



COURAGEOUS SAILING

Employee Handbook

Publicly available at
courageoussailing.org/employee-handbook

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Major Updates to Sections: 4.6; 5.4; 6.7

Courageous Sailing

One First Avenue - Charlestown Navy Yard - Boston, MA 02129

www.courageoussailing.org

FAQ

Clocking In

How do I clock in?

Clock in using Paylocity. See [How to Clock In](#) (part of the [Paylocity Guide](#)).

What should I do if I forget to clock in or clock out?

Leave a note on Paylocity during your next punch. See [How to Leave a Note](#).

What are the different departments in Paylocity?

Each type of shift falls under a specific department. A list of all shift types and the corresponding departments are listed in [What Department to Use](#)

Who should I contact if Paylocity isn't working for me?

Contact your manager and the operations team.

Pay

When do I get paid?

Paychecks go out biweekly on the Friday following the pay period. See [Pay Dates](#) for a current list of pay periods and pay dates.

How does sick time work?

See [6.2 Earned Sick Time \(Seasonal/Part-time Employees\)](#)

Can I set up Direct Deposit after Onboarding?

<https://changedirectdeposit.com/paylocity/>

Work Schedule

How does scheduling work?

Your manager will work with you to build out a schedule in advance. This may happen using a variety of tools such as google sheets, email, text, or in person.

How do I see my schedule?

Once the schedule is confirmed, it will be visible on [Sling](#).

How do I request time off?

All employees must [request time off on Paylocity](#) for any type of time off request. If you are paid hourly, you must also [request time off on Sling](#) and by messaging your manager.

Am I allowed to work overtime?

Organizationally, please review [5.4 Overtime](#).

Legally, it depends on your age and your job position. See [MA Limits on Minors Working Hours](#) if you're under 18. If you are 15 you cannot work more than 40 hours per week. If you're over 15, contact your manager to clarify if you have approval to work more than 40 hours per week.

Work Attendance

What should I do if I'm running late?

Contact your manager. See [attendance and punctuality](#).

What should I do if I get sick?

Contact your manager. See [attendance and punctuality](#) and the Earned Sick Time Policy (linked on your Self Service Portal in Paylocity under the "Company" card)

What do I do if I'm scheduled but need to drop my shift?

Once the schedule has been set on Sling, you're expected to find a replacement if you need to drop a shift. See [attendance and punctuality](#). Contact your manager for assistance.

Training

Is training mandatory?

Some positions, such as youth program staff, have mandatory training. This training will be brought up during the hiring process and will be scheduled by your manager.

Is training paid?

Yes, you will be paid for any staff training that your manager schedules you for.

Other

Who should I talk to if I have a concern?

Talk to your manager first. See [7.4 Communicating Ideas And Complaints](#)

Employee Boat Access

Am I allowed to take boats out after work?

Yes, you can use boats for free while an active staff member at Courageous. See the [Staff Boat and Course Privileges](#) document for details.

Additional Employee Resources

[Digital Conditions Whiteboard](#)

[Employee Resources Webpage](#)

Table of Contents

FAQ	2
Clocking In	2
How do I clock in?	2
What should I do if I forget to clock in or clock out?	2
What are the different departments in Paylocity?	2
Who should I contact if Paylocity isn't working for me?	2
Pay	2
When do I get paid?	2
How does sick time work?	2
Can I set up Direct Deposit after Onboarding?	2
Work Schedule	2
How does scheduling work?	2
How do I see my schedule?	3
How do I request time off?	3
Am I allowed to work overtime?	3
Work Attendance	3
What should I do if I'm running late?	3
What should I do if I get sick?	3
What do I do if I'm scheduled but need to drop my shift?	3
Training	3
Is training mandatory?	3
Is training paid?	3
Other	4
Who should I talk to if I have a concern?	4
Employee Boat Access	4
Am I allowed to take boats out after work?	4
Additional Employee Resources	4
Digital Conditions Whiteboard	4
Employee Resources Webpage	4
Section 1: Overview	8
New Employee Welcome!	8
1.1 Mission And Objectives	8
1.2 Background	9
1.3 Changes In Policy	9

1.4 Employment Relationship—At Will Employment	9
Section 2: Employee Definitions	9
Section 3: Employment Policies	11
3.1 Non-Discrimination	12
3.2 Non-Disclosure/Confidentiality	12
3.3 New Employee Orientation	13
3.4 Introductory Period For New Employees	13
3.5 Work Hours	14
3.6 Lunch Break Periods	14
3.7 Employee Files	14
3.8 Personnel Data Changes	15
3.9 Inclement Weather/Emergency Closings	15
3.10 Employee Performance Review And Planning Sessions	16
3.11 Outside Employment	16
3.12 Corrective Action	17
3.13 Employment Termination	18
3.14 Workplace Safety	18
3.15 Health-Related Issues	19
3.16 Employee Requiring Medical Attention	19
3.17 Building Security	20
3.18 Insurance On Personal Effects	20
3.19 Supplies; Expenditures; Obligating The Company	20
3.20 Expense Reimbursement	20
3.21 Parking	20
3.22 Visitors In The Workplace	21
3.23 Immigration Law Compliance	21
Section 4: Standards Of Conduct	22
4.1 Attendance/Punctuality	22
4.1.1 Youth Program Staff Attendance/Punctuality Addendum	23
4.1.2 Adult Program Staff Attendance/Punctuality Addendum	23
4.2 Absence Without Notice	24
4.3 Harassment, Including Sexual Harassment	24
4.4 Dating And Personal Relationships	25
4.4.1 Youth Program Participant Personal Communication and Social Media	25
4.5 Workplace Dress	25
4.6 Alcohol, Drug, Marijuana & Tobacco Use	26
4.6.1 Marijuana Products	28

4.6.2 Tobacco Products	28
4.7 Information Systems And Internet Use	28
4.8 Social Media And Networking	30
4.9 Contact With The Media	32
Section 5: Wage And Salary Policies	33
5.1 Wage Or Salary Increases	34
5.2 Timekeeping	34
5.3 Regular Work Sites & Employee Travel Time	34
5.4 Overtime	35
5.5 Work hours restrictions for minors	35
5.6 Paydays	36
Section 6: Benefits And Services	36
6.1 Benefits (Full-time Year-round Employees)	37
6.1.1 Annual Holiday Closing	37
6.2 Earned Sick Time (Seasonal/Part-time Employees)	37
6.3 Social Security/Medicare	38
6.4 Massachusetts Paid Family Medical Leave	38
6.5 Jury Duty	38
6.6 Educational Assistance	38
6.7 Professional Development	39
Section 7: Employee Communications	41
7.1 Staff Meetings	41
7.2 Message Boards	41
7.3 Suggestion Box	41
7.4 Communicating Ideas And Complaints	41
Section 8: Acknowledgment Of Receipt Of Employee Handbook	43
Section 8: Acknowledgment Of Receipt Of Employee Handbook	44

Section 1: Overview

New Employee Welcome!

This Employee Handbook is designed to acquaint new employees with Courageous Sailing and provide 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 nor a legal 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.

As an employee, 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 during your time at Courageous.

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

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 Sailing is a nonprofit community sailing and youth development organization committed to providing people of all ages and backgrounds with opportunities to learn, sail, and enjoy the waterfront.

Courageous youth programs utilize sailing, STEM, and the marine environment as platforms for learning and social-emotional growth. Years of third-party evaluation confirm that Courageous programs help our kids (ages 8-18) strengthen leadership and other crucial life skills.

Courageous adult and community 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 Organization 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 youth.

1.3 Changes In Policy

This Employee Handbook supersedes all previous employee handbooks and memos that may have been issued 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.

1.4 Employment Relationship—At Will Employment

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, in a manner consistent with local, state and federal laws.

Section 2: Employee Definitions

Employee

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.

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:

- Customer and student information
- 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 your supervisor.

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

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 Operations Director and Program Directors and includes an overview of our history, an explanation of 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](#)).

3.5 Work Hours

Courageous Sailing main offices are open for business from Monday through Friday, except for Holidays (See [Section 6](#)).

The standard hourly workweek is 40 hours of work (see [Section 5.4](#)). In the computation of various employee benefits, the employee workweek is considered to begin on Sunday (starting at 12:00 a.m.) through Saturday (ending at 11:59 a.m.), unless a supervisor makes prior arrangements with the employee.

Pay periods at Courageous begin on a Sunday and are two weeks in duration ending on the next Saturday.

3.6 Lunch Break Periods

During work days lasting more than 6 hours, lunch breaks of at least 30 minutes will be taken on a staggered schedule so that your absence does not create a problem for co-workers or clients.

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.

3.7 Employee Files

Employee personnel files, maintained on our Paylocity HR System, 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.

3.8 Personnel Data Changes

Courageous maintains employee information in two data systems.

Payroll information and sensitive employee information is maintained in our Paylocity HR/payroll system. Emergency contact and general employee contact information is maintained in our Salesforce data system. For both of these systems, it is important that an employee maintains up to date and accurate information.

Paylocity

It is the responsibility of the employee to keep their HR and Payroll contact information (maintained in Courageous' Paylocity system) up to date, such that payroll documents reflect the most up to date contact information. Please note that employees may experience delays in receiving paychecks and tax documents if they have not kept their contact information up to date.

Salesforce

It is the responsibility of each employee to promptly notify their supervisor or Courageous Sailing's Operations Director 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.

In order to update this information, please request a **"Staff Contact and Health Information Form"** from your supervisor or an Operations team member.

3.9 Inclement Weather/Emergency Closings

At times, emergencies such as severe weather, fires, or power failures can disrupt company operations. The decision to suspend operations will be made by the Executive Director or Program Supervisors.

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, except in special circumstances agreed upon beforehand.

Note: Employees who report for scheduled work but for whom no work is available that day must be paid for at least three hours at the Massachusetts minimum wage.

3.10 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](#)). After the initial review, the employee will be reviewed according to the regular annual schedule.

3.11 Outside Employment

Employees may hold outside jobs 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.

3.12 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 Operations Director 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 termination. 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 termination : 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 termination will be based on an assessment of all relevant factors.

Nothing In This Policy Is Designed To Modify Our Employment-At-Will Policy.

3.13 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 6, Benefits) if the employee elects to do so.

3.14 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](#)).

3.15 Health-Related Issues

Employees who become aware of any health-related issue that will affect their work, including pregnancy, should notify their supervisor, the Executive Director and/or the Operations Director of health status.

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 safely 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 Operations Director

3.16 Employee Requiring Medical Attention

In the event an employee requires medical attention, whether injured or becoming ill while at work, the employee’s primary care doctor 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.

Note that a physician's "return to work" notice may be required after a medical incident.

3.17 Building Security

All employees who are issued keys to the office are responsible for their safekeeping. 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.

3.18 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.

3.19 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.

3.20 Expense Reimbursement

Expenses incurred by an employee must have prior approval by a supervisor. Please ask your supervisor to review the Expense Reimbursement Process for more information.

3.21 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.

3.22 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.

3.23 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](#)).

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 at your scheduled shift start time (ex. if you are running more than 5 minutes late) for any reason, notify your supervisor before regular starting time. You are responsible for speaking directly with your supervisor, site director, program director, or Officer in Charge, about your absence/tardiness. The primary means of notifying a supervisor of issues with your shift is calling them on their cell phone. If they do not pick up, please text them or send an email. Do not leave voicemails. Leaving a message with a fellow employee or on voicemail is not sufficient

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

Except in the case of unforeseen sickness or other absences covered by Earned Sick Time or unforeseen absences, Employees are expected to give at least a week's notice if they will be unable to work their scheduled shift. This may differ from program to program, and according to schedule flexibility. Reach out to your supervisor for more information.

Instructors must arrive prior to lessons. If time is needed to change clothes, consume any food or coffee, or do any other personal preparation it should be done prior to the scheduled shift start time. Lesson time should not be lost to these preparations.

Once an Employee's schedule has been published, changes and adjustments should be made as follows:

1. The Employee notifies the Program Director or Manager.
2.
 - a. If the absence *is* covered by Earned Sick Time (EST):
Director or Manager finds coverage or cancels shift.
Make sure the employee follows the process outlined in the [Paylocity Guide](#) and adheres to the [EST Policy](#).
 - b. If the absence *is not* covered by EST:
 - i. Employee is expected to find a replacement for their shift.
 - ii. Until the shift is reassigned or removed from the schedule and confirmed by a supervisor, the Employee is expected to cover the shift.
 - iii. Employee may contact supervisor for help in finding a replacement.

4.1.1 Youth Program Staff Attendance/Punctuality Addendum

All employees are expected to adhere strictly to their schedules. Employees are expected to heed the following advice: "You are never 'on time', you are either early or you are late."

- a. Youth Program Senior Staff Members (Site Directors, 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.

4.1.2 Adult Program Staff Attendance/Punctuality Addendum

All employees are expected to adhere strictly to their schedules:

- a. Officers in Charge are expected to arrive at least 45 minutes prior to opening hours
- b. General and Front Desk staff are expected to arrive at least 30 minutes prior to opening hours
- c. Additional Adult Program staff members are expected to arrive at least 15 minutes prior to the start of the first lesson of the day.

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.

In the event that an employee does not show up for their shift nor give sufficient notice that they will be unable to work:

- a. 1st Offense: The Officer in Charge will notify the Program Director. The PD will discuss the situation with the employee. A written warning will be sent, summarizing the discussion.
- b. 2nd Offense: The Program Director will issue a written note of reprimand. A meeting will be held to discuss the pattern and jointly create a plan for improvement. The reprimand will be entered into the employees file.
- c. Any Further Offenses: The Program Director will meet with the employee to discuss the future of their employment at Courageous, employees may be granted an additional opportunity for improvement on a case by case basis.

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 to your Program Supervisor or the Executive Director.

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.

Romantic and/or sexual relationships between an employee and a student have the potential to pose risks to the employee, the student, and third parties. As a matter of sound judgment and professional ethics, all employees have a responsibility to avoid any apparent or actual conflict between their professional responsibilities and personal relationships with students.

All employees should refrain from following or accepting following requests from underage students on social media.

4.4.1 Youth Program Participant Personal Communication and Social Media

All staff communication with youth participants (under age 18) must be observable, (ex. no closed-door one-on-one conversations and no one-on-one text messages). Include another staff member or a parent if individual communication is needed.

4.5 Workplace Dress

Courageous Sailing provides uniforms for all employees. Employees are expected to wear their uniforms and present a clean professional appearance when interacting with the public or representing Courageous Sailing.

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 addressed satisfactorily by a manager should be taken to the Executive Director.

If an employee's 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 shoes (all staff who are working on the dock or on boats are required to wear closed-toe shoes).
- Clothing or accessories with inappropriate or offensive gestures or advertising

All staff are required to wear a Coast Guard approved PFD (lifejacket) while on Courageous vessels. During Youth Program hours (and anytime when working directly with youth under 18) all staff are also required to wear their lifejackets while working on the dock.

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

4.6 Alcohol, Drug, Marijuana & Tobacco Use

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 non-medical drugs 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 Courageous 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, marijuana, 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, marijuana or alcohol, or in an impaired condition.

4.6.1 Marijuana Products

Consistent with The Regulation and Taxation of Marijuana Act, M.G.L.c.94G Section 2 (e), Courageous does not allow the recreational use of marijuana at the workplace and prohibits employees from being under the influence of recreational marijuana while on the job. Note the following:

- Courageous is not legally required to accommodate employee recreational or medical use of marijuana **on site**.
- **Off duty/off site** recreational use or being under the influence of marijuana in the workplace may adversely affect your job performance. Disciplinary action regarding such performance will be taken.
- It is illegal to be under the influence of marijuana while operating a motor vehicle, **boat** or aircraft.

4.6.2 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.

We kindly ask that Adult Program employees restrict their tobacco usage to not being on Pier 4 or in the direct vicinity of adult and community programming.

The use of tobacco products by Courageous staff members is prohibited at all times while on the premises of the Jamaica Pond site.

4.7 Information Systems And Internet Use

This policy applies to all employees and recognized independent contractors acting on behalf of Courageous who utilize Courageous Sailing information systems. 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.

Non-inclusive list of Information Systems used at Courageous:

Salesforce; FormAssembly; Google (Gmail, Drive, etc.); Dropbox; Slack; Hive

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 personalized account IS passwords with anyone, whether external or internal to the organization, without Operations/Executive Director approval (this approval at times includes extended password sharing in the case of single accounts used across the organization or between employees). There is no legitimate reason for anyone, employee or not, to require you to supply your password outside of an official request from the Operations/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 Facebook 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.

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.

4.8 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.

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 websites, 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. 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.

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.

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.

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.

4.9 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 contacts 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 (management staff during the beginning of the calendar and seasonal staff pre-season). 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 employee's ability to meet or exceed duties outlined in their job description and achieve performance goals (See Section 3.11, Performance Review/Planning Sessions).

Although pay and regular performance reviews are scheduled concurrently, 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

Please refer to the [Paylocity Guide](#) for information on employee time cards, and refer to our [absence and lateness policy](#) elsewhere in this handbook.

5.3 Regular Work Sites & Employee Travel Time

Courageous' regular work sites for all employees are the Jamaica Pond and Charlestown Navy Yard locations. Daily commutes to these locations are not compensated and employees should be aware that they may be asked to work either site.

If, during the work day, an employee is asked to travel from one site to another, or to travel to another non-regular site at which work for Courageous is expected (Home Depot, West Marine, grocery store, checking a potential boat purchase, etc.), the employee should stay clocked in and such travel is compensated.

If an employee is asked to report to a non-regular site in order to begin their day, the employee shall be compensated for any excess travel time, above that employee's regular commute time.

5.4 Overtime

Overtime compensation is paid to non-exempt employees in accordance with federal and state wage and hour restrictions and the FLSA.

Overtime is payable for all actual time worked in excess of 40 per workweek at a rate of one and one-half times the employee's regular hourly rate.

All overtime work performed by an hourly employee must receive the managing supervisor's prior authorization.

- Authorization can be in the form of an email, text, or conversation between the supervisor and employee; or supervisor-scheduled hours on Courageous' scheduling platform. Such authorization should explicitly mention "overtime".
- Employees shall not, without prior supervisor authorization, take an open shift on Courageous' scheduling platform if that shift will include overtime work.
- Authorization shall not be task-based: if an employee is unable to complete a task(s) within normal hours, the requested completion of said task(s) by a supervisor shall not constitute a tacit request to work overtime.

Although the FLSA requires that non-exempt employees be paid for all hours worked whether pre-approved or not, failure of an employee to obtain prior authorization from the supervisor may result in disciplinary action.

The supervisor's approval of an employee's worked hours within Courageous' payroll system authorizes pay for overtime hours worked, but shall **not** be regarded as prior authorization to have worked overtime.

Vacation time and time off on personal time, holidays, or any leave of absence will not be considered hours worked when calculating overtime.

5.5 Work hours restrictions for minors

According to state law, minors are restricted in the hours they can work.

16 and 17 year olds may not work:

- At night, from 10 p.m. to 6 a.m. (or past 10:15 if the employer stops serving customers at 10 p.m.)*

- More than 9 hours per day
- More than 48 hours per week
- More than 6 days per week

* Exception: On non-school nights, may work until 11:30 p.m. or until midnight, if working at a restaurant or racetrack.

14 and 15 year olds may not work:

- At night, from 7 p.m. to 7 a.m.
 - Exception: In summer (July 1 – Labor Day), may work until 9 p.m.
- During the School Year:
 - During school hours*
 - More than 3 hours on any school day
 - More than 18 hours during any week
 - More than 8 hours on any weekend or holiday
- When school is not in session:
 - More than 40 hours per week
 - More than 8 hours on any day
 - More than 6 days per week

5.6 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 in the Courageous Flagship Office 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.

See the [Employee Paylocity Guide](#) for more information and the list of paydays.

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 Benefits (Full-time Year-round Employees)

Employees defined as full-time, non-seasonal employees working more than 35 hours per week at Courageous Sailing Center are eligible for, but do not automatically receive, the following:

On first day of employment:

- Health insurance
- Dental insurance
- Health Reimbursement Arrangement (HRA)
- Long Term Disability (LTD)
- Paid holidays
- Eligibility for Massachusetts' Paid Family Medical Leave

After 90 days:

- Unlimited Paid Time Off
- 3% employer IRA contribution match

After 1 year:

- Supplemental Paid Family Medical Leave

For more information on this benefit package, please request the latest policy document from your supervisor or view the current publicly available copy [here](#).

6.1.1 Annual Holiday Closing

Courageous Sailing is closed for the Holiday period, starting on December 24 and re-opening January 2 (December 24th-January 1st, inclusive).

6.2 Earned Sick Time (Seasonal/Part-time Employees)

All employees not eligible for Courageous' Benefit Package are eligible for Earned Sick Time in proportion to their hours worked. Please review the [Earned Sick Time Policy](#).

6.3 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.

6.4 Massachusetts Paid Family Medical Leave

PFML is a tax that all employees are responsible for, but which Courageous has elected to pay in total, as a benefit to all our employees. In 2022, PFML was a deduction of .68% from an employee's gross income and in 2023 it will be .63%. Please visit the [Massachusetts PMFL website](#) for more information on the benefits provided by this law.

You may see a deduction on your check from this tax under the "Employee Paid Taxes", but you will also see a reimbursement for the same amount.

Note: Eligibility for the use of this benefit requires that an employee has earned greater than \$6,000 (in 2023) in the last 12 months.

6.5 Jury Duty

Courageous must pay you your regular wages for any work missed for the first 3 days of your jury duty service. After the third day, the state may compensate jurors at the rate of \$50 per day. This pay is taxable.

Employees will be granted time off with reasonable notice to serve on a jury and 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.

6.6 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.

6.7 Professional Development

At Courageous, we support our staff in gaining new skills and provide funding for relevant professional development (PD) to all of our employees.

FULL-TIME YEAR-ROUND EMPLOYEES

Please consult Courageous' Benefits Package for the latest policy regarding PD for Management staff.

FULL-TIME SEASONAL EMPLOYEES

In an effort to retain and build the best team possible, Courageous provides partial reimbursement and raises for successful completion of courses in the list below. Employees who successfully complete a course will receive a approximately half-cost reimbursement, paid to the employee upon finishing a season of employment that uses this certification with Courageous.

Make sure to talk to your supervisor *before* taking any course!

First Aid / CPR Courses

For First Aid and CPR courses hosted at Courageous, Courageous will pay for the course in its entirety for current employees.

US Sailing Certification Courses ([Level 1](#), [Basic Keelboat Instructor Course](#), [Cruising Instructor Course](#))

Successful Completion of a US Sailing Certification includes a corresponding raise in hourly pay of \$1/hour. This raise is in recognition of the value of skills gained during these courses, and is intended to cover half the cost of the course during a regular season of full-time work in the Youth Department or approximately 200 hours of work across all departments. Courageous will further reimburse \$250 of the cost of certification at the end of the season in which the certification was earned.

Captain's License

Courageous will reimburse \$300 for a Captain's License after the employee has independently taught 2 or more cruising courses or lessons requiring licensure. Please speak with your supervisor about approved courses and details.

Scholarship Fund / Financial Aid

Courageous will keep a limited amount of funds available for Staff Professional Development to cover up-front costs that staff may not be able to afford on their own. Financial Aid grants are needs-based.

Staff must apply and be approved for this funding via email to their supervisor 60 days or more before the course is taken. Applications for funding will be reviewed and decisions will be released within 15 days of the course date.

Staff who receive up-front financial assistance for PD will also receive the corresponding raise but will not be eligible for partial reimbursement at the end of the season.

Reimbursement schedule

End-of-season reimbursement will be released on the pay date immediately following August 15th, or in rare cases can be released at other times of the season.

Applying for a Reimbursement

After getting approval from your supervisor that the course you plan to take will be partially or fully reimbursed, please follow these steps to make sure you get your reimbursement:

1. Complete any requirements listed within the course type above (i.e. continue employment through the season, etc.)
2. Submit an expense reimbursement form with an attached receipt, after paying for the course: courageoussailing.org/expense-reimbursement (this can be done immediately after paying, so as not to forget)
3. Submit a document of successful course completion or certification to your supervisor. (This should be done immediately upon successful completion and is required for any merit-based raise for which the staff is eligible.)

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](#). 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 Operations Director
- Option #3 Executive Director
- Option #4 Member of BOD

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

I have entered into my employment relationship with Courageous Sailing voluntarily, and understand there is no specified length of employment. Accordingly, 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 or not answered by 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 Courageous Sailing's Employee Handbook on the date listed below. 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.

- _____ [3.2 Non-Disclosure/Confidentiality](#)
- _____ [3.14 Workplace Safety](#)
- _____ [4.3 Non-Harassment, including Sexual Harassment, and Workplace Bullying](#)
- _____ [4.7 Information Systems \(I.S.\) and Internet Use](#)
- _____ [4.8 Social Media And Networking](#)
- _____ [6.x Vacation and sick time](#)

Employee Signature

_____/_____/_____
Date

Employee Printed Name

Cc: Employee file

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- _____ [4.8 Social Media And Networking](#)
- _____ [6.x Vacation and sick time](#)

Employee Signature

____/____/____
Date

Employee Printed Name

Cc: Employee file

End Of Employee Handbook