/information about the organization.	Develop a resource directory.
Providing legal advice.	Familiarize staff with relevant regulations and laws.
Providing counseling/support.	Train staff on hotline communication skills.

SESSION 2.3 ACCESS POINTS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Learned about the range of options for access points to your hotline.
- Analyzed the advantages and disadvantages of different access points.
- Recognized key factors to consider in choosing access points for your hotline.

Access points refer to the means by which callers can contact your hotline. While hotlines typically rely on phones (landline and/or mobile) as the primary access point, there are many other complementary options including, but not limited to: text messages; online chat; Skype or other virtual technologies; emails; mobile apps; and, web forms. How your hotline makes itself available to its target audience(s) will have a major impact on who calls and how easily you are able to assist them.

Once you have defined your target audience and determined the services you want to provide, your decisions about the most appropriate access points should also consider the local context in which you work (including organizational capacity) and any relevant regulations and laws.

Your organization may decide not to implement a particular access point because of the legal implications. For example, the U.S. has laws that govern online chatting with minors. However, it can be very difficult to determine via chat if an individual is a minor or an adult. To avoid any liability, the NHTRC decided not to use this as an access point. Similarly, the NHTRC cannot accept email attachments through our email access point due to strict laws in the U.S. governing child pornography.

Texting is another good example of the impact of legal considerations on how the NHTRC's access points operate. In 2013, the NHTRC introduced texting as an access point. However, we quickly realized that our call specialists would need to develop an entirely new skill set in order to make texting an effective access point. In order to help potential victims via text, our call specialists needed to quickly build rapport solely through written text, which does not allow for tone of voice to convey empathy or concentrated attention. During the early stages, call specialists were trained to ask the individual who texted us to call the hotline to continue the conversation, which negated many of the benefits of the access point and was often negatively perceived by potential victims who thought we were planning to report their situations to the police. Thus, the NHTRC had to strategically develop new texting protocols and train call specialists on a very specific set of communication skills. As a result, we have seen texting become an increasingly useful tool for reaching adult female sex trafficking victims in particular, and often to converse with them as their trafficking was happening in real time.

In addition, you will want to consider the level of anonymity that a particular access point provides the target audience. For example, a victim may feel more comfortable sending a text message rather than calling the hotline since it allows for more anonymity. However, text messaging may involve more risk for the victim if the controller can access his or her conversations.

Finally, you will want to think about the systems and equipment you will need, as well as the internal operations procedures and plans that will support these various access points.

Consider the following six access point scenarios:

- A victim calls a hotline using a **landline phone**.
- A victim calls a hotline using a **mobile phone**.
- A victim sends a **text message** to a hotline.
- A victim sends an **online chat message** to a hotline.
- A victim sends an **email** to a hotline.
- A victim submits an **online web form** to a hotline.

Discussion Questions

- Are there any additional access points that are missing from this list?
- How convenient or inconvenient is each access point:
  - From the perspective of the victim?
  - From the perspective of the organization?
  - Compared to the other access points?
- How much anonymity does each access point offer?
- What equipment or resources might be necessary to implement each access point?

In working through these questions independently or with your colleagues, please consider the following:

VICTIM PERSPECTIVE

- **Highly inconvenient**: posing a high degree of risk to the victim, completely inaccessible requiring specialized skills not typical for victims to possess, and equipment that victims typically can't access.
- **Somewhat convenient**: low risk, accessible some of the time, victims have the necessary skills to access, victims typically own requisite equipment or can access it from trusted sources.
- **Very convenient for victims**: risk is very low, accessible all of the time, almost all victims have the skills to access, and victims typically own requisite equipment or can access it from trusted sources.

ORGANIZATIONAL CONTENT

- **Highly inconvenient**: introduces a high degree of risk to staff, requires very specialized staff skills or expensive equipment that requires substantial training to use effectively, current country infrastructure does not support the equipment, could entail significant legal ramifications.
- **Somewhat convenient**: usually safe for staff, requires skills that can be learned through one month or less of training, equipment is widely available and affordable, country infrastructure supports use of equipment most of the time, may have legal ramifications.
- **Very convenient**: safe for staff, requires skills that can be learned on the job, equipment is already in place and upgrades are readily available, country infrastructure supports use of equipment most of the time, not likely to have legal ramifications.

When considering the degree of anonymity, think about the following scale:

- **Complete anonymity**: individual does not need to provide any identifying/personal information about him or herself. No interaction happens between the hotline staff and caller.
- **Some degree of anonymity**: some interaction happens between hotline staff and caller. Some identifying/personal information is shared with the hotline.
- **No anonymity**: the caller is required to share identifying/personal information and there is some physical record of the interaction between the hotline operator and caller.

As you can imagine, the more access points you establish, the greater the convenience for victims. At the same time, a higher number of access points create a need to determine how your hotline will respond to each of these points without sacrificing service quality or burning out your staff. For example, you may need to conduct special trainings for your staff, develop new protocols, invest in special equipment, or reconsider your staffing schedules to make each access point function as effectively and sustainably as possible.

SESSION 2.4 COVERING A 24-HOUR HOTLINE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Learned strategies for efficiently staffing a 24-hour hotline.
- Practiced developing a hotline schedule to cover a 24-hour period.

A human trafficking hotline would ideally be able to provide its services to its target audiences across multiple access points for 24 hours a day, 7 days a week, 365 days a year. This is because human trafficking happens at all hours, and night and early mornings are often when vulnerable people face the most severe crises. Furthermore, victims who work long hours under tightly controlled circumstances may only have limited access to a phone or computer, and may need to be able to contact a hotline at unexpected times.

However, for a variety of reasons, including limited staff resources and logistical challenges, 24-hour operations can be challenging to implement. Take a moment to consider patterns you have noticed on your hotline, or that you might anticipate based on your knowledge of human trafficking in your country or region, and answer the following questions.

NOTE:

You may choose to create a chart to help visualize your response, modeled on the example to the right.

- Are you currently operating 24 hours a day?
- If so, how do you cover 24-hour operations?
- What are some challenges or tensions you face in scheduling to cover 24-hours?
- When do you have the highest call volume? The lowest?

Time	Shifts
8	
9	
10	
11	
12	
13	
14	
15	
16	HIGH CALL VOLUME
17	HIGH CALL VOLUME
18	HIGH CALL VOLUME
19	HIGH CALL VOLUME
20	HIGH CALL VOLUME
21	
22	
23	
0	
1	
2	
3	LOW CALL VOLUME
4	LOW CALL VOLUME
5	LOW CALL VOLUME
6	
7	

As the NHTRC grew, we learned many lessons about how to implement 24-hour operations while still prioritizing an effective and sustainable response to calls and preventing burnout among our staff. These lessons included: establishing sustainable shift scheduling, developing clear scheduling and other protocols, ensuring the accessibility of the call center and the safety of our staff, and matching the language ability of our staff with anticipated calls. Below are several recommendations for each category.

SUSTAINABLE SHIFT SCHEDULE

- Identify a comfortable call level. Staff should not feel overwhelmed by call volume and the number of missed calls should be low. These indicators can help you make adjustments to staff schedules and structures.
- Allow staff to take breaks during shifts. If the team is large, it may also be valuable to allow staff to take breaks together.
- Pair veteran and new hotline operators during shifts so that new operators can seek support from more experienced staff.
- Allow overlapping shifts to ensure a smooth transition between shifts and to allow staff the opportunity to review ongoing cases or tasks.
- Train staff on how to stay healthy during overnight shifts. Some basic considerations include learning about one's individual sleep cycle and ways to prioritize tasks, maintain alertness, choose energizing foods, and manage difficult calls while being in the office alone or with a limited number of colleagues.

NOTE:

For more information on this topic, and resources you can distribute to your colleagues, see *"Healthy Overnights"* in the **Handouts Appendix**.

- Ensure that your staff can access an on-call supervisor after hours for support during a crisis or difficult calls, or for assistance in handling tips that may need to be reported immediately.

NOTE:

For more information on this topic, and resources you can distribute to your colleagues, see *"When to Call the On-Call Supervisor"* in the **Handouts Appendix**.

CLEAR SCHEDULING AND OTHER OPERATIONAL PROTOCOLS

- Make your staff aware of their schedule and procedures for requesting time off and finding replacements as early as possible.
- Develop clear guidelines on how to handle difficult cases during weekends and overnight shifts.
- Develop clear guidelines on how to handle emergencies (such as inclement weather) and security risks.

STAFF SAFETY AND ACCESSIBILITY OF THE CALL CENTER

- Ensure that security staff and building managers allow hotline staff to enter the call center on weekends and nights.
- Consider making special arrangements for staff parking and safety during particular time frames, especially late hours, weekends, and holidays.
- Consider any risks that traffickers, especially those who are identified on the hotline, could pose to staff.

MATCHING STAFF LANGUAGE SKILLS WITH CALL VOLUME

- Note the patterns of your calls and whether you predictably receive a higher number of calls in any foreign language(s) during any particular time period.
- Ensure you prioritize staff with the relevant language skills when creating schedules for those shifts.

REFERENCE: CURRENT NHTRC SCHEDULING

In its early days, the NHTRC operated with just three core team members. These team members worked alongside other Polaris staff to offer coverage on weekends and evenings. To learn more about how the NHTRC's staffing structure evolved from this point, please turn to Chapter 3, section 3.2, Drivers of Staffing Changes.

Currently, the NHTRC aims to have nine call specialists at any one time during the period from 8:00 a.m. to 9:00 p.m. We also tend to "cushion" the staff schedule during this period by adding one or two extra call specialists, in case of an unforeseeable spike in calls, an emergency meeting that other call specialists are required to attend, and so forth. We aim to have three staff on any one overnight shift. However, the number of staff on any given day depends on call volume and other pending tasks, such as case follow up and responding to access points other than the phone.

In general, the NHTRC will increase the number of call specialists during any one shift if we have witnessed a steady pattern of increasing call volume during that shift, or if we notice that call specialists are struggling to keep up with related projects and tasks such as answering emails or conducting follow-up.

WEEKDAY

DAYTIME SHIFTS:	EVENING SHIFTS:	OVERNIGHT SHIFTS:
Mon-Fri 7:30 a.m.-4:00 p.m.	Mon-Fri 1:00 p.m.-9:30 p.m. (two)	Mon-Fri 10:00 p.m.-8:00 a.m.
Mon-Fri 8:00 a.m.-4:30 p.m. (one texting, one taking calls)	Mon-Fri 2:00 p.m. -10:30 p.m.	Mon-Fri 11:00 p.m.-7:00 a.m.
Mon-Fri 9:00 a.m.-5:30 p.m.	Mon-Fri 2:30 pm.-11 p.m. (texting)	Mon-Fri 11:30 p.m.-7:30 a.m.
Mon-Fri 10:00 a.m.-6:30 p.m.	Mon-Fri 3:00 p.m.-11:30 p.m.	
Mon-Fri 11:00 a.m.-7:30 p.m.	Mon-Fri 3:00 p.m.-9:00 p.m.	
	Mon-Fri 5:30 p.m.-11:30 p.m.	

WEEKEND

MORNING/AFTERNOON SHIFTS:	EVENING SHIFTS:	OVERNIGHT SHIFTS:
Sat-Sun 7:30 a.m.-4:00 p.m.	Sat 1:30 p.m.-10:00 p.m.	Sat-Sun 10:00 p.m.-8:00 a.m.
Sat-Sun 8:00 a.m.-2:00 p.m.	Sat-Sun 2:30 p.m.-11 p.m. (two)	Sat-Sun 11:00 p.m.-7:00 a.m.
Sat-Sun 11:00 a.m.-7:30 p.m. (reserved for texting)	Sat-Sun 3:00 p.m-9:00 p.m.	Sat-Sun 11:30 p.m.-7:30 a.m.
Sat-Sun 11:30 a.m.-8:00 p.m.	Sat-Sun 3:00 p.m-11:30 p.m.	

REFERENCE: HOW OTHER HOTLINES APPROACH THEIR SCHEDULING

In Macedonia, La Strada operated a 24-hour hotline with three duty shifts, broken into day shifts and night shifts. These three "duty hour" shifts ran from 8:00 a.m.–2:00 p.m., 2:00 p.m.–8:00 p.m., 8:00 p.m.–8:00 a.m. (overnight). The Coordinator could increase/decrease the daily number of duty hours based on the capacity of their operators to respond effectively at any given time.

In Moldova, before turning their operations into a 24-hour hotline, their shifts were initially just a few hours a day. Once they became a 24/7 hotline, teams of two worked 8:00 a.m.–8:00 p.m. and one to two counselors worked 8:00 p.m.–8:00 a.m. depending on call volume.

References: ASTRA SOS Hotline Manual and Johns Hopkins Setting Up a Hotline Manual

If you are currently operating a 24-hour hotline (but finding it challenging) or are planning to do so in the near future, practice designing a schedule that uses the tips above. Pay particular attention to those tips related to creating sustainable shift schedules. If you are not currently operating a 24-hour hotline, and have no immediate plans to do so, you can skip ahead to the next exercise. However, we encourage you to return to the template below in the future if you determine that your call volume demands it.

Sunday			
7		19	
8		20	
9		21	
10		22	
11		23	
12		0	
13		1	
14		2	
15		3	
16		4	
17		5	
18		6	

Discussion Questions

- As you worked through the exercise, which of the tips were the most difficult to put into practice?
- What kinds of external “shocks” could affect your call volume that would require you to make adjustments to this schedule? (For example, the NHTRC often temporarily redesigns the staff schedule if we expect an increase in calls after the hotline number is featured in a PSA during a commercial break of a highly watched television program.)

ACTIVITY

If you are not currently operating for 24 hours and are planning to do so in the near future, use the table below to reflect on those areas of work you would need to prioritize to achieve this level of accessibility (should you determine that your call volume demands it).

Red Light: To date, we have taken little action in this direction. Our organization has little experience in putting such a practice in place. We don't know what this will require or how this might impact other areas of our operations.

Yellow Light: To date, we have taken some actions in this direction. We have analyzed the resource implications and mapped the steps it will take to fully implement.

Green Light: To date, we have taken substantial steps in this direction. We have analyzed how changes may impact other areas of the organization. We have developed policies and procedures, and communicated them systematically with staff. Staff is on board and understands how 24-hour coverage will work.

Organization Profile	Red	Yellow	Green
Written policies concerning time off, holidays, and requesting leave have been developed and clearly communicated to staff.			
The work schedule is made available to staff well ahead of the time of their shifts.			
We have decided on the location of the call center, where we will be taking calls, and we understand how this location will impact confidentiality practices.			
We have safety precautions in place for staff working night and weekend shifts.			
We have sufficient supervisory structures to provide support to staff 24 hours a day.			
Our staff schedule allows for staff overlaps.			
Our shifts are no more than 10 hours long.			

Around the clock 24-hour operations can make a big difference to potential victims seeking assistance. If at all possible, your hotline should strive for continuous coverage. Of course, this can be very challenging to implement depending on the specifics of your hotline—your call volume, the location and structure of your call center, your staffing resources, and so forth—and therefore may require some creative thinking to achieve.

SESSION 2.5 TROUBLESHOOTING AND BACKUP PLANS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Learned the framework of winds, sandbars, and typhoons to prepare for unforeseen events.
- Brainstormed realistic unforeseen events your hotline may face.
- Developed preliminary backup plans.

Hotlines are invaluable tools for efficiently and effectively connecting potential human trafficking victims with assistance. Backup plans help to ensure that the hotline is almost always available, even in times of emergency, severe weather, or conflict.

We will use the example of the Philippines to illustrate one framework for structuring your backup plans. The Philippines is a nation composed of many small islands. The only way to get from island to island is often via sea navigation. Explorers know that navigating between those islands can present a number of different challenges, similar to what you may face in operating your hotline.

There are **winds** that occur quite often and might blow you off course temporarily. These types of challenges are usually addressed through specific, regular trainings for your staff on how best to handle them should they occur. Examples include power outages or a sudden unexplained spike in call volume.

Sandbars can also cause a temporary outage of service. You can plan for these by training your staff on how to read the signs that they are about to occur and by developing plans they can use to mitigate their effects. Sandbar situations tend to decrease in frequency as the hotline becomes better at predicting and planning for them. Examples include dropped calls; technical difficulties, such as a malfunctioning computer; and, inclement weather, such as snowstorms, that prevent staff from getting to the call center.

Finally, there are **typhoons**, which completely shut down hotline services. Typhoons are unanticipated events that have such a dramatic effect that the hotline is forced to cease or drastically change its operations. Examples include the onset or intensification of conflict or a severe and credible threat to staff from a human trafficking ring.

It is easiest to develop your backup plans if you take the time to proactively identify the most likely contingencies you will face, rather than learning hard lessons in retrospect. One way to prepare for these events is to simply ask "what if?" For example: "What if staff can't make it to the office? "What if there is a sudden spike in call volume?" "What if the voicemail system stops working?"

ACTIVITY

Use the table below to list your own "what ifs," and brainstorm any winds, sandbars, or typhoons your hotline could realistically confront (or has confronted in the past). Then, begin developing preliminary backup plans for those events.

Category	Backup Plans
Wind	
Sandbar	
Typhoon	

Discussion Questions

- How easy or difficult was it to identify likely wind, sandbar, or typhoon situations?
- In general, are any of the three categories more significant for your organization?
- How easy or difficult was it to develop backup plans?
- What are the major challenges you might face in implementing these backup plans?
- What resources or equipment will you need to ensure so that these backup plans function as you anticipate?

Next, read the following short case study from Sawa, a Palestinian NGO.

SAWA 121 PALESTINIAN CHILD PROTECTION HELPLINE: REALITY AND CHALLENGES (2011)

"with the severe restrictions on mobility undermining the local populations ability to access the centers providing psychological services, the need has emerged for emergency and counseling lines or other types of hotlines to help families and individual victims of all forms of violence."

Sawa established the Palestinian Child Protection Program 121 in 2004 with an 8:00 a.m. to 5:00 p.m. schedule. When war erupted in the Gaza strip, Sawa expanded the hotline to serve all victims of violence in the Gaza strip

24/7. All volunteers increased their daily shifts from three to five hours, and some of the staff doubled their working hours to respond to increased need and emergency situations. Future challenges for the helpline include: responding to the political, social, and economic complications of violence in Palestinian society; security and social obstacles for staff, particularly women working night shifts; and building capacity to consistently answer the phone 24 hours a day. Although it was initially intended for children, the hotline receives calls from many age groups, demonstrating a clear need for a general support network for Palestinians.

SAWA: BEST PRACTICES AND LESSONS LEARNED (2012)

In early 2009, Sawa's helpline team was working under emergency circumstances. This put a heavy burden on Sawa's resources, especially since the volunteers weren't trained specifically for conflict and post-conflict situations. To build Sawa's emergency capacity, the organization obtained emergency funds from donors, started using an IP (routing) system instead of analog to respond to more calls and improve follow-up, and significantly expanded their training programs for volunteers.

Discussion Questions

- How would you classify the unforeseen event faced by Sawa: as a wind, a sandbar, or a typhoon?
- What tensions did Sawa face when it began operations in 2004? You may want to consider staffing, resources, infrastructure, and target audiences.
- What challenges did Sawa likely face in implementing their backup plans in 2009?
- What challenges still remain for the organization?
- How would you have reacted if you were in Sawa's shoes? Is there anything you would do differently?

When you reflect on your hotline operations, don't let a "wind" have "typhoon" effects. In other words, while we cannot predict *when* unforeseen events will occur, we can be certain that unforeseen events *will* occur. Not having a backup plan leaves you vulnerable to even the smallest shock. With a little preparation, your organization will be able to grow in strength and what you may have previously treated as a "sandbar" may be downgraded to a "wind." Staff empowerment and training plays a big part here. The more equipped staff feel to anticipate and handle unforeseen events, the less likely they will upset your operations. Let us turn now to Module 3 to consider ways to strengthen your approach to staffing.

MODULE THREE
STAFFING

Staffing configurations are never stagnant for a human trafficking hotline. Staffing changes can be driven by both external factors, such as increasing call volume, and internal factors, such as the need to prevent burnout.

The Staffing Module focuses on four elements:

- Drivers of change.
- Recruitment.
- Training.
- Transferring information between staff.

SESSION 3.1 INTRODUCTION TO STAFFING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored key attributes of an effective hotline staff and how staff can contribute to positive outcomes for callers.
- Analyzed different staffing structures.
- Considered where new positions might need to be created on your hotline.

As we discussed in Module 2, hotline staff must be prepared to provide a wide range of services depending on the target audiences they are aiming to assist. In order to provide these services effectively, staff must pay careful attention to a variety of internal operations such as managing their schedules, coordinating among themselves to share information on cases, and staying up-to-date on developments in the wider anti-trafficking field. While managing both service provision and internal operations, hotline staff will be liaising with many different stakeholders with their own needs, goals, and procedures. For the NHTRC, these stakeholders include victims of human trafficking and their family and friends; service providers; law enforcement and government agencies; local community organizations; and, interested members of the community. As a result, a strong hotline staff can play a critical coordinating role in the anti-trafficking field by facilitating and ensuring the smooth flow of crisis assistance, referrals, data and statistics, training and technical assistance, and general information across diverse relationships.

It is no easy task to cultivate or maintain a staff that can consistently and effectively meet these diverse needs and achieve meaningful outcomes for callers, all while remaining victim-centered. However, it can be done with a strong commitment to strategic planning, training, and coordination in your approach to staffing. This module will focus on the practices and processes you can establish to build a strong staff.

ACTIVITY

To delve deeper into how the component parts of hotline staffing must come together to reach positive outcomes, please read the following short speech by a survivor of human trafficking and respond to the discussion questions that follow.

"My name is Samantha, and I'm a survivor of labor trafficking. I'm here to express my gratitude and appreciation to the human trafficking hotline for taking such quick action to help me. They helped me face what I was going through and led me to see a brighter tomorrow. Since my first call, I am now in the process of healing after I suffered in a horrific situation of physical abuse and psychological torment.

It was very hard for me to come forward, to tell the story of what was happening to me. But I realized that I was the only person who knew what was happening to me and I felt very alone. I remembered that when I entered the country, I was given a pamphlet with a phone number on it. I couldn't understand everything in the pamphlet but I knew I could call the number for help if I needed it.

One day when I was able to get away, I called the hotline and explained my situation. The operator made me feel so comfortable. It was amazing to know that someone was willing to help me right away. They even provided me with an interpreter, so I could freely express myself in my own language.

I told them what happened to me and that I was scared of my boss, and afraid of what would happen if I didn't go back to the house. They reassured me that they would keep my identity confidential, and that they would not take any action until I told them I was ready.

The hotline helped me stand against the people who caused me extreme hardship here in the U.S. They gave me the courage to fight for my rights as a human being and they helped me realize that I am important, no matter how bad my circumstances.

To the people who are still out there in a bad situation: like you, I was so afraid. But the moment I talked to the people on the hotline, I felt relieved because finally there was someone who was ready to listen to and support me.

To be honest, I am not confident speaking English because English is my second language. But while I was working on the speech, I realized that my listeners do not need a lesson in English grammar, my listeners need to know there is hope beyond their circumstances. To people out there, you're not alone on this journey. I hope and pray that you all will be able to face this challenge bravely with help from the people on the human trafficking hotline.

When I was in this dark situation, they gave me hope. When I was so hopeless, they helped me to stand and speak up for the truth. They gave me comfort that things will get better.

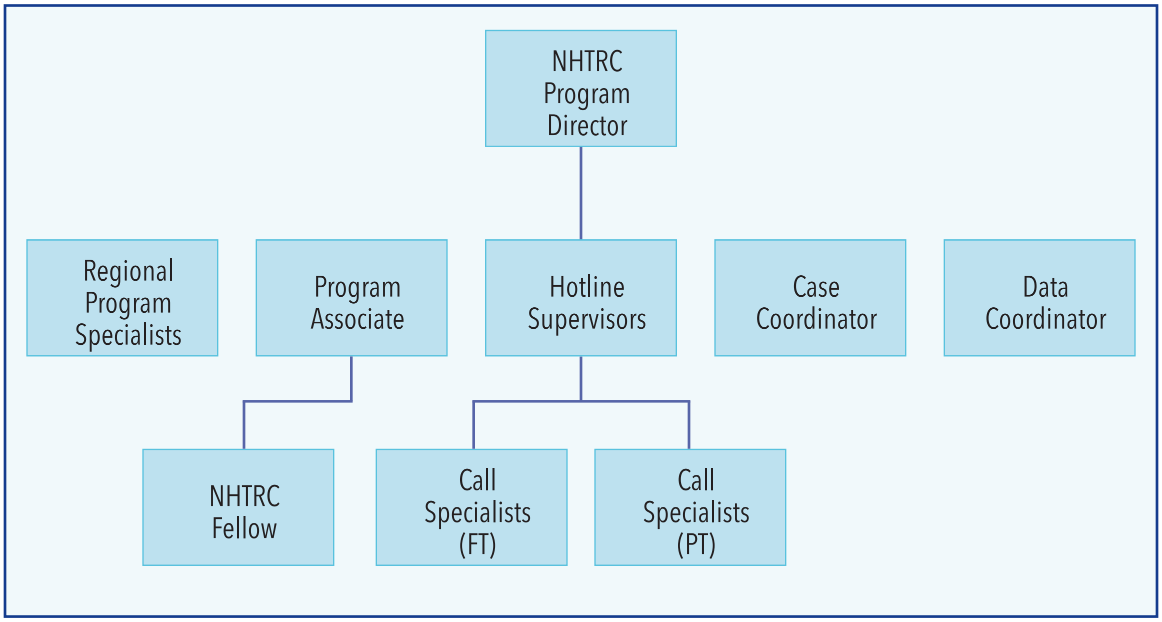
Through the hotline, I discovered that there are so many people around who are willing to accept me with arms wide open and continue to motivate and help me improve. Thank you."

Discussion Questions

- What clues does this survivor give about the type of trafficking she experienced?
- What services might the hotline have provided to this survivor?
- Could this case have been resolved in a single call, or would it have taken multiple calls?
- Would more than one staff member have been involved in resolving this case? If so, what different staff roles might have had to coordinate to achieve this positive outcome?
- What types of skills or attitudes did these staff members need to make the victim feel so positively?
- What stakeholders might the hotline have had to engage with to achieve such a good outcome?
- Does this success story resonate with you and your experiences working on a hotline? Why or why not?

Building an outstanding staff that can deliver such a positive outcome depends on getting your staffing structure right. This means determining what staff roles are necessary both to provide the services you have chosen to offer and to implement the internal functions that support your staff's ability to focus on their callers.

Let's examine the NHTRC staffing structure as a starting point. In 2014, the NHTRC had approximately forty-three staff positions. Of these, thirty-three were call specialists; the remaining ten consisted of program staff. The chart below illustrates this staffing structure.



More specifically, a **Call Specialist's** job description is likely to include such responsibilities as:

- Field calls from potential victims, law enforcement, professionals, students, and community members.
- Conducts follow up in response to tips, crisis calls, requests for referrals, and requests for training and technical assistance, using relevant protocols and resource and referral databases.
- Update and maintain the NHTRC referral/ resource databases and/or NHTRC library of anti-trafficking resources as needed.

A **Program Specialist's** job description could include the following duties:

- Cultivate new relationships with law enforcement, service providers, government agencies, community coalitions, faith-based organizations, and other key stakeholders to build referral and reporting protocols and secure appropriate services for victims of human trafficking.
- Develop/maintain and oversee implementation of referral and reporting protocols.
- Engage in capacity building, training, and technical assistance in the region and provide regular support as needed to regional contacts. Some national travel is required.
- Analyze cases and oversee appropriate follow up in response to tips and crisis calls received through the NHTRC hotline, email, and online reporting form.
- Act as the direct liaison to law enforcement and service providers and respond to issues/conflicts.

The **Program Director** would have responsibilities like the following:

- Supervise hotline operations, including maintenance, improvement, and development of NHTRC core systems; impact and evaluation measurement; and hotline data usage, data mining, and new data initiatives.

- Interface and network with external contacts to promote the program and secure strategic partnerships.
- Develop, implement, and sign off on policies regarding the use of hotline data, connecting with hotline callers, reporting on hotline stories, interviewing hotline staff, and filming hotline operations.
- Research, write, and manage NHTRC grant proposals and reports as well as conduct outreach to new potential funders.
- Approve all NHTRC expenses, including staff, schedule, systems, and supplies.
- Conduct annual performance evaluations of all programmatic staff.
- Promote professional development opportunities.

These job descriptions are not exhaustive, but they give a sense of the level of specificity that is necessary to reflect your ideal staffing structure (and to recruit the best candidates, which is a topic we will cover later in this module). In addition to defining the specific responsibilities each position will undertake, job descriptions can also:

- **Explain** the hotline.
- **Summarize** the position.
- **Clarify** the supervisory structure.
- **List** the required qualifications.

ACTIVITY

With the NHTRC example in mind, let's shift to thinking about staff roles at your organization. First, in the left hand column of the table below, write down existing staff roles for your hotline (or roles that you plan to establish). A few examples are already listed to get you started. Second, in the right hand column, write down the individual responsibilities connected with each role.

Operators	Take calls from callers and victims
Supervisors	Coordinate operators' schedules
Lawyers	Provide legal consultations to callers over the phone

We can also approach this exercise from a different angle. Use the table below to brainstorm a list of key staff tasks you believe are necessary for a hotline to provide high quality services. Several examples are already listed, but you can add any you feel are missing. Then, use the second and third columns to determine whether each of these tasks is currently fulfilled by your hotline, and who is responsible for fulfilling them. This exercise will give you a good sense of where the gaps might lie in your current staffing structure. Finally, use the fourth column to develop ideas about actions you may want to take to fill these gaps.

Key Staff Tasks	Currently In-Place? Y/N	Relevant Staff Positions Hotline Operators Supervisors Others	Actions
Field calls from potential victims, law enforcement, professionals, students, community members and others.			
Provide referrals, report cases to the police and conduct follow-up on calls.			
Enter information collected on calls into the template or database system used to collect hotline data.			
Coordinate and manage hotline coverage. Provide hotline operators with schedules and manage staff requests and coverage gaps.			
Develop and cultivate relationships with law enforcement, service providers, government agencies, community coalitions, faith-based organizations, and other key stakeholders to build referral and reporting protocols and secure appropriate services for victims of human trafficking.			
Manage and review hotline data.			
Maintain and troubleshoot equipment.			

Discussion Questions

- Which staff responsibilities involve providing a service, and which involve carrying out an internal operation to support a service?
- Which services and internal operations are well supported on your hotline?
- Which services and internal operations need more support?
- Are there any staff positions that could take on greater responsibilities?
- Are there any staff positions that seem overloaded with responsibilities?

Many considerations go into developing a high-quality staff, particularly for demanding roles on a human trafficking hotline. As this session has shown, the first step is deciding what types of positions are necessary and clearly distinguishing the responsibilities and tasks entrusted to those positions. Being intentional about matching your staffing structure to the services you want to provide for your target audience(s) will go a long way towards ensuring that there are more "Samanthas" surviving human trafficking as a result of your hotline.

SESSION 3.2 DRIVERS OF STAFFING CHANGES

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified the key drivers of staff changes.
- Recognized that staffing is determined by both internal and external factors.
- Analyzed how staffing structures can be adapted to respond to drivers of staff changes.

As a hotline, recognizing and adapting to changing contexts is a key criterion for success. Several factors can have an impact on staffing structures, including increasing call volume; the desire to collect more complex data; the need to ensure consistent and high-quality responses by improving support and supervision structures; and, the need to pull some staff off the phones in order to focus on other activities. Above all, the staff structure needs to allow the hotline to be continually responsive to the changing needs of multiple and diverse stakeholders.

In the last session, we introduced the NHTRC staffing structure. While the size of the staff and the division of labor appear sophisticated, this system evolved over many years and in response to many changes in both the internal and external environments. As discussed earlier, the NHTRC started out with a three-person staff. These three individuals were responsible for creating the hotline structure, operations, and protocols from scratch. In the weeks leading up to the official launch of the hotline, they focused primarily on technology adaptation, hotline management, partnership and relationship building, and recruitment. When the hotline began taking calls, full-time Polaris program staff supplemented the work of this core team, answering the phones during the day while continuing to build out the NHTRC's programming. One call specialist covered the 5:00 p.m.-9:00 p.m. evening shift, while full-time Polaris staff took turns answering calls during the overnight period. This decision allowed the NHTRC to establish 24-hour operations from its inception, despite extremely limited staff resources.

In 2008, the NHTRC hired its first full-time call specialists to respond to staff concerns about feeling overwhelmed and burned out. Call volume had grown to a point where staff felt that they could not complete their programmatic work for Polaris while answering hotline calls, thus necessitating the hiring of full-time employees who could focus solely on answering the phones.

At the same time, the NHTRC also established a Regional Supervision model. As the NHTRC's resource knowledge base grew, it became easier to identify resource gaps in specific regions. This led to the creation of positions that were specifically dedicated to developing the anti-trafficking response mechanism in these regions. Today, NHTRC Regional Specialists devote their time to building geography-specific relationships. This regional expertise creates local and regional buy-in of stakeholders, cultivates productive collaboration with those working on the ground, and ensures a single point of contact for follow-up on each hotline case.

Regional Specialists were also responsible for supervising call specialists in the hotline room as well as providing on-call support during evening and weekend shifts. As hotline call volume increased, it became necessary for there to be a point person to coordinate everything that was happening in the hotline room. This led to the decision that there would always be a designated person in the hotline room, or on-call, that would provide support to call specialists and help troubleshoot difficult calls and cases. Initially, Regional Specialists took on this responsibility by spending one day per week sitting in the hotline room, overseeing hotline calls, and supervising call specialists.

In 2014, the NHTRC once again shifted its staff structure by hiring full-time Hotline Supervisors. Ultimately, while hotline supervision was extremely necessary, it became burdensome for Regional Specialists as their responsibilities grew and call volume rose. It was decided that new staff would be hired specifically for hotline supervision and management. The implementation of this position proved to be extremely helpful as it provided additional support to call specialists and freed up time for regional specialists to spend on partnership building and case follow up.

Discussion Questions

- What internal or external drivers of change are described in this history?
- Has your organization faced any similar challenges?
- Is there anything you would have done differently from the NHTRC?
- At what point(s), if any, has your organization felt the need to make staffing changes? Why?
- Were your staffing changes effective? Why or why not?

ACTIVITY

As you can see above, the NHTRC's staffing structure evolved in response to specific internal and external drivers, which may or may not be relevant for your own local context.

To think more broadly about how to be innovative with your staff in response to different challenges, consider the scenarios below with your own staffing structure in mind. For each one, provide a brief summary of what new roles, or changes to existing roles, may be necessary to meet new needs.

SCENARIO #1

You have a call center that has recently noticed an increasing volume of reports concerning human trafficking at a high-profile restaurant. The owner of the restaurant also runs several boutique hotels in the area.

SCENARIO #2

The Ministry of Foreign Affairs has identified human trafficking as a major source of concern in their recent reports, and in a recent trip abroad the President has committed to fighting global human trafficking.

SCENARIO #3

Your hotline was featured on a nationally syndicated talk show by a celebrity host, and now there is a major increase in requests from the media about human trafficking and efforts to combat it. As a result of this increased media coverage, the hotline itself has begun to receive more calls.

SCENARIO #4

You recently hired new hotline operators , but within three months of being on the job, they are already burned out. They feel overwhelmed by the content of the calls and are finding it difficult to work late night shifts.

SCENARIO #5

A women's shelter has called the hotline for weeks reporting that police have not been able or willing to investigate situations involving potential human trafficking victims who have come to the shelter.

SCENARIO #6

Recently the hotline has been dropping calls especially during daytime working hours. At the same time, hotline operators reported that there are few calls coming to the hotline between 12:00 a.m. and 6:00 a.m.

SCENARIO #7

Your organization recently started cooperating with the police, who requested that you increase operations to 24 hours a day based on a strong suspicion that trafficking victims are more likely to call between 1:00 a.m. and 4:00 a.m.

Discussion Questions

- Do any of these scenarios resonate with your own experience?
- Did you feel the need to add any new staff roles or responsibilities, or did you choose to adapt existing roles and responsibilities?
- What challenges might you have encountered in responding to these drivers of change?

In the NHTRC experience, operating a hotline is a process that evolves over time. As our operations grew, so did our staff. The key is to be flexible and open to change as well as to look for opportunities for staff to grow into more senior positions. Our staffing structure has gone through multiple iterations and it is continuously evolving based on the needs of the team and the demands of the hotline.

SESSION 3.3 RECRUITMENT

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified the different skill sets that are desirable in hotline staff.
- Understood the concept of "nice-to-have" and "need-to-have" in hiring staff.
- Analyzed different types of recruitment efforts.
- Recognized the value of a structured recruitment effort.

In the previous two sessions, we examined potential staffing structures and considered different ways these structures can adapt and evolve in response to both internal and external factors. Once you have determined or revised your ideal staffing structure, it is time to consider how to recruit the best possible individuals to fill the roles you need to make your hotline a success.

The first step in recruitment is to conduct an **internal needs assessment** to determine which positions need to be filled, as well as what skills and range of experience are preferred for each position. Since staff turnover is often high on hotlines, knowing in advance which roles you need to fill and the profile of your ideal candidate can save you time.

Your work in sessions one and two of this module are good initial preparation for this assessment. However, an internal needs assessment must reflect several additional considerations. The first is **coverage needs**.

- How many individuals do you need in each role?
- Do these roles require a full-time commitment, a part-time commitment, or a combination of both?

Next, consider the **diversity** of your staff.

- What are your target communities?
- What qualities in your staff would help reflect those communities?
- What language skills or cultural competencies do you need to look for?

Finally, keep in mind the **professional growth opportunities** of each position in order to retain experienced staff and reduce turnover.

- Is it possible or advisable to promote internally to fill a particular role?

The next step in recruitment is to build a **competitive applicant pool** to ensure that you will ultimately review high-quality candidates who are pre-selected to some extent.

- Ensure that the job description for each position is very clear.
- Be sure to list any overnight or alternative work schedule requirements, which are often necessary to ensure 24-hour operations.
- Participate regularly in open recruitment events, such as student career fairs.
- Advertise the position widely in a variety of forums, including online listservs.

Once you have identified your hiring priorities and recruitment strategy, you can begin the process of **vetting candidates**.

- Identify a **core recruitment team** within the organization to review all applications and oversee the hiring process.
- Once you have received a sufficient number of applications using the criteria above, narrow the pool down to a group of individuals with whom you want to conduct **initial phone interviews**.

- After conducting phone interviews, narrow the pool further by choosing the standout candidates you would like to bring into the office for **in-person interviews**.
- During in-person interviews, consider using a **range of assessment method**s to test widely for different skills and attitudes. These can include role-plays and writing exercises.
- Use the interview process to clearly and consistently **set expectations** for the position.

For sample guidelines for a first-round phone interview, please see the **Handouts Appendix**.

ACTIVITY

Below are two different scenarios that can be used to role-play hotline calls with candidates. Read through them and answer the discussion questions that follow.

ROLES: WIFE: RECRUITER, CALL SPECIALIST: INTERVIEWEE

A caller from Tucson, AZ contacted the hotline to report a tip regarding potential sex trafficking of minors. About one month ago, on the Fourth of July, the caller's husband was at work when a car with one man and four girls pulled over. The man got out of the car and passed out business cards to the caller's husband and his coworkers. The caller's husband indicated that the girls looked very young. The husband believes the girls were from other countries in Latin America, though he is not sure which ones. The card has a picture of a car with one girl standing on each side of the car. It says "123 Body Shop" at the top. Below that, it says, "profesionales con experiencia y calidades servicios." The card provides two phone numbers: 521-333-4000 and 521-777-5000. The caller has no information regarding where the girls may be living.

ROLES: POTENTIAL VICTIM: RECRUITER, CALL SPECIALIST: INTERVIEWEE

A female caller contacts the hotline to report that she is bleeding due to being raped by her partner/potential controller the previous night because she refused to engage in commercial sex for him. The caller expresses fear when the potential controller begins to ascend the stairs toward her room because he will become angry and abuse her if he sees she is on the phone. Throughout the call, the severity of the bleeding increases until the caller begins to feel lightheaded, but expresses confidence that she can walk a short distance. The caller refuses to share her name or age, and is not willing to go to a hospital. The caller's partner has forced her to engage in commercial sex in order to fund the rent, purchase groceries, and fund the heroin addiction to which he introduced her. The caller questions whether she should just jump out the window, because she is frustrated with her circumstances and wants to escape. The caller is not willing to have law enforcement involvement, and only feels comfortable sharing her situation with a nurse at a nearby clinic. The caller is not ready to go to a shelter or be assisted by law enforcement. She is still figuring out her feelings about whether she wants to leave her partner/potential controller, whom she loves, even though she knows the situation is not safe.

Discussion Questions

- What should the recruiter explain to the candidate prior to beginning each role-play?
- Which details should the recruiter role-playing the caller share up front? Which details should be shared only in response to specific questions?
- What key questions should the recruiter expect the candidate to ask the caller?
- Can you think of other scenarios that would be useful to test through role-plays?
- Which skills does each of these scenarios test for?
- What skills might be better tested through other methods or approaches?
- Should every candidate be required to do role-plays?

Recruiting high-quality candidates to fill each position in your staffing structure can be a daunting task. As you have learned in this session, it is best to rely on a variety of recruitment methods to help you decide whether each candidate will be a good fit for your organization. Do not be afraid to experiment with different approaches to find what works best. But while you may start by brainstorming all the qualities you think an individual should have to be successful in the role, ultimately you will have to decide which of these qualities are "nice-to-have" (advantageous) and which are "need-to-have" (absolutely essential). In other words, recruiting the best possible candidates for each role involves finding a balance between idealism and compromise.

SESSION 3.4 STAFF TRAINING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored a variety of tools including training schedules, shadowing documents, and exams.
- Identified the keys to success in effective staff training programs.
- Recognized the value of ongoing staff training.

Just as staffing structures may need to evolve to adapt to internal and external drivers of change, staff training programs may also need to be adjusted. For example, while the NHTRC initially required forty hours of training for new call specialists, this has since expanded by fifty percent to include sixty hours of instruction. The training helps equip new staff with the necessary knowledge to answer calls on the hotline. Ongoing training and professional development opportunity keep staff connected, develop feedback loops among varying layers of staff, and of course, offer opportunities for professional skills building.

We have identified the following five keys to success:

- First, it is important to develop a **structured training program**. This means defining your staff training needs and then putting together training schedules, guides, and accompanying materials. In addition, consider who will be conducting the training. At the NHTRC, existing staff train new staff, which creates a meaningful exchange of knowledge and contributes to staff staying well connected with each other.
- Second, the training program should employ a **range of teaching technique**s to expose participants to real-life experiences as well as classroom-based knowledge.
- Third, training should include pre-determined **minimum standards** along with observable ways to **evaluate** those standards. For example, at the conclusion of the training, new NHTRC employees must pass an oral and written exam. If they fail, they have up to two weeks to review and re-take the exam. If they fail a second time, the offer of employment is withdrawn.
- Four, **refresher trainings** should be offered after completing the orientation training.
- Fifth, training should create opportunities for supervisors to provide **constructive criticism** as well as **positive feedback** to trainees.

Discussion Questions

- What professional skill building techniques have you been exposed to or implemented in the past?
- Which have been the most successful, in your opinion?
- What techniques exist at your current organization?

ACTIVITY

Keeping these keys to success in staff training programs in mind, take a moment to read through some sample NHTRC staff training materials below. The first is a section of the agenda that the NHTRC uses to train new call specialists who will be answering hotline calls. The second is an introductory outline of what will happen during shadowing sessions. The final document lists priorities for subsequent trainings.

Figure 3.4.1

POLARIS PROJECT NEW NHTRC CALL SPECIALIST TRAINING | SUMMER 2014

Pre-training Reading Homework: NHTRC Website, Polaris Project Ten Years of Impact, HT 101 Suite, Call Specialist Manual

TRAINING – DAY 1
Monday, May 12, 2014

8:45 AM - 9:00 AM — **Arrival at Polaris Project HQ**

9:00 AM – 9:30 AM — **Welcome and Introductions** [All Program Specialists]

9:30 AM – 11:00 AM — **Overview of Polaris Project, NHTRC & NTTAP** [Sarah J, Vanessa, Beth]

- Polaris Project (25 minutes)
  - Brief History
  - Mission, Vision & Values
  - Programmatic scope
  - Major strategies, program areas, and departments
- NHTRC (45 minutes)
  - Purpose and Goals
  - What do we do?
  - Statistics, Outcomes, Trends
- NTTAP (20 minutes)
  - Strategic focus areas
  - Using a T&TA lens on the hotline

11:00 AM – 11:30 PM — **How to be Successful with the NHTRC** [Jenna]

11:30 AM – 12:30 PM — **Team Building Exercise** [Ronnie]

12:30 PM – 1:30 PM [Ronnie] — **Polaris Provided Working Lunch (HR & Logistics)**

1:30 PM – 2:30 PM — **NHTRC Operations and Logistics** [Catherine]

- Logging into your email account
- Using NHTRC computers
- Close of Shifts
- Databasics
- Technology troubleshooting
- Building Access
- Inclement Weather Protocol

2:30 PM – 3:45 PM — **Call Specialist Manual & Confidentiality Policy** [Vanessa]

- Review of manual
- Shift priorities
- Discussion of communication/ supervision
- Explanation and review of NHTRC Confidentiality Agreement – *sign and return to Nicole*

3:45 PM – 4:00 PM — **Break**

4:00 PM – 4:30 PM — **Discussion of Self-Care** [Lara]

- Secondary Trauma/Burnout/Compassion Fatigue
- Review of available services/spaces to talk about though issues
- Surviving overnights

Total: 7.5 hrs
Reading Homework: Domestic Pimp-Control Trafficking (7pg), Asian Massage Parlors AAG, Domestic Servitude AAG, Russian Driving Networks AAG, Case Study Sex Trafficking- Diamond, Case Study Labor Trafficking-Tyamba, Case Study Labor Trafficking-

Figure 3.4.2

NEW NHTRC HOTLINE STAFF AND FELLOW SHADOWING SESSIONS

Welcome to the NHTRC! We are thrilled to welcome you as new members of the NHTRC team. Before you begin taking calls as Call Specialists, you will each shadow a veteran Call Specialist for six full hours, which will be split up into three two-hour sessions. Below is some information on what you will be covering in each one of these sessions. Please take a few minutes to read through this information and come prepared to your sessions with any questions.

Overview of Shadowing Sessions

Your first shadowing session:

For this session you will only be listening in on calls. We will provide you with a special headset for this. Do not worry if you make a noise, as the caller will not be able to hear you.

During these calls, write down any questions or thoughts that come up. The veteran Call Specialist will take time to answer your questions.

In addition to listening in on calls, in this session you may cover the following topics: how to use the phone system; how to use the tele-interpreting system for foreign language callers; how to sign up for breaks; and, how to log calls and find referrals in the computerized database system.

Your second shadowing session:

In this session, you will still be listening in on calls. In addition, you will be actively taking call notes and practicing how to enter these notes into the computerized database system.

You will be using a laptop for this session, which the veteran Call Specialist will have set up for you ahead of time.

During this session and the next, the veteran Call Specialist will also cover topics including: how to use the computer to find protocols, frequently used referrals, and email templates; how to make and log referrals; how to use the email and calendar systems; how to log follow-up tasks in the computer system; and, how to do data reviews and cleanup.

Your third and final shadowing session

In this session, you will be listening in on calls, taking active call notes, entering these notes into the computer, and taking calls on your own with the veteran Call Specialist listening in.

The veteran Call Specialist will be available for any remaining questions you might have.

Figure 3.4.3

After 1 month on the hotline	After 6 months on the hotline
• Expand knowledge on more advanced or specific topics. These may include texting protocols, polishing call notes to report tips to law enforcement, etc. • Revisit the computer systems to build up skills.	• Focus on dealing with difficult callers and call types. • Professional development topics, such as specific types of human trafficking (for example, human trafficking in carnivals).

Discussion Questions

- Did you find any examples in these documents that support the five keys to success in a staff-training program?
- Based on these documents, what specific skills and knowledge does the NHTRC require in order for hotline operators to be able to take calls?
- What follow-up training is available?
- Why would the specific priorities listed in the follow-up agenda be necessary?
- What other topics might be useful to cover in follow-up trainings?
- What staff training needs is your organization currently facing? Who can meet these needs and what resources will these trainers require? Use the chart below to help keep track of your responses to this question.

Training Need	Training Providers	Necessary Tools and Materials

Continuously and proactively building the capacity of your staff will help them to successfully deliver hotline services. Supplementing training with professional development opportunities will ensure that your staff is informed about wider developments in the field and to feel more invested in their career growth within your organization. This will help you retain qualified staff that can deliver high-quality services. You can cultivate professional development opportunities even if your resources are limited. You may want to consider putting together a resource library of interesting books and articles; creating a spreadsheet that lists lectures or courses on relevant topics; or, scheduling conversations on specific topics between junior and senior level staff.

SESSION 3.5 TRANSFERRING INFORMATION BETWEEN STAFF

LEARNING OBJECTIVES

By the end of this session, you will have:

- Examined strategies for improving staff support and facilitating better communication.
- Explored the emotional experience of hotline staff and its impact on performance and the quality of service.

Working in the anti-trafficking field, particularly on a hotline, is often very demanding. Unusual work schedules and intense calls can leave frontline staff feeling excluded or left out of organizational functions and decisions, disconnected or alone in their work, overwhelmed by the enormity of the task, and emotionally drained from being a source of support to callers of all types. Ultimately these types of feelings can lead to high turnover and poor work quality, which inevitably impacts the response to callers.

ACTIVITY

To understand why it is so important to make sure staff feel well-informed and connected to one another, read the case study of Andrea below and answer the discussion questions that follow.

CASE STUDY: ANDREA

Andrea is hired by your hotline to join the small but growing team of part-time hotline operators. She starts out by working one Friday evening shift each week.

Andrea comes to the call center on a Friday evening around 5:00 p.m. to start her second hotline shift. Around 6:00 p.m., she receives her first hotline call of the day. It is a difficult call from a demanding and intimidating law enforcement officer, who immediately asks for contact information for a member of the local task force. Andrea is not sure if she is allowed to provide the requested information, but she feels pressured to do so. Her coworkers appear busy or are engaged in conversation and she doesn't want to bother them, as she wants to make a good impression during her first week. She gives the law enforcement officer the cell phone number for the task force member.

Around 7:00 p.m., her coworker, who is a member of the core program team, finishes her work and informs Andrea that she is going to the staff happy hour that the director announced this week to celebrate a major donation by a celebrity. Andrea was not aware of this event, or the donation, and she did not know if she would be welcome to join when her shift ends at 9:00 p.m.

Left alone in the office, Andrea takes five more hotline calls, all of which are stressful, traumatic, and graphic. When her coworker arrives to relieve her at 9:00 p.m., Andrea is still on the phone. She finishes her hotline call at 9:10 p.m., frantically writes rough call notes in ten minutes, and leaves promptly at 9:20 p.m., twenty minutes after her shift ends.

Andrea tries to forget about her difficult shift over the next few days. When she arrives for her shift the following week, she sees an email from her boss who lists the things she did wrong during her last shift: providing a confidential phone number without permission, writing sloppy notes, and billing an extra twenty minutes with no explanation. Andrea feels wrongly criticized, unsupported by her superiors, left out of the loop of organizational developments, and overwhelmed by the content of the hotline calls thus far. She wants to quit.

Discussion Questions

- What types of challenges did Andrea encounter during this shift?
- Do any aspects of Andrea's experience resonate with you?
- Is her experience simply the result of being new to the organization?
- What might have made Andrea feel more comfortable and confident in her new position?
- Why would it be important to address Andrea's feelings about her shift?

STRATEGIES FOR IMPROVING STAFF SUPPORT SYSTEMS

You can use several different strategies to help mitigate the risk of your staff feeling like Andrea. These support strategies also ensure that your staff will be up-to-date and confident in their ability to make on-the-job decisions.

Use various forums for communication.

- Call center staff should have a "**walk-in**" mindset, meaning that they are approachable and open to questions at all times.
- Create overlapping shifts to allow outgoing staff to **debrief** incoming staff on any difficult calls or urgent follow-up work that needs to be completed.
- On an as-needed basis, schedule **follow-up meetings** to examine in detail any particularly challenging cases and develop potential solutions collaboratively.
- Schedule monthly or bi-monthly **debriefing meetings** for operators, allowing them to discuss or decompress from difficult or emotional calls in a safe space. These meetings are run by call specialists.
- Schedule **regular individual check-ins** or one-**on-one meetings** between staff and direct supervisors to discuss performance, challenges encountered on the hotline, and to answer questions. These can occur either weekly or twice a month.
- Use a white or chalkboard in the hotline room to share important information such as break schedules or calls to look out for that day.
- Send **weekly emails** to hotline staff to update them on any significant cases, activities, policy changes, or new developments. These emails can also be used to congratulate staff on excellent performance.
- The NHTRC is considering implementing a "**buddy system**," which would match up veteran call specialists with new staff to facilitate regular communication and collaboration right from the start.

Use the room layout to facilitate connections.

- Rather than isolating senior level staff, make them available through **open doors and shared seating** with junior staff. Should any issues arise, this will make it easier for staff to feel comfortable approaching one another.
- Keep the **physical distance between staff** in mind when designing seating arrangements. Staff should be able to hear each other, but also have private conversations with callers and with each other.
- Seating arrangements should also aim to **strategically place veteran call specialists** around the room in such a way that new call specialists can easily access them for support.
- Be mindful of overall noise level and **the size of the room** relative to the number of staff.

Use technology to connect staff.

- **Instant messaging technology**, such as Google Chat or Google Hangouts, can allow staff to communicate quickly and efficiently while on the phone if they need support or advice in handling a call.
- Create a **shared calendar** so that staff can be informed about mandatory or useful upcoming meetings or events.
- Ensure all staff members, including new part-time staff, are included on an **all-staff email list** so they can be made aware of developments and staff activities.
- Explore **virtual meet up technologies**, such as Skype or GoToMeeting, to enable all staff to join important meetings even if they are not scheduled to be on site in the hotline room at that time.

Vary meeting schedules to allow all staff to participate over time.

- Staff can be divided into **two groups**, allowing them to rotate so that each individual has a chance to attend and participate in meetings without sacrificing hotline coverage.
- Schedule two **All Staff Meetings** each week and make it mandatory to attend one. Having this duplicate meeting ensures that each staff member can be present for at least one of the sessions.

Develop clear policies concerning job expectations and provide these in a written format.

- Policies should **address a variety of topics**, including: when staff is expected to start and end their shifts, when they can take breaks, and what tasks they are responsible for during each shift. Policies should also inform staff about whom they can turn to when they need help.
- Set clear expectations regarding when it is appropriate to **stay late**, what staff should do to obtain permission if necessary, and what safety measures they may need to take.
- Assign supervisors or senior staff to serve as **resource persons** within the hotline room at all times, or ensure that they are on-call via the phone to answer any urgent questions or provide support.
- Veteran staff should be expected to play an **observation** role at all times: actively listening to new call specialists when they are on the phone to observe their responses, provide answers and support, and to be on the alert for difficult cases or requests.

Discussion Questions

- What strategies should Andrea's organization have had in place to make her feel more connected and supported?
- Does your organization currently use any of these strategies, and if so, to what effect? Do you use any additional strategies that are not listed above?
- What challenges might you face in implementing or maintaining any of these strategies?
- Which of these strategies would be most appropriate for your organization? Use the chart below to help organize and keep track of your responses.

Strategies for Improving Staff Support Systems	Examples
Various forms of communication	
Room layout that promotes connections and the flow of communication	
Use of technology to connect staff	
Varied meeting schedules to allow all staff to participate over time	
Clear policies concerning support systems and work-related tasks	

Keeping staff connected is critical for a hotline to be able to consistently deliver high-quality services. If staff is not aware of what others are doing, they may feel isolated and burn out more easily. This could lead to a decline in their performance or even staff turnover. Furthermore, if staff feels isolated, they will lack opportunities for learning and collaboration that would improve responses to complicated calls and cases. However, as Andrea's case shows, it can be challenging for an organization to ensure that knowledge transfers are happening regularly and smoothly. It is important to take the time to proactively devise and implement strategies to institutionalize these flows of communications.

MODULE FOUR
PARTNERSHIPS

The importance of partnerships is widely acknowledged, but forming effective partnerships can be extremely challenging. Broken promises, miscommunication, and a sheer lack of options can be demoralizing and discourage working with partners. This Module uses a single case study throughout in order to reinforce the value of partnerships for human trafficking hotlines, and to develop strategies for overcoming any difficulties that may arise.

SESSION 4.1 SEEING PARTNERSHIPS THROUGH A HOTLINE LENS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized the value of forming partnerships.
- Begun mapping potential partners according to the needs of your hotline.

Strong partnerships can make it much easier for human trafficking hotlines to provide high quality services efficiently, effectively, and sustainably. In fact, as we have seen in previous modules, hotlines are often at their best when they play a central coordinating role between multiple stakeholders, facilitating the flow of information and resources between victims, their family and friends, law enforcement, service providers, and engaged community members.

ACTIVITY

To begin our discussion of partnerships, please read the case study below and answer the discussion questions that follow.

CASE STUDY: FATIMA

Fatima is the Director of Atlantis, a hotline specializing in human trafficking. Over the last six months, Fatima's team has reported an uptick in cases of potential trafficking happening immediately outside the capital city. Various callers reported that three workers seemed disconnected from reality in their positions as manicurists. When invited to interact, the employees were withdrawn and seemed scared to speak when a supervisor was in the room. After engaging with the manicurists over time, callers learned that they lived on the premises of the salon and had not received wages or tips for the last four months. However, the employees were scared to leave.

Based on the agreed upon local response, staff reported the calls to the Department of Immigration, which was responsible for investigating labor abuses in cases involving foreign nationals. The good news was that the Department of Immigration investigated and confirmed that severe labor abuses were taking place. However, the Department of Immigration determined that the abuses did not meet the criteria for human trafficking. Without the backing of a law enforcement agency, the victims could not access services such as temporary shelter or legal counsel to help amend their visas.

As the Department of Immigration closed the case, Atlantis received a frantic call from one of the manicurists who had somehow escaped. She was badly injured and had a 30-minute window of time available to be extracted from the location. Atlantis connected with the local police department, who responded. Unfortunately, police officers concluded that, although injured, they could not confirm that the injuries were related to her work as a manicurist. Moreover, because she did not have official documents, the police declared that she was in violation of immigration laws.

After escalating call volume, a disappointing response from the Department of Immigration, and the late-night emergency, Atlantis hotline operators ultimately moved up the chain and turned the calls over Fatima. They were not sure what to do and according to their information, there were still at least two victims in a potentially dangerous situation.

Fatima decided to reach out directly to her contact at the Department of Labor. She knew that cases of foreign nationals usually went to the Department of Immigration, but she wondered whether the Department of Labor might be able to offer more guidance due to their general interest in the problem of labor exploitation. However, she was unprepared to deal with the tense and complicated relationship between the two Departments.

Fatima soon learned that the Department of Labor and Department of Immigration were often at odds and there was little trust between them. In fact, although the Department of Labor knew that the Department of Immigration had already interviewed the manicurists, they did so a second time. This was confusing and even intimidating to the victims, who had now been forced to tell their story several times to multiple strangers. Like the Department of Immigration, the Department of Labor closed the case—their main focus being to investigate any labor-related issue that involved the Department of Immigration.

With time running out, Fatima feared a repeat of the urgent phone call that resulted in the false labeling of the victims as criminals.

Having never experienced this before, Fatima decided to reach out to a lawyer in a region with greater incidences of trafficking of foreign nationals. She reasoned that her main focus was on the victims and that she was not in a good place to understand whether it was the responsibility of the Department of Immigration or the Department of Labor to extract the victims. She also recognized that her goodwill with both Departments could run out if she tried to get in the middle of their politics without being asked. Besides, Atlantis had done its job in providing all reports to both Departments.

Fatima put her call specialists to work, reaching out to all existing legal contacts, looking for a connection to legal representation on the border—a main hub of trafficking. Fortunately, Fatima's dedicated team found such a person, and decided it was worth it to take the risk of working with a new contact.

This legal resource was able to prove that it was a case of human trafficking and garner the support of the Department of Immigration who could, in turn, request an extraction by local police.

At the end of the day, Fatima was relieved, but she also realized that there was much work left to be done. She loved being able to bring about a just ending to a tough problem, but her inbox was flooded. As Director, it was very difficult for her to devote so much individual time to this case. Moreover, she recognized that although her team had already invested a lot of time courting both the Department of Immigration and Department of Labor as partners, they would still need to work hard to solidify these partnerships.

Discussion Questions

- What challenges or risks did Atlantis face in responding to the manicurist's case?
- What worked well for Fatima and her staff? What went wrong?
- The case study concludes by acknowledging that hard work still lies ahead. What kinds of work might be necessary?
- What role did partnerships play for Atlantis?
- Did anything about this case study resonate with your own experience?
- Is there anything you would have done differently?

There are many reasons why a human trafficking hotline may choose to form partnerships. The following three are critical:

1. **Comprehensive service to victims**—Victims of human trafficking often require a variety of services including shelter, transport, legal counseling/representation, repatriation support, livelihoods recovery, counseling, and childcare, among other services to help them re-build their lives. Rarely can a single organization offer a full suite of services to victims, which means that victims may be unable to access support or are only able to receive partial assistance. This can be demoralizing for victims and ultimately reinforce the belief that there is no way out.
2. **Reporting**—Hotlines need to have a relationship with government agencies and law enforcement in order to report potential cases of trafficking, mitigate the potential of criminalization of victims who commit crimes during the trafficking situation, and ensure that victims are adequately protected against additional harm and from being returned to the trafficking situation.
3. **Crisis response**—Hotline staff do not have the resources or skills to extract victims from dangerous situations of human trafficking. They may need to rely on partnerships to help victims leave situations in which they are in immediate danger.

The geographic range of your hotline increases when robust opportunities for partnerships exist along with the dedicated effort to create them.

ACTIVITY

With these reasons in mind, take a moment to reflect on the service landscape in which your hotline is currently working, or in which you will be working in the future. Use the chart below to help you begin to identify the gaps that partnerships can help you fill.

- List the major regions in your country, or in the geographical area in which your organization works.
- Determine how prevalent you believe human trafficking is, or could be, in that region. Use "H" to indicate high prevalence, "M" to indicate medium prevalence, or "L" to indicate low prevalence. (Note: If you would like, you can break this down further by identifying the most prevalent forms of human trafficking, such as sex, labor, or even specific industries.)
- Identify, to the best of your knowledge, which human trafficking hotline services are available and which are lacking in each region you have listed.

Services Map

Region	Prevalence of Human Trafficking (H, M,L)	Services Available	Services Needs

Discussion Questions

- Are there any regions where you are unfamiliar with the service landscape and may need to do more research?
- Which regions are well supported in terms of available services and resources?
- Which regions are most in need of partnerships in order to be able to provide a sufficient range of services?
- In your opinion, does the prevalence of human trafficking in each region correspond well with available services?

Now that you have identified the gaps in your region, use the table below to begin mapping out specific organizations that you have typically relied on, or that you may be able to rely on in the future, to meet your particular needs. These needs can include referrals for services or reporting cases to seek further assistance or facilitate the opening of an investigation.

Partnership Mapping

Name of Organization	Reporting	Referrals	Current Status of the Partnership (none, passive, active)	Pursue Further—Y/N
Service Providers				
Government Agencies				
Law Enforcement				
Other (hospitals, taxi services, faith-based organizations, etc.)				

Discussion Questions

- Which partnerships were the easiest to identify?
- Were there any categories where it was particularly challenging to identify partnerships?
- Did you notice any repetition of particular partners or types of partnerships?

Cultivating strong and varied partnerships will be deeply valuable for your hotline. Partnerships will help you provide a much wider range of services to your callers and ensure that you can help meet as many of their needs as possible. Because you will often be the first point of contact for victims, your hotline can serve as the central connective tissue for the anti-trafficking field in your region or your country, allowing information and resources about each case to flow more smoothly between multiple stakeholders with often competing interests.

SESSION 4.2 TIPS FOR EFFECTIVE PARTNERSHIPS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified strategies for developing effective partnerships.
- Practiced using these strategies in advocating for your callers to potential partners.

As you saw in the Atlantis case study from the previous chapter, building effective partnerships requires long-term commitment and persistence. There are distinct approaches a hotline can take that help make partnerships more successful. The most useful technique is "speaking the language" of your partners, and it involves several components:

Vocabulary—It is to be expected that different industries will have different ways of speaking about the same situation. This difference can cause misunderstandings and even alienate potential partners. For example, in the Atlantis case study, hotline staff focused on the manicurists as potential victims regardless of their immigration status, whereas local police officers may have seen them more as criminals because they had violated immigration laws.

Alignment—Coming to a common understanding of a situation will require looking for alignments. For example, if an organization focuses on labor rights, emphasizing how situations of forced labor can be human trafficking is likely to gain more traction.

It is important to find the commonalities between the different issue areas when seeking to partner with another organization. In the Atlantis case study, it is likely that Fatima could have emphasized the exploitative labor conditions the manicurists were facing in order to hook the interest of the Department of Labor.

Seeing the larger picture—In the case study, Fatima may have been tempted to prove that the Departments of Immigration and Labor were wrong; instead, she withheld any judgment and proceeded as best as she could while respecting her own limitations. She knew she would have to continue working with these Departments in the future and that they could have a valuable role to play in helping the manicurists. Rather than giving up, continuing to pressure both Departments, or involving herself in a web of internal relationships she would not be able to impact, Fatima decided to pursue her legal contacts further and work through them to achieve a better ultimate outcome for the manicurists.

ACTIVITY

To deepen your understanding of how to apply these three aspects of learning the language of your partners, read through the two contrasting scenarios described below, then answer the questions that follow. These scenarios can also be used to practice role-plays with your colleagues.

#1A VICTIM PLACEMENT: HUMAN TRAFFICKING HOTLINE

Recently you have received a call from Julie, a victim of forced commercial sex for the last two years. Julie is not a foreign national and is 22 years of age. As she has not received any form of payment she has very little money. After suffering sporadic abuse, Julie is planning her escape and is looking for options for temporary shelter.

You have located a temporary shelter for victims of domestic abuse that is near Julie and which has available space. In your conversation with the shelter, your main objective is to advocate for Julie and help her find temporary shelter.

#1B VICTIM PLACEMENT: SHELTER FOR VICTIMS OF DOMESTIC ABUSE

You are the Shelter Coordinator for an organization that offers temporary shelter for victims of domestic abuse. Many of the victims in the shelter have escaped physically abusive marriages although some have experienced abuse from intimate partners. They are typically 25 to 35 and have some access to funds through their families or through their own savings. Because many of your stakeholders are from faith-based organizations, you do not accept women engaged in commercial sex. You have heard cases in which women who were formerly engaged in commercial sex try to recruit shelter victims and are worried about introducing that dynamic into your shelter.

Currently, you have space to accommodate additional victims. You receive a call for a placement and must decide how to proceed.

Discussion Questions

- Does this scenario remind you of any situations your hotline has faced in the past?
- What is the larger picture for the hotline? What is the larger picture for the shelter?
- What are some commonalities between the hotline and the shelter?
- What vocabulary might the hotline want to use to build rapport with the shelter?
- What vocabulary should the hotline avoid?
- What might convince the shelter to take in the victim?

Although your potential partners may be working from a different perspective, it is often possible—and advisable—to seek out common ground. Unfortunately, resources for human trafficking are often scarce. It can only benefit your callers for you to learn how to work with many types of partners in order to expand your hotline's reach. Finding a common language, aligning your interests, and focusing on the larger picture are all techniques you can use to build consensus.

SESSION 4.3 COMMON PARTNERSHIP CHALLENGES

LEARNING OBJECTIVES

By the end of this session, you will have:

- Understood common challenges to hotline partnerships.
- Explored some best practices for resolving partnership challenges and creating shared response mechanisms.
- Reinforced the value of neutrality and transparency in resolving partnership challenges.

Every partnership struggles at times. We even face partnership challenges in our everyday lives. Your tennis partner is habitually late. Your spouse does not seem to pay attention when you are speaking. Or your friend forgets about your birthday. These struggles are natural, but they can be overcome through creative thinking and focused effort. In the end, the rewards of trust and a joint response to help victims outweigh the challenges.

Hotlines deal with a number of unique partnership challenges since they act as a central point of contact, linking victims to other service providers and to various law enforcement and government agencies. These challenges include:

Conflicts among local partners. For example, the hotline reports a suspected case of human trafficking to a variety of agencies. However, there are conflicts among the agencies about who is responsible for pursuing certain cases. Another example could be that one contact asks that another be removed from the hotline's partner list.

Tensions between service providers and law enforcement. Service providers give poor feedback about the performance of law enforcement or visa versa.

Complaints about outcomes of referrals. Victims complain about the service received from a service provider.

Unresponsive partners. For example, the partner is not responsive to requests or may not consistently answer the phone.

To prevent some of these challenges from arising or to help resolve them if they do, some best practices include:

- Ensure that there is local **consensus** regarding any solutions that are developed.
- Create **memorandums of understanding (MOUs)** that clearly outline the expectations and limitations of each partner.
- Determine **points of contact** for each partner to facilitate a smoother flow of communication.
- Schedule regular **check-ins** between partners to "take the pulse" of the relationship, celebrate successes, and discuss any issues.

These best practices serve to underscore the hotline's neutrality and transparency.

ACTIVITY

In the table below, we have described scenarios that exemplify common partnership challenges as well as several possible solutions. Which solution do you think is best? After considering each option, please answer the discussion questions that follow.

SCENARIO 1: Just as in the Atlantis case study, the Department of Immigration and the Department of Labor are both investigating the same case. Each of them is complaining about the poor conviction rate and poor investigatory skills of the other.	Do you: A. Intervene in order to facilitate a dialogue between the two agencies? B. Divide your tips between both Departments so that each receives an equal share? C. Continue reporting to both of them? D. None of the above?
SCENARIO 2: A local service provider has begun working with a victim you referred through the hotline. The victim complains to the service providers that he/she was detained by law enforcement and was harassed by officers. The service provider calls you to complain about this, and also reports that law enforcement used coercive techniques during the investigation.	Do you: A. Bring the service provider and law enforcement together to discuss the complaint? B. Report the complaint to law enforcement? C. Remove the law enforcement agency from your partnerships? D. None of the above?
SCENARIO 3: A victim calls your hotline to complain about the service they received at a shelter. They report that the shelter staff cared little for the well-being of victims and that facilities, like showers, were often not working.	Do you: 1. Tell the victim to bring it up with the service provider? 2. Remove the service provider from your list of referrals? 3. Talk to the service provider about the complaint? 4. None of the above?

Discussion Questions

- Have you experienced any similar situations on your hotline, or do they sound likely to you? If so, how did you deal with them?
- What other specific scenarios have you encountered or anticipate encountering?
- Can you think of any additional solutions that are not listed here?
- What additional input might you need to implement any of these solutions?

While it may seem that hotlines work independently to develop their responses to calls, partnerships play a very important role in ensuring that these responses will be effective. A hotline is most successful when it can collaborate with partners and get buy-in for how it will respond to different scenarios. This approach makes it much easier to meet the comprehensive needs of human trafficking victims and other stakeholders. But in order for its partnerships to be harmonious, hotlines need to be as neutral and transparent as possible about their choices and work hard to build consensus about appropriate response mechanisms and how to improve relationships.

SESSION 4.4 A VICTIM-CENTERED APPROACH TO PARTNERSHIPS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified specific practices in working with partners that may be harmful to victims.
- Developed alternative responses.
- Deepened your appreciation for victim-centered programming.

As we discussed in Module 1 of this Toolkit, it is extremely important for human trafficking hotlines to adopt a victim-centered approach to their work. You may recall that a victim-centered approach involves respecting the decisions of your callers, especially potential victims, above all—even if this means suspending your own judgment or withholding your own opinions.

With these ideas in mind, refer back to the case study of Atlantis we have been working with throughout this chapter and answer the following questions:

- In what ways, if any, did Fatima and her staff adopt a victim-centered approach?
- Are there any examples in which either Atlantis staff or the hotline's partners were not victim-centered?
- Can you think of any additional or alternate responses to this case that would have been more victim-centered?

In the process of building partnerships, it can be easy to overlook some practices that may be harmful to victims. These include:

- **Providing victims with a list of referrals and instructing them to call, without preparing them for what to expect or helping them to connect with the referrals.** This can be extremely overwhelming and create a lot of anxiety for the victim. Sometimes, even the technical know-how required to make phone calls or send emails, leave voice mails, or wait on hold can be missing, especially if the victim does not speak the native language. If they are alienated in this way, they may choose not to follow through with seeking help.
- **Creating a situation in which a victim will be interviewed multiple times by the same or different agencies.** If no one is advocating for the victim, the process will not be streamlined and it will take multiple efforts to collect all the necessary information to investigate the case and provide any necessary services. Being forced to re-tell his or her story multiple times to many new people can effectively "re-traumatize" the victim, even after he or she has left the trafficking situation.
- **Reporting a case to law enforcement without the victim's consent.** A victim always knows his or her situation the best. Assuming that there are no mandatory reporting requirements, (such as a where the victim is a minor), the hotline needs to trust that the victim has better information for making safe decisions. If the victim does not feel prepared to work with law enforcement, they may not communicate that they are being forced and may end up facing criminal charges. Furthermore, if the hotline chooses to report a case without the victim's consent, this can risk disempowering that person and undermining the trust and rapport the hotline needs to cultivate with its callers in order to provide high-quality services.

ACTIVITY

Whenever you establish a new partnership or work to improve an existing one, it is important to discuss how you will ensure that the victim's needs are truly at the center of your collaborative efforts. Use the chart below to examine each of these detrimental practices in more detail. For each practice, we have listed one or more reasons why it is not victim-centered. Add any other reasons you feel are missing. Then, take some time to reflect on potential alternative practices. We have provided some sample responses to get you started.

Practice	Why Isn't this Practice Victim-Centered?	Alternative Practices
Providing victims with a list of referrals and instructing them to call for availability.	May place a burden on victims who may not know how to navigate the system or who may not have the financial ability to contact referrals.	Verbally explain to victims their options and what will be required of them for each option.
Promoting multiple interviews by the same or different agencies.	May re-traumatize victims by having to repeat their story multiple times.	Explain to victims that they may have to explain what happened to them and why.
Reporting a case to law enforcement without the victim's consent.	May place the victim in danger Victim may not self-identify and may therefore face criminal charges	Explain hotline's reporting policies so that callers can make an informed decision

While many of these practices may seem harmless at first, upon deeper examination it is clear that there are much better approaches to helping victims who call your hotline. It is the hotline's responsibility to be aware of and to cultivate victim-centered approaches when building partnerships and to communicate clearly with everyone involved. Most hotline staff is eager to find comprehensive solutions for their callers, but you can take it a step further by working with your partners to ensure that the experience of the victims you are trying to help remain at the center of every choice you make.

MODULE FIVE
RESPONDING TO CALLS

This module leads you through a step-by-step process for creating response mechanisms, with guidelines on how to develop them into full protocols. It starts with an exploration of the types of calls hotlines may receive before moving to other core components of an effective response, such as safety planning, crisis response, and referrals and reporting. In keeping with the overall focus on a victim-centered approach, this Module also helps participants learn to create a safe space for callers, advocate for their needs, and handle difficult calls in a respectful manner.

SESSION 5.1 RATIONALES FOR DEVELOPING PROTOCOLS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored several reasons for developing formal response protocols.
- Understood how protocols can improve the hotline's response to callers.

Throughout the previous chapters, we have encouraged you to think systematically about how to set up your operations; how to recruit, train, and structure the best possible staff; and, how to build partnerships that will help you meets the diverse needs of a wide range of potential callers. Protocols help tie these efforts together. Protocols are essentially guidelines that are formalized in a reference document. They provide hotline operators with key questions to ask depending on the type of call or caller they are responding to and list out steps to follow in relation to different scenarios that typically arise.

There are several reasons why developing protocols is helpful. Protocols guide staff on what types of information to collect from callers, how to respond to various situations, and what resources to use to address particular needs. They ensure that callers will receive a high-quality response regardless of which operator they are speaking with. They also help operators feel more confident and prepared to deal with the huge diversity of cases they may encounter. This, in turn, strengthens their ability to be victim-centered at all times and to create a safe space for callers to feel comfortable sharing necessary information. Protocols also help organize types of calls by creating categories with clear follow-up and reporting procedures. This ensures consistency in data collection, making it easier to track critical information and provide reliable statistics on human trafficking over time.

While it is clear that strong protocols are a necessity for an effective human trafficking hotline, the process of writing them can seem overwhelming at first. This module will take you through the key steps involved. By the end you will feel confident about which protocols your hotline needs and what each one should contain.

ACTIVITY

The exercise below will help you begin thinking about the component parts that go into this process. Read the scenario below and answer the discussion questions that follow.

SCENARIO

A female caller is a potential victim of sex trafficking. She is currently in the same apartment as her boyfriend/controller. Although her controller is in the next room, the caller is not in crisis and she does not feel that she is in immediate danger. The caller has left her controller in the past but he has found her quickly each time. The caller is looking for advice on where to go for shelter if she decides to leave.

Discussion Questions

- How would you feel if this call came to you?
- How would you respond to the caller?
  - What information would you collect from the caller?
  - What information would you provide to the caller?
  - What resources might you need to respond effectively?
  - Would you report this call? If so, to whom?
- What details of this call would you need to pass on to your colleagues?
- How would you pass on those details?
- What next steps might your colleagues need to take if they continue working on this case after your shift ends?
- Does it matter whether you and your colleagues provide a uniform response to this call? Why or why not?

This example has a level of urgency even without being a true crisis call. The fact is, hotline calls can be quite complicated and require the operator to take a series of actions to address the caller's needs efficiently and effectively. Protocols can take the guesswork out of what is often an unpredictable environment. They ensure that hotline staff is always thorough and coordinating well with their colleagues and partners.

SESSION 5.2 PROTOCOL TYPES

LEARNING OBJECTIVES

By the end of this session, you will have:

- Learned the main elements to consider in developing protocols.
- Practiced identifying these elements in potential hotline cases.
- Begun mapping these elements in relation to your own hotline work.

The first step in creating protocols is to determine what types your hotline will need, or what categories you will use to structure your different protocols. There are four main considerations to keep in mind:

1. The services the hotline offers.
2. Why people may call (call type).
3. Who may call (caller type).
4. Peripheral topics that the hotline may handle.

We have not yet discussed peripheral topics in this Toolkit, but they are very common for human trafficking hotlines since there is often a lack of clarity about what exactly human trafficking is. Recall Module One, in which we practiced using the AMP model to determine whether particular cases meet the criteria for human trafficking according to national law. When crafting protocols, a firm grasp of your definition of human trafficking is crucial. It will help you use protocols to create boundaries between how you respond to human trafficking versus related issues, such as forced marriage or organ trafficking, that your hotline operators may encounter.

Based on a mapping of services offered, call and caller types, and frequent peripheral topics, the NHTRC developed the following seven protocol types:

1. General Information.
2. Tips.
3. Referrals.
4. Crisis.
5. Training and Technical Assistance.
6. High Risk Crimes.
7. Unrelated and Miscellaneous.

ACTIVITY

Before developing your own protocol types, take a moment to practice identifying the four considerations previously listed. Read the hotline scenarios below and answer the questions that follow.

- A caller contacts the hotline from Fort Wayne, Indiana to request information on how to get involved and volunteer. The caller is working on a graduate degree in psychology and would like to work with crime victims and victims of abuse. The caller would be interested in a career working with victims of human trafficking and would like to get involved in her community to learn more about the issue. She is also interested in helping to raise awareness about the hotline.
- A caller from Portland, Oregon requests more information about human trafficking for her high school research paper. The caller is particularly interested in the commercial sexual exploitation of children. She requests a phone interview with a call specialist.
- An anonymous Spanish-speaking caller from Wallace, North Carolina calls the hotline to report a potential residential brothel in his neighborhood. The caller describes the location as a small, white house at the end of a cul-de-sac. The caller reports that there are normally two cars parked out front. He cannot provide license plate numbers. The caller found out about the brothel from a man who also lives in the neighborhood. This man instructed the caller to phone from outside and someone would open the door for him. Approximately one week ago, the caller visited the house. When the caller arrived at the location, he phoned one of the numbers and a woman came to unlock the door. The caller paid the woman and received a ticket. He then went into a back room where he met a young woman. The woman told the caller that she was 22-years-old. She told the caller she was being held in the house against her will and asked him to help her escape.
- A caller from Atlanta, Georgia calls to report a potential labor trafficking situation at a Salvadoran restaurant. The caller is aware of the situation because she is friends with two restaurant employees. The employees were recruited from Central America and Mexico to work in the kitchen. They work 80 hours or more per week and earn $200 per week. The workers are not permitted to take breaks. Injured workers are actively discouraged from going to a doctor. The workers are threatened with deportation if they do not do the work assigned. The caller states that there are cameras installed in all areas of the restaurant, including the kitchen. The workers are all undocumented.
- A caller calls from Canada to report an abusive relationship between her daughter and her daughter's fiancée. The caller is concerned that the situation could develop into an exploitative relationship. The caller's daughter met a man on a Christian dating site who lives in Covina, California. The man attempted to meet the daughter in Canada and succeeded on the second attempt. The daughter moved to California with the man. The daughter and the man are now engaged and have a three-month old son. The couple is fighting now and the daughter wants to return

to Canada. The caller states that the man lies a lot and goes by different aliases, as do other members of his Christian group who travel for unknown reasons. The caller states that the man is a sex offender and has been very controlling, verbally abusive, and in one instance physically threatening. The man was verbally abusive to the caller on one occasion. The caller is afraid for her daughter and her grandson and wants the man to be investigated.

- A service provider calls from Fredericksburg, Virginia in order to obtain materials that law enforcement needs to identify human trafficking victims. The caller is currently putting together a packet of materials that include indicators to help law enforcement identify potential victims and to assist potential victims in self-identifying. The caller's organization also recently received funding for direct outreach to labor and sex trafficking victims and is looking for assistance in implementing the program.
- A caller from Virginia Beach, Virginia calls to report a situation involving a military training program for young children. The caller explains that he is aware of this situation because two of the children involved are his dependents, who are three and four years old. The caller would like to provide additional information about the situation and supporting documents in person. A call specialist explains that the hotline only takes tips over the phone and suggests that the caller report to local law enforcement in person. The caller becomes manipulative and attempts to prolong the call. The caller repeatedly says that he will only provide additional information if the call specialist makes guarantees about investigative responses and outcomes.

Discussion Questions

- Why are people calling the hotline in these scenarios?
- Who is calling the hotline?
- What services might the hotline need to provide to respond to these calls?
- What peripheral topics, other than human trafficking, are coming to the hotline?
- Do any of these scenarios sound familiar to you based on your own hotline experience?

Now, apply this same framework to your own hotline. The following exercise will help you identify the main topics and themes, or protocol types, which you will need to develop. We encourage you to work with your colleagues to map out the full range of calls and caller types you currently receive, or are likely to receive.

Use the chart below to keep track of your responses to the following questions:

- What types of calls does your hotline receive or anticipate receiving?
- What types of callers are associated with each call type or are likely to be? (For example, a crisis case could involve the victim; family or friends of the victim; a local community member reporting a tip; staff of a local business, such as a hotel, reporting a tip; and so on).
- Based on your common call types and the range of associated callers, what needs are you frequently responding to or likely to respond to?
- What types of partnerships might be necessary to address these needs?

Protocol Types			
Call Type	**Caller Type**	**Needs**	**Partnerships**

You can find a blank version of this chart in the **Handouts Appendix**.

Protocol development can seem overwhelming, but using a framework like the one above can help you think strategically about the categories that are most relevant for your hotline and local context. Such a framework also makes it easy to further build out your protocols as your hotline expands and your call volume increases. As we continue with this module, you will continue to fill in the skeleton that you have created here.

SESSION 5.3 SAFETY PLANNING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified callers who may need safety planning and the dangers they may face.
- Explored the key components of an effective safety plan.
- Practiced developing safety plans as part of an overall approach to writing protocols.

Safety planning is a critical component of protocol development and it applies to almost every protocol type. Your hotline is likely to be contacted by a wide variety of callers, many of whom will need safety planning or will want to be able to pass on safety planning tips to others. Based on the NHTRC experience, these callers may include:

- Family and friends of current victims of trafficking or other crimes.
- Family and friends of an individual entering a suspicious job or relationship.
- Potential victims of trafficking who want to leave the situation.
- Individuals in non-trafficking but dangerous situations.
- Individuals who are considering entering a suspicious job or relationship.
- Individuals who have already entered suspicious jobs or relationships.

Safety planning means helping callers make risk assessments, and working with callers to develop plans to safely exit or remain in a dangerous situation. The hotline operator should approach safety planning from the perspective of empowering callers to think through their next steps and how they can mitigate risks. The hotline operator also provides guidance to family or friends of a loved one in a dangerous situation.

- A hotline operator should avoid telling the caller what to do but help the caller understand their options and think about solutions to challenges.
- He or she should offer supportive options but not judge a caller for not making a certain decision.
- A hotline operator can also offer a caller an outside perspective able to objectively examine dangerous circumstances.

A successful safety plan will:

- Assess the current risks and identify current and potential safety concerns.
- Create strategies for avoiding or reducing the threat of harm.
- Outline concrete options for responding when safety is threatened or compromised.
- Assess the caller's understanding and comfort with the proposed option.
- Identify what to do if the call gets unexpectedly disconnected.

These are some basics to keep in mind when we are talking through safety planning with callers who may be in a dangerous situation:

In an emergency:

- Keep a cell phone accessible/with you at all times so that you can call emergency services.
- Try to avoid rooms where you know there are weapons or objects that can be used as weapons (such as the kitchen).
- Try to protect vulnerable body parts, such as the head.
- Think through your potential escape routes and potentially safe places you can go (for example, nearby police stations or hospitals).
- Identify trusted individuals whom you keep informed of your location and who know when to call the police on your behalf.
- Document abuse (through photographs, medical or police reports, etc.) and think through where to hide these.
- If there are children, teach them how to contact emergency services and think through where children can go within the location to stay safe.

If a caller is planning to leave a trafficking situation:

- Identify the safest times to leave. (If the controller is present, think of what reason to give for leaving.)
- Identify a safe location to go once you leave.
- Copy and hide important documents ahead of time.
- Pack a bag with important documents (such as a passport, marriage license, etc.), cell phone, medication, and other relevant items.
- Think through where to hide this bag.

It may be important to discuss with the caller how to keep her/himself safe when using a cell phone.

- Save emergency contacts under discreet names (such as "mom" or a friend's name).
- Delete text messages or any contact with the hotline or other services.
- Block controllers or others connected with him/her.
- Turn off the GPS location tracking service.

Protocols should include suggested language and questions hotline operators can use during their calls. The idea is not to create an exact script for hotline operators to follow, but rather to provide them with helpful phrases and questions that would allow them to better support the caller in the heat of the moment.

To get a sense of how this might look in practice, take a moment to read through the Safety Check and Safety Plan portions of the NHTRC's Crisis Response Protocol.

SAFETY CHECK

A) IS IT SAFE FOR YOU TO TALK RIGHT NOW?

If Yes

- Continue with the rest of the safety check.

If No

- Ask the caller if it is possible to ask 'yes' or 'no' questions. This way they can communicate with you without letting others around them know whom they are talking to. Continue with the safety check in this manner.

B) ARE YOU IN A SAFE PLACE?

If Yes

- Continue with the rest of the safety check.

If No to either A or B:

- o Are you alone?
- o Is someone who may hurt you nearby? Who?
- o Is someone coming back who may hurt you? When?
- o (Assess if the caller is still in, or recently left the situation. If left, when?)

- Can you tell me where you are?
- Contact information in case we get disconnected?
- Options
  - o Do you want me to call the police?
  - o Can you/we call 911?
  - o Do you want me to stay on the line with you?
  - o Can you move to a safe place? (Hospital, fire dept., police dept.?)
  - o Is there a time when you know you will be alone again?
  - o Can you call us back when you are safe? We are here 24/7.

C) ARE YOU HURT?

If Yes

- Can you tell me where you are?
    - If you stay where you are, do you think you might be hurt again?
- Contact information in case we get disconnected?
- How are you injured?
- Options
    - Do you need to see a doctor/go to the hospital?
    - Do you want me to call the police?
    - Can you/we call 911/an ambulance?
    - Do you want me to stay on the line with you?
    - Can you move to a safe place and call us back? (Hospital, fire dept., police dept.?)
    - Can you call us back when you are safe? We are here 24/7.

If No

- Continue to CORE QUESTIONS

SAFETY PLAN

NOTE: this is not an exhaustive safety plan. This is meant to be a quick, emergency safety plan for if someone is in a dangerous situation. Refer to the Safety Plan Protocol for full safety planning information.

LOCATION SAFETY PLAN

A) IS IT SAFE TO STAY WHERE YOU ARE?

If Yes

- Skip to PHONE SAFETY PLAN

If No

- Continue with LOCATION SAFETY PLAN

B) IS IT SAFE TO LEAVE ON YOUR OWN?

If Yes

- **To Where?**
  - Restaurant, gas station, police station, friend/neighbor's house
  - Address/Location information/Phone number
- **Can you/we call someone to meet you there?**
  - Police?
  - Service Provider?
  - Friend that you trust?
- **Safe place to go? To spend the night?**
  - Can we help you find a shelter?
  - Provide shelter number, address and cross streets
  - Provide shelter hours (is it 24/7?)
  - Can we conference you in with them?
- **Transportation**
  - Do you have a way to get there?
  - Can you call a trusted friend or family member to take you?
  - Identify local bus stops/routes; call a cab (if they have access to money)

If No

- **Why isn't it safe to leave on your own?**
- **Safe to leave at a different time? When?**
- **Do you need someone to pick you up?**
  - Police?
  - Service provider?
  - Trusted friend or family member you can call?

PHONE SAFETY PLAN

- **SAFE?**
  - Is it safe to stay on the phone with you? How long?
  - If you feel unsafe at any time or need us to call for help, what safe word would like to use?
- **UNSAFE?**
  - It's ok to hang up and call back.
  - Can you go somewhere else and call us back? When?
  - What should we do if we don't hear from you by a certain time?
  - Can a service provider or the police meet you at a certain time and place, if call is disconnected?
- **IF CONTROLLER RETURNS?**
  - Will it be safer for you to stay on the phone or to hang up?
- **IF CONTROLLER GETS ON THE PHONE?**
  - What should I say or do?
  - Who should I say I am (telemarketer, phone company, etc.)?
  - (Do not identify as the NHTRC. Make sure you and the caller have agreed on the same story.)
- **PHONE IS OWNED/PAID FOR BY CONTROLLER**
  - Can you use someone else's phone (friend, neighbor or payphone)?

ACTIVITY

Now, read through the scenarios below. Imagine yourself in the role of the hotline operator and develop a safety plan for your caller. Then, answer the discussion questions that follow.

SCENARIO #1

A woman calls the hotline at 12:00 a.m. on a Friday night. She wants to leave her abusive husband who is forcing her to engage in commercial sex but she is afraid to do so. He doesn't let her have the house keys and won't let her go outside on her own, unless she has a customer. He monitors her cell phone regularly and checks to see calls she has made. He usually leaves the house in the afternoon and is gone for two to three hours.

SCENARIO #2

A caller contacts the hotline asking for help for her cousin. Her cousin traveled to another country for work two weeks ago. But since she left, her family has only heard from her once. When she called she was crying and asking for help and then the call was dropped.

SCENARIO #3

A caller contacts the hotline to ask advice on what he should tell his son who is planning to travel to another part of the country for work. The caller is afraid that the job is dangerous and that his son could be putting himself in a situation in which he will be forced to work.

SCENARIO #4

A caller contacts the hotline to report a potential situation of abuse and forced labor involving a domestic worker employed by her neighbor. She rarely sees the domestic worker as she usually does not leave the house but yesterday she happened to see her throwing out the trash. She had several bruises on her arms. The caller initiated a conversation with the potential victim who explained that she wants to leave but is scared because her employers have threatened her and beaten her whenever she asked to go home.

Discussion Questions

- What dangers does each caller face?
- Which tips did you find most useful?
- Which tips would be the most difficult to convince the caller to do or to help the caller to implement?
- Have you experienced any similar scenarios on your hotline or can you imagine encountering any of them in the future?
- Are there any questions or tips not included above that might help your hotline operators in the future?

The importance of safety planning for a human trafficking hotline cannot be overstated. Although not every caller will need safety planning, for those who do, this step can have a major impact on whether there is a positive outcome for the case. Although this places a lot of pressure on hotline operators, thinking through the steps of a safety check and how to create a safety plan for different types of callers, and formalizing this in your protocols, will make operators feel much more empowered and confident in their ability to help.

SESSION 5.4 CRISIS RESPONSE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified a range of different crisis situations your hotline may face.
- Considered different contingencies that hotline operators may face in responding to crisis calls.
- Practiced developing crisis protocols.

Crisis calls are a natural part of working on a hotline. Even if these calls are not common, having a crisis response in place will ensure that you are able to serve victims effectively despite the urgency of the moment and the pressure it places on operators. In addition, while you will inevitably encounter situations that feel impossible to resolve, carefully developing a crisis response in advance will help you identify small but meaningful responses.

When working on a crisis case, call operators must be aware that victims can be in many different situations. For example, he or she may still be in the trafficking situation, or may have recently left, and so forth. Regardless, the core of an effective crisis response is the immediate safety of the caller. Effective protocols will account for a variety of situations including instances where the caller is in immediate physical danger such as:

- Immediate threat of physical harm by other(s).
- Immediate threat of physical harm by self.
- Experiencing a medical emergency.
- Still in the trafficking situation and cannot leave safely on his/her own, but wants to leave and needs help.
- A minor experiencing recent or ongoing physical or sexual abuse.

Hotline operators may also face a number of contingencies in providing services. Crisis protocols should address these possibilities, including what to do if:

- The victim's current contact information is unknown.
- The victim is refusing outside intervention and there is imminent threat of harm.
- The victim is in the controller's residence/establishment.
- The victim will be moved soon.
- The call is interrupted/disconnected.
- The victim is a minor.
- The victim is in a location with no available resources.

Finally, in crafting crisis protocols and thinking through your hotline's wider response, it is important to consider the responsibilities and roles of different hotline staff as well as the necessary contacts you would need to have in place to ensure a rapid response.

1. HOTLINE OPERATOR

When a hotline operator answers a crisis call, he/she is primarily responsible for:

- Assessing the current safety and needs of the caller.
- Directly linking a caller to emergency responders, if the caller is in immediate danger.
- Engaging in safety planning with the caller and helping him/her to explore all available options.
- Communicating any steps taken to assist the caller and any actions currently underway.
- Relaying relevant information to the Supervisor to assist in the facilitation of an effective response.

2. SUPERVISOR

Depending on the structure of the hotline, the Supervisor may be the main contact point with the relevant government and law enforcement agencies. He or she may evaluate the crisis and determine the appropriate actions and next steps. In structures where hotline operators conduct much of the follow-up on a call, the Supervisor may play more of a coordinating role by providing support to the hotline operator on the crisis call and assigning follow-up tasks to other hotline operators.

3. EMERGENCY CONTACTS

- Identify the relevant emergency contacts (i.e., first responders, police, etc.) and provide these to the hotline operators.
- Build your referral network to address services that your hotline cannot provide, such as emergency shelter.

ACTIVITY

To practice responding to crisis calls, first read through the sample NHTRC crisis protocol in the* Handouts Appendix*. Then, study the scenarios below. Imagine yourself as the hotline operator and develop a response to each scenario based on the tips we have provided and the sample protocol you reviewed. Finally, answer the discussion questions that follow. These scenarios can also be used to practice role-plays with your colleagues.

SCENARIO #1

A male caller, Greg, called and stated that he has a friend that came to the U.S. under the pretense of marrying a man named David in March 2014. The potential victim is a 45-year-old female from the Ukraine. David took all of the potential victim's money and forbids her from leaving their home. The potential victim speaks very little English and has been told that if she reaches out to anyone, she will be deported. The caller reports that David has not abused the potential victim physically, but manipulates her emotionally and verbally. All incoming calls to their home phone are forwarded straight to David's cell phone, and all her outgoing calls are monitored. David makes the potential victim work in the house, and forces her to watch pornography and perform sexual acts against her will. The caller states that the potential victim is fearful of being deported for reaching out for help. The caller Greg is on the other line with the potential victim and wants to conference her in with the hotline. The potential victim wants to leave right away and the caller is unable to leave his work to go help her.

SCENARIO #2

An adult male caller from Mexico works on an agricultural farm in Florida, in the U.S. He has been exposed to a variety of different chemicals and fertilizers and uses sharp tools to help him do his job. He works 12 hours each day and only gets a one-hour break for lunch. He was recently injured while on the job and requested some medical assistance. His employer told him to wrap up his wound and continue working. The caller's injury has worsened over the past few days and is beginning to look infected; however; his employer is forcing him to continue working without any medical attention. The caller was able to sneak into his employer's office and make a call to the hotline. He cannot speak for too long, but he provides his name and location and asks for immediate assistance. He is scared to call the police.

Discussion Questions

- Are these callers in any immediate danger? If so, what kind?
- How would you develop safety plans for these callers?
- What kinds of contingencies could you anticipate in trying to provide assistance to these callers?
- What roles might different hotline staff need to play to address these cases?
- What partnerships or resources would you need to use to respond to these cases?
- Are you likely to encounter similar situations on your hotline?
- What other kinds of situations might arise on your hotline?

Crisis calls are often complex, frightening, and urgent. Because a person's physical safety or even life may be at stake, operators may feel pressured to act quickly. Strong crisis protocols will help prepare them to do this without sacrificing the overall quality of their response. The process of developing these protocols involves anticipating likely crisis situations, including unforeseen contingencies that may arise, in order to determine the ideal response in advance. Even in those cases that may appear hopeless or impossible, a good crisis protocol can still help operators make a small but meaningful impact. Even something as simple as advising a caller to hang up and contact 911 can save a life.

SESSION 5.5 REPORTING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized key questions to consider in developing reporting and referral protocols.
- Analyzed tools and templates to help develop reporting and referral protocols.
- Begun creating reporting and referral protocols for your hotline.

A hotline's decisions about when to report a particular case to law enforcement or to refer a caller to service providers, who to make those reports and referrals to, and how to make them will all have a strong impact on the outcome of a case. Hotlines must also decide who among their staff should be equipped to make these reports and referrals. For example, the NHTRC allows its Call Specialists to fill this role, provided they have passed an exam and that their reports and referrals are peer reviewed before they are sent. To smooth this process, the NHTRC developed standardized templates to ensure that call specialists capture the relevant information depending on the type of report or referral.

See below for an example of the NHTRC's Response Time Polices for reports and referrals, and a sample email template for reporting tips.

SAMPLE REPORTING TEMPLATES AND PROTOCOLS

NHTRC RESPONSE TIME POLICIES

Types of Case	Types of Response	Response Time	Factors That May Affect Response Time
Calls			
Non-urgent Tips	Report to LE, SP, contact caller for additional information	0-24 hours of receipt	If additional information is required from caller, ability to get back in touch with caller
Urgent Tips/Tips Involving Minors in Commercial Sex	Report to LE	0-2 hours of receipt pending	Caller proximity, level of detail/reportable information, time elapsed since incident
Urgent Referrals or T&TA	Connect caller with local LE or SP, call caller back to provide TA	0-1 hour of receipt	
General Inquiries, non-urgent referrals, or non-urgent T&TA	Various	1-3 business days	Call volume
Emails/Web Forms			
Urgent	Report to LE	0-12 hours of receipt	Call volume, caller proximity, level of detail/reportable information, time elapsed since incident
Non-urgent	Report to LE, SP, contact caller for additional information	1-3 business days	Call volume, ability to get back in touch with caller

TEMPLATE: REPORTING CALL-BASED TIPS

[Confidential Information Redacted]

Hi All,

Please see below for notes from a call we received this afternoon in reference to a potential situation of sex trafficking in New York, NY involving U.S. citizen and foreign national adult females.

Do not hesitate to contact me should you have any additional questions.

Best Regards,

Your Name
Your Title
National Human Trafficking Resource Center (NHTRC)
Polaris
Phone:
Email:

This report is not meant to contain a verbatim or near verbatim account of any communications. Rather, it summarizes the substance of such discussions, and reflects the author's thoughts, recollections, mental impressions, and conclusions

Case Number: [redacted] *For Internal Polaris Use*
Call Date(s)/Time(s): [redacted] EST
Willing to be Contacted by Law Enforcement: No
Caller Contact Information: N/A

- An adult female caller from New York, NY called the NHTRC to report a potential situation of sex trafficking involving both U.S. citizens and foreign nationals.
- The caller believes that her ex-boyfriend, [redacted] an adult male is operating an escort service and forcing adult women to engage in commercial sex. The caller does not believe that there are any minors involved.
  - The caller has heard [redacted] describe the women as Hispanic, African-American, and Caucasian. The caller also notes that some of these women may be unable to communicate in English.
  - The caller indicated that the women are recruited from the Arlington area of Jacksonville, FL. The caller suggested that [redacted] entices the women to work for his modeling agency through promises of illegal narcotics.

- o The caller's modeling agency is called [redacted]. The caller does not have contact information for the agency.
- o The caller indicated that the women are transported to potential johns using a limo service.
- o The caller does not know the name of the escort service or how it advertises its services.

- The caller offered that [redacted] lives in a studio apartment on [redacted] in New York, NY.
- The caller also reported that [redacted] drives a [redacted] registered to a man named [redacted]. The caller does not know [redacted] last name or the license plate of the car.
- The caller reported that [redacted] has threatened her with murder if she reported his business but the caller contacted the New York Police Department on [redacted] to report the situation.
- Immediately following the interaction, the caller contacted 211 who referred the caller to the NHTRC.

STATEMENT OF LIABILITY: Polaris cannot verify the accuracy of information contained within this form and/or any statements recorded by National Human Trafficking Resource Center staff relating to this form and the corresponding potential case/victim. Polaris does not investigate tips or other information received by the National Human Trafficking Resource Center. Information provided is not a statement of fact but rather a record of information communicated to the National Human Trafficking Resource Center. This report contains confidential information and is submitted with the understanding that it will not be disclosed outside of authorized and secure channels.vw

ACTIVITY

Having examined some concrete examples of reporting policies and procedures, use the two tables below to help develop or refine your own reporting and referral protocols. If you are unsure of the answers to the key questions that should be addressed in these protocols, simply write specific action steps you can take in order to get the information you need to move forward.

Key Question	Answer/ Action Step
What cases are required by law to be reported?	
Are there any cases in which the hotline would report against the will of the caller?	
Who should be allowed to see call notes or transcripts from calls and under which circumstances?	
How quickly must the report be delivered?	

Which organizations will you report to?	Contact Information to Send Reports	Who will have the authority to report?	How will reports be submitted?	What steps will be taken before a report is sent?	Will you develop a report template?

As call volume grows and your hotline becomes a trusted resource in your region or country, you will receive unique cases that may require specialized follow-up. For example, the NHTRC has developed reporting protocols for unique cases we have encountered more than once, such as Airline and Military tips. Thinking through your referral and reporting needs in advance, and having standardized templates in place to ensure consistency, can make a big difference in the quality of your follow-up on many hotline cases.

SESSION 5.6 PROTOCOL CONTENTS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified the key information that should be included in each protocol.
- Begun filling out the contents of your own protocols based on these elements.
- Assessed where gaps in protocol content may exist for your hotline.

Thus far in this Module, we have been working through each individual component of crafting effective hotline protocols. These include:

- Identifying relevant protocol types by considering (a) the services the hotline offers, (b) why people may call, (c) who may call, and (d) peripheral topics that may come to the hotline. You mapped out these pieces to begin developing a framework for your organization's protocols.
- Engaging in safety planning, and in particular, exploring the types of callers who may need safety planning and preparing in advance for a wide range of dangerous situations callers may be facing. After considering several key aspects of a safety plan, you brainstormed a set of questions and considerations that will form the basis of your own safety plans.
- Developing a strong crisis response by examining various crisis situations, contingencies or unforeseen circumstance that could arise, and strategies for responding to these situations. After discussing how to involve both internal and external stakeholders, you worked with sample crisis scenarios to practice developing crisis protocols.
- Making reporting and referral decisions by identifying key considerations and gathering this information, as it is relevant to your organization.

Throughout these sessions, it has become clear that the text of protocols should include the types of calls and callers, safety checks, and reporting and referral guidelines. In this session on protocol contents, we will bring these elements together and flesh out the broader frameworks you have been developing.

While the development of protocols is very much aligned with the local context in each region or country and within each organization, we recommend that every protocol include the following elements in addition to those mentioned above:

- Questions to assess the situation and the needs of the caller.
- Questions concerning contact information for the caller. This includes telephone and location in cases where the caller is comfortable supplying this information.
- Talking points for the hotline operator so that he/she knows how to respond in various situations. This includes sample language or statements that the hotline operator can use to make a caller feel more comfortable.
- Operator action steps to take in each particular situation. These may include follow-up procedures, data points to capture, and reporting and referral guidelines.

ACTIVITY

Having learned all about protocols, it is time to consolidate this information using the template below. This template will help you map the contents of each protocol. These include types of calls, questions the hotline operator should ask, talking points, identification of sources of more information, referrals, and tools and templates that may need to be developed. The first row is partially filled in to help get you get started.

Type of Call	Assessment Questions	Main Talking Points	Partnerships to Consult	Referrals in Place?	Tools and Templates
Tips – labor trafficking	Do you have an address for where this situation is occurring? Did you speak to any of the potential victims directly?	If you notice any other suspicious details, please call us back. If you notice any other suspicious details, please call us back.	Law enforcement	No – law enforcement in this region is very unfamiliar with labor trafficking.	Guidelines for polishing call notes to send tips to law enforcement. An email template for reporting tips to law enforcement.

Working through the template above for each anticipated call type from Session 5.2 takes you one major step closer to having comprehensive, reliable protocols. This exercise can also help you identify any knowledge or resource gaps you may still need to fill in order to establish or implement the protocols you require to provide the highest-quality service to a wide range of potential callers.

SESSION 5.7 CREATING A SAFE SPACE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Considered multiple strategies for creating a safe space for callers in order to gain their trust.
- Practiced creating a safe space for callers.

Listening with an open mind can create a strong connection between two people. Hotline operators should endeavor to create a safe space for callers by withholding judgment and keeping in check their own beliefs or assumptions. This behavior is strongly aligned with the victim-centered approach that is foundational for effective human trafficking hotlines. Callers should feel that the hotline operator is genuinely concerned about their situation, is responsive to their needs, and trusts their ability to make their own decisions. Providing this kind of customer service ensures that the hotline is a trusted resource for the wide range of stakeholders who may need to access its services.

It may seem counterintuitive that a hotline operator, who the caller cannot see face-to-face and may only speak with for a short time, has the power to make a real difference. However, the rapport a hotline operator builds with the caller can determine whether the caller will reach out to the hotline a second time, refer the hotline to others, or disclose important information about his or her situation that will benefit the operator's ability to assist. Hotline operators can build such a relationship by:

1. **Treating callers equally and with respect.** This means taking the request of each caller seriously and without making assumptions about the caller. For example, while it may be easy to assume that a caller has a mental health issue if he or she changes his or her story several times, that caller should not be treated any differently.
2. **Using positive language to build trust with callers and encourage disclosure.** Positive language includes statements like, "If you see this occur again in the future, you can do the following…" rather than negative statements such as "Since she is an adult there is no action we can take" or "This does not seem like a trafficking situation."
3. **Asking open-ended questions to gain a comprehensive picture of the caller's situation or request.** Open-ended questions offer the caller the opportunity to explain their situation and their needs. It is also useful for the operator to explain why he/she is asking certain questions (particularly if they are of a sensitive nature.)
4. **Telling callers what will happen next** so that they are aware of the next steps and what actions can or cannot be taken by the hotline.
5. **Being careful not to push for too much information.** Operators should avoid repeating or asking similar questions if it is clear that the caller is uncomfortable or does want to answer.

Callers may also express fear or desperation in a variety of ways. Callers may be crying or angry or they may blame themselves for their situation. Hotline operators need to be prepared to provide emotional support to callers or help them calm down, in order to be able to convey the necessary information effectively.

Some techniques include:

- Reflecting their stated feelings and acknowledging their resilience, courage, etc.
- Brainstorming healthy ways to counteract negative feelings.
- Being comfortable with silence and allowing callers to take their time in telling their story.

If a caller expresses a plan to retaliate or act out against the person harming them, the hotline operator can:

- Remind callers of the consequences. Ask questions such as: What will their action accomplish? Will they be in trouble or harmed by taking action?
- Find out specifics of their plan. This may mean making the decision to report the case to law enforcement if the caller's plans involve harming themselves or others.

ACTIVITY

To practice creating a safe space for callers, examine the statements in the table below. Then, decide whether the statement is positive or negative and explain why.

Statement	Positive or Negative	Why?
"Since she is an adult there is no action we can take."		
"It took a lot of courage to get this far."		
"I am not sure I understand what you mean. I am going to repeat what you told me. Please let me know if I missed some information."		
"This does not seem like a trafficking situation."		
"You should leave now."		

To practice creating a safe space for callers, read through the following scenarios and answer the discussion questions that follow. These scenarios can also be used to role-play with your colleagues or in trainings.

SCENARIO #1

A female caller contacts the hotline to report her situation and get some assistance. The caller's parents borrowed some money from a wealthy farm owner. The caller's father fell sick and died, and the responsibility to pay off the loan fell on the caller and her siblings. As a result, the caller and her two younger female siblings were forced to work on the owner's vegetable farm to pay off the debt their family owed. They work long hours and endure both physical and verbal abuses from the farm owner, especially the two younger siblings. A majority of their earnings go towards repayment of the loan and for payment of the vegetables that the owner gives them. It has been two years since the caller and her siblings have been working at the farm and there is no indication that they are any closer to paying off the debt. The caller calls the hotline, looking for assistance for both herself and her siblings because recently the farm owner sexually assaulted her and has threatened to do the same to her siblings.

SCENARIO #2

An adult male caller works in a mine. Like others in his family, he has worked in this mine since he was 10 years old. He has been exposed to a variety of different chemicals and unsafe working conditions without adequate protective equipment. He works 12 hours each day and only gets a one-hour break for lunch. He was recently injured while on the job and requested some medical assistance. His employer told him to wrap up his wound and continue working. The caller's injury has worsened over the past few days and is beginning to look infected. However, his employer is forcing him to continue working without any medical attention. The caller is able to sneak into his employer's office and make a call to the hotline. He cannot speak for long, but provides his name and location and wants immediate assistance. He is scared to call the police.

SCENARIO #3

A female caller who contacts the hotline is scared and unsure what to do about her current situation. She met a man online who promised to help her achieve her dream of becoming a model. She left her family and home and moved to the city to pursue this opportunity. Once in the city, the man started to force her to take nude photos and dance in various clubs. Lately, he has also been arranging dates for her with various men for money. The caller wants to leave her situation, but is scared to do so because the man knows where her family lives and has threatened harm to them. He has also told her on numerous occasions that her family won't take her back because of all the shame that she has brought them. She and another girl who is also in the same situation have talked about escaping one day, but they don't know where they would go. The man leaves the apartment that he keeps them in for an hour each day while he goes to the bank, but other than that, he is always around them. He carries a gun and threatens the women that if they ever attempt to leave, he would always find them. Because of all this fear, the women end up staying in the situation. One week ago, one of the caller's dates offered to help her and gave her his phone number to call when she was ready. Other than describing him as being a nice man, the caller does not know much else about him. The caller is wondering about her options and calls the hotline because she doesn't want to do this anymore.

Discussion Questions

- What kinds of questions would you ask in each scenario?
- What phrases would be most useful for each scenario?
- What challenges might you encounter in trying to create a safe space for each of these callers?

In order to ensure that staff feels well equipped to create a safe space for callers, the NHTRC developed a list of useful phrases. These phrases help guide staff on language that can be used to invite disclosure, promote active listening, reflect empathy towards the caller, redirect the conversation and encourage follow through, and empower the caller to make decisions. You may decide to create a similar reference document for your hotline operators.

NHTRC EXAMPLES OF USEFUL PHRASES TO CREATE TRUST

Inviting disclosure

- "What happened today?"
- "Can you tell me what's going on right now?"
- "Can you recall what started all of this?"
- "Has something like this ever happened before?"
- "Is there anything else you can think of that would be important for me to know?"
- "I appreciate your willingness to talk about such a difficult issue."

Reflective listening and paraphrasing

- "It sounds like you…"
- "I hear you saying that…"
- "This seems really important to you."
- "Sounds like you're feeling…"
- "That must be… for you."

Clarifying

- "I'm not sure I understand what you mean. Let me see if we are on the same track."
- "Here's what I've heard you say…"
- "Can you give me an example? I'm not sure I understand."

Empathy and validation

- "No wonder you feel…"
- "You make sense because…"
- "That sounds really difficult."
- "I hear how awful that must be for you."
- "It took a lot of courage to get this far."
- "It sounds like you have been doing a great job."
- "It sounds as though you are being faced with an overwhelming set of problems."

Caring

- "I care. I am glad you told me so we can work together to keep you as safe and healthy as possible."
- "I am concerned."
- "I'm sorry that this happened to you."
- "It's ok to cry."
- "No one deserves to be hurt."
- "This is complicated. Sometimes it takes time to figure this out."
- "You are not alone in figuring this out."
- "There are many options. I will support your choice/s."

Empowerment and recognition

- "I praise you for…"
- "You are the expert of your own life."
- "I believe you have all the inner resources you need to make a decision about what's best for you."
- "It took a lot of courage to get this far."
- "You seem like a very caring person."
- "You are not stupid, you sound like a very intelligent person."

Coping and problem solving

- "What has helped in the past? What hasn't?"
- "Who has been most supportive?"
- "Whom do you talk to about your problems?"
- "Where is your family? Friends?"
- "What help are you looking for now?"
- "What have you thought of trying?"
- "What would you like to do? What gets in the way?"
- "What do you think needs to happen?"
- "Have you considered…"
- "Of the ideas we've talked about, what seems best to you?"
- "What will you do now?"
- "Who can help you with this?"
- "One step at a time."
- "Do something you enjoy."
- "Eat, exercise, and get out of the house."
- "What did you do last time you felt this bad?"

Redirecting

- "What can we help you with right now?"

Encouraging follow-through

- "Following through on the referrals that we discussed may be very helpful for you."
- "Are you planning to call those agencies to make an appointment?"
- "What's your plan for today/tomorrow/ this week?"
- "If you feel you need more information, please call back and we can discuss your plan again."
- "Did you write down your options/plan?"

Basic communications skills can go a long way towards helping hotline operators create a safe space for their callers, which in turn enhances their ability to meet those callers' needs. Luckily, there are many tools and strategies available for operators to learn and practice these skills. Hotlines should always support such training as a crucial element of responding effectively to calls.

SESSION 5.8 ADVOCATING FOR CALLERS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored situations in which you may need to be prepared to advocate for your caller's needs.
- Identified a range of skills useful in advocating for callers.
- Practiced using advocacy skills.

Advocating for callers is a key part of a victim-centered approach. Figuring out how to best understand and address the needs and concerns of your callers is a key responsibility of hotline operators. This is particularly true when building partnerships and working with service providers and law enforcement contacts on behalf of potential victims. They may not view a caller's situation or a proposed solution in the same way as a trained human trafficking hotline operator. And yet ultimately, it is the caller's needs that should drive a search for common ground.

When advocating for callers, it is important to:

- **Seek to understand the caller's concerns and goals.** You can do this by repeating the caller's concerns and goals, clarifying confusing points, assuring the caller you are paying attention, and giving the caller a chance to hear the situation from an objective perspective.
- **Focus on the caller.** Keep your opinion to yourself. If the caller's goals conflict with hotline policy, be upfront about the policy as soon as possible. Be patient. Speaking about difficult and intimate details is hard but even harder to reveal to others.
- **Encourage a problem solving mindset.** Determine whether you know of resources that will help the caller meet his or her needs. Help callers make an action plan and ensure that he or she agrees to and understands it. If the caller agrees, move forward. If the caller disagrees, propose alternatives (if you have any) and/or communicate the hotline's limitations.
- **Effectively communicate the situation and the caller's goals.** Make sure that you have permission to share information about the caller to referrals. Be confident, clear, and concise by telling the referral: (a) who you are and the purpose of your call, (b) where the caller is located, and (c) what type of help the caller needs.
- **Stay loyal to the caller.** Promote the caller's goals. If the resource cannot or declines to help, ask for suggestions for other referrals. If you are certain that they are the appropriate resource, explain your reasons for contacting them. Ask for clarification for why the resource will not be able to help. If the reasons are minor, problem solve by suggesting a way around the problem. Most resources want to help; they just may not realize that they are able to do so.

ACTIVITY

Read the dialogue below to see how advocating for your caller might work in practice. This scenario involves a hotline operator advocating to a domestic violence shelter to provide services for a sex trafficking victim.

SCENARIO: SEEKING SHELTER FOR A VICTIM

Hotline Operator: Hello, my name is Candace. I'm calling from the National Human Trafficking Hotline. I've just received a call from a female victim of sex trafficking. She just left her controller, who is her boyfriend. She needs shelter for the next few nights, while we work to help her find a more permanent arrangement.

Shelter Coordinator: I'm sorry, but this is a shelter for victims of domestic violence. We don't work with victims of trafficking.

HO: Yes, I understand. However, there are no beds specifically for victims of trafficking anywhere in your area, and the caller is currently at a gas station on Herman Street with nowhere to go. She has also experienced a lot of domestic abuse from her boyfriend in addition to being forced to engage in commercial sex. She reported regular beatings as well as verbal attacks. Given this, we think you are a good resource for her. Do you think you might be able to reconsider and offer her a bed temporarily?

SC: I'm sorry to hear that, but it would be very dangerous for us to accept a victim of trafficking into our shelter, even for a few nights. Traffickers are very dangerous people and they are often involved with organized crime rings, so it would be terrible if he came looking for her and found our shelter. We just cannot risk the safety of our other clients who are staying here.

HO: Thank you for sharing your concerns. However, we have no evidence of any involvement in organized crime in this situation. Furthermore, the victim is willing to report her case to law enforcement and work with them for further protection. Also, your shelter has extremely strong security provisions for working with women hiding from abusive partners, which is similar to what is happening with my caller. Because of your expertise working with victims of domestic violence, your staff's skills for keeping your clients safe would apply very well. Finally, our hotline is working on developing a safety plan with the caller and we'd be happy to consult with you on any additional measures you may want to consider in this case.

SC: Well, I need to think about it and discuss it with my team. I'll take your number and call you back as soon as we reach a decision.

HO: Thank you. We appreciate your help and please let us know if we can provide any other information. In the meantime, can you suggest any additional resources in the area that may be able to help?

Discussion Questions

- Is this scenario similar to anything you have encountered on your hotline, or could anticipate encountering?
- What challenges did the hotline operator face, and how did he/she deal with them?
- What did you like or dislike about the way he/she advocated for the caller?
- Is there anything you would have done differently?
- What other situations have you experienced, or can you imagine, in which you might need to advocate for a caller in this way?

This exercise shows just one of many possible situations in which your hotline operators may find themselves needing to advocate for their callers. Working with partners on behalf your callers, and trying to remain victim-centered while doing so, is a challenge that is also addressed in Session 4.4 of this Toolkit. Here, we have taken this skill one step further by exploring strategies for respecting your partners' boundaries while remaining loyal to your callers in order to find a common solution to their needs.

SESSION 5.9 DIFFICULT CALLS AND CALLERS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified several different types of difficult calls.
- Explored various strategies for handling difficult calls.
- Practiced deciding which strategies to apply in what kinds of cases.

Hotlines inevitably encounter difficult calls and callers, which may include:

- **Repeat calls**—Callers who believe they are involved in or have identified a trafficking case but cannot provide sufficient information to support this belief. Repeat callers can also be those who repeatedly make requests that are outside the scope of the hotline.
- **Intimidating service providers or police officers**—Calls from representatives of other organizations or partners who demand information, accuse the hotline of misconduct, or threaten to end the partnership in order to advance their own agendas.
- **Complaints**—Calls from individuals who are unhappy about the services or response of the hotline.
- **Callers who present signs of mental illness**—Callers who report information that does not make sense or seems unrealistic. CAUTION: These callers may be victims of trafficking who have experienced trauma and are therefore unable to tell their story in a clear way.
- **Prank calls**—Calls involving inappropriate requests or requests with false information.
- **Suspicious calls/calls from potential controllers**—Callers who hotline operators suspect are potential controllers and who want information about whether and why particular individuals may have contacted the hotline.
- **Harassing or threatening calls**—Calls from individuals threatening some kind of harm to hotline staff and their families.

There are several helpful strategies for dealing with these types of calls and callers:

- Manage expectations of the caller, especially if their request is outside the scope of the hotline. The following may be useful to implement this strategy:
  - o Reiterate the resources and services available through your hotline and be clear that the hotline does not have the capacity to fulfill the caller's request directly. Keep the message clear.
  - o Ask the caller if you can provide him/her with resources that are better equipped to respond to his/her request.
  - o If the caller calls again after receiving multiple referrals from your hotline, respectfully inform the caller that you have provided all of the resources that you feel are appropriate and that the hotline will not be able to be of additional assistance.
  - o Reiterate that you want to make sure the caller receives the appropriate resources and encourage the caller to follow up with any resources or referrals provided.
- Offer referrals that would be appropriate to their concerns or requests.
- Respectfully terminate the call.

- Encourage callers to call back when they are calmer.
- Provide only general information about services. The following may be useful to implement this strategy:
    - o If you suspect that a caller may be a potential trafficker, you can say that the hotline is a referral and information line. If the caller persists, you can say that “we make referrals; we offer general social service resources; we provide information on a variety of topics.”
    - o Draw out your answers and repeat your statements so that the caller will be satisfied or hang up.
    - o NEVER provide any callers with information about previous calls details or callers. Instead, remind the caller of the confidentiality policy of the hotline.

ACTIVITY

To practice handling difficult callers, read through the four scenarios below and determine which of these five strategies would be most appropriate in each case. Then, answer the discussion questions that follow.

SCENARIO: A COMPLAINT

The caller has reached out to all of the referral agencies in her area that the hotline has recommended. She is experiencing difficulty accessing services because the organization is at capacity and the caller does not meet some of their requirements. The caller requests that the hotline operator call one of the referrals directly on her behalf and make a complaint to them and attempt to have the caller admitted as a new client.

SCENARIO: MENTALLY UNSTABLE CALLER

The caller reports being stalked and monitored through a variety of supernatural means. The caller insists that this is human trafficking and demands that the hotline make a report against the government.

SCENARIO: POTENTIAL CONTROLLER

An extremely nice and friendly caller contacts the hotline. He indicates that he found the hotline number in his girlfriend's phone and asks the purpose of the hotline. He says that he wants the information because he is concerned about his girlfriend and wants to help. He states that the hotline operator needs to let him know if his girlfriend contacted the hotline because sometimes she acts "crazy." The caller is extremely persistent.

SCENARIO: PRANK CALL

A caller repeatedly contacts the hotline asking about the hotline services and then proceeds to ask the hotline operator questions about his or her personal life.

Discussion Questions

- Have you encountered any similar cases on your hotline?
- What other types of difficult callers have you encountered?
- Can you imagine any other difficult caller scenarios, in additions to the ones identified above?
- If you were to role-play these scenarios with your colleagues, what challenges could you expect in trying to implement the strategies you chose? How would you handle those challenges?

As you can imagine, handling difficult calls and callers can cause staff to feel stressed or even experience vicarious or secondhand trauma. This is defined as the emotional impact individuals feel after working with people who share their traumatic stories, which often include violent details. It is almost as if the operator has experienced the trauma for his or herself. Crisis calls in particular can be difficult for staff to deal with. The urgency of these calls place a lot of pressure on the operator, and can make him or her feel personally responsible if the outcome of a case is not positive.

Implementing strategies for supporting staff during and after these calls will help prevent burnout and make it easier for the hotline to retain skilled and knowledgeable staff. Such strategies may include:

- **Supporting self-care.** Emphasizing to staff the importance of practicing self-care (doing a favorite activity, seeking support from co-workers or supervisors, etc.) and creating an environment where staff can contribute to ideas for wellness activities. Staff is also given financial "wellness" benefits that can be used on self-care activities such as counseling or gym memberships.
- **Creating a supportive environment.** Making sure the call center is a safe and comfortable place to take calls. For example, the NHTRC call center includes couches so that staff has a place to rest during breaks or on overnight shifts.
- **Providing opportunities for staff to discuss difficult or traumatic calls with each other and with their supervisors.** For example, the NHTRC provides staff with opportunities to debrief about particularly challenging calls through regular check-ins with supervisors and through meetings run by Call Specialists.

For further information about how to encourage self-care and wellness among your staff, please refer to the document *"Self Care and Wellness for Hotline Staff"* in the **Handouts Appendix**.

Hotlines can anticipate many different types of difficult calls and callers. These can be draining at times, but developing a respectful yet effective response is important for the reputation of the hotline and the wellbeing of your staff. Preparing for these calls should be included in your overall approach to protocol development, giving your staff one more tool for working well in a high-stress environment.

MODULE SIX
DATA MANAGEMENT

This Module uses the concept of trade offs to frame an overall approach to data management. Sample data sets are used to examine how data is processed, tracked, and collected. Throughout the Module, we emphasize the importance of internal and external audience needs in shaping how you use data on your hotline.

SESSION 6.1 OVERVIEW OF DATA

LEARNING OBJECTIVES

By the end of this session, you will have:

- Considered the different types of data requests a human trafficking hotline may receive.
- Explored the idea of "trade-offs" in data management.

Reliable data on human trafficking is difficult to come by, as human trafficking is an illicit crime and victims do not often self-identify as such. Thus, within the anti-trafficking field as well as the wider public, there is a growing demand for useful statistics. With a well considered approach to data collection and analysis, human trafficking hotlines can become an important source of information.

After cultivating many of the techniques and strategies explored in previous chapters, the NHTRC has become a trusted resource in the human trafficking field, particularly in the U.S. As a result we receive many different types of requests related to our hotline data. Two common examples include:

- **What types of trafficking are being reported in my state?**

  This was such a common request that the NHTRC began creating formal State Reports on a regular basis and publishing them online. These reports break down by category the types of calls, callers, and trafficking the hotline has encountered for each state in the U.S. They also provide more detailed information such as how callers found the hotline number. Such reports help local stakeholders as well as the general public to better understand trafficking trends and patterns in their region, in order to intervene more effectively.

- **How has a particular awareness campaign affected call volume?**

  The NHTRC can run specialized searches in its database to produce reports that show if a local, state, or federal campaign led to an increase in the number of calls while that campaign was running. This helps the NHTRC as well as other stakeholders in the field understand what types of campaigns are most effective and to track the impact of those campaigns.

Discussion Questions

- Has your hotline received any similar data requests?
- What other types of data requests has your hotline received or can you imagine receiving?
- How relevant do you think data collection and analysis will be for your organization?

Despite wide interest in data and statistics about human trafficking, hotlines face serious trade offs in designing their approach to data. In particular, it is challenging to collect data that meets all of the following top three criteria:

- **Reliability.** Certainty that the information has been reported accurately.
- **Accessibility.** Ease of obtaining specific pieces of information.
- **Sophistication.** Level of complexity is high enough to ensure that meaningful conclusions can be drawn.

A number of factors contribute to each hotline's decisions about what types of data to track and how to track it. These factors include the availability of financial and human resources; the hotline's confidentiality policies, which are in themselves often shaped by local laws and regulations; and the intensity of training that would be required to manage particular data systems. For example, a hotline's limited resources may make a paper-based rather than computerized system more appealing, since computerized systems are more expensive and require more consistent investment in IT support and staff training. However, this choice means that the hotline will be more limited in the sophistication of the data it can collect and the statistics it can provide to its stakeholders. Considering these trade-offs in advance will help your organization determine what types of data to collect, who will be responsible for entering and analyzing the data, and what systems will need to be developed to support these choices.

ACTIVITY

Use the table below to reflect further on potential trade-offs your hotline may need to consider when aiming for reliable, accessible, and sophisticated data. Read the statements and decide whether you think they are true or false, and under what conditions they are either true or false.

Statement	True or False	Under what conditions?
Every additional data point you collect decreases the reliability of the overall data set.		
The more data you collect, the bigger the burden you place on your staff and your operations.		
The higher the number of staff who collect data, the higher the likelihood for errors.		
The more data you collect, the more impactful you will be in fighting human trafficking.		

Discussion Questions

- Which, if any, of these statements ring true for your from firsthand experience?
- If you have firsthand experience with any of the scenarios above, how did you handle them? Do you feel your approach was effective?
- Can you imagine any additional examples of trade-offs not mentioned above?

As your hotline grows and expands, you can anticipate many different types of data requests. Your ability to meet these requests can have a strong positive impact on the anti-trafficking field, but you must weigh the benefits of particular approaches to and types of data collection against potential costs. With these trade-offs in mind, throughout the rest of this Module we will continue to explore the range of data needs you may want to consider in designing your data system.

SESSION 6.2 TARGET AUDIENCES FOR DATA COLLECTION

LEARNING OBJECTIVES

By the end of this session, you will have:

- Considered the potential data needs of internal and external audiences.
- Practiced developing data points or indicators to respond to various data needs.
- Begun developing key data points for your hotline's primary audiences.

Data can play a powerful role in improving assistance to victims of trafficking, informing policymaking and strategic interventions in the field, and refining hotline operations to make services more effective. We have discussed the impact of multiple and diverse stakeholders many times throughout this Toolkit. This is also relevant to increasing the power of your data. Different stakeholders may have different data needs. Thus, certain data points will be collected to satisfy internal audiences, and others will be gathered at the request of external audiences. Of course, there are times when the same data set will satisfy the needs of several audiences at the same time.

As you can imagine, an internal audience, including hotline managers and staff, is likely concerned with:

- **Performance evaluation,** including assessing how well staff responds to calls; ensuring that staff has the appropriate skills; and, determining how well staff promotes the hotline to its target audiences.
- An **efficient allocation of resources**, including sufficient budgeting for hotline operations.
- Whether scheduling has resulted in the **appropriate number** of hotline operators and adequate supervision structures corresponding to increasing call volume and/or new needs identified by hotline staff.

External audiences might include funders (either private or government entities), law enforcement, service providers, and the wider community. These actors might request different types of data in order to:

- **Make funding decisions**. Hotline data can reveal the prevalence of different types of trafficking in certain areas, as well as general trends and patterns. This data can be used to support efforts to fund anti-trafficking interventions and focus on particular issues or areas of concern.
- **Identify gaps in services** by revealing what resources callers request that are unavailable or extremely difficult to locate. For example, in the U.S., it can be challenging for NHTRC call specialists to find transportation for victims of trafficking or to find shelter beds for male victims.
- **Identify where laws and regulations are lacking or are unintentionally fostering trafficking**. For example, Polaris publishes reports on networks we have learned about through hotline data (such as illicit massage businesses and exploitative sales crews) to advocate for new laws or legislative reforms to improve protection for victims.
- **Train front line personnel**. By revealing details about trafficking trends and patterns, hotline data can inform training materials developed for specific audiences, such as hotel staff, hospital staff, or schoolteachers.

ACTIVITY

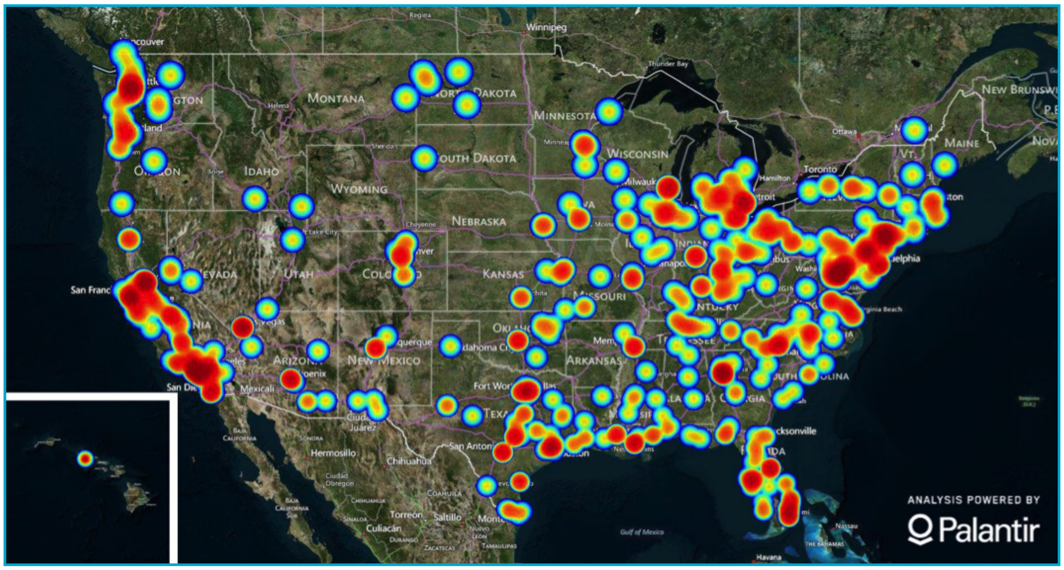
Let's delve deeper into understanding how particular types of data can be useful to specific and multiple audiences. Read through the following example of the NHTRC's published data (a report on human trafficking and minors) and then answer the discussion questions that follow.

NATIONAL HUMAN TRAFFICKING RESOURCE CENTER (NHTRC) DATA BREAKDOWN

Human Trafficking and Minors
1/1/2014-12/31/2014

Between 1/1/2014 and 12/31/2014, the NHTRC hotline received reports of 5,042 potential human trafficking cases in the United States. 1,581 *of these cases (31.4%) involved minor victims. The NHTRC defines a minor as an individual less than 18 years of age. The following report is based on these cases.*

LOCATION OF POTENTIAL TRAFFICKING CASES (WHERE KNOWN)*



**This map only reflects cases in which the location of the potential trafficking was known. Some cases may involve more than one location and are not reflected in this map.*

Venue/Industry of Potential Trafficking	# Of Cases	% Of Cases
Sex	**1322**	**83.6%**
Online Ad, Venue Unknown*	155	9.8%
Hotel/Motel-Based	154	9.7%
Street-Based	108	6.8%
Pornography	101	6.4%
Residential Brothel	85	5.4%
Other Venue	70	4.4%
Truck Stop-Based	66	4.2%
Escort/Delivery Service	62	3.9%
Commercial-Front Brothel	49	3.1%
Bar/Club-Based	21	1.3%
Hostess/Strip Club-Based	9	0.6%
Venues Referenced in Fewer than Three Cases**	3	0.2%
Venue Not Specified***	439	27.8%
Labor	**143**	**9.0%**
Traveling Sales Crews	39	2.5%
Begging Ring	27	1.7%
Peddling Ring	16	1.0%
Domestic Work	10	0.6%
Restaurant/Food Service	10	0.6%
Illicit Activity (e.g. Drug Running/Smuggling)	9	0.6%
Health and Beauty Services	5	0.3%
Construction	3	0.2%
Industries Referenced in Fewer than Three Cases**	12	0.8%
Industry Not Specified***	12	0.8%
Type of Trafficking Not Specified* **	**67**	**4.2%**
Sex and Labor	**49**	**3.1%**
Total # of Potential Trafficking Cases	**1581**	**100.00%**

**These cases typically involve reports of sex trafficking in which an individual is advertised for commercial sex online but the venue of the sex act is unknown or not specified.*

***To protect the identity of the people we serve, the NHTRC does not disclose exact statistics related to venues, industries, victim information or caller information referenced fewer than three times.*

**** In these cases, this information was not reported to the NHTRC.*

Victim Demographics* (Labor Trafficking Cases)	# Of Cases	% Of Cases
Minors Only	91	63.6%
Adults and Minors	52	36.4%
Females	84	58.7%
Males	90	62.9%
Transgender	0	0.00%
US Citizen/Legal Permanent Resident	31	21.7%
Foreign Nationals	54	37.8%
		non-cumulative*

These statistics are non-cumulative. Cases may involve multiple victims and include female, male, and transgender individuals, foreign nationals and U.S. citizens, adults and minors. In some cases, demographic information is not reported. This table shows the number of cases referencing trafficking in which the labeled populations were involved, not the total number of individuals involved in the trafficking situations.

**To protect the identity of the people we serve, the NHTRC does not disclose exact statistics related to venues, industries, victim information or caller information referenced fewer than three times.*

Victim Demographics* (Sex Trafficking Cases)	# Of Cases	% Of Cases
Minors Only	974	73.7%
Adults and Minors	348	26.3%
Females	1195	90.4%
Males	108	8.2%
Transgender	6	0.5%
U.S. Citizen/Legal Permanent Resident	558	42.2%
Foreign Nationals	145	11.0%
		non-cumulative*

These statistics are non-cumulative. Cases may involve multiple victims and include female, male, and transgender individuals, foreign nationals and U.S. citizens, adults and minors. In some cases, demographic information is not reported. This table shows the number of cases referencing trafficking in which the labeled populations were involved, not the total number of individuals involved in the trafficking situations.

**To protect the identity of the people we serve, the NHTRC does not disclose exact statistics related to venues, industries, victim information or caller information referenced fewer than three times.*

Potential Victim(s) Country or Countries of Origin	# Of Cases	% Of Cases
U.S.A.	599	37.9%
Multiple Nationalities Referenced*	51	3.2%
Mexico	27	1.7%
Nationalities Referenced in Fewer than Three Cases**	24	1.5%
China	11	0.7%
Guatemala	8	0.5%
Honduras	7	0.4%
Philippines	6	0.4%
Russia	6	0.4%
El Salvador	6	0.4%
Romania	4	0.3%
United Kingdom	3	0.2%
Unknown/Not Specified***	829	52.4%
Total # of Potential Trafficking Cases	**1581**	**100.00%**

**Cases may involve multiple victims of multiple nationalities.*

***To protect the confidentiality of the potential victims involved, the NHTRC does not disclose specific nationalities referenced in fewer than three cases.*

**** In these cases, demographic information was not reported to the NHTRC.*

Important Note: The data displayed in this report was generated based on information communicated to the National Human Trafficking Resource Center hotline via phone, email, and online tip report. The NHTRC cannot verify the accuracy of the information reported. This is not a comprehensive report on the scale or scope of human trafficking within the state. These statistics may be subject to change as new information emerges.

Discussion Questions

- Which audience is this report targeted towards: internal, external, or both?
- How might the NHTRC use this report internally?
- How might different external audiences benefit from the data in this report?

By now, it should be very clear that data can be used to address a wide range of questions and concerns about the crime of human trafficking and the hotline's critical role in combating it. But in order to accomplish this, hotlines need to think strategically about which specific data points they need to collect to be able to meet the needs of their multiple stakeholders. For example, in order to collect the data necessary to produce the above report, NHTRC call specialists would have asked specific questions and recorded answers about the industry in which trafficking was occurring; the demographic characteristics of any potential victims; and, the nationalities of any potential victims. Their protocols would have guided them in collecting this information, ensuring consistency and reliability across the data set.

To practice determining which data points to collect for any given situation, read through the four scenarios below and answer the discussion questions that follow.

SCENARIO #1

Recent high-level U.N. talks have created a surge of interest in the fight against human trafficking. The Ministry of Social Affairs contacts your hotline, which oversees anti-human trafficking efforts, to ask for a report on:

- Which areas in the country have the highest levels of human trafficking?
- The top three most prevalent types of human trafficking.
- A profile of vulnerable populations.

SCENARIO #2

Recently, you noticed a considerable and sudden drop in the number of callers contacting the hotline. Staff is beginning to feel demoralized and unmotivated now that the hotline is receiving fewer calls. You decide to investigate why the number of calls has dropped.

SCENARIO #3

You operate a hotline in a popular tourist destination. The local business association asks you to provide information on the types of businesses that are at highest risk for trafficking activities and which populations are most at risk of becoming victims. Their goal is to develop new policies to combat human trafficking in the area.

SCENARIO #4

Hotline staff is complaining that they are overwhelmed by high call volume. As the hotline supervisor, you must update current staffing practices so that (a) staff feels they are adequately equipped to handle calls and (b) staff are comfortable with the number of calls they take each day.

Discussion Questions

- What kind of audience is each scenario concerned with: internal, external, or both?
- What specific data points would you need to collect to satisfy the audiences referenced in each scenario?
- Is there any overlap between data points between audiences or between scenarios?
- What, if any, of the data trade-offs we discussed: reliability, accessibility, and sophistication come to mind as you consider how to address these scenarios?

Use the chart below to help organize and consolidate your thinking about the previous two exercises, with specific regard to your hotline. What internal and external audiences do you need to consider when thinking about data collection? What specific data points will you need to collect to satisfy the needs of each of these audiences?

	Knowledge Needs	Data Points
Internal Audience		
External Audience		
Both		

To summarize, please consider the following recommendations:

- **Balance confidentiality concerns against the benefits of data collection**. Ensuring that any information shared on calls can remain confidential is often a major concern for hotlines, and policies will vary according to each organization's philosophy and their legal reporting requirements. These considerations will affect how much personally identifying information (such as name, telephone number, and physical address) hotline operators collect in a call and/or the protections in place to guard the identities of callers who want to remain anonymous.
    - The NHTRC collects personal contact information if the caller is willing to provide it. Before sharing their information, we will also ask if the caller is comfortable being contacted by the police, the service providers, and the NHTRC. Gathering this information helps us to better serve the caller since it allows us to link individuals to particular cases in our database and track each activity or call related to a particular case. To protect their privacy, the NHTRC does not release disaggregated data. Additionally, we will only provide data to organizations/individuals with whom we have signed an agreement.
- **Elevate strategic over unnecessarily complicated data**. When deciding what data to collect, it is helpful to determine what information is necessary for hotline operators to be able to achieve a particular outcome, such as removing a potential victim from a trafficking situation. In this case, the operator would focus primarily on identifying the location, the number of individuals involved, the type of trafficking occurring, and so on. These are the details that will be most useful for law enforcement officers whom the hotline will need to liaise with to meet the needs of the potential victim(s). In such a case, it may not be beneficial for the hotline operator to pursue any additional details that would be irrelevant to the desired outcome. For example, if the potential victim(s) referenced a related issue of domestic violence, the operator would not need to delve too deeply into the nuances of this issue if it did not immediately relate to the trafficking situation.
- **Define human trafficking**. As we discussed at length in Module 1, the definition of human trafficking in your region or country provides a strong framework for identifying human trafficking and determining what data your operators need to collect. Be clear about what assessment questions they need to ask in order to use the AMP model to advocate for callers to other stakeholders.
- **Identify related issues**. Another area to consider is which, if any, related issues would be relevant for the hotline to gather information. For example, the NHTRC collects detailed information on labor exploitation because it is a high-risk situation that often evolves into trafficking. Furthermore, because the NHTRC has learned that there is a lack of resources for individuals experiencing labor exploitation, we can use our data on this topic to begin to address this issue.

SESSION 6.3 DATA PROCESSING

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified four key steps in data analysis.
- Practiced working through these steps using a sample data set.
- Explored strategies for mitigating trade-offs in the data analysis process.

Thus far in this Module we have explored how hotline data can be used to meet the diverse needs of multiple stakeholders. However, this depends on how well you strategize about which audiences you are likely to encounter, and which specific data points you will need to collect to meet their requests. This is especially important given the necessary trade offs between reliability, accessibility, and sophistication. In this session, we will dive deeper into the step-by-step process by which your hotline can collect and analyze the data you have decided is important in your particular context.

A comprehensive approach to data involves four steps:

1. Collecting raw data on each hotline call.
2. Cleaning and organizing raw data.
3. Describing the data (for example, in charts, tables, or graphs).
4. Interpreting the data to identify trends, patterns, or inconsistencies.

This four-step process can be understood as a continuum. If the raw data collected on hotline calls is of poor quality, this will lead to poor interpretation and ineffective recommendations. Therefore, **quality assurance** should be a key consideration for every step in this process. This means ensuring that all data is (1) complete—that all data points have been collected and accurately entered, (2) reliable—that all data exercises would yield the same results if they were repeated, and (3) valid—that all data accurately reflects what you are trying to measure.

ACTIVITY

Below is an opportunity to practice applying the steps of this continuum to a sample raw data set. Study the data included in the first table, and use it to fill out the second table. Then, answer the questions that follow.

Call Information		Caller Name		Caller Contact Phone Number	Caller Information			Language	Reason for call	Trafficking Type	Action Taken
Year/Month/ Day	Time Call started	Last	First		M/F	Age	Location	See legend	See legend	See legend	See legend
5-Jan-14	3:23 AM	Molino	Carlos	703-788-5623	M	25	Arlington, VA	SP	GI	PL	SUP, GI
16-Jan-14	1:00 PM	Roberts	Elizabeth	210-776-8953	F	18	San Antonio, TX	EG	GI	N	GI
2-Feb-14	4:54 PM	Nyugen	Tanya	None	F	50	Newark, NJ	EG	T	PS	REF, GI
8-Mar-14	6:00 PM	Nyugen	Tanya	None	F	50	Newark, NJ	EG	T	PS	REF, GI
12-Mar-14	5:48 AM	Molino	Carlos	703-788-5623	M	25	Arlington, VA	SP	GI	PL	SUP, GI
6-Apr-14	12:00 PM	Franklin	Anita	713-822-6545	F	50	Houston, TX	EG	GI	N	GI
16-Apr-14	3:53 PM	Cordero	Laura	310-852-963	F	32	Los Angeles, CA	SP	GI	N	GI
9-Apr-14	2:45 PM	Ming	Not given	713-522-455	F	28	Houston, TX	CH	T	PL	SUP, REF
6-Apr-14	2:54 PM	Chao	Joanna	Not given	F	26	Not given	EG	GI	N	GI
6-Apr-14	3:11 PM	Scott	Jordan	682-726-1188	M	45	Arlington, TX	EG	T	PS	GI, REF, SUP
5-May-14	6:23 PM	Zavaleta	Leticia	None	F	15	New York City, NY	SP	C	S	REF
25-Jun-14	3:15 PM	Inglewood	Jamie	617-023-5897	F	38	Boston, MA	EG	T	PS	REF, GI, SUP
16-Jul-14	7:30 PM	Stevens	Chris	210-788-9135	M	26	San Antonio, TX	EG	T	PS	REF,SUP
4-Apr-14	11:45 AM	None given	None given	None	?	?	?	VT	MISC	N	N
16-Aug-14	7:15 AM	Molino	Carlos	703-788-5623	M	25	Arlington, VA	SP	GI	PL	SUP, GI
15-Sep-14	12:05 PM	Blackwood	Justin	973-08400	M	26	Newark, NJ	EG	GI	N	GI
18-Sep-14	1:13 PM	Siegal	Rebecca	973-2828	F	25	Newark, NJ	EG	GI	N	GI
14-Sep-14	2:30 PM	Loyd	Robert	973-3624	M	24	Newark, NJ	EG	GI	N	GI
20-Nov-14	4:26 AM	Molino	Carlos	703-788-5623	M	25	Arlington, VA	SP	C	L	SUP, REF, LE
24-Dec-14	12:00 AM	Zavaleta	Leticia	None	F	15	New York City, NY	SP	REF	S	SUP, LE, REF

LEGEND

Trafficking Type		Action Taken		Reason for call		Language	
Labor	L	Reported to authorities	LE	Tip	T	English	EG
Sex	S	Reported to supervisor	SUP	Referral	REF	Spanish	SP
Potential labor	PL	Provided general information	GI	General information	GI	Portuguese	PO
Potential sex	PS	Provided referral to Service Provider	REF	Crisis	C	Mandarin-Chinese	CH
None	N			Misc	Misc	Vietnamese	VT
						Thai	TH
						French	FR

Data Cleaning and Organization	
Is there any missing data?	
Data Description	
What percentage of callers speaks English?	
What percentage speaks Spanish?	
What percentage speaks Thai?	
What percentage speaks Vietnamese?	
What percentage speaks Mandarin-Chinese?	
What month received the highest volume of calls?	
What time of day do callers seem to be calling?	
What percentage of calls is represented by:	
a. General information	
b. Tips	
c. Referrals	
d. Crises	
Data Interpretation	
What language ability should the hotline focus on?	
What time of day should staff be most present?	

Discussion Questions

- How easy or challenging was this exercises?
- To what extent does your own data processing resemble, or look different from, the chart above?
- Within your own organization, which staff role(s) would be responsible for each step of this process/data analysis continuum?

Throughout this process, quality assurance and data review are important components that may require a heavy time commitment. When considering your approach to data processing and how much data to collect, it is important to ensure that hotline operators do not feel overly burdened by data-related tasks. In other words, that they are not spending so much time on the data continuum that they cannot effectively handle calls and provide good customer service to callers. Because the NHTRC must grapple with this trade-off each time we decide to add a new data point to our protocols, we have identified several strategies that may help mitigate the burden:

- Assign one individual the responsibility of entering particular types of data. This may lessen the likelihood of data entry errors, as well as free up remaining staff for other hotline tasks.
- Data reviews can also be divided among staff so that the burden is shared. For example, veteran call operators can review other operators' call notes and database records with an eye towards certain errors or omissions, such as whether a particular case should have been coded as trafficking or merely high-risk for trafficking. Then, they can follow up with the operators who took the call and entered the data (while the details are still fresh in their memories) to make the necessary corrections.
- A list of common errors or omissions can be shared with the rest of the staff in order to pre-empt the need for corrections at a later time.
- If your computerized system allows it, a customized report can be created that would automatically pick up on certain common errors.
- Be disciplined about scheduling time for data review and clean up. If call volume is low, it may be possible to review new data on a daily basis. As call volume increases, it may be easier to shift to a weekly data review session.
- Ensure that you are consistently providing follow-up or refresher trainings to remind staff about correct data entry procedures and prevent common errors from reoccurring.

MODULE SEVEN
OUTREACH AND AWARENESS CAMPAIGNS

This Module walks you through each step in planning and implementing an outreach or awareness campaign for your hotline. It uses real-life examples of campaigns to build a practical knowledge of the key criteria for an effective effort. The Module also guides you through an institutional assessment to assess your internal capacity for conducting targeted campaigns.

SESSION 7.1 INTRODUCTION TO OUTREACH

LEARNING OBJECTIVES

By the end of this session, you will have:

- Considered the steps involved in planning and implementing outreach and awareness campaigns.
- Explored how past experiences with such campaigns can contribute to outreach and awareness efforts for your hotline.

The success of a human trafficking hotline largely depends on how much target communities are aware of its existence and are willing to use it. No matter how much time you spend cultivating the knowledge and victim-centeredness of your staff, attending to their schedules and self-care, developing response protocols, partnerships, and creating an efficient approach to data collection and analysis, none of this can be put to effective use until people actually begin contacting the hotline to make requests and share information. Therefore, every hotline needs to be proactive about its approach to conducting outreach and designing and implementing awareness campaigns.

You probably already know much more about this topic than you realize. This is because most people have had some experience with outreach and awareness campaigns in the past, not only as hotline staff but as private individuals who are themselves responding to marketing campaigns for different products and services in their everyday lives. Exploring these experiences in more detail can be extremely helpful as you begin designing a strategy for your organization's human trafficking hotline. With this in mind, please consider the following questions.

- Have you been involved with or exposed to any outreach or awareness campaigns in the past?
    - What types?
    - What were the reasons for these campaigns?
    - How would you describe the core components of these campaigns?
    - How formal or informal were these campaigns?
- Which of these experiences were the most positive for you? Which were the most negative?
- In your opinion, which of these campaigns were the most effective? Which were the least effective?
- In general, do you believe that outreach is important for a hotline? Why or why not?

As your past experiences suggest, there are several steps involved in planning and implementing an outreach or awareness campaign. These include:

- Identifying your target audience.
- Confirming that a campaign is possible.
- Defining and developing a clear message.
- Setting a clear and measurable goal.
- Assessing the success of your campaign.
- Planning for potential positive or negative outcomes.
- Determining your readiness to undertake a campaign.
- Operationalizing your campaign and delivering your message.

ACTIVITY

Take a moment to reflect on the steps listed on the previous page, and then put them in order according to the way you think they should be implemented.

Because we have all had diverse experiences related to outreach and awareness campaigns, we may have different opinions about how to sequence such a campaign for a human trafficking hotline. Throughout this module we will explore each step in more detail, and at the end you may choose to re-visit your order and see if you would make any changes. We encourage you to discuss this process with your colleagues as you work through it in order to uncover any tensions and resolve them from the start so that your team can push forward with effective outreach.

SESSION 7.2 IDENTIFY YOUR AUDIENCE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Explored key considerations in defining your target audience.
- Practiced using one type of framework to better understand your target audience

We have discussed target audiences several times throughout this Toolkit. A deep understanding of your audience is extremely valuable in creating your hotline's outreach and awareness campaigns and will make a big difference in the success of any campaign you undertake.

To begin our discussion of target audiences, we will examine a sample framework developed by the International Labor Organization (ILO) and AusAid. They used this framework to better understand the audience they wanted to reach—migrant workers who are vulnerable to human trafficking in the greater Mekong sub-region—and clarify their messaging.

For their target population, the ILO and AusAid determined that they needed to better understand:

- A particular **segment** of the target population they wanted to impact. In this case, they decided to focus on children that were still in school, from ages thirteen to eighteen.
- Key **characteristics** of this segment include education, work experience, financial situation, and emotional susceptibilities, which make individuals vulnerable to human trafficking. Based on their knowledge in the field, they determined that a youth with a high school education who is transitioning to the workforce and desires to support his/her family would be most vulnerable.
- **Drivers** of human trafficking, or what factors may push an individual into a trafficking situation. For youth in this region, the ILO and AusAid realized that primary drivers were the migration of family members and peers as well as the fact that traffickers are often part of the community.
- Potential outreach **strategies**. For school-age youth, direct outreach in schools seemed like a sensible approach.

ACTIVITY

To practice applying this framework, read through the case studies below. Each one describes a general target population. Use the accompanying table to identify each of these four pillars to better define these target audiences as if you were planning an outreach campaign with them in mind. Once you are done, answer the discussion questions that follow the exercise.

CASE STUDY #1

Mr. Chen's son recently graduated from high school. After paying for twelve years of school fees, Mr. Chen can barely meet his family's expenses. To add to that stress, he and his wife are getting older. They can no longer work in their rice fields and must pay more workers at harvest time. Mr. Chen is worried that soon he will not be able to work at all. Some of Mr. Chen's friends have children who have migrated to bigger cities or even abroad. He sees the success of his friends and thinks that migration might not be such a bad idea for his own son.

CASE STUDY #2

Diana lives in a small town where she works in her family's grocery store. She stopped attending school when she was fourteen. Diana is now eighteen and wants to get out of the small town. Her uncle has been abusing her for several years, but when she tried to tell her parents, they didn't believe her. Diana wants to escape her situation. She wants to be independent and get married to someone who will take care of her.

CASE STUDY #3

Mary lives in a large apartment complex with many neighbors. Unlike her neighbors who leave the house to work, Mary works at home. She was taking out the garbage one day when she ran into a young girl, Natalia. Over time, Mary started to talk to Natalia. Mary was always struck by how scared Natalia was—always rushing back to the house after only five minutes away. One day, Natalia looked especially desperate. She looked at Mary and said, "Help me." Mary does not know what to do. She is not even sure which apartment unit Natalia lives in or why she needs help.

CASE STUDY #4

Alex is the mayor of Totota, a small, semi-urban town in Kenya. Alex recognizes that educational and job opportunities in the town are quite limited, and that this is causing desperation among some parents. They fear their children will have no future. Alex knows that there are a couple of private schools offering full scholarships to children between ages ten and fifteen. The scholarships would cover school fees, room, and board. Parents make a payment of $5,000 or agree that their children could repay it though guaranteed work while in school. However, this program is alarming Alex because in the year since his niece enrolled in one of these private schools, he has not heard from her.

Segment	Key Characteristics	Drivers of Human Trafficking	Possible Outreach Strategies

Discussion Questions

- Was there any overlap between the outreach strategies for different target audiences?
- Were you able to fill out each category for each case study? If so, how confident were you in your knowledge? Did you ever feel as if you were simply making assumptions?
- Where could you go to get more information for any categories you may have felt uncertain about your answers?

Reaching your target audience(s) may mean revising your outreach strategies as you move through your campaign. Here again, partnerships come into play. Working with grassroots or local organizations can be very helpful in gaining a deeper understanding of the populations you are trying to reach, as well as filling any knowledge gaps you can identify at this point. Your partners not only contribute to expanding your hotline's reach through their own promotion, they can also provide valuable feedback on your messaging and delivery methods based on their intimate knowledge of the target audience(s).

SESSION 7.3 DEFINING A CLEAR MESSAGE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified three steps in message development.
- Examined tools and templates for defining a clear message for outreach and awareness.
- Considered how you might use these templates in defining messages for your own campaigns.

As we saw in the last session, building a deep understanding of your target audience is a crucial first step in conducting outreach and building awareness. Once you are clear on whom you are communicating to, you can begin exploring how to convey your message and "sell" your hotline to those who will need it the most.

It is helpful to think of messaging in terms of three "D's":

- **Define**. This is the key message or what you want to express.
- **Develop**. This refers to refining the key message to appeal to the preferences of the target audience. For example, your target audience may not resonate with a key message that simply states: "Child abuse is wrong."
- **Deliver**. This refers to the mechanism by which the key message moves from the sender to the receiver, either through direct or indirect outreach. Delivery will often take place through partners, who will help disseminate the message that you have worked to define and develop.

The example to the right shows how each of these three D's may look practice. In this poster, the message can be defined as "you can get out of your situation." However, this is never simply stated. Instead, the key message has been developed through specific choices about fonts, colors, and images that align well and that were determined to appeal to the target audience: presumably, young female victims of sex trafficking. Finally, the message is delivered via a flyer that can be distributed at a number of locations.

Alameda County H.E.A.T Watch

ACTIVITY

Now, let us return to the ILO-AusAid case study of youth in the greater Mekong sub-region and the framework we used in the previous session. In addition to focusing on potential victims, these stakeholders identified additional audiences who would benefit from awareness-raising activities. These audiences are listed in the following table.

Segment	Key Characteristics	Drivers into Trafficking Situations	Possible Outreach Strategies
Young women and men in school, ages 13-18	Transitioning to the work force; limited knowledge and experience; family and peers also migrating	Family and peers are migrating; Traffickers are a part of the community; lack of knowledge about migrating; information comes from their peers who have limited access to accurate and reliable information	Direct: School visits to deliver key messages tailored for young women and men Indirect: Distributing posters and information pamphlets in and around schools
Young women and men out of school, ages 15-25	Pressure to find work and support family; lack of opportunity for work at home	As above	Direct: Meetings to deliver key messages tailored for young women and men in appropriate sites Indirect: Flyers in locations that this group frequents such as markets
Parents/ Family members	Ability to influence children/relatives who are deciding to migrate or have migrated	Maybe facing financial pressure to promote migration without emphasizing precautionary measures; no knowledge of safe migration; no knowledge of what to expect from migrant children	Direct: Group discussions to consider family benefits and disadvantages of migration Indirect: Flyers in common places such as markets
Officials		Can influence the behavior of members of their communities; can provide documentation to migrants and make referrals to recruitment agencies; pressure from others to maintain status quo	Direct: Capacity and awareness building activities e.g., workshops on safe migration, group discussions highlighting the potential outcomes of safe migration into decent work Indirect: Advertisements and postings in journals, newspapers, and posting boards commonly read by this group

Discussion Questions

- Do you think this framework would be useful for your organization in defining a key message? Why or why not?
- How might you adapt such a grid to make it more useful for your organization?
- What role would partners play, if any, in determining key messages?

Defining a clear message can take several steps, but working through these steps will lay a strong foundation for the rest of your campaign. You cannot effectively learn how to convey any message (a topic we will be covering in the next two sessions) until you completely understand what it is you want to get across. The frameworks above can be very helpful in this process, but again, you will benefit from filling them out in consultation with partners who may be more knowledgeable about the specific population(s) you are trying to reach.

SESSION 7.4 DEVELOPING A CLEAR MESSAGE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified and analyzed criteria for effective messaging.
- Learned a systematic approach to developing clear messages.

The previous sessions in this Module guided you through a process of identifying a target audience for your outreach campaign (the "who") and making your message as clear as possible for that audience (the "what"). In this session, we will begin to explore in greater detail ways to communicate your message so that it can have the most impact on the people you want to reach (the "how"). First, this means concentrating on using language and images that will both reflect and resonate with your target audience.

In order to make your message as effective as possible, you should ensure that it meets the following criteria:

Uses accessible language. Your message should be conveyed using simple and clear phrases that are culturally appropriate for the target audience. This may mean taking into account the likely reading comprehension level or making the campaign available in several languages. In some cases, animations or videos may be a more effective means of communication. The language should also focus on only one type of trafficking, and on the experience of that trafficking since many victims will not self-identify as victims. Instead, they are more likely to recognize what it feels or looks like to be in the trafficking situation.

Is victim-centered. The language and imagery you choose should be empowering and communicate that you care about the target audience. It may include individual stories of survival to provide a sense of hope. This will help build trust and encourage victims to call, as well as others who may be looking for ways to help. Conversely, avoid any language or imagery that re-victimizes or re-traumatizes the target population.

Appeals to emotions and desires that are held in common among the target audience. Among victims, one feeling that would be widely understood would be the wish to have freedom of choice. In contrast, if your campaign is targeted towards educating local residents about how to identify potential trafficking victims, you may choose to emphasize the wish to help others and be of service in one's local community.

Avoids perpetuating stereotypes. Effective campaigns avoid reinforcing common myths or misconceptions about human trafficking. Common misperceptions include: human trafficking requires transporting a person across borders; human trafficking only happens to migrants, women, and children; all human trafficking is sex trafficking; and, human trafficking always involves physical restraint and abuse. These stereotypes may be communicated through language as well as images, such as those that display victims with physical wounds who are chained to something to keep them in place. Such imagery can be traumatic for certain target populations and can make them feel dehumanized or objectified.

Includes a single point of contact. If your message directs people to a single hotline number, this will be easy for your target audience to remember and avoid any confusion about how to access help.

Provides information about available services. Describing what your hotline can offer will let your target audience know what they can expect if they reach out. This, in turn, can reduce their fear and uncertainty about seeking help and gives them a sense of options. In other words, it reinforces your victim-centered approach, creating a safe space for your callers from the start.

ACTIVITY

Now, we will practice identifying these criteria and analyzing how they contribute to the overall effectiveness of a campaign by studying the following six real-life examples.

As you review the examples, pay attention to the colors and fonts in addition to the language of the actual message. Then, use the accompanying chart to evaluate each example for every criterion explained above. You will award one point for each criterion that exists, or mark it "0" if you feel that criterion is missing. Finally, tally the total possible points against the total number of points you awarded each campaign to help you decide which are ultimately the most likely to be effective.

Campaign 1

Campaign 2

Polaris and Outdoor Promotions

Campaign 3

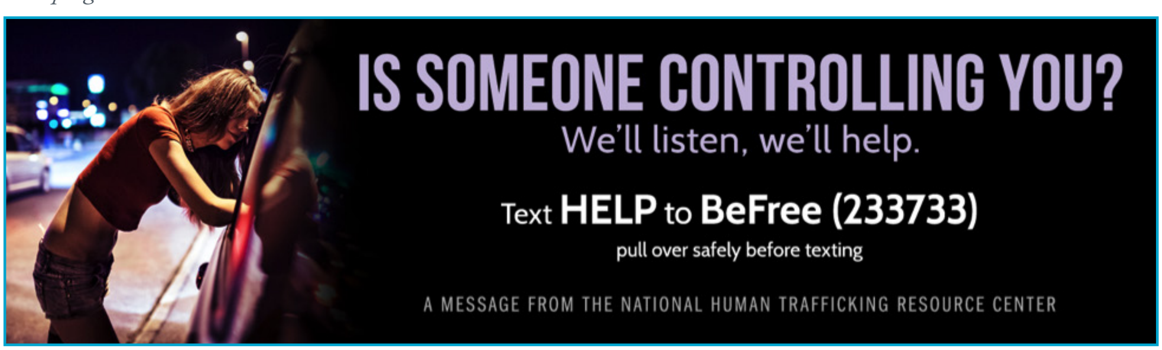
Polaris and Outdoor Promotions

Campaign 4

Campaign 5

Alameda County H.E.A.T Watch

Campaign 6



Campaign #	Accessible language	Victim centered	Appeals to common feelings	Avoids perpetuating stereotypes	Has only one phone number	Informs of available services	Score/ Total Possible
1. Where does human trafficking take place?							
2. Do you feel trapped?							
3. Do you feel trapped?							
4. Is your boss threatening you?							
5. I got out. U can 2. (you can too)							
6. Is someone controlling you?							

When developing your messages using the criteria above, it is also important to consider where your language and imagery comes from. If you use images of victims who are portrayed by models, or if you chose stock images, make sure you follow the necessary licensing procedures and obtain written consent for disseminating your campaign. If you use the words or image of an actual victim or survivor, take time to consider the possible risks to that individual. Make him/her aware of any potential repercussions and discuss mitigation strategies. Of course, it is essential that you obtain the formal written consent of this individual.

As you develop your message, you may face a range of different opinions about the effectiveness of your choices. Often the best gauge is to test your messaging with partners, or by conducting a soft launch of your campaign. This will also give you time to test the ability of your staff to handle any increased call volume that may result from the formal launch of the campaign, and make any needed changes.

SESSION 7.5 DELIVERING A CLEAR MESSAGE

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified different delivery channels and methods for awareness campaigns.
- Learned a systematic process for comparing potential delivery methods.
- Deduced a preferred outreach delivery channel based on a weighted analysis of at least two options and at least three factors.

Now that we have worked through the process of defining and developing a clear message, it is time to move on to the third "D:" Delivery. This means giving deep thought to what channels your outreach campaign can take and which you should choose to maximize your impact.

One way of judging your options is to formally compare the advantages and disadvantages of two potential mediums of communication with your target audience. The first step is to identify at least two possible awareness methods. Throughout this session, we will use a billboard at a bus stop and a radio drama. Then, you will identify a number of specific factors for comparison. In our billboard versus radio drama example, we will look at low cost, overall reach, reach to the target group, appropriate language and literacy level, and influence.

You will score the two options according to how well they perform against each individual factor. A score of 1 means that the option performs poorly, while a score of 5 means that the option performs as strongly as possible. For example, radio dramas only score a 1 against the factor of low cost. This means that when it comes to keeping costs low, radio dramas do not perform well. Overall, both options scored a total of 14 points.

	Cost	Overall reach	Reach to target group	Appropriate for language or literacy level	Influence	Total
Bus stop billboard	3	3	3	3	2	14
Radio drama	1	4	3	3	4	14

Score
1= Poor perfotrmance
5 = Strong performance

The second step is to assign a weight to each factor. The weight determines the importance of each factor relative to the overall execution of the campaign. For example, low cost is weighted 3, while reach to target group is weighted 5. This means that reaching the target group is considered more important to the overall effectiveness of the campaign than the cost of the campaign.

	Cost	Overall reach	Reach to target group	Appropriate for language or literacy level	Influence	Total
Bus stop billboard	3	3	3	3	2	14
Radio drama	1	4	3	3	4	14
Weights	3	3	5	5	3	n/a

Score	***Weight***
1 = Very poor performance	*1 = Absolutely unimportant*
5 = Strong performance	*5 = Critical*

The third step is to calculate a weighted score by multiplying the score by the weight. As you can see, the new total for the billboard comes to 54, while the radio drama comes to 57. This indicates that the scores are quite close.

	Cost	Overall reach	Reach to target group	Appropriate for language or literacy level	Influence	Total
Bus stop billboard	3	3	3	3	2	14
Radio drama	1	4	3	3	4	14
Weights	3	3	5	5	3	n/a
Bus stop billboard	3x3 = 9	3x3 = 9	3x5 = 15	3x15 = 15	2x3 = 6	54
Radio drama	1x3 = 3	4x3 = 12	3x5 = 15	3x5 = 15	4x3 = 12	57

To summarize:

- Step ONE: Identify a number of possible outreach methods to compare
- Step TWO: Identify a number of factors for comparison.
- Step THREE: Score the factor for each outreach method.
- Step FOUR: Calculate the total factor scores.
- Step FIVE: Assign a weight to each factor.
- Step SIX: Calculate the weighted score.
- Step SEVEN: Calculate the grand total of the weighted scores.

ACTIVITY

Now, consider at least two outreach options and at least three factors for a possible outreach campaign in the region or country where you work. You may use the example factors above, or create your own.

	Factor #1	Factor #2	Factor #3	Total
Option #1				
Option #2				
Weight				
Option #1xWeight				
Option #2xWeight				

In conclusion, we must return again to the importance of partnerships in delivering your message. Cultivating the support of local service providers can be very useful because they can turn to their networks, which will likely be different from yours, to help disseminate your campaign. This will ensure a broader impact than you would be able to achieve on your own. Moreover, local service providers can help ensure that the location you choose for your campaign is relevant. For example, while a poster on a bus shelter may have greater impact because people will see it multiple times, your local partners can use their intimate knowledge of the target audience to determine which bus routes are most frequently used.

Finally, do not overlook local and federal government and law enforcement agencies. Government publications, such as materials handed out with visas, may be able to reach target populations in unique ways. In addition, police may have direct access to victims after raids of establishments or through inspections. Looking for opportunities to partner is a crucial step in getting government and law enforcement agencies to endorse and promote your hotline's awareness campaigns and encourage more people to use the number. Not only does this allow you to help more people, it also aids in victim identification and better data collection and thus better interventions.

SESSION 7.6 CONSIDERING CONSEQUENCES

LEARNING OBJECTIVES

By the end of this session, you will have:

- Recognized that campaigns are likely to have both positive and negative consequences.
- Used a matrix to systematically analyze possible consequences from a campaign.
- Appreciated the use of a step-by-step and systematic process.

From a young age, we begin to learn about cause and effect. For example, many of us discovered as small children that touching a hot pot on the stove could burn our fingers. Just as we learned to recognize the causes and effects of our actions early in life, it is important to consider the potential consequences, both positive and negative, of any outreach campaign you decide to undertake. This will help you feel more prepared to handle any situation that may occur as a result. For example, on the "pluses" side, the campaign may lead to an increase in call volume and enhance your visibility among donors. However, one of the "minuses" might be that greater visibility of your hotline number may also increase the number of unrelated calls your hotline receives, placing a burden on your staff capacity. It is also useful to consider possible unanticipated outcomes, such as an increase in calls from traffickers.

ACTIVITY

Take a moment to revisit the sample campaigns from Session 7.4. Analyze each campaign to identify any potential pluses, minuses, and unanticipated consequences. You can use a table like the one below to organize your responses.

Pluses	Minuses	Unintended Consequences

Once you have assessed the range of consequences of a campaign you are considering, you can take your decision-making one step further by assigning values or scores to each consequence. In the example below, you can see that increased calls have a positive value of 5 while increased visibility among donors has a positive value of 8. This leads to a total positive value of 13. On the other hand, an increase in unrelated calls and negative community comments earn a total negative value of 11 points. In the unanticipated column, there is a negative value of 2 assigned for calls from traffickers. Thus, the consequences of this campaign are zero in numerical terms, unless you work to devise strategies to heighten the positive outcomes and reduce the negative ones.

Plus	Minus	Unintended Consequences
Increases call volume +5	Increases number of unrelated calls -3	Traffickers start calling the hotline -2
Creates increased visibility among potential donors +8	Community does not like the campaign images or language -8	
Total of Column 1 = +13	Total of Column 2 = -11	Total of Column 3 = -2
All columns added together total = 0		

SESSION 7.7 SETTING AND ASSESSING GOALS

LEARNING OBJECTIVES

By the end of this session, you will have:

- Identified two key criteria for evaluating the success of your campaigns.
- Developed a greater appreciation for the time and resources required for evaluation.

Taking the time to systematically define the goals for your campaign will have a big impact on your likelihood of success. Furthermore, assessing your outcomes against your initial goals and your baseline can help you determine what worked and what did not, making it easy to replicate your success in the future.

There are two key steps in setting goals for an outreach and awareness campaign. First, choose a goal that can be measured by specific, concrete indicators. For example, you might choose to track the number of calls from victims, so that any increase after the launch of your campaign would be clearly correlated and you could assume that your message was reaching your target audience. Next, be clear about the parameters you are using to analyze that indicator. For example, if your database system does not allow you to track the number of calls from victims over a certain time period, then it may not be the most effective choice.

Evaluating the success of awareness campaigns is becoming increasingly important in the anti-trafficking field. Donors are seeking out recipients that can demonstrate a carefully thought out approach to demonstrating the impact of their work. Therefore, setting aside resources for measuring your effectiveness is critical, even if it means something as simple as designating a key individual on your staff who will be responsible for collecting and analyzing all data relating to your campaigns.

SESSION 7.8 ASSESSING READINESS TO PLAN A CAMPAIGN

LEARNING OBJECTIVES

By the end of this session, you will have:

- Re-considered your preferred order of steps in planning and implementing an outreach and awareness campaign.
- Conducted an institutional assessment within your organization to determine the levels of experience in conducting a marketing campaign.
- Identified any knowledge gaps or tensions within your organization prior to beginning a campaign.

In this Module, we have covered a range of topics related to outreach and awareness: identifying a target audience; the 3 D's: designing, developing and delivering a key message; thinking through potential consequences; and, setting goals and evaluating impact. With these lessons in mind, return to Session 7.1 and the order you chose for the various steps of implementing and designing an outreach or awareness campaign. Knowing what you know now, would you change anything?

ACTIVITY

The table below is designed to help you gauge the range of experience within your organization in each of the areas that we have discussed. By rating different aspects of your organization's work in relation to these areas, you will gain a better understanding of your strengths as well as where you may need additional support.

Rate your experience from low (1) to high (5) in the core areas of work involved in implementing a campaign.

Steps	Experience		
	Very Low (1)	Low (2)	Medium (3)
Confirm that a campaign is possible.			
Set a clear and measurable goal.			
Identify your target audience.			
Plan potential positive or negative outcomes.			
Define and develop a clear message.			
Operationalize your campaign and deliver your message.			
Assess the success of your campaign.			

You have just completed an institutional assessment. In addition to identifying gaps in your current capacity, institutional assessments can be useful in uncovering perceptions about what it will take to implement a campaign. For example, imagine if each department in your organization were to complete this table prior to undertaking outreach work. Perhaps one team, such as senior management, would rate their experience in "developing the message" a 5, whereas the technology team would rate this a 3. Such a difference might signal a need to slow down and ensure that all the steps involved in any process are clear to everyone, thereby ensuring organization wide buy-in.

HANDOUT APPENDIX

2.1 DEFINING YOUR TARGET AUDIENCE

Target Audience	
Type of trafficking and/or sector of employment.	
Gender of trafficking victim.	
National (citizen) versus foreign national, including origin country (non-citizen).	
Age (adult or minor).	
Special Needs of Target Audience (such as language interpretation).	
Relevant access points for target Audience.	

2.4 HEALTHY OVERNIGHTS

This section provides strategies and tips for a healthy and productive overnight shift. This includes background information on the importance of sleep, particularly the value of understanding your individual sleep cycle. Additionally, there is a list of suggestions for before, during, and after an overnight shift.

BACKGROUND INFORMATION

How Much Sleep is Necessary?

The average person typically needs eight hours of sleep each night. However, the amount of sleep necessary per person will vary.

- One way to measure how much sleep your body needs is to wake up naturally, without an alarm clock.

Sleep Debt:

Sleep debt is the difference between the amount of sleep that you should get per night and the amount of sleep that you actually get per night. Example: Although you typically go to bed at 10:00 p.m., one night you decide to stay up late in order to complete the application for a Call Specialist position. Before you know it, it is 2:00 a.m. In total, you lost four hours of sleep that night. If you planned to maintain this schedule for the entire week (seven days) in order to send out other job applications, your total sleep debt would be twenty-eight hours.

Consequences: If you have a large sleep debt before your overnight shift, you will experience difficulty maintaining sustained levels of alertness and concentration. Hence, try to eliminate or reduce your sleep debt before the start of your shift.

Eliminating Sleep Debt

While the consumption of coffee, energy drinks, or other caffeinated beverages may temporarily suppress drowsiness, the only way to truly eliminate sleep debt is to sleep.

In order to determine if you get enough sleep each day, ask yourself the following questions:
Do I feel refreshed when I wake up in the morning?
Do I feel alert throughout the day?
Do I feel drowsy at any point during the day? How long does the sense of drowsiness persist?
Can I maintain high levels of concentration throughout the day?

Sleep Log:

Another way to determine if you are getting enough sleep is to keep a sleep log.

Date	Number of Hours Slept	Nap: Yes/No? How long?	Grand Total	Sleep Debt: Yes/No How Much?

COMMON CHALLENGES

Call Specialists have reported the following challenges about working an overnight shifts:

1. Maintaining alertness and high levels of productivity
2. Adjusting one's sleep and work schedules
3. Working alone and being in the office alone

In order to address the challenges of working an overnight shift, we have compiled a list of suggestions from NHTRC staff as well as relevant research. This list is not exhaustive.

BEFORE YOUR SHIFT

1. If possible, take a nap prior to your shift
2. Eliminate as much sleep debt as possible prior to your shift
3. Eat a full meal
4. Pack comfortable clothing
5. Pack enough food, especially healthy snacks
6. Take time in order to mentally and physically prepare for your shift

DURING YOUR SHIFT

Tasks:

1. Work on tasks that are time sensitive first
2. Work on tasks that require research and analysis early in the evening or during periods of high levels of alertness
3. Work on tasks that require less attention to detail or focus later in the evening or during periods of lower levels of alertness
4. Change tasks frequently
    a. Studies show that one's sense of fatigue increases when engaged in monotonous or repetitive tasks over a long period of time

Health:

1. Eat
    a. Although your body is accustomed to sleeping during the hours of your shift, it is important to maintain healthy and well balanced eating habits
    b. Suggestion: Eat fruits and vegetables. Consume high protein foods
2. Hydrate!
3. Stimulate the body
    a. Stretch regularly, especially your legs, neck, and arms

Caffeine:

1. The short-term and long-term effects of the consumption of caffeine depend on the individual. While some Call Specialists always consume caffeine during their shifts, several Call Specialists reported never consuming caffeine during their shifts.

Alertness:

1. Call Specialists' alertness typically decreases between 3:00 a.m.-6:00 a.m.
    a. Many Call Specialists take a break between these hours.

Break:

1. To Nap or Not to Nap
    a. Napping can be effective for improving performance and decreasing sleepiness. Studies show that a 45-minute nap can improve alertness for six hours after a nap, while a one-hour nap can improve alertness for ten hours.

More Resources:

1. University of Wisconsin-School of Medicine and Public Health
   The Importance of Naps: http://www.uwhealth.org/video/the-importance-of-naps/26634
2. Other activities:
    a. Exercise
    b. Read the news; Read a blog; Visit a favorite website
    c. Call a family member or a friend that lives in a different time zone

Challenging Calls:

After receiving a challenging call, it is important to decompress and, if necessary, share your emotions with another individual. After a difficult call, Call Specialists will sometimes:

1. Take a break
2. Watch a funny video clip online
3. Listen to music
4. Call the on-call supervisor (anytime) or another Call Specialist. (Make sure you have permission first!)

AFTER YOUR SHIFT

1. Refrain from activities that require a high level of alertness
    a. The lack of sleep will impact your alertness and overall performance. Therefore, your ability to perform tasks with as much accuracy as possible is limited.
2. Minimize exposure to light.
    a. Exposure to light affects the circadian rhythm, our biological clock. It signals to our brains that we should be awake.
    b. Suggestions:
        i. Wear sunglasses on your way home from work
        ii. Purchase thick curtains for your room
        iii. Wear an eye mask when you sleep
3. Limit exposure to noise.
    a. Suggestions:
        i. Use earplugs
        ii. Turn off your cell phone
        iii. Remind family and friends about your work schedule

GENERAL TIPS

- Enter Salesforce notes immediately
- Update your Close of Shift Regularly, throughout the night
- Save your work frequently (especially in Salesforce)

QUESTIONS TO CONSIDER

Once you have completed several overnight shifts, consider keeping a log of your answers to the following questions.

PRODUCTIVITY

- At what point during your shift do you feel most productive?
- At what point during your shift do you feel least productive?

NAPS

- How do you feel after a 30-minute nap?
- How do you feel after a 45-minute nap?
- How do you feel after a 60-minute nap?

CAFFEINE

- Does caffeine help you to remain alert?
- If so, how long does it help you to remain alert?

READING MATERIALS

Deep Into Sleep
http://harvardmagazine.com/2005/07/deep-into-sleep.html

What is Sleep? An Introduction to Sleep
http://www.talkaboutsleep.com/sleep-disorders/archives/intro.htm

Working the Night Shift: Preparation, Survival, Recovery
http://www.agamfec.com/pdf/MIR/Guardias_Supervivencia.pdf

2.4 NHTRC WHEN TO CALL THE ON-CALL SUPERVISOR

NATIONAL HUMAN TRAFFICKING RESOURCE CENTER (NHTRC)
POLICY FOR WHEN TO CALL THE ON-CALL SUPERVISOR

The following document outlines the current policy on when to call the On-call Supervisor regarding after-hours tips and crisis calls. NHTRC Call Specialists are expected to check in with the Shift Supervisor or Regional Specialist when available regarding all crisis calls, tips involving minors, or other urgent cases. This document is meant to inform and guide Call Specialists who are working shifts when there is no Shift Supervisor or Regional Specialist present.

NEW CALL SPECIALISTS: FIRST 0-3 MONTHS OF EMPLOYMENT

During each Call Specialist's first three months of employment, it is required that he/she calls the On-call Supervisor to discuss the following scenarios:

- Any tips or other calls that reference **minors or potential minors**;
  - o This includes all trafficking-related calls involving minors, more general reports of "suspicious situations" where minors may be involved, tips regarding minors begging or peddling, and tips regarding minors in situations involving other crimes such as child abuse or domestic violence.
- Any **crisis calls or urgent tips**;
- Any other **questions regarding appropriate call responses**.

If the new Call Specialist is working on a shift with a veteran Call Specialist who has been working as a Call Specialist for more than three months, the new Call Specialist may discuss the case with this other staff member in lieu of calling the On-call Supervisor.

VETERAN CALL SPECIALISTS

After each Call Specialist's first three months of employment, he/she will be informed by a supervisor whether he/she is approved to independently make reporting decisions and send out law enforcement reports without the approval of a supervisor.

<u>Crisis Calls</u>

- The Call Specialist should follow the Red – Crisis and Emergency Protocols to respond to these calls.
- If the Call Specialist has any question about how to respond, he/she should call the On-Call Supervisor.
- The Call Specialist should continue to always call the On-Call Supervisor to obtain approval before calling a law enforcement or service provider contact on his/her cell phone, unless otherwise specified in the emergency referral and reporting protocol. If you are unsure of whether a call to 911 or the reporting contact is appropriate, contact the On-Call Supervisor. Take particular care if the crisis takes place after 10 p.m. regional time. **Remember!** 911 or local law enforcement are the only agencies with capacity to respond to a situation involving imminent danger or a medical emergency.

- If the crisis call is resolved and no questions remain, the Call Specialist is not required to alert the On-Call Supervisor.

Calls Referencing Minors in Commercial Sex

- When the Call Specialist receives a call that references a minor in commercial sex, the Call Specialist will assess whether there is enough information to report the situation to law enforcement and if a report is to be made, the level of urgency. Urgency will vary depending on a variety of factors including but not limited to: level of concrete detail, amount of elapsed time since the incident occurred, potential victim's current level of perceived safety/danger.
    - Tips involving minors in commercial sex must be reported to the appropriate agency **within two hours of receiving the tip**.
    - If the caller is currently witnessing a situation of commercial sex involving minors, the situation should be reported immediately.
- If the Call Specialist determines that the tip should be reported to law enforcement immediately, the Call Specialist should draft the reporting notes, have a peer review the notes, and send the report per the appropriate Referral and Reporting protocol.
    - In situations where the Call Specialist is not certain where to report a tip (e.g. to a regional task force versus to FBI Innocence Lost) the Call Specialist should call the On-Call Supervisor to consult. When in doubt, the Call Specialist should err on the side of calling the On-Call Supervisor.
    - In any written report email, the Call Specialist should use the template titled "Reporting on Behalf of a Regional POC." cc the Regional Specialist and bcc the ttasp email group.
- In situations where the caller does not provide sufficient evidence that commercial sex is occurring but there are some vague indicators of the presences of minors and commercial sex, the Call Specialist should recommend that the caller report the information directly to local law enforcement.
    - The Call Specialist should then draft the reporting notes and email them to the incoming Shift Supervisor or Regional Specialist (if in the next business day). If the situation is appropriate to report to the NCMEC CyberTipline, the Call Specialist should make that report directly.
    - The Call Specialist does not need to call the On-Call Supervisor regarding these situations unless there are any remaining questions or uncertainties.

Calls Referencing Minors in Begging/Peddling Cases

- When the Call Specialist receives a non-urgent tip in reference to potential minors who are begging, selling candy, or involved in peddling crews, the Call Specialist should:
    - Recommend that the caller call 311 or 911 to report the situation if he/she is observing it.
    - Draft reporting notes and email them to the incoming Shift Supervisor or Regional Specialist (if in the next business day).
    - Consult the DC Referral and Reporting protocol for more information on cases occurring in the DC metro area.
- If a caller reports this type of tip but the event occurred in the past (and it is believed that the potential minors are no longer in the same location), the Call Specialist should draft reporting notes and email them to the incoming Shift Supervisor or Regional Specialist (if in the next business day).

- The Call Specialist does not need to call the On-Call Supervisor regarding these situations unless there are remaining questions or uncertainties.
- IMPORTANT NOTE: Sales crews are a different network from peddling crews. See the relevant protocols for each.

<u>Calls Referencing Minors in Other Suspicious/Abusive Situations (non-commercial sex)</u>

- When the Call Specialist receives a tip that references a potential minor in a suspicious or abusive situation with no indicators of labor or commercial sex, the Call Specialist should:
  - Recommend that the caller call 311/911, NCMEC, and/or CPS (depending on the details of the situation) to report the situation.
  - Determine whether or not the tip will be reported to the NHTRC's trafficking-specific law enforcement contacts. If so, the Call Specialist should draft reporting notes and email them to the incoming Shift Supervisor or Regional Specialist (if in the next business day).
  - If the Call Specialist is uncertain whether or not the NHTRC should report this information, he/she should alert the incoming Shift Supervisor or Regional Specialist (if in the next calendar day) of this case via email to determine if reporting notes should be drafted and sent.
- The Call Specialist does not need to call the On-Call Supervisor regarding these situations unless he/she believes the minor is actively experiencing abuse or there are remaining questions or uncertainties.

GENERAL GUIDELINES FOR CALLING THE ON-CALL SUPERVISOR

Listed below are general guidelines and considerations for calling the On-Call Supervisor.

1. If you call the On-Call Supervisor and he/she does not answer, leave a message and wait 15 minutes before trying again. If she does not respond after 15 minutes, call the Backup Supervisor.
   - If it is urgent and time sensitive, you do not have to wait 15 minutes to call again.
   - Examples of urgent and time sensitive tips include:
     i. Minors soliciting sex at trucks stop at the time of the hotline call.
     ii. An individual who has just left her controller and does not feel safe.
     iii. An individual whose controller may return at any moment.
   - Examples of tips that can wait 15 minutes for a call back include:
     i. A caller observed a potential minor at an AMP (more than one hour in the past).
     ii. Minors and/or adults soliciting sex at a truck stop (more than one hour in the past).
     iii. A caller reporting ongoing parental abuse and/or sexual exploitation of children.
2. Gather as much relevant information about the situation as possible before calling the On-Call Supervisor. Avoid calling while another Call Specialist is still gathering key information about the case, unless an immediate response is required.
3. Breathe, relax, and take a step back before calling for help. Keep calm and organize your thoughts. Describe the key details of the case slowly, clearly, and in a coherent order so that the On-Call Supervisor can quickly absorb and understand the situation.

4. Remember that you might be calling the On-Call Supervisor when he or she is asleep or in a loud or busy environment, and allow some initial time for acclimation. When possible, be mindful of keeping the On-Call Supervisor on hold for a long time while you discuss information with the caller or another Call Specialist, especially late at night.
5. All Call Specialists should call the On-Call Supervisor regarding any scheduling emergencies.
6. All Call Specialists should call the On-Call Supervisor for any other systems/building or safety emergencies. Review the Technology Troubleshooting and Security Logistics protocol for more info.
7. If you have difficulties accessing Web forms or the email account, do not call the On-Call Supervisor; instead, discuss with the Shift Supervisor when they come in as applicable.
8. Do not call the On-Call Supervisor regarding project questions, Salesforce coding questions, or statistics or media requests.

3.3 FIRST ROUND PHONE INTERVIEW - NHTRC CALL SPECIALIST

APPLICANT PROFILE:

Name:

Languages spoken (a test should be given to assess level of proficiency):

INTRODUCTORY QUESTIONS

1. Walk us through your resume, highlighting experiences relevant to this position.
2. What are your career goals at this point? What are you looking to learn or do for the next few years?
3. What led you to apply for this position?
4. What leads to your interest in human trafficking? (Where do you see human trafficking fitting in?)
5. You mentioned X goal/objective. How do you see our organization and this particular position fitting into that goal?

TEST HUMAN TRAFFICKING KNOWLEDGE

1. How would you explain human trafficking to a friend who doesn't know what it is?
2. If your friend wanted to know what signs to look out for when identifying a victim of trafficking, what might you say?

3.3 INTERVIEW ROLE PLAYS NHTRC CALL SPECIALIST

POTENTIAL TRAFFICKING CASE - ROLE PLAY

Prior to conducting the role-play, the recruiter should explain the types of calls that the hotline fields, and describe the call specialist's role and their goal for each call. The purpose of this role-play is to test the Call Specialist's investigative instincts, as well as to identify how well the call specialist adapts his or her approach based on the knowledge that he or she was given about the hotline and call types.

The underlined and bulleted portions should only be shared when the caller asks about them, or as the recruiter deems appropriate to test the call specialist.

Roles:
Wife: Recruiter
Call Specialist: Interviewee

A caller from Tucson, AZ called the hotline to report a tip regarding potential sex trafficking of minors. About one month ago, on <u>the 4th of July</u>, the caller's husband was at work when a car with <u>one man</u> and <u>four girls</u> pulled over. The man got out of the car and passed out business cards to the caller's husband and his coworkers. The caller's husband indicated that the girls <u>looked very young</u>. The husband believes the girls were <u>from countries in Latin America</u>, though he is not sure which ones. The card has a picture of a car with one girl standing on each side of the car. It says "123 Body Shop" at the top. Below that, it says, "profesionales con experiencia y calidades servicios." The card provides two phone numbers: 521-333-4000 and 521-777-5000. <u>The caller has no information regarding where the girls may be living</u>.

During the role-play, the call specialist should ask questions that will identify the following items:

- Location: Tucson, AZ
- Purpose of the call: Report sex trafficking
- Victim demographic: Minors
- When the situation occurred: Month ago, 7/4
- Who witnessed the situation: Caller's husband at work
- Identification of potential victims and potential controller: Car with man and four girls
- Literature left by the potential controller: Man passed out business cards to husband and coworkers
- More detailed description of girls: Girls looked very young and may be from Latin America
- Description of the literature left by the potential controller: Business card with a picture of car and one girl standing on each side of the car
- Wording on the literature left by the potential controller: Card says "123 Body Shop" at the top. Below that it says, "profesionales con experiencia y calidades servicios." The card provides two phone numbers: 521-333-4000 and 521-777-5000
- Information about where the potential victims or potential controller live: Caller has no additional info on where the girls are living

5.2. PROTOCOL TYPES

Type of Call	Callers	Needs	Service Provider

5.4 CRISIS RESPONSE

NATIONAL HUMAN TRAFFICKING RESOURCE CENTER (NHTRC)
CRISIS PROTOCOL

Use this protocol when:

- You receive a call from a potential victim in need of immediate assistance. This may include emergency medical assistance, LE intervention, service provider intervention, or emergency services, e.g., the potential victim has just escaped his/her trafficking situation and needs shelter immediately.
- The caller is a potential victim who is still in the trafficking situation. He/she wants to leave but cannot do so safely on their own.
- The caller is with a potential victim and calling on his/her behalf. This may include LE or service providers looking for assistance procuring emergency services.
- Caller has direct knowledge of a victim in immediate danger.
- The caller is a potential minor victim of trafficking or the call is in reference to a potential minor victim who is still in the situation and facing danger or harm.
- LE or a service provider calls requesting referrals or T&TA that are time-sensitive, urgent or emergency.

Do not use this protocol when:

- You receive a call from a potential victim who is not currently in the situation and is looking for non-emergency services, i.e., case management, counseling, or long-term shelter. This type of call will generally be classified as PURPLE – Referral.
- A potential victim is noticeably upset, but is not in immediate danger or in need of emergency services.
- You receive a call in which the caller is in immediate danger or requires emergency medical services and the situation is unrelated to trafficking and could be better handled by a different resource or other national hotline. Consult the EMERGENCY and GREY - Related and Misc. protocols.

OVERVIEW

1) Safety Check
2) Core Questions
3) Educating the Caller About Trafficking
4) Explaining Who we Are
5) Trafficking Assessment
6) Assessment of Options
7) Before Ending the Call – Contact Information
8) Action Plan
9) Documentation

SAFETY CHECK

A) IS IT SAFE FOR YOU TO TALK RIGHT NOW?

If Yes

- Continue with the rest of the safety check.

If No

- Ask the caller if it is possible to ask 'yes' or 'no' questions. This way they can communicate with you without letting others around them know whom they are talking to. Continue with the safety check in this manner.

B) ARE YOU IN A SAFE PLACE?

If Yes

- Continue with the rest of the safety check.

If No to either A or B:

  - o Are you alone?
  - o Is someone who may hurt you nearby? Who?
  - o Is someone coming back who may hurt you? When?
  - o (Assess if the caller is still in, or recently left the situation. If left, when?)
- Can you tell me where you are?
- Contact information in case we get disconnected?
- Options
  - o Do you want me to call the police?
  - o Can you/we call 911?
  - o Do you want me to stay on the line with you?
  - o Can you move to a safe place? (Hospital, fire dept., police dept.?)
  - o Is there a time when you know you will be alone again?
  - o Can you call us back when you are safe? We are here 24/7.

C) ARE YOU HURT?

If Yes

- Can you tell me where you are?
  - If you stay where you are, do you think you might be hurt again?
- Contact information in case we get disconnected?
- How are you injured?
- Options
  - Do you need to see a doctor/go to the hospital?
  - Do you want me to call the police?
  - Can you/we call 911/an ambulance?
  - Do you want me to stay on the line with you?
  - Can you move to a safe place and call us back? (Hospital, fire dept., police dept.?)
  - Can you call us back when you are safe? We are here 24/7.

If No

- Continue to CORE QUESTIONS

SAFETY PLAN

NOTE: This is not an exhaustive safety plan. This is meant to be a quick, emergency safety plan for if someone is in a dangerous situation. Refer to the Safety Plan Protocol for full safety planning information.

LOCATION SAFETY PLAN

- <u>Is it safe to stay where you are?</u>
  - If Yes – Skip to PHONE SAFETY PLAN
  - If No – Continue with LOCATION SAFETY PLAN
- <u>Is it safe to leave on your own?</u>
  - **If Yes**
    - **To Where?**
      - Restaurant, gas station, police station, friend's or neighbor's house
      - Address/location information/phone number
    - **Can you/we call someone to meet you there?**
      - Police?
      - Service Provider?
      - Friend that you trust?
    - **Safe place to go? To spend the night?**
      - Can we help you find a shelter?
      - Provide shelter number, address and cross streets

      - Provide shelter hours. Is it 24/7?
      - Can we conference you in with them?
    - Transportation
      - Do you have a way to get there?
      - Can you call a trusted friend or family member to take you?
      - Identify local bus stops/routes; call a cab (if they have access to money)
  - **IF No**
    - **Why isn't it safe to leave on your own?**
    - **Safe to leave at a different time? When?**
    - **Do you need someone to pick you up?**
      - Police?
      - Service provider?
      - Trusted friend or family member you can call?

PHONE SAFETY PLAN

- Safe?
  - Is it safe to stay on the phone with you? How long?
  - If you feel unsafe at any time or need us to call for help, what safe word would you like to use?
- Unsafe?
  - It's ok to hang up and call back
  - Can you go somewhere else and call us back? When?
  - What should we do if we don't hear from you by a certain time?
  - Can a service provider or the police meet you at a certain time and place, if the call is disconnected?
- If Controller returns?
  - Will it be safer for you to stay on the phone or to hang up?
- If Controller gets on the phone?
  - What should I say or do?
  - Who should I say I am? (Telemarketer, phone company, etc.)
  - (Do not identify as the NHTRC. Make sure you and the caller have agreed on the same story.)
- Phone is owned/paid for by controller
  - Can you use someone else's phone? (Friend, neighbor, or payphone)

CORE QUESTIONS

If you have determined that the caller does not require immediate emergency services and can safely talk, proceed with the following questions:

LOCATION

- Can you tell me what city and state you are calling from?
- Can you tell me your address/location?

  <u>Caller is Inside</u>

  - o Building type (Apartment, house, hotel, mobile home, etc.)
    - Residence: Apartment or house
      - Who owns/rents this residence?
      - Number of floors
      - Room layout: windows, doors
    - Hotel/Motel
      - Name
      - Room number/Floor
      - Who paid for the room?
    - Business
      - Name
      - Are there other businesses in this building/on this floor?
  - o What does the outside of the building look like? (Color, brick, wooden, cinderblock)
  - o What other buildings/landmarks are around you?
  - o Where are you in the building?
  - o Do you ever live or stay there? How often?
  - o Do you work there?
  - o Does anyone else live, stay, or work there?

  <u>Caller is Outside</u>

  - o Are you in a public place where others can see you?
  - o If calling from a payphone, confirm the telephone number.
  - o What do you see around you?
    - Intersections, houses, businesses, churches, schools, freeways, parks, train tracks, etc.
- Location is Unknown: Additional Questions

  <u>Current Location</u>

  - o Can you see the address on a piece of mail?
  - o Can you go outside and look for the address?

- Can you ask someone where you are?
- How long have you been at this location?

Surrounding Area

- Neighborhood or area you are in?
- What can you hear or see outside?

How did you get there?

- How long did it take?
- On your way to this location, what do you remember seeing?
- What/where is the last specific location you remember?

CALL BACK INFORMATION

- May we take down your name and number in case we get disconnected?
  - If we contact you again, how should we ask for you?
  - If we contact you again, how would you like us to refer to ourselves on the phone?
  - Is it okay if our number comes up on Caller ID?
  - Are you comfortable if we leave a message?
  - What are safe times to call?
  - Does anyone else answer the phone? Who?
  - If someone else picks up, what should we say or do?
  - **Ask the individual to spell out his/her name and repeat contact information back to the caller.**
- If the caller is not comfortable sharing his/her name, ask the caller to choose a pseudonym, or offer the caller the Call Intake Number so the caller can refer to his/her case on potential future calls.

IDENTIFYING INFORMATION OF THE VICTIM

- How old are you?
- What is your name?
- Where are you from?
- Race/Ethnicity/Nationality?
- Can you give me a description of yourself?
- Primary language?
- Immigration status?
- Are there other victims?
  - If yes, how many?
  - Get the same information as above

IDENTIFYING INFORMATION OF THE CONTROLLER

- Number of Controllers?
- Roles of Controller(s)?
- Description
    - Name/Nickname/Street Name
    - Age (approximate if unknown)
    - Sex
    - DOB
    - Where is the Controller from?
    - Race/Ethnicity/Nationality
    - Primary Language and/or Proficiency in English
    - Height
    - Weight
    - Hair
    - Eyes
    - Complexion
    - Physical attributes such as marks, scars, tattoos, or limp
- Contact Information
    - Phone
    - Email/website
    - City/state of residence
    - Address
    - How long at this location?
    - Other residences (past or current)?
    - Place of business
- Vehicle
    - Make, model, year, and color?
    - License plate and state of registration?

SPECIAL CASES

CONTROLLER IS RETURNING SOON

- When?
- Will she/he be alone? If no, who else is coming?
- What do you think will happen when she/he returns?
    - Did she/he make threats?

- Are you afraid you may be physically hurt?
- Moved? See VICTIM WILL BE MOVED SOON (below).

VICTIM WILL BE MOVED SOON

- When?
- To where?
- By whom?
  - Is a third party helping with the moving?
- Other victims?
  - How many?
  - Age, sex, nationality, name of each, etc.
- How?
  - Car/van
    - Make and color?
    - License plate and state of registration?
  - Flight information
    - Airport? (Departing and arrival)
    - Time? (Departing and arrival)
    - Gate? (Departing and arrival)
    - Airline?
  - Other
    - Bus, train or taxi information
- Previous Relocation
  - Have you been moved before?
  - When?
    - How many times?
    - How often?
  - Previous locations: Cities/States/Addresses
  - By whom? With whom?
  - How?
- Phone Access
  - Access to a phone?
  - What type of phone?
  - What phone number?
  - Whose phone is it?

IMMIGRATION STATUS – UNDOCUMENTED VICTIMS

- Many organizations work with undocumented persons.
- We want to find the organization that is best able to help you.
- Unless we have reason to believe that you are a danger to yourself or others, your information is completely confidential. We won't share your information with anyone without your permission.

CALLER IS UNWILLING TO PROVIDE INFORMATION AND ASKS WHY WE NEED IT

- To help you the best that we can, we need to know as much as possible about you.
- We provide local referrals. In order to provide referrals, I need to know your city and state.
- Unless we have reason to believe that you are a danger to yourself or others, your information is completely confidential. We won't share your information with anyone without your permission.

IF THE CALLER ASKS IF WE ARE GOING TO REPORT TO POLICE OR IS UNSURE ABOUT REPORTING

- How can I help you decide about reporting? What are your concerns?
- You do not have to decide about reporting right now.
- We will do our best to connect you with trained and sensitive law enforcement.
- We can help connect you with a service provider who will be an advocate for you.
- I will have to report if I feel that your life or another's life is in immediate danger.
- I will have to report if you are a minor and are being abused.
- I will have to report if you tell me anything about a minor being abused.
- Always inform the caller when a report is being made.

SUICIDE

<u>Things to Remember</u>

- Saying the word "suicide" will not make someone want to do it.
- If someone is going to kill themselves, they will and it is not your fault if they do.

<u>Caller threatens harm to self</u>

1) Use close-ended questions
    - Are you planning to kill yourself?
    - Do you have a plan in place?
    - Do you have a weapon/pills with you?
        - o If YES – While we talk, can you place it/them in another room?

2) Obtain a commitment

- Can I conference you in with someone who can help?
- Will you commit to reach out to someone if you feel like hurting yourself?
- I am concerned about you and would like to talk with you about talking with someone who can help.

3) Obtain Contact Information

- Name
- Age
- City and State
- Telephone Number

4) Conference in the SUICIDE HOTLINE: 1-888-273-8255

- **Provide the caller with the Suicide Hotline number**
- Let the caller know that she/he may be on hold for a minute and should not hang up.

5) **Report to law enforcement, (if the caller refuses to conference).**

- For guidelines on law enforcement reporting, consult **NOTES**.
- Report the phone number from caller ID.
    - o If the number is unavailable, a Supervisor can obtain the number from **Windstream**.

6) **Inform the caller that a report is being made.**

EDUCATING THE CALLER ABOUT TRAFFICKING

Many potential victims are unaware of what trafficking is and that they are protected under the law. It is important to educate callers about trafficking and the various protections and services available. A brief conversation about trafficking can help callers feel more comfortable going to the police and/or reaching out for help in other ways.

Begin the conversation by describing trafficking without using the word "trafficking" directly in your description. Try to explain the concept in terms of force, fraud, and coercion.

- We have worked with women in the commercial sex industry who have been lied to, threatened, beaten, raped, etc.
- We have worked with men and women who were told that they would be working in a different job, performing different tasks, working different hours, and/or receiving a different wage than they had originally been promised.
- We have worked with people who are not able to keep money that they have earned and must turn this money over to someone else (employer, pimp, someone in a position of authority).
- We work with people who are fearful of leaving or are unable to leave their job for any of the following reasons: their employer or someone else has taken their documents; they are afraid for their own safety or the safety of their family; they owe money or are in debt to their employer or someone else; and/or they fear they will be arrested or deported if they try to leave.
- All of these practices are illegal and the caller is protected under the law.

EXPLAINING WHO WE ARE

Many victims may be unsure of the kind of work we do. They may worry that they can't speak freely, thinking we may be involved with police or immigration services. Before beginning with the intake questions, you need to set the caller at ease by explaining what we do in a reassuring way. Here is a guideline for explaining who we are and what we do at the hotline:

- We are a private non-profit organization.
- We are not the government, immigration, police, or a faith-based organization.
- Everything you say today will be kept confidential, unless it is information that you might hurt yourself or someone else. Also, if you tell us about a minor who is being abused, is involved in commercial sex, or is in danger, we may have to report the information. We will not report information to the police or any other agencies unless you give us permission.
- In the past, we have helped men and women who have experienced violence, threats, or lies in relation to their work, or in the context of the commercial sex industry. I'm saying this because I want you to feel comfortable talking about anything that may have occurred.
- If you have experienced violence, threats, or lies at your job or within the commercial sex industry, it is very important that you tell us, so that we can find the best help for you.
- We're here to help you, and we never make any judgments.

TRAFFICKING ASSESSMENT

The Call Specialist should begin with open-ended questions and practice active listening while the caller talks about the situation. The following questions are intended as general guidelines that can be applied to situations of sex and labor trafficking. Certain questions may or may not be appropriate for the specific situation described by the caller. These questions are written under the assumption that the caller is a potential victim. The Call Specialist should ask these questions carefully and only when appropriate so as to avoid further trauma.

NOTE on Language: Potential controller and potential victim are generic terms used throughout the operational protocols for consistency. Throughout the course of the call, the Call Specialist will generally refer to the potential victim, controller, and other individuals involved by the name, role, or description given by the caller (provided that the language used by the caller is appropriate. The Call Specialists may use their discretion.

<u>Background Information: Open-Ended Questions</u>

- What is your current situation?
- Can you share with me why you are calling today?
- Can you give me some more details about what's going on?
- How would you like us to help you?

<u>Background Information: Caller Has Direct Contact With the Victim/Observed a Suspicious Situation</u>

- Can you tell me how you became aware of the situation?

- Have you had direct contact with the potential victim?
  - If yes, would it be safe to pass on the NHTRC hotline to the potential victim?
- If you have not had direct contact, were you informed of this tip by someone you know who had direct contact with the potential victim?
  - If yes, would you feel comfortable passing on the hotline number to this person?
- What is your relationship to the potential victim or situation?
- When did you first observe this situation? First interact with the potential victim?
  - When was your most recent interaction/observation?
  - Have you observed the situation you are reporting more than once?
  - How long has this situation been occurring?
- Is the potential victim still in the situation?

Location Information

- Can you tell me where you are?
  - o What city and state are you in?
  - o Address or intersection?
  - o Can you tell me the exact location(s) where the potential trafficking occurs? (Primary location.)
  - o Can you describe the location?
  - o What does it look like? Is it a house, business, park, street corner, etc.?
- Do you live or stay there? How often?
- Can you describe anyone else who may live, stay or work there?
  - o Age, sex, nationality, languages spoken?
- Are there any physical barriers to prevent you from leaving?
  - o Are there any fences, locked doors, or windows?

Potential Victim(s)

- What is your name?
  - o Can you spell it for me?
- Age
- DOB
- Where are you from? (City/state and/or country)
- Race/Ethnicity/Nationality
- Can you give me a description of yourself?
- Primary language and/or proficiency in English
  - o Secondary languages? Proficiency?
  - o Do the controller and victim speak the same language?

- Immigration status: Explain that we are asking only so that we can provide the best referrals. Many organizations work with undocumented people.
- Other victims?
  - Where are they?
  - Names, age, sex nationality, languages spoken?
- Do you need help leaving the situation?
  - Have you tried to leave before?
  - Were you able to do so freely?
  - What would happen if you tried to leave?
  - If you left, how did you get away?
  - If you are out of the situation, can you tell me where you are? Are you safe? Receiving threats?

<u>Potential Controller(s):</u>

- Can you identify the person in charge? A potential controller?
  - What does this person do?
  - How does this person treat you?
  - Are there others who also exercise some form of control such as drivers, managers, bottoms, and so forth? How do they exert control?
- Do you know the name of the potential controller? (Ask to spell the full name if possible)
- Where is the potential controller currently? Can you provide me with an exact location?
  - Does the potential controller live with you?
  - Do you have contact information for the potential controller?
  - Can you describe the potential controller? For example, name, age, sex, physical description, language, nationality, immigration status if non-U.S. citizen.
- Does the controller do certain things to keep you from leaving?
  - Contact via cell phone? If yes, who owns the cell phone? Does the potential controller monitor calls?
  - Constant surveillance?
  - Harm or threats of harm to you, your friends, or family members? *See below for additional questions.*
  - Debt? *See below for additional questions.*

<u>Recruitment</u>

- How did you meet the potential controller? How were you recruited?
  - Where?
  - By whom? Did you know him/her before?
  - What promises were made?
  - What information was given about the job/situation? Did this differ from the actual job/situation?

Transportation

- How did you originally get to the place of employment/trafficking location?
- How did you get to the U.S.? (If from another country)
    - o Who arranged for the trip?
    - o Who paid for the trip?
    - o Do you have a visa? If yes, which kind? How did he/she get this visa? When does it expire?
    - o Did you have to pay someone for your visa?
- How do you get from place to place? By yourself? Cabs? (If so, what type?) Public transportation? Private drivers?
    - o Do you have to pay for transportation? How much?

Workplace/Trafficking Location

- What type of work do you do?
- What is a typical workday like?
- Hours?
- Pay? How are you paid? (Cash, check etc.) Are you paid directly? Are you paid regularly?
- Has anyone deducted money from your pay? For what?
- Who supervises the work?
    - o How does that person treat you?
    - o How does that person treat other workers?
    - o Were people ever forced to work when they didn't want to?
- How long have you been working at the job?
- Was there any abuse, physical or sexual?
- Can you come and go freely?

Living Situation/Conditions

- Where do you sleep and eat? Do you sleep at work?
- Describe the living conditions
- Are there any differences in the living conditions of different workers?
- Do you have access to enough food?
- Can you come and go freely?
- Do you pay for your own housing?
- Is money deducted from your paycheck for housing?
- How was the housing arranged?
- Were you promised housing before you started employment?

Harm and Threats

- Did anyone ever say things to you that made you feel that you couldn't leave?
- Have you been threatened in any way? How?
  - Were you threatened with deportation or arrest if you tried to leave?
  - Threats against your family? Home?
- Are you afraid of your employers or of what might happen if you leave?
- Can you tell me what makes you afraid?
- What would happen if you tried to leave?

Debt

- Do you owe anyone a debt? If yes, to whom? For what?
- Do you have to pay interest or extra fees (for rent, tools, food, etc.) that increase the debt?
- Are you forced to work or engage in commercial sex to pay off the debt?
- Does the money you make go towards paying the debt, either directly or indirectly?
- Do you have access to your money? Does anyone else have access to it?

Confiscation of Documents

- Do you have access to your own documents, i.e., driver's license, passport, or visa?
  - At any point did you give your documents/visa/passport to anyone? What was the reason that person gave for wanting your documents? Did you get them back?
- Were you given documentation (ID, visa, passport, or SSN) by anyone?

Guards

- Was anyone responsible for watching to make sure you do not escape or leave?
- Did these people ever carry any weapons? Did they physically or sexually abuse anyone?

Violence

- Was anyone ever violent towards you or anyone else?
  - When?
  - What happened?
  - Why?
  - Was medical attention required/received?
- Has anyone ever hit or threatened for doing bad work, working too slowly or not making a quota?
- Has anyone ever hit or abused you for trying to escape?
- Did you ever hear about anyone being hurt or killed by the bosses/potential controllers?

Commercial Sexual Activity

*NOTE: Talking about sexual topics can be intensely shameful and should be done with sensitivity to the cultural background of the callers. Victims, including minors, may blame themselves despite having been forced or coerced. Before asking these questions, acknowledge that you will be asking questions that may be difficult to answer and let them know tha*t they should only respond if they are comfortable.

- Were you told you had to perform sex for money or something of value? By who?
- How much was charged?
- How much were you allowed to keep?
- Did you have a quota? What happened if you didn't meet this quota?
- Was part of the money kept to pay off debts?
- Were you ever tricked into having sex?
- Were you ever forced to have sex?
- Did you ever feel pressure to have sex?
- Were you forced to have sex with anyone as punishment?
- Were you ever threatened that something bad would happen to you or others if you didn't have sex?
- Did you ever have to have sex with your employer?
- Were you ever brought to a particular place just so that you could have sex?
- Where does the sexual activity take place? Hotel, brothel, private residence?
- How is the commercial sex "advertised"/how are johns solicited? Online, business cards, word of mouth, street?
- How are the meetings/dates arranged? Does the john contact the potential victim directly or go through the potential controller? Or other party?
- Does the john pay you directly? Or do they pay the potential controller or other third party?
    - Do you have contact information?
- Who else had to do this work? (What happened to them?)
- Were you/are you a minor? Are you aware of any minors (under 18 years old) involved in commercial sex?
- Were you ever arrested for solicitation?
    - What happened?

ASSESSMENT OF OPTIONS

GUIDELINES FOR DISCUSSING OPTIONS WITH THE CALLER

- You will know when to switch into problem-solving mode when the caller seems to have no other information to give you or when the caller says something like "I don't know what to do," or "I don't think anyone can help."
- It is important that the Call Specialist not make any decisions for the caller, but instead help guide him/her by providing options. You might think there is an "obvious" or "correct" option, but you should never push it on the caller. It is important for callers to use their agency to help themselves.
- You can begin by asking the caller, "What do you think your options are?" or "What do you feel will best help you at this moment?" Listen to the caller's ideas first and reflect them back to ensure that you understand all of their suggestions.

WHAT WOULD YOU LIKE TO HAVE HAPPEN NEXT?

- Would you like referrals to service providers that you can call on your own, or that we can call together?
- Would you be comfortable if we called a service provider agency on your behalf?
  - o Can we include your contact information or would you prefer to be anonymous?
- Would you be comfortable if we reported the situation to police?
  - o Can we include your contact information or would you prefer to be anonymous?
- What are some options that you would like to consider?
  - o If the caller cannot think of any options, provide him/her with a possible list (see below).
  - o If the caller is a foreign national, remind the caller that you can try to offer providers who also work with undocumented persons.

POTENTIAL OPTIONS TO SUGGEST TO THE CALLER

- 911/Medical Care

  Options

  - Can we call 911 on your behalf?
  - Can we call 911 together?
    - o Are you comfortable with us saying who we are?
      - How do you want me to introduce myself?
      - If not the NHTRC, what should we say? (Hotline, advocate etc.)
    - o Can I give them your name?
    - o Do you want me to stay on the line?
  - Can you hang up and call 911?
  - Can we give you the address to a hospital?

Next Steps

- Will you call us back when you are safe?
- Inform the caller if a report to law enforcement is being made.

- 911/Law Enforcement

  Options

  - Do you want us to call the police?
  - Do you want to call together?
    - Are you comfortable with us saying who we are?
      - How do you want me to introduce myself?
      - If not the NHTRC, what should we say? (Hotline, advocate etc.)
    - Can I give them your name?
    - Do you want me to stay on the line?
  - Can you hang up and call 911?
  - Can we give you the address to a local police station?

  Next Steps

  - Will you call us back when you are safe?
  - Inform the caller if a report to law enforcement is being made.

- Service Provider

  Options

  - Can we call an organization that may be able to help you?
  - Can we call a shelter?
  - Can we give you some numbers to call?
  - Do you want to call together?
    - Are you comfortable with us saying who we are?
      - How do you want me to introduce myself?
      - If not the NHTRC, what should we say? (Hotline, advocate etc.)
    - Can I give them your name?
    - Do you want me to stay on the line?

  Next Steps

  - Will you call us back when you are safe?

- Additional Options

  - What would you like to have happen next? How can we help you?
  - Is there someone else you can call or stay with? (Trusted friend, neighbor, family member)
  - Encourage the caller to call back
    - We won't do anything now, but we'll always be here, 24/7 if you want to call us back.
    - Can we call you to check in? When?
    - Can you call us back to check-in? When?

ACTION PLAN

DO NOT PLACE CALLER ON HOLD

- MUTE ONLY if:
    - NO immediate danger
    - You have caller's phone number
    - You have permission to call back
- UNABLE TO MUTE
    - Keep the caller on the line
    - Ask if you can put the phone down.
    - Use other means to communicate with support staff, such as g-chat
- EXPLAIN TO THE CALLER what you are doing:
    - I need to talk to my supervisor.
    - Please call back if we are disconnected.
    - I can still hear you while on mute/or if I put the phone down.
    - Please say my name, [Call Specialist name], if you need me.

IF YOU NEED HELP FROM OTHER STAFF

- Call Specialist on the Call
    - Safety Check
    - Core Questions
    - Options Assessment
- Shift Supervisor
    - Assigns roles and tasks to other supporting staff
    - Decides in consultation with the Call Specialist when and to whom it is appropriate to report
- Law Enforcement Liaison
    - One staff member, either a Shift Supervisor or the individual who took the call
    - Primary responsibility is interfacing with LE, but may also make service provider calls
    - Makes the report to all appropriate agencies (911, law enforcement, NCMEC, CPS)
    - Relays information to the Shift Supervisor
- Service Provider Liaison(s)
    - May be several staff members
    - Calls appropriate service providers in the caller's area
    - Relays information to the Coordinator

CALLING LAW ENFORCEMENT/EMERGENCY SERVICES

Always inform the caller if a report is being made.

- Call law enforcement if:
  - Caller threatens harm to self or others
  - Violence is heard over the phone
  - Caller is experiencing a life-threatening medical emergency
  - Caller grants permission
  - Caller is a minor and is in immediate danger, has a medical emergency, or is currently experiencing sexual abuse
- If willing to report (or the above conditions are met):
  - Always call law enforcement first
  - Call service providers to determine availability
  - Full-time staff will determine the appropriate agency(ies)
- If refuses to report:
  - Inform the caller that you will have a responsibility to report if:
  - You have reason to believe his/her life is in danger
  - You have reason to believe another person's life is in danger
- Convey the following:
  - Nature of emergency/crisis
  - Type of sex or labor trafficking
  - When
  - Where. The victim's exact location (address, cross streets, hotel name, room number)
  - Victim's physical description: age, race, height, weight, hair length and color, identifying features)
  - Victim's contact information (caller ID if victim is a minor)
  - Immediate needs
  - Controller location, identifying and contact information

CALLING SERVICE PROVIDERS/SHELTERS

- Questions to ask the caller/potential victim:
  - I will have to put you on hold for a moment. Please do not hang up.
  - Please call back if we are disconnected.
  - The referral may ask to speak with you alone. Is it ok if I hang up once we are connected?
  - Can I introduce myself to the referral? How should I refer to myself?
  - How should I refer to you?
- Conference in the caller with relevant hotlines/services providers. Always provide the caller with the referral contact information before conferencing.

- Tell the caller he or she can call the NHTRC again if he or she is not successful in reaching a service provider agency.
- Questions to ask the service provider:
  - What are your eligibility requirements and would you be able to work with a trafficking victim?
  - Have you housed a victim of human trafficking before?
  - Do you have bed space?
  - What is your intake process? Can we conference you in with the victim?
  - Would you be able to pick the victim up? Or pay for a taxi?
  - What is your language capacity?
  - If service provider cannot assist directly, do they have any referrals?

CONTROLLER/UNKNOWN THIRD PARTY INTERRUPTS CALL

- Phone Safety Plan: Utilize safety plan developed with the caller.
- No Phone Safety Plan: Use your discretion.
  - Hang up the phone
  - Ask to speak with the caller again (if appropriate)
  - Identify as a friend, services provider, hotline, or phone company
    - When pressed provide vague answers
    - Explain that you have an incoming call and have to go
- **DO NOT identify as the NHTRC.**

BEFORE ENDING THE CALL – CONTACT INFORMATION

Before ending the call, ALWAYS ask the questions below.

CALLER'S NAME AND CONTACT INFORMATION

- If the caller is not comfortable sharing his/her name, ask the caller if he/she would like to be referred to by another name, or offer the caller the Call Intake Number to refer to the case on potential future calls.
- Ask the caller to spell out his/her name. REPEAT CONTACT INFORMATION BACK TO THE CALLER.
- Explain that the caller's information will be kept completely confidential. We will only report the information if we have his/her permission or he/she is a danger to self or others.

IS IT SAFE FOR US TO CALL YOU BACK?

- If YES:
  - What are safe times to call?
  - How should we ask for you?
  - How should we identify ourselves?
  - Does anyone else answer the phone? Who?
  - Is it okay if our number comes up on Caller ID?
  - Can we leave a message?
  - What should we say in the message?
  - If the phone is disconnected, is there any other way to reach you?
  - If someone else picks up, what should we say or do?
  - What is your preferred method of contact?
- If NO:
  - Can you call us back?
  - What time will you call us?

ARE YOU COMFORTABLE BEING CONTACTED BY:

- NHTRC?
- LE?
- Service provider?
- Can we provide your contact information to a service provider?

PROVIDE THE CALLER WITH THE CASE NUMBER

Make sure you thank the caller for calling and remind him/her that we are open 24/7 and he/she can call us back anytime.

5.9 SELF CARE AND WELLNESS FOR HOTLINE STAFF

TIPS FOR PROMOTING ORGANIZATIONAL WELLNESS

1. Organizational Values and Culture. Ensure your organization's values and culture are supportive of staff wellness. Management can set the tone for prioritizing wellness by carving out time to discuss it as a topic, and by encouraging all staff to contribute to the organization's collective wellness in diverse ways. When supervisors are open to honest and multi-directional communication, the wellness thread can be woven throughout all parts of the organization.
2. Benefits. Consider what mental health benefits you will want to offer your staff. Will you offer mental health benefits to full-time staff only? Will you extend them to part-time staff that works a minimum number of hours each week? For staff with benefits, maintain a list of local in-network therapists who specialize in vicarious trauma. For staff who aren't eligible for benefits, research free or low-cost mental health outlets in the community.
3. Vicarious Trauma. Carve out spaces to discuss the effects of vicarious trauma. These could be discussions with the entire team, in individual check-ins, in Supervision Team meetings, or in Call Specialist Debriefing Meetings. Ensure that your team is aware of and is comfortable accessing outlets for discussing the effects of vicarious trauma.
4. Team Building. Take the time to do non-work related activities with your team to build friendship and trust. Retreats out of the office, regular potluck meals (in office or in someone's home), happy hour events, holiday parties, and other events can build valuable team cohesion.
5. Supervision. It is important for supervisors to be mindful of staff wellness as it relates to challenging work on the hotline. Utilize private check-ins to discuss wellness and encourage the practice of self-care. Supervisors should demonstrate a commitment to wellness and serve as a positive role model in this area.
6. Activities to Promote Wellness. Research staff interest in wellness-related activities in the office, such as a yoga or dance class, massages, or a nutrition course. You may find instructors in the local community willing to lead a monthly class for little or no charge. You can also encourage staff to organize their own outings with colleagues, such as signing up for an art or fitness class together.
7. Staff Appreciation. Management can show appreciation for staff in simple, concrete ways. Consider tracking the anniversary of staff hire dates and giving them a card or small gift each year. You can also find ways to recognize staff for their work in the office. The NHTRC picks a "Warrior of the Week" or "WOW" which is announced in NHTRC Weekly Updates emails. Polaris has also begun choosing a "Polaris Pick of the Month" to award in each month's staff meeting. These are small ways to recognize staff's various positive contributions to the team.

TIPS FOR ENCOURAGING SELF CARE FOR HOTLINE STAFF

1. **Recruitment**. You can set the tone for your team as early as the recruitment phase. To get potential new staff thinking about their own self care and to convey its importance within your organization, consider asking some of the following questions to Call Specialist candidates:
   a. How do you practice self-care?
   b. What are some ways you would take care of yourself personally after an especially difficult call or shift?
   c. What is one small way you might contribute to the organization's overall wellness?
2. **Staff Training**. During new staff training, dedicate thirty to forty-five minutes to discussing self-care and brainstorming strategies for staff to utilize, both on and off shift. Also dedicate time to discuss the challenges of overnights and strategies for making them work for everyone. Here are some sample questions to facilitate this discussion:
   a. What do you do for self-care? What could you do during a shift if you need to, for example, walking, breathing, looking at nature pictures online, etc.?
   b. What are some things you can do to prepare yourself for an upcoming overnight shift? Examples include food and snacks, comfortable clothing, getting adequate sleep, exercising, etc.
   c. What can you do during an overnight shift to keep yourself alert and happy? Some ideas to consider are staying hydrated, exercising during breaks, watching internet TV during breaks, etc.
   d. How can you take care of yourself after your overnight shift has ended? For example, purposefully transitioning out of your shift, leaving work at work, finding a dark, quiet place to sleep for about four hours, etc.
   e. Brainstorm some of the benefits of working an unconventional schedule. Some ideas to consider include missing rush hour, reduced public transportation fees, easy doctor's appointments, sleeping in every day, wearing pajamas to work, etc.
3. **Self Care Meetings.** You might consider holding regular, monthly meetings for the core team members to meet and share how they are doing in their personal lives. This can be an informal venue to check in on everyone's well being and ensure the team is continually supportive of one another. You could also use Self Care Meetings to engage in relaxing group activities, such as art, walking, or going out to lunch together.
4. **Debriefing Meetings.** Designate time for frontline hotline staff to debrief about challenging hotline calls. The NHTRC's Debriefing Meetings have gone through several iterations:
   a. Thirty to forty-five minutes of designated debriefing time during Staff Meetings. These meetings were mandatory and paid.
   b. Bimonthly, two-hour Debriefing Meetings, one in the office with supervisors leading the meeting (optional and paid) and one outside of the office led by a Senior Call Specialist (optional and unpaid).
   c. Monthly two-hour Debriefing Meetings with all Call Specialists with one supervisor present leading the meetings. These meetings were mandatory and paid.

d. Weekly 45-minute Debriefing Meetings led by various Call Specialists. The NHTRC currently uses this model. Call Specialists sign up to lead Debriefing Meetings and choose a theme for the meeting e.g., challenging calls with johns/controllers, difficult service providers, etc. As supervisors do not attend, one Call Specialist takes notes and sends them to the Supervision Team after the meeting.

4. If supervisors do attend Debriefing Meetings, it is important to allow staff to vent frustrations openly, without supervisors responding with advice or training. The focus should be openly debriefing in a safe space. If there are consistent challenges that merit solutions or further training, find another venue to follow up on those challenges, such as a Staff Meeting.

5. Sharing Resources. Create a space where staff can share and access resources related to self-care. This could be a folder on shared computers or an internal blog to share random tips and links. To start, here is a useful resource we recommend for both supervisors and frontline hotline staff:
   a. *Trauma Stewardship: An Everyday Guide to Caring for Self While Caring for Others*, by Laura Van Dernoot Lipsky, with Connie Burk.
   b. T*he Trauma Stewardship Institute - http://traumastewardship.com*

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