

**PERSONNEL POLICIES**

**FOR**

**SEASONAL STAFF**

**(PAID AND VOLUNTEER)**

**The Colts Drum and Bugle Corps**

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# INTRODUCTION

## HUMAN RESOURCES PHILOSOPHY

### **Policy**

The Board of Directors for The Colts Drum and Bugle Corps employs an Executive Director who carries the accountability to the Board through the President for the management of the operations of The Colts. The Executive Director is responsible for the hiring, supervision, and release of all operational staff members and for directing their work. Equitable administration and interpretation of personnel policies are the responsibilities of the Executive Director. Staff members are expected to abide by the personnel policies of The Colts Drum and Bugle Corps

Staff members of The Colts Drum and Bugle Corps are employed to contribute managerial and specialist expertise, continuity, and support to the delivery of program to members primarily through volunteers. The Colts is appreciative of the substantial contribution of staff to its well being and, in turn, seeks to make employment rewarding, both professionally and personally.

The Colts Drum and Bugle Corps is committed to a work environment in which relationships are characterized by dignity, honesty, courtesy, respect, and equitable treatment, and in which there are opportunities for participation, challenge, broadening experiences, and advancement. The Colts also is committed to a work environment in which employees receive support, recognition, and appreciation for jobs well done. Through the formulation and equitable administration of its personnel policies and practices, The Colts seeks to reflect this commitment.

### **Implementation**

These personnel policies apply to temporary, seasonal employees, persons under contract, seasonal volunteers and visitors.

The word "employee" as used in this document refers to any adult who is in proximity to activities involving members of any Colts youth program.

Full time and regular part time employees are covered by a separate employed staff employee manual.

# EMPLOYMENT AT WILL

## Policy

Employment is a relationship that exists as long as both The Colts Drum and Bugle Corps and the employee determine the relationship is in their respective best interests. Employees are free to resign at any time for any reason; however, proper advance notice is requested. Similarly, The Colts Drum and Bugle Corps is free to determine at any time that continued employment of any employee is not in its best interest and to discharge that employee.

The issuance of this manual and the policies contained herein do not constitute an employment contract. The policies are subject to change at the discretion of The Colts Drum and Bugle Corps Board of Directors.

(see Separation of Employment)

## CONFIDENTIALITY

The Colts Drum and Bugle Corps expressly reserves and protects its rights to the confidentiality of all its confidential information including but not limited to its employees, schedules, show designs and music, financial information, contracts, agreements, all internal memorandum and this document.

- Only the Executive Director and the President of the Board of Directors are authorized to make information pertaining to the Colts public
- The Executive Director and the Executive Committee will review all breaches of confidentiality
- Breach of this confidentiality will be cause for step #2 of the work standards discipline protocol
- Confidentiality is a condition of employment
- This confidentiality agreement shall be binding and continue for 6 months after termination of employment for any reason

# CONDITIONS OF EMPLOYMENT

## EMPLOYEE AND PAID VOLUNTEERS OBLIGATIONS

**Policy** Employees of The Colts Drum and Bugle Corps are expected to meet the following obligations of employment:

A member of The Colts staff may not serve concurrently in any capacity with any other drum and bugle corps without written permission from the Colts Executive Director.

## CONFLICT OF INTEREST

**Policy** A conflict of interest exists when the interests of any staff member or any member of her/his family or any party, group, or organization in which the staff member is actively involved may be seen as competing with the interests or concerns of The Colts Drum and Bugle Corps.

Staff members or any member of their family, acting individually, on behalf of any group, organization or business to which she/he has allegiance or obligation should not utilize her/his position at The Colts Drum and Bugle Corps for personal, professional, political, or monetary gain.

Staff members shall not perform for personal gain services for any Colts Board Member, supplier, or customer of The Colts Drum and Bugle Corps as employee, consultant, or any other capacity, which provides compensation, without full disclosure to the board of directors.

Staff members should not use for personal advantage or for the advantage of any private business or other business organizations confidential information or material acquired in the discharge of her/his duties (such as rosters, mailing lists, telephone directories, and the like).

Neither staff members nor any member of their family should accept any gift, entertainment, services, loans, or promises of future benefits from any person who personally or whose employer might benefit or appear to benefit because of the staff member's connection to The Colts Drum and Bugle Corps. Staff members are expected to work out for themselves the most gracious methods of declining gifts and entertainment.

## ABSENTEEISM/LATENESS

**Policy** The efficient operation of The Colts requires punctual and regular attendance for all scheduled work hours. The Colts therefore expects all employees to report to work on time when scheduled.

**Implementation** If, for any reason, an employee is prevented from reporting to work on any scheduled workday or is unable to report to work on time, the employee must notify her/his supervisor as soon as possible prior to the start of the employee's scheduled work hours. Failure to do so may result in disciplinary action up to and including termination, depending on the circumstances. In the event of an absence of more than one day, the employee must notify her/his supervisor at the beginning of each day of absence unless the employee's supervisor expressly allows less frequent notification.

Ordinarily, any loss of time by non-exempt employees due to lateness or absence results in loss of pay for the time not worked, unless the period of absence is covered under one of The Colts' paid leave policies. Lateness or absence will be excused without charge to paid leave or loss of pay only in unusual circumstances at the supervisor's discretion with the concurrence of the Executive Director. Loss of time for less than a day by exempt employees will not result in loss of pay. Loss of time in excess of one day for exempt employees may result in loss of pay unless covered by one of The Colts' paid leave policies.

When staff members are unable to report for work, they are to notify their supervisor by telephone as soon as possible (within 30 minutes of starting time). If the supervisor is unavailable, the next level of management should be called. Depending upon circumstances, an employee who fails to report in will be considered as having resigned from her/his position.

In the event of a period of absence due to illness or injury, a physician's statement is required for an absence of more than five consecutive days or, at the discretion of the supervisor, when an accumulation of absences seems to establish a pattern or show an abuse of sick leave. This statement must describe the nature of the illness or injury and its anticipated duration. Upon the employee's return to work, a separate physician's statement is required, authorizing the employee's return to work. The Colts may request appropriate verification of the circumstances surrounding any use of paid sick leave and may require an employee to be examined by a medical professional of its own choosing.

Attendance and lateness are considered in the evaluation of job performance. Excessive or habitual instances of absenteeism and/or lateness will result in progressive disciplinary action up to and including termination of employment.

## NEPOTISM (EMPLOYMENT OF RELATIVES)

### **Policy**

No employee, prospective employee, or applicant will be denied employment or the benefits of employment solely on the basis of kinship with another employee. However, members of the same family cannot work in positions where one can direct the work and influence the decisions of the other as determined by The Colts Executive Committee.

A relative in this context includes but is not limited to father, mother, child, brother, sister, wife, husband, grandparent, grandchild, cousin, in-law, or any individual who makes her/his home with an employee.

An employee must immediately notify her/his supervisor of a situation that might violate this policy.

### **Implementation**

If two employees marry or establish joint residence, both may continue their employment provided the requirements of this policy are satisfied.

The supervisor should contact the Executive Director to explore the possibility of alternative solutions.

If neither employee can be transferred, The Colts may request the resignation of one of the employees. The decision regarding which employee will resign will initially be left up to the employees involved, depending upon the nature of their responsibilities. The Colts reserves the right to determine which employee is to remain after consideration of factors such as respective responsibilities, length of service, work performance, the needs of The Colts, and other relevant factors.

In the event that the employees are unable to reach a decision, the Executive Committee will render a decision.

When an employee qualifies for a promotion or transfer but cannot resume the new responsibilities without violating the nepotism policy, the promotion or transfer will not become effective until an opportunity arises to promote or transfer the employee without violating this policy.

Questions or concerns regarding the employment of relatives should be addressed to the Executive Director.

# EMPLOYMENT

## EMPLOYMENT

### **Policy**

The Colts will employ qualified individuals to fill job vacancies on the basis of their experience, ability, and aptitude. Whenever possible, vacancies will be filled from within The Colts by promotion or transfer of qualified staff members.

When a candidate is identified and references are checked for hire, the proposed salary is forwarded to the Executive Director. The Executive Director will review and approve all salary offers to ensure that internal equity is maintained.

All offers of employment to successful candidates can only be tendered by the Executive Director.

## EMPLOYEE RELATIONS

### EEO/AFFIRMATIVE ACTION

### **Policy**

There shall be no discrimination on the basis of race, color, creed, sex, age, disability, sexual orientation, national origin citizenship, or marital status. In addition, to ensure full equality of opportunity in all operations and activities of The Colts, every staff member employed in The Colts shall be selected under fair employment procedures that provide equal employment opportunities to all people. There shall be special to make reasonable accommodations for physical and mental limitations of employees and applicants consistent with performance of essential job functions and the effective operations of the business.



# HARASSMENT

## **Policy**

The Colts is committed to an environment and climate in which relationships are characterized by dignity, respect, courtesy, and equitable treatment. It is the policy of the organization to provide all employees and volunteers with an environment free from all forms of unlawful or unwelcome harassment, including implied or expressed forms of sexual harassment.

The Colts expressly prohibits any form of harassment on the basis of race, color, religion, sex, age, sexual orientation, national origin, marital status, disability, or citizenship.

Any employee or volunteer who feels that she or he has been the victim of or a witness to harassment of any type, whether by another volunteer, Colts staff member, or any agent of the organization, should promptly report the incident to the Executive Director. The Executive Director must report the matter to the President of the Colts Board of Directors. The Executive Director will take appropriate measures to resolve or correct the situation in an expeditious manner.

If the Executive Director is named, the complaint will be directed to the President of the Colts Board of Directors, who will report the complaint to the Colts Executive Committee.

Persons filing a complaint will be informed of the outcome of the investigation in a timely manner.

Employees and volunteers are assured that the utmost discretion will be used consistent with the requirement of the law in the conduct of the review. If a review indicates that harassment has in fact occurred, immediate and appropriate disciplinary action will be taken, up to and including termination of employment or volunteer status.

## **Implementation**

All Colts staff members, paid or volunteer, are responsible for helping to ensure that all harassment is avoided. Any individual who believes that she or he has been the victim of or a witness to harassment should feel free to report the alleged incident to the Executive Director, who will begin a prompt review of the circumstances. Employees are assured that the utmost discretion will be used consistent with the requirement of the law in the conduct of the review. If a review indicates that harassment has in fact occurred, immediate and appropriate disciplinary action will be taken, up to and including termination of employment.

## SEXUAL HARASSMENT/MISCONDUCT

### Policy

Sexual harassment is a form of sex discrimination. Sexual harassment of an employee or volunteer (female or male) by anyone, including a supervisor, co-worker, volunteer, or Colts member, will not be tolerated.

Sexual harassment may consist of "unwelcome" sexual advances, requests for sexual favors, and other verbal or physical acts of a sexual nature where submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment or volunteer status; where a decision is based on an individual's acceptance or rejection of such conduct; or where such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

Staff must be aware that their position of authority can and may create an inappropriate and unbalanced relationship in personal interaction with members. Relationships may develop over time that eventually become inappropriate. All such relationships are to be avoided. It is the responsibility of the staff member to ensure that inappropriate relationships with members, with or without sexual dynamics, do not develop.

In accordance with this policy, The Colts Drum and Bugle Corps will neither condone nor tolerate:

- any overt display or demonstration of sexual activity between and/or among employed staff or volunteers or between employed staff or volunteers and members;
- sexual advances or sexual activity of any kind between employed staff or volunteers and members;
- use of the Colts name, related activities, publications, and/or facilities as vehicles for public or private promotion of sexual orientation and/or practice;
- infliction of sexually abusive behavior upon members, including sexual touching and bodily contact, exhibitionism, voyeurism, and/or involvement of members in pornographic materials.

Sexual harassment also encompasses other actions that create a hostile, offensive, unbalanced power in a relationship or intimidating environment. Such actions can include, for example, inappropriate or overly familiar touching, sexual innuendoes, obscene gestures, jokes and remarks of a sexual nature, especially where exposure to such conduct has the purpose or effect of substantially interfering with an individual's performance or ability to do her/his job (paid or volunteer).

Sexual harassment is a form of misconduct that undermines the integrity of

relationships and is incompatible with the values, traditions, and purposes of The Colts Drum and Bugle Corps.

The Colts Drum and Bugle Corps maintains an environment that encourages any employed staff member, volunteer or member who believes that she/he has been or is the subject of sexual harassment as defined in The Colts' policy to report the incident(s) promptly to either the Executive Director or designated management staff.

The Colts Drum and Bugle Corps reserves the right to refuse employment or re-employment and to dismiss or suspend from employment or affiliation with The Colts Drum and Bugle Corps any employee or volunteer who, in working in any capacity in the Colts program, advocates, solicits, or promotes sexuality so as to create substantial risk that such conduct will be detrimental to the proper role model for members or to the work environment of the Colts program.

Further, retaliation against anyone who has reported an allegation of harassment or sexual harassment is expressly prohibited and, if it occurs, will be grounds for disciplinary action up to and including termination.

If the Executive Director is named, the complaint will be directed to the President of the Colts Board of Directors, who will report the complaint to the Colts Executive Committee.

**Implementation** All Colts staff members, paid or volunteer, are responsible for helping to ensure that all harassment is avoided. Any individual who believes that she or he has been the victim of or a witness to harassment should feel free to report the alleged incident to the Executive Director, who will begin a prompt review of the circumstances. Employees are assured that the utmost discretion will be used consistent with the requirement of the law in the conduct of the review. If a review indicates that harassment has in fact occurred, immediate and appropriate disciplinary action will be taken, up to and including termination of employment.

A written report will be given to the complainant detailing the outcome of the investigation.

# CHILD ABUSE POLICY

## Policy

The Colts Drum and Bugle Corps supports and maintains environments that are free of child abuse and neglect. The Child Abuse Prevention and Treatment Act ("the Act") defines child abuse and neglect as:

"the physical or mental injury, sexual abuse as exploitation, negligent treatment, or maltreatment:

- of a child under the age of 18, or the age specified by the child protection law of the state of Iowa
- by a person who is responsible for the child's welfare
- under circumstances which indicate that the child's health or welfare is harmed or threatened"

The Act defines sexual abuse as the use, persuasion, or coercion of any child to engage in any sexually explicit conduct (or any simulation of such conduct) for the purpose of producing any visual depiction of such conduct or rape, molestation, prostitution, or incest with children.

Child abuse and neglect are unlawful acts. It is against The Colts' policy for any volunteer or employed staff, male or female, to physically, sexually, or mentally abuse or neglect any participant in any Colts program.

In accordance with this policy, The Colts Drum and Bugle Corps will neither condone nor tolerate:

- infliction of physically abusive behavior or bodily injury upon members;
- physical neglect of members, including failure to provide adequate safety measures, care, and supervision in relation to Colts activities;
- emotional maltreatment of members, including verbal abuse and/or verbal attacks;
- demonstrated lack of respect or concern for any member

The Colts Drum and Bugle Corps reserves the right to refuse membership, to dismiss, or to exclude from affiliation with The Colts any volunteer or employee involved with any facet of Colts programs who has been the subject of a confirmed incident of child abuse or neglect.

## Implementation

Possible child abuse will be reported to the Executive Director or designee for investigation. If abuse is found, immediate disciplinary action, up to and including immediate termination, will result.

## SUBSTANCE ABUSE

### **Policy**

The Colts prohibit the use of alcoholic beverages by on-duty personnel and volunteers. All on-duty personnel and volunteers will be clearly identified.

All drivers of Colts vehicles will follow Department of Transportation requirements as written in section 382 of the Federal Motor Carrier Safety Administration.

The Colts expect that discretion be used in the use of alcoholic beverages during off-duty hours.

The Colts strictly prohibit possession of, or use of, illegal drugs at any time.

### **Implementation**

Violation of The Colts' policy regarding substance abuse will result in immediate disciplinary action up to and including immediate termination of employment without notice.

The Colts may make reasonable accommodations to the needs of any employee who is participating in or has successfully completed a supervised drug rehabilitation or alcoholism recovery program and is no longer engaging in the illegal use/abuse of drugs or abuse of alcohol. Nevertheless, any employee for whom such an accommodation is made is expected at all times to continue to satisfy the job requirements.

The Executive Director or designee is responsible for the implementation and enforcement of this policy.

## WORKPLACE HOSTILITY POLICY

### **Policy**

The Colts strictly prohibits hostility in any form against not only another staff member, but also members and adult volunteers, visitors, and anyone else having some involvement with the Colts. Hostility under this policy is considered to include physical violence as well as harassment, intimidation, stalking, coercion, threats, and talking or joking about hostility whether in person or through some other means of communications such as writing, telephone, voice mail, or electronic mail. This policy applies to all employees at all facilities occupied by The Colts or off premises if involved in activities for The Colts.

### **Implementation**

All employees are responsible for helping to avoid hostility in the workplace by promptly reporting any incident that involves or is suspected of involving a violation of this policy. Reports of actual or possible hostility should be made to either the Executive Director or the President of the Colts Board of Directors. Any such reports will be promptly investigated, using the utmost discretion consistent with the need to resolve the problem. If an employee is determined to have violated this policy, immediate and appropriate disciplinary action will be taken, up to and including termination of employment, and the involvement of appropriate law enforcement authorities, as needed. Furthermore, retaliation against anyone who has reported a possible or actual violation of this policy is strictly prohibited and, if it occurs, will be grounds for disciplinary action, up to and including termination of employment.

# DISCIPLINARY PROTOCOL

**Policy** All employees are expected to meet The Colts' standards of work performance, cooperation, punctuality, attendance, and personal conduct and to follow the policies and procedures of The Colts.

When work performance does not meet The Colts' standards, staff members will be given a reasonable opportunity, appropriate to the circumstances, to correct the problem. However, in certain grievous instances immediate termination of employment may occur.

## REASONS FOR INVOLUNTARY TERMINATION

The Colts will initiate the release of an employee only after full consideration and documentation of all factors involved. The Colts will use a progressive discipline protocol whenever possible.

Reasons for The Colts to initiate disciplinary protocol will usually fall into one or more of the following categories (this list is not all-inclusive):

- unsatisfactory work performance
- failure to satisfy the conditions of employment
- unsatisfactory or habitual absence or lateness
- violation of The Colts personnel policies
- failure to perform the essential duties of a position

**Implementation** If work performance, behavior, attendance, and/or productivity of an employee fall below the appropriate work standards, the employee should normally receive sufficient time to correct and sustain work performance.

Progressive discipline ensures the staff member is advised of the problematic performance or behavior and is given sufficient time for correction. At each stage of the process, the supervisor should:

- identify the problematic behavior or performance;
- inform the staff member of performance expectations;
- inform the staff member of the consequences of not correcting performance deficiencies, i.e., further discipline.

The progressive disciplinary process is as follows. However, depending upon the seriousness of the offense, discipline up to and including immediate termination may be initiated at any appropriate step.

### **Step 1. Verbal Counseling**

When a performance problem is first identified or inappropriate behavior is displayed, it should be brought to the attention of the employee as soon as possible. Informal discussion between the supervisor and the employee is often sufficient to prompt voluntary corrective action on her/his part.

The supervisor must make and retain for the employees personal files a record of this interview that summarizes the issues discussed and the date of the meeting.

### **Step 2. Written Warning**

If informal discussion with the employee does not result in corrective action, the Executive Director will prepare a written warning. This formal memorandum highlights the prior counseling session and the subsequent work performance problem(s) leading to this warning.

This written warning on work performance should be addressed to the employee with copies to the Colts Board of Directors President. It should include all of the information required by the progressive disciplinary process, as outlined in the work standards. This written warning will be signed by the employee and the Executive Director and placed in the employee's permanent file.

### **Step 3. Suspension/Probation**

Like step #2, this step consists of a written document that details the conflict or infraction and resolution expected by the Colts. It also contains a statement that continuation of the disputed behavior or actions is grounds for dismissal. This document is to be presented to the employee in a formal meeting with the Executive Director and either the president of the Colts Board of Directors or designee. At this step, an up to 3 day without pay suspension may be imposed, followed by a probationary period. Further infractions during this probationary period are grounds for immediate dismissal. This written warning and suspension are to be documented and signed by the employee and placed in the employee's permanent file.

### **Step 4. Termination**

If the employee's work performance continues to deteriorate or an acceptable performance level is not achieved, the Executive Director, or a personnel committee if such exists, shall prepare and deliver to the employee a memorandum summarizing all previous corrective actions and the specific problem(s) that warranted the termination action.

Immediately after any disciplinary action, the Executive Director and/or the President of the board is to document the proceedings, clearly identify the



level of discipline invoked and place the documentation into the employee's personnel record. The Executive Director is to inform the personnel committee chair or the President of the Colts of the reason for the disciplinary action as soon as possible.

Note – This protocol does not apply to infractions that are defined in this document as “Immediate Dismissal without Notice”, which follows:

## IMMEDIATE DISMISSAL WITHOUT NOTICE

Certain types of misconduct may be so serious as to subject employees to immediate dismissal without notice. The following are examples of such types of misconduct (this list is not all-inclusive):

- possession or use of illegal drugs while participating with the Colts in any setting
- illegal possession of a weapon while participating with the Colts in any setting.
- violation of The Colts Child Abuse Policy
- violation of the Colts sexual abuse or harassment policy
- discrimination against anyone associated with The Colts because of race, color, age, creed, sex, disability, national origin, or marital status
- willful damage to The Colts' property or the personal property of another staff member
- threatening, intimidating, or coercing anyone involved in any capacity with the Colts
- insubordination or refusal to perform duties assigned
- unauthorized possession or use of intoxicants
- being unable to perform because of being under the influence of intoxicants while on the job
- theft, pilfering, fraud, or other forms of dishonesty, including falsifying The Colts' records such as those pertaining to time, attendance or finances
- gross negligence of duty
- absence without cause or without authorization
- failure to comply with the absenteeism/lateness policy
- disorderly conduct or fighting while representing the Colts
- malicious gossip or derogatory attacks concerning anyone associated with The Colts
- fraudulent statements on an employment application

- soliciting or accepting gratuities
- other forms of immoral, unethical, or grossly improper conduct whether during working hours or non-working hours if it may materially affect the reputation and integrity of The Colts.

## SEPARATION

### SEPARATION

#### **Policy**

Separation of employment may be initiated by either The Colts or the employee at any time. Separations initiated by The Colts are classified as involuntary terminations and separations initiated by the employee are classified as voluntary. Except for termination for cause, advance notification is appropriate for both Colts and staff-initiated separations.

Notification periods for both Colts and staff-initiated separations are:

Executive Director	eight weeks
Exempt staff	six weeks
Non-exempt staff	four weeks
Hourly staff	two weeks
Seasonal staff	one week
All staff members separated during probation	one week

#### **Implementation**

The Executive Director will record the reason for termination and the length of notice given at the time of separation. Employees who fail to give proper notification at separation will be ineligible for rehire.

Staff members who wish to terminate their employment must submit written notification to the Executive Director in accordance with the prescribed notification periods above.

Employees who voluntarily resign their employment are not eligible to receive severance pay. An employee may continue to work during the notification period.

## FORMAL PROBLEM RESOLUTION PROCEDURE

### Policy

The Colts maintains an open door policy regarding employee concerns. Most complaints and concerns can be resolved when they are brought to the attention of the staff member through informal, supervisory conferences and communications. When an employee and her/his immediate supervisor are unable to resolve a concern through informal efforts, the formal problem resolution procedure may be initiated by the employee without fear of jeopardizing her or his employment status. Once initiated the procedure may be terminated at any time by the employee.

### Implementation

All regular employees will have access to the formal problem resolution procedure. The number of steps in the procedure available to an employee depends upon her/his position within The Colts structure. Staff members reporting directly to the Executive Director will have a two-step process. Since the Executive Director serves at the pleasure of the board, this procedure is inapplicable to such position.

**Step 1 (For all employees).** The employee sends a written statement to her/his supervisor immediately after the occurrence of the event giving rise to the complaint. As soon as possible, the supervisor will meet with the employee to discuss the employee's concerns. The supervisor will send a written response to the employee as soon as possible following the meeting with an explanation of the decision.

If the employee does not receive a response or if the employee is not satisfied, the employee may proceed to Step 2.

**Step 2A (For staff who do not report directly to the Executive Director).** As soon as possible after receiving the response to Step 1 or failing to receive a response in a timely manner, the employee will send a written notice to the Executive Director. The notice will indicate the employee's desire to continue the problem resolution procedure and must include documentation from prior applicable steps. As soon as possible, following receipt, the Executive Director will meet with the employee and the immediate supervisor. Further review of the facts may be undertaken to resolve the complaint or concern. A written decision will be provided to the employee as soon as possible after the meeting. No further appeal will be available.

Reliance upon the formal problem resolution procedure does not prevent an employee from seeking to resolve the problem by more informal means at any time during the formal procedure.

**Step 2B (For employees who report directly to the Executive Director).** As soon as possible after receiving the response to Step 1 or failing to receive a response in a timely manner, the employee will send a written notice to the President of the Colts Board of Directors. The notice will indicate the employee's desire to continue the problem resolution procedure and must include documentation from prior applicable steps.

The next step involves an appeal to the Colts Board of Directors Executive Committee. The employee, the Executive Director, and The Colts Board of Directors Executive Committee will meet as soon as possible. Further review of the facts may be undertaken to resolve the grievance.

The President of the Colts Board of Directors will provide a written decision and inform the employee and the Executive Director of the decision.

No further appeal will be available.

Reliance upon the formal problem resolution procedure does not prevent an employee from seeking to resolve the problem by more informal means at any time during the formal procedure.

# COMPENSATION AND REIMBURSEMENT

- **Policy** It is the policy of The Colts Drum and Bugle Corps to provide a sound compensation program that will assist in attracting, motivating, and retaining qualified staff.

**Implementation** The Colts ensures the achievement of its compensation objectives through the processes indicated below:

The Colts will establish a salary program that assigns each position to a particular salary range that is representative of prevailing rates in the marketplace.

The Colts' salary policy will be reviewed and approved by the Colts Board of Directors periodically, upon recommendation of a personnel committee or other work group duly appointed by the Colts Board of Directors.

In addition to The Colts' periodic adjustment of salary ranges resulting from prevailing salary studies and other influential considerations, The Colts is committed to the principle of compensatory recognition of employees who demonstrate meritorious performance in the achievement of Colts goals.

This is accomplished through an annual Appraisal System. All employees receive written performance reviews on an annual basis, except new employees. New employees receive written performance reviews at the end of their probationary period (six months from their date of employment). All appraisals will be done annually between September 1 and October 15 and will be placed in the employee's permanent file.

The Executive Director shall perform the annual Appraisal for all regular and seasonal employees and the President of the Colts Board of Directors will perform the annual Appraisal of the Executive Director. The annual Appraisal of the Executive Director will include formal and informal input from varied facets of the organization.

Merit increases in pay are based on the achievement of performance goals and standards in relation to the accountabilities of the position description and the organization's objectives. Merit increase guidelines will be determined by the Colts Board of Directors and will provide a range of selection as to percentage increase based on performance reviews and relative to the employee's salary range.

# MISCELLANEOUS

## PROFESSIONAL CONDUCT

### **Policy**

The Colts are committed to a work environment in which relationships are characterized by dignity, courtesy, respect, and equitable treatment, and in which there are opportunities for participation, challenge, broadening experiences, and advancement. Similarly, The Colts have certain expectations of its staff:

- to dress in appropriate attire for the situation and to maintain a good general appearance at all times
- to maintain the confidentiality of all information (except employment dates) to which a staff member may have access and clarify with the Executive Director the appropriateness of sharing specific information
- to maintain good business etiquette in any interaction on the telephone or in person
- to follow the principle that the workplace is a place for work and refrain from inappropriate activities such as defacing The Colts' property, use of The Colts' resources for unrelated business or personal reasons, and excessive use of the telephone or other resources for personal reasons

## ACCESS TO PERSONNEL RECORDS

**Policy** Current staff members have access to their employee record file. They also have the right of prior consent regarding information released to external sources, except for release of information required by law.

**Implementation** Current staff members are permitted to review their employment records with the following general exceptions:

- reference information that was obtained with the promise of confidentiality;
- information that would violate the privacy of others if it were released.

Supervisory staff may have access to personnel files for only those employees under their direct supervision.

Requests for records of an employee being considered for promotion or transfer are made available, in whole or in part, at the discretion of the Executive Director.

Requests to review employee record files should be made in writing, in advance, to the Executive Director, who will schedule an appropriate time. Employee records may not be removed from the file, nor may documents be added, except by authorized staff.

If after review of a record, copies of documents are required, assigned staff will make appropriate copies.

## DISCLAIMER

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The personnel policies contained herein were adopted by the Board of Directors of the Colts Drum and Bugle Corps and supersede previous policies.

They are intended to provide the basis for reasonable and consistent treatment of staff.

The policies contained herein do not constitute an employment contract and are subject to change at the discretion of the Colts Board of Directors at any time.

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# CERTIFICATION

By my signature below, I hereby certify that I have received a copy of the Personnel Policies for Seasonal Staff for The Colts Drum and Bugle Corps (as adopted by the Board of Directors in March 2002).

I agree to familiarize myself with the contents of this manual and to comply with all policies and procedures as set forth.

I understand that this manual does not constitute or imply a contract of employment.

Name \_\_\_\_\_  
(Please Print)

Signature \_\_\_\_\_

Date \_\_\_\_/\_\_\_\_/\_\_\_\_