



COURAGEOUS SAILING

Employee Handbook

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Courageous Sailing

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SECTION 1

NEW EMPLOYEE WELCOME!

This Employee Handbook is designed to acquaint you with Courageous Sailing and provide you with information about working conditions, benefits, and policies affecting your employment.

The information contained in this Employee Handbook applies to all employees of Courageous Sailing. Following the policies described in this Employee Handbook is considered a condition of continued employment. However, nothing in this Employee Handbook alters an employee's status. The contents of this Employee Handbook shall not constitute nor be construed as a promise of employment or as a contract between the Company and any of its employees. The Employee Handbook is a summary of our policies, which are presented here only as a matter of information.

You are responsible for reading, understanding, and complying with the provisions of this Employee Handbook. Our objective is to provide you with a professional work environment that is constructive, positive and progressive. We strive to create a work culture that allows you to grow personally and professionally while creating and performing beyond expectations at the workplace.

1.1 MISSION AND OBJECTIVES

The mission of Courageous Sailing is to transform lives through sailing programs that inspire learning, personal growth and leadership. Courageous Youth Programs serve Boston-area children at no or low cost, with the goal of preparing Boston's diverse youth for responsible and confident futures through the active discovery of sailing on their city's harbor. Courageous adult and corporate programs provide some of the best and most affordable sailing opportunities to the Boston community, while providing crucial funding support for the youth program.

1.2 BACKGROUND

Courageous Sailing was established as a 501(c) 3 non-profit organization in 1987 through a joint effort between the City of Boston Parks and Recreation Department and the late South Boston sailing enthusiast Harry McDonough. It was McDonough's dream to create a sailing center that would serve and teach children from all economic and ethnic backgrounds. In addition to providing basic sailing knowledge and introductory skills, the Sailing Center he envisioned would impart valuable lessons in partnership and trust; communicate a sense of unity; and deliver "the ultimate sailing experience" to Boston's youngsters.

1.3 COURAGEOUS RULES TO LIVE BY

Teamwork. The team and Courageous Sailing come first. If you have a conflict with someone, you need to find a way to work it out or ask a superior for help.

Respect. No one should ever show disrespect or talk down to another person. Period. When you need help, ask politely. When you are asked (by anyone) to help, say yes, or if you are busy with something else, take the time to explain why you have to say no.

Attitude. Positive. Professional. Friendly. Polite. With a smile.

Work. There is always work to do. The boathouse and dock must always be kept clean, neat and safe. We cannot afford the luxury of making a bad impression. Downtime does happen, but it is an opportunity to catch up on things that have not been done. It is NOT the time to sit around and talk, check Facebook, or make personal phone calls or otherwise doing things that have nothing to do with Courageous Sailing. If you can't find anything to do, look harder. Ask. Offer to help someone else. Walk the dock. Take out the trash. Clean the bathrooms.

Electronic socializing. This is never acceptable when you are clocked in at Courageous. Work is not the time to be checking Facebook, email, doing personal activities online, or texting. If you have a genuine email or Facebook "emergency", ask someone in the office to use a computer upstairs. The downstairs computers should be used only for clocking in and out, checking weather, boat reservations, hunting down port supply part numbers, and other Courageous Sailing-related activities. (See Section 4.9A for acceptable Courageous usage of Social Media.)

Positive public relations. Speaking negatively about Courageous, sometimes called "trash-talking," is never acceptable. It is all too easy to be overheard by members or interested community members. This is not about restricting freedom of expression - it's a purely practical issue: running a larger non-profit such as ours is a delicate task. Negative conversations, or "venting", is also bad for staff morale.

If you are truly concerned about an issue, policy, person, or situation, the senior staff does want to hear about it. Please speak confidentially with a member of our executive team at any time.

1.4 CHANGES IN POLICY

This Employee Handbook supersedes all previous employee handbooks and memos that may have been issued from time to time on subjects covered in this Employee Handbook.

Since our business and our organization are subject to change, we reserve the right to interpret, change, suspend, cancel, or dispute with or without notice all or any part of our policies, procedures, and benefits at any time. We will notify all employees of these changes. Changes will be effective on the dates determined by Courageous, and after those dates all superseded policies will be null.

No individual supervisor or manager has the authority to change policies at any time. If you are uncertain about any policy or procedure, speak with your direct supervisor.

1.5 EMPLOYMENT APPLICATIONS

We rely upon the accuracy of information contained in the employment application and the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

1.6 EMPLOYMENT RELATIONSHIP—AT WILL EMPLOYMENT

As we welcome you to your new position with us we want to remind you that all employees within our company are *at-will* employees. You enter into employment voluntarily, and you are free to resign at any time for any reason or no reason. Similarly, Courageous Sailing is free to conclude its relationship with any employee at any time for any reason or no reason. Following the orientation period, employees are required to follow the Employment Termination Policy (See Section 3.13).

SECTION 2

DEFINITIONS OF EMPLOYEES STATUS

“EMPLOYEES” DEFINED

An “employee” of Courageous Sailing is a person who regularly works for Courageous Sailing on a wage or salary basis. “Employees” may include exempt, non-exempt, regular full-time, regular part-time, and temporary persons, and others employed with the Company who are subject to the control and direction of Courageous Sailing in the performance of their duties.

EXEMPT

Employees whose positions meet specific criteria established by the Fair Labor Standards Act (FLSA) and who are exempt from overtime pay requirements.

NON-EXEMPT

Employees whose positions do not meet FLSA criteria and who are paid one and one-half their regular rate of pay for hours worked in excess of 40 hours per week. Note that most employees who work on the water at our Boston Harbor locations fall under Jones Act restrictions (see section 5.3) and do not qualify for overtime pay.

SEASONAL

Seasonal staff are scheduled to work over or under 30 hours per week, between April 1 and November 15, and under 30 hours per week, between November 15 and April 1. They are not eligible for any of the Company’s benefit programs.

REGULAR FULL-TIME (Non-seasonal)

Employees who have completed the 90-day orientation period and who are regularly scheduled to work 30 or more hours per week. Management team positions in this category are generally eligible for the Company’s benefit package, subject to the terms, conditions, and limitations of each benefit program.

REGULAR PART-TIME (Non-seasonal)

Employees who have completed the 90-day orientation period and who are regularly scheduled to work less than 30 hours per week. Regular part-time employees are generally not eligible for benefits sponsored by the Company, subject to the terms, conditions, and limitations of each benefit program.

TEMPORARY (FULL-TIME or PART-TIME)

Those whose performance is being evaluated to determine whether further employment in a specific position or with the Company is appropriate or individuals who are hired as interim replacements to assist in the completion of a specific project or for vacation relief. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status until they are notified of a change. They are not eligible for any of the Company's benefit programs.

ORIENTATION PERIOD FOR NEW EMPLOYEES

A new employee whose performance is being evaluated to determine whether further employment in a specific position or with Courageous Sailing is appropriate. When an employee completes the orientation period, the employee will be notified of his/her new status with Courageous Sailing.

SECTION 3

EMPLOYMENT POLICIES

3.1 NON-DISCRIMINATION

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at Courageous Sailing will be based on merit, qualifications, and abilities. Courageous Sailing does not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age or disability.

Courageous Sailing will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, including termination of employment.

3.2 NON-DISCLOSURE/CONFIDENTIALITY

The protection of confidential business information and trade secrets is vital to the interests and success of Courageous Sailing. Such confidential information includes, but is not limited to, the following examples:

- Compensation data,
- Financial information,
- Marketing strategies,
- Pending projects and proposals,
- Proprietary processes (materials, curricula, training, etc.),
- Personnel/Payroll records, as well as other employee-related data, and
- Conversations between any persons associated with Courageous.

If you have questions as to what is covered under “confidential business information” please contact our supervisor. All employees are required to sign a non-disclosure agreement as a condition of employment.

Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

3.3 NEW EMPLOYEE ORIENTATION (NEO)

Orientation is a formal welcoming process that is designed to make the new employee feel comfortable, informed about the company, and prepared for their position. New employee orientation is typically conducted by our Office Manager or Program Directors and includes an overview of our history, an explanation of the our Mission, Vision and Core Beliefs; and our goals and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues, and complete any necessary paperwork.

Employees are presented with all codes, keys, and procedures needed to navigate within the workplace. The new employee's supervisor introduces the new team member to other staff, reviews their job description and scope of position, explains Courageous's evaluation procedures and workplace culture, and helps the new employee get started on specific functions.

Orientations for seasonal employees are often conducted in group orientations/trainings, and arranged by program supervisors.

3.4 INTRODUCTORY PERIOD FOR NEW EMPLOYEES

The introductory period for Seasonal employees is 30 days in length from date of hire, and for regular full-time and regular part-time employees is 90 days in length from date of hire. During this time, employees have the opportunity to evaluate Courageous as a place to work and management has its first opportunity to evaluate the employee. During this introductory period, both the employee and Courageous have the right to terminate employment without advance notice.

[NON-SEASONAL STAFF ONLY] Upon satisfactory completion of the introductory period, a 90-day review may be given and benefits will begin as appropriate.

All employees, regardless of classification or length of service, are expected to meet and maintain Company standards for job performance and behavior (See Section 4, Standards of Conduct).

3.5 OFFICE HOURS

Courageous Sailing main offices are open for business from Monday through Friday, except for Holidays (See Section 6.7, Holidays).

The standard workweek is 40 hours of work (see Section 5.3, Overtime, unless your function is covered under the Jones Act). In the computation of various employee benefits, the employee workweek is considered to begin on [Saturday (starting at 12:01 a.m.) through Friday (ending at 12:00 a.m.)], unless a supervisor makes prior other arrangement with the employee.

3.6 LUNCH PERIODS

Lunch breaks generally are taken toward the middle of the workday (or shift) on a staggered schedule so that your absence does not create a problem for co-workers or clients.

3.7 BREAK PERIODS

Courageous Sailing provides for employees to break during production activities at the following times for increments of ten (10) minutes. If performing duties out on the water then a revised timeframe will be considered for rest and meal breaks. For more information on rest breaks please contact your supervisor.

If employees have unexpected personal business to take care of, they must notify their direct supervisor to discuss time away from work and make provisions as necessary. Personal business should be conducted on the employee's own time.

Employees who do not adhere to the break policy will be subject to disciplinary action, including termination.

3.8 PERSONNEL FILES

Employee personnel files include the following: job application, job description, résumé, records of participation in training events, salary history, records of disciplinary action and documents related to employee performance reviews, coaching, and mentoring.

Personnel files are the property of Courageous Sailing and access to the information, when provided in writing, is provided in a timely manner. Management personnel of Courageous Sailing who have a legitimate reason to review the file are allowed to do so.

3.9 PERSONNEL DATA CHANGES

It is the responsibility of each employee to promptly notify their supervisor or Courageous Sailing's Office Manager of any changes in personnel data such as:

- Mailing address,
- Telephone numbers,

- Name and number of dependents, and
- Individuals to be contacted in the event of an emergency.

An employee's personnel data should be accurate and current at all times.

3.10 INCLEMENT WEATHER/EMERGENCY CLOSINGS

At times, emergencies such as severe weather, fires, or power failures can disrupt company operations. The decision to close the office will be made by the Executive Team.

When the decision is made to close the office, employees will receive official notification from their supervisors.

Time off from scheduled work due to emergency closings will be unpaid for all non-exempt employees. However, if employees would like to be paid, they are permitted to use vacation time if it is available to them.

3.11 EMPLOYEE PERFORMANCE REVIEW AND PLANNING SESSIONS

Supervisors will conduct annual performance reviews and planning sessions with all regular full-time and regular part-time employees. Performance reviews for seasonal employees may be conducted throughout the season. Supervisors may conduct informal performance reviews and planning sessions more often if they choose. Independent of performance reviews, employees are encouraged to seek feedback from supervisors at any time.

Performance reviews and planning sessions are designed for the supervisor and the employee to discuss his/her current job tasks, encourage and recognize attributes, and discuss positive, purposeful approaches for meeting work-related goals. Together, employee and supervisor discuss ways in which the employee can accomplish goals or learn new skills. The planning sessions are designed for the employee and his/her supervisor to make and agree on new goals, skills, and areas for improvement.

Your performance review and planning sessions will have a direct effect on any changes in your compensation. Having made that point, changes in your compensation may not happen at the time of your performance review (due to budgetary reasons, freeze in wage increases, etc.).

New employees will be reviewed at the end of their orientation periods (see Section 3.3, Orientation Period for New Employees). After the initial review, the employee will be reviewed according to the regular annual schedule.

3.12 OUTSIDE EMPLOYMENT

Employees may hold outside jobs in non-related businesses or professions as long as the employee meets the performance standards of their job description with Courageous Sailing. Unless an alternative work schedule has been approved by and coordinated with Courageous Sailing management, employees will be subject to the company's scheduling demands, regardless of any existing outside work assignments.

Courageous Sailing's office space, equipment, and materials are not to be used for outside employment.

3.13 CORRECTIVE ACTION

Each employee has an obligation to observe and follow the company's policies and to maintain proper standards of conduct at all times. If an individual's behavior interferes with the orderly and efficient operation of a department, corrective disciplinary measures will be taken.

Supervisors/Managers must seek guidance from the Executive Director prior to issuing a written warning, final written warning, employment-related suspension or employment termination. The Executive Director or Office Manager is to conduct/participate in employment terminations unless otherwise specified.

In order to effectively and efficiently address poor workplace behavior, disciplinary action may include a verbal warning, written warning, suspension with or without pay, and/or discharge. The appropriate disciplinary action imposed will be determined by Courageous. Courageous does not guarantee that one form of action will necessarily precede another.

Whether or not disciplinary action is taken, when corrective action is requested of an employee by a supervisor/manager, the objective and goal is for the employee to respond with immediate and sustainable improvement. No timelines (30, 60, 90 days, etc.) for corrective action will be given.

Among other things, the following may result in disciplinary action, up to and including discharge: violation of the company's policies or safety rules; insubordination; unauthorized or illegal possession; use or sale of alcohol or controlled substances on work premises or during working hours, while engaged in company activities or in company vehicles; unauthorized possession, use or sale of weapons, firearms or explosives on work premises; theft or dishonesty; physical harassment; sexual harassment; disrespect toward fellow employees, visitors or other members of the public; performing outside work or use of company property, equipment or facilities in connection with outside work while on company time; poor attendance or poor

performance. These examples are not all inclusive. We emphasize that decisions regarding discharge will be based on an assessment of all relevant factors.

Nothing in this policy is designed to modify our employment-at-will policy.

3.14 EMPLOYMENT TERMINATION

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are a few examples of some of the most common circumstances under which employment is terminated:

- **Resignation** – voluntary employment termination initiated by an employee.
- **Termination** – involuntary employment termination initiated by Courageous Sailing.
- **Layoff** – involuntary employment termination initiated by Courageous Sailing for non-disciplinary reasons.

When a non-exempt employee intends to terminate his/her employment with Courageous Sailing, we ask that he/she give Courageous Sailing at least two (2) weeks written notice. Exempt employees we ask give at least four (4) weeks written notice.

Any employee who terminates employment with Courageous Sailing shall return all files, records, keys, and any other materials that are property of Courageous Sailing.

If certain items are not returned to Courageous Sailing in a timely manner then the company may choose to legally pursue the former employee.

Some benefits may be continued at the employee's expense (See Section 5, Benefits) if the employee elects to do so.

3.15 WORKPLACE SAFETY

Courageous Sailing provides information to employees about workplace safety and health issues through regular internal communication such as:

- Training sessions
- Team meetings
- Bulletin board postings
- Memorandums
- Other written communications

Each employee is expected to obey safety rules and exercise caution and common sense in all work activities. Employees must immediately report any unsafe conditions to their supervisor. Employees who violate safety standards, cause hazardous or dangerous situations, or fail to report, or where appropriate, remedy such situations, may be subject to disciplinary action including termination of employment.

In the case of an accident that results in injury, regardless of how insignificant the injury may appear, employees should notify their supervisor (See Section 3.16, Employee Requiring Medical Attention).

3.16 HEALTH-RELATED ISSUES

Employees who become aware of any health-related issue, including pregnancy, should notify their supervisor, the Executive Director and/or the Office Manager of health status. This policy has been instituted strictly to protect the employee.

A written “permission to work” from the employee’s doctor is required at the time or shortly after notice has been given. The doctor’s note should specify whether the employee is able to perform regular duties as outlined in his/her job description.

A leave of absence may be granted on a case-by-case basis. If the need arises for a leave of absence, employees should notify their supervisor, the Executive Director and/or the Office Manager

3.17 EMPLOYEE REQUIRING MEDICAL ATTENTION

In the event an employee requires medical attention, whether injured or becoming ill while at work, the employee’s personal physician must be notified immediately. If it is necessary for the employee to be seen by the doctor or go to the hospital, a family member will be called to transport the employee to the appropriate facility. If an emergency arises requiring Emergency Medical Services to evaluate the injury/illness of an employee on-site, the employee will be responsible for any transportation charges. Furthermore, Courageous Sailing’s employees will not be responsible for transportation of another employee due to liabilities that may occur.

A physician’s “return to work” notice may be required.

3.18 BUILDING SECURITY

All employees who are issued keys to the office are responsible for their safekeeping. These employees will sign a Building Key Disbursement form upon receiving the key. The last employee, or a designated employee, who leaves the office at the end of the business day assumes the responsibility to ensure that all doors are securely locked, the alarm system is armed, thermostats are set on appropriate evening and/or weekend

setting, and all appliances and lights are turned off with exception of the lights normally left on for security purposes.

3.19 INSURANCE ON PERSONAL EFFECTS

All employees should be sure that their own personal insurance policies cover the loss of anything occasionally left at the office. Courageous Sailing assumes no risk for any loss or damage to personal property.

3.20 SUPPLIES; EXPENDITURES; OBLIGATING THE COMPANY

Only authorized persons may purchase supplies in the name of Courageous Sailing. No employee whose regular duties do not include purchasing shall incur any expense on behalf of Courageous Sailing or bind Courageous Sailing by any promise or representation without written approval.

3.21 EXPENSE REIMBURSEMENT

Expenses incurred by an employee must have prior approval by a supervisor. All reimbursement requests will be processed as an invoice and not included in the employee's paycheck. All completed reimbursement request forms should be turned in to Office Manager.

3.22 PARKING

Employees who elect to drive to Charlestown or JP locations are responsible for their own parking arrangements. Limited employee parking may be available on Pier 3, but cannot be guaranteed. Employees may not park on Pier 4 at any time. When approved by a supervisor, they may drive onto the pier for quick drop-offs and pick-ups. Approval must be received every time and in advance of arriving at the pier.

3.23 VISITORS IN THE WORKPLACE

To provide for the safety and security of employees, visitors, and the facilities at Courageous Sailing, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps ensure security, decreases insurance liability, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

3.24 IMMIGRATION LAW COMPLIANCE

Courageous Sailing employs only United States citizens and those non-U.S. citizens authorized to work in the United States in compliance with the Immigration Reform and Control Act of 1986.

Each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with Courageous Sailing within the past three years or if their previous I-9 is no longer retained or valid.

SECTION 4

STANDARDS OF CONDUCT

The work rules and standards of conduct for Courageous Sailing are important, and the Company regards them seriously. All employees are urged to become familiar with these rules and standards. In addition, employees are expected to follow the rules and standards faithfully in doing their own jobs and conducting Courageous Sailing's business. Please note that any employee who deviates from these rules and standards will be subject to corrective action, up to and including termination of employment (see Section 3.12, Corrective Action).

4.1 ATTENDANCE/PUNCTUALITY

Courageous expects that every employee will be regular and punctual in attendance. This means being on site, ready to work, at their starting time each day. Absenteeism and tardiness places a burden on other employees and on Courageous Sailing.

If you are unable to report for work for any reason, notify your supervisor before regular starting time. You are responsible for speaking directly with your supervisor about your absence. It is not acceptable to leave a message on a supervisor's voice mail, except in extreme emergencies. In the case of leaving a voice-mail message, a follow-up call must be made later that day.

The Courageous Sailing office phone number is (617) 242-3821.

Should undue tardiness become apparent, disciplinary action may be required.

If there comes a time when you see that you will need to work some hours other than those that make up your usual work week, notify your supervisor at least seven (7) working days in advance. Each request for special work hours will be considered separately, in light of the employee's needs and the needs of Courageous. Such requests may or may not be granted.

4.1.A Youth Program Staff Attendance/Punctuality Addendum

1. All employees are expected to adhere strictly to their schedules. Employees are expected to heed the following advice from our Head Instructor: "You are never 'on time', you are either early or you are late."
2. Instructors must arrive prior to lessons, allowing enough time to change clothes, inspect their boats, check conditions, consume any food or coffee, etc. Lesson time should not be lost to these preparations.
 - a. Youth Program Senior Staff Members (Site Directors and Step Leaders) are expected to arrive at least 45 minutes prior to the start of the first lesson of the day).
 - b. All other youth program staff members are expected to arrive at least 20 minutes prior to the start of the first lesson of the day.
3. If employees are going to be more than 5 minutes late, they must call their supervisor, site director, or program director, and keep calling until the late individual is able to speak directly with one of these supervisors. Leaving a message with a fellow employee or on voicemail is not sufficient.
4. In the event that a youth program employee is late:

- a. 1st Offense: The Site Director will confront the offending employee to discuss the situation.
- b. 2nd Offense: The Site Director will issue a formal verbal warning.
- c. 3rd Offense: The Site Director will notify the Youth Program Director who will enter a written note of reprimand into the employee's file. The employee will then have a meeting with the Site Director and Youth Program Director to discuss the pattern and jointly devise a plan of improvement.
- d. Any Further Offenses: The Site Director will notify the Youth Program Director who will enter a written note of reprimand into the employee's file with each subsequent offense. After the third offense, any further offense may be considered sufficient grounds for immediate termination or failure to rehire in subsequent seasons.

4.2 ABSENCE WITHOUT NOTICE

When you are unable to work owing to illness or an accident, please notify your supervisor. This will allow Courageous to arrange for temporary coverage of your duties, and will help other employees to continue work in your absence. If you do not report for work and Courageous is not notified of your status, it will be assumed after three (3) consecutive days of absence that you have resigned, and you will be removed from the payroll.

If you become ill while at work or must leave the office for some other reason before the end of the workday, be sure to inform your supervisor of the situation and check out with the Office Manager.

4.3 HARASSMENT, INCLUDING SEXUAL HARASSMENT

Courageous Sailing is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated.

If you believe you have been the victim of harassment, or know of another employee who has, report it immediately. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor who becomes aware of possible harassment should promptly advise their supervisor, Executive Director and/or the Office Manager who will handle the matter in a timely and confidential manner.

4.4 DATING AND PERSONAL RELATIONSHIPS

Personal relationships that occur between staff must not interfere with CSC operations. Personal relationships between supervisors/supervisees must be reported to management and could result in staffing changes to prevent potential for liability. Out of respect for members, students and co-workers, public displays of affection are not appropriate at any Courageous sites.

4.5 TELEPHONE USE

Courageous Sailing's telephones are intended for the use of serving our customers and in conducting the Company's business.

Personal usage during business hours is discouraged except for extreme emergencies. All personal telephone calls should be kept brief to avoid congestion on the phone line.

To respect the rights of all employees and avoid miscommunication in the office, employees must inform family members and friends to limit personal telephone calls during working hours.

If an employee is found to be deviating from this policy, he/she will be subject to disciplinary action (See Section 3.12, Corrective Action).

4.6 WORKPLACE DRESS

Courageous Sailing recognizes the importance of appropriate dress, including uniforms for seasonal staff and instructors, as having a positive impact on employee morale while retaining high expectations in quality and productivity.

Along with maintaining proper workplace dress outlined in this policy, employees are expected to also maintain a high standard of personal cleanliness and present a neat and professional appearance at all times. A daily regimen of good grooming and hygiene is expected of everyone, which includes responsible use of perfume or cologne.

Supervisors are responsible for interpreting and guiding employees concerning professional dress standards in their areas of responsibility. Reasonable accommodation will be made for employees' religious beliefs and disabilities whenever possible, consistent with the business necessity to present a professional appearance to the public. Concerns that cannot be address satisfactorily by a manager should be taken to the Executive Director. If the appearance is unduly distracting or the clothing is unsafe, the employee may be sent home to address the concern(s).

The following items are considered inappropriate working attire for Courageous Sailing:

- Open-toed sandals
- Spaghetti-strapped shirts
- Tank tops or revealing shirts
- Short mini skirts
- Sheer clothing
- T-shirts with inappropriate or offensive gestures or advertising
- Clothing with holes

If management occasionally designates "casual days," appropriate guidelines will be provided to you.

Consult your supervisor if you have any questions about appropriate business attire.

4.7 SUBSTANCE ABUSE

Courageous Sailing is committed to providing a safe and productive workplace for its employees. In keeping with this commitment, the following rules regarding alcohol and drugs of abuse have been established for all staff members, regardless of rank or position, including both regular and temporary employees. The rules apply during working hours to all employees of the Company while they are on Company premises or elsewhere on Company business.

- A. The manufacture, distribution, possession, sale, or purchase of controlled substances of abuse on Courageous property is prohibited.
- B. Being under the influence of illegal drugs, alcohol, or substances of abuse on Courageous property is prohibited.
- C. Working while under the influence of prescription drugs that impair performance is prohibited.

So that there is no question about what these rules signify, please note the following definitions:

- A. Courageous property: All Company owned or leased property used by employees.
- B. Controlled substance of abuse: Any substance listed in Schedules I-V of Section 202 of the Controlled Substance Act, as amended.
- C. Drug: Any chemical substance that produces physical, mental, emotional, or behavioral change in the user.
- D. Drug paraphernalia: Equipment, a product, or material that is used or intended for use in concealing an illegal drug, or otherwise introducing into the human body an illegal drug or controlled substance.
- E. Illegal drug:
 - i. Any drug or derivative thereof whose use, possession, sale, transfer, attempted sale or transfer, manufacture, or storage is illegal or regulated under any federal, state, or local law or regulation.

- ii. Any drug, including – but not limited to – a prescription drug, used for any reason other than that prescribed by a physician.
 - iii. Inhalants used illegally.
- F. Under the influence: A state of not having the normal use of mental or physical faculties resulting from the voluntary introduction into the body of an alcoholic beverage, drug, or substance of abuse.

Consistent with the rules listed above, any of the following actions constitutes a violation of the Company’s policy on drugs and may subject an employee to disciplinary action, up to and including immediate termination.

- A. Using, selling, purchasing, transferring, manufacturing, or storing an illegal drug or drug paraphernalia, or attempting to or assisting another to do so, while in the course of employment.
- B. Working or reporting to work, conducting Company business or being on Company property while under the influence of an illegal drug or alcohol, or in an impaired condition.

4.8 TOBACCO PRODUCTS

The use of tobacco products is not permitted anywhere on Courageous Sailing’s premises while youth programs are in progress or youth program students are using the facility. The use of tobacco products by Courageous staff members is prohibited at all times while on the premises of both the Jamaica Pond and Camp Harbor View sites.

4.9 INFORMATION SYSTEMS (I.S.) AND INTERNET USE

This policy applies to all employees and recognized independent contractors acting on behalf of Courageous who utilize Courageous Sailing information systems (I.S.). It is intended to enhance the working environment and to enable system users to conduct their responsibilities in a safe and professional manner.

Within this policy, any stipulations or requirements asked of company employees are also applicable to temporary staff members and contractors acting on behalf of the company.

As an employee, you must not permit any proprietary or confidential information of the company to enter the public domain through electronic, or other, transmissions.

Examples of the company's proprietary and confidential information are provided in the Confidentiality Policy.

Any messages or communications used through this system are subject to the company's non-harassment, anti-discrimination, and non-solicitation policies. You are expected to carefully compose and review the wording, tone and content of your communications prior to transmission.

A. General Use

By using any of Courageous's I.S. facilities, or accepting a company account the user understands and agrees to the following:

- You may not share your password with anyone. There is no legitimate reason for anyone, employee or not, to require you to supply your password outside of an official request from the Executive Director;
- You are responsible for anything stored, accessed, made available or distributed using your account;
- You must keep all usage of company I.S. facilities legal, decent, honest and professional;
- You must not use the I.S. facilities in any way which may bring the company into disrepute;
- You must not harm, interfere with, alter, make or attempt to make unauthorized access to any company I.S. facilities;
- You must not install any software on the Courageous Sailing system or your computer (e.g., instant messaging (IM) software, etc.) without approval. You must not connect any device to the Courageous Sailing I.S. system unless you have been given permission to do so by the manager of I.S.
- You must not infringe intellectual property rights, including copyright, in text, image, sound or software;
- You must not attempt to harass, impersonate or intimidate other users, or without consent, inspect another user's screen, or attempt to access their I.S. resources, such as email, data or files;
- You must not access, disseminate, or encourage access to materials which Courageous Sailing deems to be obscene, pornographic, violent, or racially or religiously offensive or language which discriminates or is offensive concerning a protected class such as age, disability, gender, sexual orientation, physical condition, etc. Please note that evidence of such activity may result in discipline or termination;
- Incidental personal use of the Company I.S. network is allowed but must not restrict company use of, or access to, its systems or content. Priority must always be given to those needing facilities for company work;
- Social Media, including Face Book and Twitter, may be utilized for a professional purpose at Courageous Sailing. You may join with either of the company's networks as long as you have read, understand and agree to the Social Media and Networking Policy.

B. Information Systems and Laptop Security

The company is dependent upon a mobile workforce. This mobility can place the company's intellectual property (data) at risk. The potential for suffering a data breach if a laptop containing sensitive information is lost or stolen grows along with amount of travel conducted by the employee.

All laptop users should exercise caution when operating and carrying a laptop around with them.

4.10 SOCIAL MEDIA AND NETWORKING

The purpose of this policy is to inform how all company social networking sites (and those linked to the company sites) will be managed and monitored by Courageous Sailing.

It is not intended to oversee anyone's personal website, blog, or social networking site, or to infringe on, or limit free speech.

The absence of explicit references to a specific social networking site does not limit the extent of the application of this policy. Where there are no policy guidelines, you are expected to use your judgment and act in a way that best serves Courageous Sailing.

A. Guidelines for Employee Administration and Use of Social Networking Sites

- Your online presence reflects Courageous Sailing. Be aware that your actions via images, posts, or commentary can impact our Company image and reputation;
- Be respectful of Courageous Sailing, your colleagues, customers, community partners, and competitors. Do not post any personal information about other employees without written approval;
- Do not reference or cite Courageous Sailing's customers, community partners, or potential customers of Courageous Sailing without their express consent and Executive level approval;
- There is zero tolerance for usage of obscene or racist content; any degree of sexual content, bullying, personal attacks, insults, or threatening language towards employees, community partners or customers;
- Potentially libelous statements; private or personal information about employees, suppliers, customers, competitors, etc., published without written consent from the company may not be distributed;
- Respect copyright laws, and reference or cite sources appropriately. Concerns surrounding plagiarism apply online as well;
- Company logos and trademarks may not be used without Executive level written consent;

- Do not disclose trade secrets or other company confidential or proprietary information on your personal website, blog or social network;
- Personal web sites, blogs, and social networks with any connection with the company, should have clear disclaimers that the views expressed by the author do NOT represent the views of Courageous Sailing.

Social networking activities should not interfere with work. Employees may post to social networking accounts during their break and lunch periods. Refer to the Information Systems and Internet Use Policy when you have questions;

Employees who access social media/networking sites or who blog during non-work hours, using non-work computers, **may not disclose or discuss:**

- Any Courageous-related confidential or proprietary information;
- Any information regarding Courageous Sailing customers or business partners;
- Any details of a particular customer or business related engagement;
- Company trademarks, logos, or brand in any form (including those of its customers and competitors);
- The promotion of a competitor's goods, services, products, etc.;
- Any material that is threatening or harassing towards any employee, customer, business partner or competitor;
- Any activity that may place the company in a bad light due to its connection to you, the company employee.

B. Screening and Monitoring Practices

Social networking sites affiliated with the company may be randomly screened. The company reserves the right to monitor anyone who has posted to a company social networking site to protect the image and reputation of the company.

All users should expect that any information created, transmitted, downloaded, exchanged, or discussed on social networking sites and/or blogs may be accessed by the company at any time without prior notice.

C. Removal of Inappropriate Content

All postings which do not comply with the framework outlined in this policy may be immediately removed and/or the poster barred from posting any subsequent messages to the company social network. This is to protect Courageous Sailing employees and its customers from unintended contact with inappropriate, unprofessional and/or illegal content.

D. Good Judgment and Awareness

Employees should always exercise good judgment when exploring/using personal social networking sites that are connected to any company social network site.

4.11 CONTACT WITH THE MEDIA

Only approved personnel may communicate with media contacts for comment or permissions on behalf of the company. (“media contacts” include but are not limited to people requesting an interview, news media, print media, third-party requests to utilize our company name, brand or image, etc.).

All requests for discussions, interviews, comments, etc., with media sources should be directed to Courageous Sailing’s Executive Director. Please ask your supervisor for guidance in this area if you have questions.

SECTION 5

WAGE AND SALARY POLICIES

5.1 WAGE OR SALARY INCREASES

Each employee's hourly wage or annual salary will be reviewed at least once each fiscal year. The employee's annual review date will usually be during the same time each calendar year. Such reviews may be conducted more frequently for a newly created position, or based on a recent promotion.

Pay increases will be determined on the basis of performance, adherence to company policies and procedures, and ability to meet or exceed duties per job description and achieve performance goals (See Section 3.10, Performance Review/Planning Sessions).

Although pay is reviewed right around the same time as performance reviews are scheduled, final decisions regarding pay adjustments, increases or changes will be tied to the fiscal year budgeting process (due to budget related needs/changes, company expenses in other areas, anticipated changes in business flow, revenue sources, etc.).

5.2 TIMEKEEPING

Time Cards

Non-exempt employees will be active in our payroll system, allowing them to create a user name and password to clock in and out of our electronic time clock system. The employee will be given thorough instructions on usage and instructions on what to do should a problem occur.

5.3 OVERTIME

Overtime compensation is paid to non-exempt employees in accordance with federal and state wage and hour restrictions. In Courageous Sailing's case, many of Courageous Sailing's employees work within functions that are covered under the Jones Act (also known as the Merchant Marine Act of 1920). The Jones Act is a maritime-based set of legal rules that dictate how overtime and some benefits are to be administered to maritime employees.

For employees whose function does not require operating a vessel on the water, overtime is payable for all hours worked over 40 per week at a rate of one and one-half times the non-exempt employee's regular hourly rate.

Time off on personal time, holidays, or any leave of absence will not be considered hours worked when calculating overtime. In addition, vacation time does not constitute hours worked.

For employees working within approved functions, all overtime work performed by an hourly employee must receive the supervisor's prior authorization. Overtime worked without prior authorization from the supervisor may result in disciplinary action. The supervisor's approval within the Paylocity payroll system authorizes pay for overtime hours worked.

5.4 PAYDAYS

All employees are paid bi-weekly. In the event that a regularly scheduled payday falls on a holiday, employees will receive pay on the next day of operation.

If a regular payday falls during an employee's vacation, the employee's paycheck will be available upon his/her return from vacation.

If the employee is not at work when paychecks are distributed and does not receive the paycheck, the paycheck will be kept with the Office Manager through the rest of the payday.

Paychecks will not, under any circumstances, be given to any person other than the employee without written authorization. Paychecks may also be mailed to the employee's address or deposited directly into an employee's bank account upon request.

SECTION 6

BENEFITS AND SERVICES

Courageous Sailing offers a benefits program for its regular full-time employees. However, the existence of these programs does not signify that an employee will necessarily be employed for the required time necessary to qualify for the benefits included in and administered through these programs.

6.1 GROUP INSURANCE

Courageous Sailing offers the following health and life insurance programs for REGULAR FULL-TIME employees (as determined by the carrier of the policies).

Eligible full-time employees may enroll in a single or a family contract after completing their introductory period. Eligibility may be defined by state law and/or by the insurance contract.

Information and enrollment forms may be obtained from the Office Manager.

To assist employees with the cost of this insurance, our company pays a portion of a single, a single plus one dependent, or a family contract. You are responsible for paying the balance through payroll deduction.

A booklet containing the details of the plan and eligibility requirements may be obtained from the Office Manager.

Refer to the actual plan document and summary plan description if you have specific questions regarding this benefit plan. Those documents are controlling.

Upon discharge you may be entitled to continuation or conversion of the group medical insurance plan in accordance with the terms of the policy and/or applicable state and federal law. For more information, contact the office manager or benefits administrator.

If there is ever any conflict between the Employee Handbook and any documents issued by one of the Company's insurance carriers, the carrier's guideline regulations will be regarded as authoritative.

6.2 SOCIAL SECURITY/MEDICARE

Courageous Sailing withholds income tax from all employees' earnings and participates in FICA (Social Security) and Medicare withholding and matching programs as required by law.

6.3 VACATION LEAVE

Paid vacation is available to regular full-time employees following their first six months with Courageous Sailing and is provided based on the following calculations:

• 0 – 6 months	• 0
• 7 – 36 months	• 1 day per month worked (i.e., after month 8, employee has 2 days)
• 37 – 60 months	• 1 ¼ days per month worked
• 61 months or more	• 1 ½ days per month worked

NOTES:

The vacation policy applies to all regular full-time employees.

Vacation may be taken in half-day increments of time.

Paid leave accrues on a calendar year basis. No more than 15 days paid vacation may be accrued and then carried over to the next calendar year. These days must be used by June 30th of the following year, or they are forfeited (Example: As of December 31, 2004, Harry has 17 days accrued. He banks 15 days, and loses 2. He will lose any of those 15 days that he does not use by June 30, 2005.

Regardless of amount of banked days, employees should not normally take more than four (4) weeks' vacation in one calendar year.

Employees must submit requests for vacation to their supervisors. The Executive Director requests vacation from the President of the Board. Timing of vacation is at the discretion of the supervisor.

Vacation owed to employees who are terminating may be paid in time, prior to termination, or in money, as specified by state law.

Courageous Sailing encourages all employees to make the most of their vacation time. Regularly scheduled time away from the workplace (e.g., vacations, etc.) helps in maintaining a healthy work-life balance. However, because circumstances do not always permit everyone to take vacation time when it is requested, Courageous Sailing will offer employees the option of taking the dollar equivalent of their earned vacation hours at their regular hourly rate.

Arrangements to take earned vacation pay should be made at least (1) one payroll period in advance. Please note that overtime pay will not be factored into cashing out vacation time.

6.4 SICK LEAVE

Full-time, salaried employees earn ½ day of sick time per month worked.

Accumulated sick time has no cash value, and cannot be used as vacation time.

Accumulated sick time is not owed to employees who are terminating employment.

Using sick time for vacation is a serious offense, which may result in disciplinary action. Employees can accumulate up to 18 days of sick time, for use, for example, during a major illness.

Staff members who have been full-time, salaried employees of Courageous Sailing at least a year when this policy goes into effect will start with 5 days' sick leave.

6.5 RECORD KEEPING

The Office Manager maintains vacation days accrued and used. Each employee is responsible for verifying his/her pay stub to make sure the correct amount of hours appear.

Likewise, record retention rules depend on the type of documentation. If employees have questions regarding how long company maintains records on particular documents please contact the Office Manager.

6.6 HOLIDAYS

Courageous Sailing observes the following paid holidays per calendar year for all regular, full-time employees:

- New Year's Day
- Martin Luther King Day
- Presidents' Day
- Memorial Day*
- Independence Day*
- Columbus Day
- Labor Day*
- Veteran's Day
- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Eve
- Christmas Day

*Full-time, salaried staff may take off these days as duties permit. If employees are needed for work on these days, they may take comp time as approved by supervisor.

Courageous Sailing is closed December 24th through January 1st, inclusive.

6.7 JURY DUTY/MILITARY LEAVE

Employees will be granted time off to serve on a jury or military leave without pay. However, all regular employees both full-time and part-time will be kept on the active payroll until their civic duties have been completed. A copy of the jury duty summons and all other associated paperwork are required for the personnel file.

6.8 EDUCATIONAL ASSISTANCE

Courageous Sailing recognizes that the skills and knowledge of its employees are critical to the success of the Organization. Courageous Sailing offers assistance when possible. Courageous Sailing offers educational assistance programs to encourage personal development, improve job-related skills and enhance an employee's ability to compete for reasonably attainable jobs within Courageous.

6.9 TRAINING AND PROFESSIONAL DEVELOPMENT

Courageous Sailing recognizes the value of professional development and personal growth for employees. Therefore, Courageous Sailing encourages its employees who are interested in continuing education and job specific training to research these further and get approval before signing up for the seminars or courses.

SECTION 7

EMPLOYEE COMMUNICATIONS

7.1 STAFF MEETINGS

Staff meetings will be held as needed. These informative meetings allow employees to be informed on recent company activities, changes in the workplace and employee recognition.

7.2 MESSAGE BOARDS

Message boards placed in main through-way areas in each Courageous Sailing office at each location. These message boards provide employees access to important posted information and announcements. The employee is responsible for reading necessary information posted on the message boards.

7.3 SUGGESTION BOX

Courageous Sailing encourages employees who have suggestions that they do not want to offer orally or in person to write them down and leave them in the suggestion box located in the main office at each location. If this is done anonymously, every care will be taken to preserve the employee's privacy. A member of the Executive Staff checks the box on a regular basis.

7.4 COMMUNICATING IDEAS AND COMPLAINTS

Under normal working conditions, employees who have a job-related problem, question or complaint should first discuss it with their immediate supervisor. At this level, employees usually reach the simplest, quickest, and most satisfactory solution. If the employee and supervisor do not solve the problem, Courageous Sailing encourages employees to contact the Executive Director.

Following is a list of contacts that should be utilized, in order, when possible, when needing to report or share a concern, potential concern or an observation that an employee has.

- Option #1 Employee's supervisor
- Option #2 Office Manager
- Option #3 Executive Director

Employee comments are important. Courageous Sailing wants you to share your suggestions and comments on any subject at any time. Your job will not be adversely affected in any way as a result of using this procedure. The above policy is only

suggesting one way to approach employee needs. If you are uncomfortable speaking to team members in these noted functions please feel free contacting other management team members who then can relay your message, concern, complaint or suggestion.

SECTION 8

ACKNOWLEDGMENT OF RECEIPT OF EMPLOYEE HANDBOOK

EMPLOYER'S COPY

The Employee Handbook contains important information about Courageous Sailing, and I understand that I should consult my supervisor regarding any questions not answered in the handbook. I have entered into my employment relationship with Courageous Sailing voluntarily, and understand that there is no specified length of employment. Accordingly, either Courageous Sailing or I can terminate the relationship at will, at any time, with or without cause, and with or without advance notice.

I understand and agree that no person other than human resources may enter into an employment agreement for any specified period of time, or make any agreement contrary to Courageous Sailing's stated employment-at-will policy.

I understand that this handbook is neither a contract of employment nor a legally-binding agreement. I have had an opportunity to read the handbook, and I understand that I may ask my supervisor any questions I might have concerning the handbook. I accept the terms of the handbook. I also understand that it is my responsibility to comply with the policies contained in this handbook, and any revisions made to it. I further agree that if I remain with Courageous Sailing following any modifications to the handbook, I thereby accept and agree to such changes.

I have received a copy of Courageous Sailing's Employee Handbook on the date listed below. I understand that I am expected to read the entire handbook. Additionally, I will sign the two copies of this Acknowledgment of Receipt, retain one copy for myself, and return one copy to Courageous Sailing's representative listed below on the date specified. I understand that this form will be retained in my personnel file.

I have read, in detail, the policies noted below. I understand that all policies within this employee handbook are important, but that I am responsible for knowing in detail these policies as they speak to critical elements of our company and/or are the most referred to policies in the handbook. Please initial by each of these policies that you have read, understand and will abide by each of these policies.

_____ Non-Disclosure/Confidentiality
_____ Workplace Safety
_____ Non-Harassment, including Sexual Harassment, and Workplace Bullying
_____ Vacation and sick time
_____ Information Systems (I.S.) and Internet Use AND Social Media and Networking

Employee Signature

____/____/____
Date

Employee Printed Name

Cc: Employee file

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- _____ Non-Disclosure/Confidentiality
- _____ Workplace Safety
- _____ Non-Harassment, including Sexual Harassment, and Workplace Bullying
- _____ PTO / Vacation and sick time
- _____ Information Systems (I.S.) and Internet Use AND Social Media and Networking

Employee Signature

____/____/____
Date

Employee Printed Name

Cc: Employee file

End of Employee Handbook