CONNER

Company Manual & Employee GuideBook/Handbook

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Introduction:
Welcome to the CONNER. This handbook serves as a comprehensive resource for all employees, detailing our policies, procedures, and expectations. It aims to provide you with the necessary information to navigate your role successfully and understand the standards and values that define our company. Whether you are a new hire or a long-term team member, this guidebook is designed to support you throughout your journey with CONNER.

Mission Statement:
At CONNER, our mission is to deliver exceptional quality and service in every project we undertake. We are dedicated to building long-lasting relationships with our clients and fostering a supportive and growth-oriented environment for our employees. By focusing on innovation, integrity, and excellence, we strive to exceed expectations and set new standards in our industry.

Mottos, Themes, and Slogans:
-** *Doing it right the first time* **-
-** *Doing it as if it was Ours* **-

-** *Quality Assurance* **-
-** *Quality over Quanity* **-

Congratulations and Welcome:
Welcome to the organization. During your time here at CONNER, we aim to train, teach, and develop our employees into compitant leaders. Regardless of the length of your employment here we aspire to *PAVE* it forward and help forge future leaders.

Employment at CONNER:
Employment at CONNER is on an at-will basis, meaning either the employee or the company may terminate the employment relationship at any time, with or without cause or notice.

Equal Opportunity Statement:
CONNER is an equal opportunity employer. We do not discriminate based on race, color, religion, sex, national origin, age, disability, veteran status, or any other protected characteristic as established by law.

Work Authorization:
All employees must be legally authorized to work in the United States. Verification of eligibility to work is required by law and must be confirmed through the completion of Form I-9.

Anti-Harassment Policy:
-** *Zero Tolerance* **: Harassment and discrimination in any form, including sexual harassment, are strictly prohibited. Employees are encouraged to report any incidents of harassment to their supervisor or HR department.
-** *Bullying and Making Fun of Employees* ** : Bullying, making fun of, or belittling employees is strictly prohibited. This includes verbal, physical, and psychological abuse. Such behavior will not be tolerated and will be subject to disciplinary action.
-** *Complaint Procedure* **: All complaints will be investigated promptly and confidentially. Retaliation against employees who report harassment or discrimination is prohibited.

CONNER is committed to maintaining a work environment that is free from harassment. Harassment in any form, including sexual harassment, is strictly prohibited. Employees are encouraged to report any incidents of harassment to their supervisor or HR department.

Job Titles, Descriptions and Responsibilities:
A comphensive list of job titles, descriptions and responsiblities but list is incomplete.
Asphalt Technician: Responsible for sealing asphalt driveways and parking lots, repairing cracks, and ensuring surfaces are smooth and durable.
Crack Repair Specialist: Focuses on identifying and repairing cracks in asphalt surfaces using appropriate materials and techniques.
Parking Lot Striper: Specializes in painting and striping parking lots according to specifications, ensuring clear and accurate markings.
Asphalt Sealcoating Technician: Applies sealant to asphalt surfaces to protect and extend their lifespan. This role involves preparing the surface, applying the sealant, and ensuring an even coating.

Asphalt Laborer: Assists with various tasks such as cleaning up job sites, loading and unloading materials, and performing basic maintenance tasks like raking and leveling asphalt.

Crack Filler: Specializes in filling cracks in asphalt surfaces to prevent water infiltration and further damage. This role requires precision and attention to detail.

Striping Technician: Applies paint or tape to mark lanes, parking spaces, and other areas on asphalt surfaces. This role is crucial for ensuring clear and safe markings.

Equipment Operator: Operates machinery such as rollers, pavers, and other equipment used in the application and repair of asphalt surfaces. This role requires training and certification to handle heavy machinery safely.

Project Manager: Oversees the entire project, from planning to completion. This role involves coordinating tasks, managing timelines, and ensuring quality standards are met.

Quality Control Inspector: Inspects asphalt surfaces to ensure they meet quality standards. This role involves conducting tests and making sure the work is done correctly.

Safety Officer: Ensures that all safety protocols are followed on the job site. This role involves conducting safety training, monitoring compliance, and addressing any hazards.

Asphalt Paving Crew Lead: Manages a team of workers on paving projects, ensuring tasks are completed efficiently and to a high standard.

Asphalt Estimator: Calculates the materials, labor, and costs required for asphalt projects, helping to create accurate project bids.

Maintenance Supervisor: Oversees the maintenance of asphalt surfaces, including scheduling repairs and ensuring quality work.

Sales Representative: Acts as the liaison between the company and its clients, promoting services and securing contracts.

Environmental Technician: Ensures that all environmental regulations are followed during asphalt projects, including waste management and pollution control.

Customer Service Representative: Handles inquiries and complaints from clients, providing information about services and scheduling appointments.

Scheduler/Dispatcher: Coordinates the daily schedules and dispatches crews to various job sites, ensuring efficiency and timely completion of tasks.

Logistics Coordinator: Manages the transportation and delivery of materials and equipment to job sites.

Operations Manager: Oversees the day-to-day operations of the business, ensuring that everything runs smoothly.

Marketing Specialist: Develops and implements marketing strategies to promote the business and attract new clients.

Training Manager: Develops and conducts training programs for employees to ensure they are skilled and knowledgeable.

Financial Analyst: Monitors the financial health of the business, preparing reports and forecasts to aid in decision-making.

Human Resources Manager: Manages recruitment, employee relations, and compliance with labor laws.

Purchasing Agent: Sources and procures materials and supplies needed for the business.

Fleet Manager: Manages the company's vehicles, ensuring they are well-maintained and operating efficiently relevant laws and regulations.

Customer Relations Manager: Focuses on maintaining and improving relationships with clients, addressing their concerns, and ensuring high customer satisfaction.

Responsibilities:
-**Adhering to all safety protocols and wearing appropriate PPE.
-**Using equipment and materials properly to ensure high-quality results.
-**Maintaining a clean and organized work area.
-**Communicating effectively with team members and supervisors.

Pay Structure:
-** Employees are compensated on an **hourly basis.**
-** Employees will start **on 90 day probationary term** at **minuman wage** set by federal and Virginia state law. Currently set at **$12.00 a hour.**
-**End of 90 days intitial Peroid** if employee has shown **development, knowlege and compitance** of **Job Skills** and **requirements** then he or she my be offard a perment employment status and a **pay raise** accordding to his or her **ablities**.
-** Payday** is every **Friday** evening after work has ended. **typically after 5pm**. Although can require more time to dispurse the pay roll to employees. Reasoning for this is because employees are not held back a week or paid bi-weekly. Therfore employees are paid at end of the same week employees are currently working. Managment does not know how many hours the employee has accured on friday for the week until the end of the workday and subsuquenaly becomes the completion of the work week. Please be patient and understanding as managment needs time to calculate payroll. Remember that just because employee gets to go home and doesnt have to think about work agsin till Monday, Management is still working that evening through the night and all weekend.. Managment never get time or days off. you will recieve your pay.at the earliest convieance that magament can sit down that evening.
-** **Overtime pay** is calculated at one and a half times the regular hourly rate for hours worked over 40 in a workweek.

Benefits:
-** Employee Assistance Program (EAP) **:** Access to confidential counseling and support services for personal and work-related issues.

Work Hours and Attendance:
-** *Standard Work Hours **:* The standard work hours are from [7am] to [5pm], Monday through Friday. Adjustments may be made based on project requirements. Some projects my requjire employees to work half days or full days including on occasinal Saturdays. Depending on requirements of project, There may be some ocassions where employees will be asked to work at night instead of normal daytime hours to get projects completed.
-** *Timekeeping **:* Employees must accurately record their hours worked. Any discrepancies or issues should be reported to a supervisor immediately. information must include dates with a date sturture of mm/dd/yyyy, total hours worked for the day and total hours worked for week at the end
-** *Attendance Policy **:* Regular attendance is essential to the successful operation of CONNER. Employees are expected to report to work on time and notify their supervisor in advance if they are unable to work. Unexcused absences and tardiness will be addressed through the disciplinary process. If Employeed is late they may be required to meet the team at job site.

-** *Absence and Tardiness **:* Repeated unexcused absences or tardiness may result in disciplinary action. Employees must inform their supervisor as soon as possible if they are unable to report to work.

-** *End of workday protocol **:* At the end of every workday you should check in with managment to debrief how the day went which include any problems that was encountered, status of task that was proformed - completed or incomplete and to get a briefinng for the task the next day if applicable.

Safety and Health:

Personal Protective Equipment (PPE):
Employees are required to wear appropriate PPE, including long pants, safety boots, gloves, and safety glasses, while performing their duties.

Accident Prevention and Safety Procedures:
-** Adhere to all safety protocols and procedures.
-** Report any accidents or unsafe conditions to your supervisor immediately.
-** Participate in safety training sessions and drills.

Health and Wellness Programs:
CONNER is committed to promoting the health and wellness of its employees. We offer resources to support physical and mental well-being.

Conduct and Discipline:

Code of Conduct and GENERAL EXPECTATIONS:
-** *Professionalism **:* Employees are expected to exhibit professionalism in all aspects of their work. This includes punctuality, courtesy, and maintaining a positive attitude.

-** *Respect **:* Treat all colleagues, clients, and members of the public with respect and courtesy. Disrespectful or discriminatory behavior will not be tolerated.

-** *Integrity **:* Act with integrity and honesty in all dealings. Employees are expected to be truthful, ethical, and transparent in their actions.employees that are caught being decietful, lieing, and or only telling partal or half truths are grounds for termanation at the benifit of the Team. With out trust there is nothing.

Employees are expected to conduct themselves professionally and respectfully at all times. This includes but nogt limited to**:
-** Treating colleagues, clients, and the public with respect and courtesy.
-** Complying with all company policies and procedures.
-** Maintaining a positive and collaborative work environment.

Two-Faced Behavior:
-** *Definition **:* "Two-faced" behavior refers to the act of being deceitful or dishonest by presenting different personas to different people. This can involve saying one thing to someone's face and another behind their back, or pretending to support a colleague while undermining them in other settings.

-** *Prohibition* **: Two-faced behavior is strictly prohibited at CONNER. Such actions are harmful to trust, morale, and the overall work environment.
-** *Examples of Two-Faced Behavior* **:
1. Speaking positively about a colleague in their presence but criticizing them behind their back.
2. Pretending to support a team decision while privately working against it.
3. Sharing confidential information with others after promising to keep it private.
-** *Consequences* **: Engaging in two-faced behavior may result in disciplinary action, up to and including termination. This behavior undermines teamwork and trust, which are essential for a productive work environment.

WORKPLACE BEHAVIOR:
-** *Collaboration* **: Work collaboratively with team members. Share knowledge and assist colleagues to achieve common goals.
-** *Conflict Resolution* **: Address conflicts professionally and constructively. Seek assistance from supervisors if needed to resolve issues.
-** *Communication* **: Maintain open and effective communication. Listen actively and provide constructive feedback.
-** *Responsiibility* **: It is evry employees responsibility to help keep clean and maintain all tools, vechilles, equipment ect.
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Tool and Equipment Inventory and Maintenance Procedures

1. **Pre-Jobsite Inventory and Maintenance Check**
  - **Purpose**: To ensure all necessary tools, equipment, and vehicles are accounted for and properly maintained before departing for the jobsite.
  - **Procedure**:
    - Conduct a thorough inventory check of all tools, equipment, and materials to be taken to the jobsite.
    - Verify that all items are in good working condition.
    - Record the inventory using the designated inventory checklist.
    - Securely load all items onto the transport vehicle, ensuring they are safely stowed to prevent damage during transit.
  - **Vehicle and Equipment Maintenance**:
    - Check and top off all fluids (e.g., oil, coolant, brake fluid).
    - Grease any necessary fittings.
    - Ensure fuel levels are sufficient for the journey.
    - Check air pressure in all tires and inflate as needed.
    - Perform a quick visual inspection to ensure all vehicles and equipment are in proper working order.

2. **Post-Jobsite Inventory Check (Loading Up)**
  - **Purpose**: To confirm that all tools, equipment, and materials are loaded back onto the transport vehicle before returning to the home base.
  - **Procedure**:
    - Conduct a comprehensive inventory check of all items used at the jobsite.

- Ensure all items are in good working condition and have not been damaged during use.
- Record the inventory using the designated inventory checklist.
- Securely load all items onto the transport vehicle, ensuring they are safely stowed for the return journey.

3. **End-of-Day Inventory and Cleaning Check**
  - **Purpose**: To verify that no tools, equipment, or materials are left behind or missing at the end of each workday and to maintain cleanliness and organization.
  - **Procedure**:
    - Conduct a thorough inventory check of all tools, equipment, and materials upon returning to the home base.
    - Compare the post-jobsite inventory checklist with the end-of-day inventory to ensure all items are accounted for.
    - Report any missing or damaged items immediately to the supervisor.
    - Store all tools, equipment, and materials in their designated areas, ensuring they are ready for future use.
  - **Cleaning Out Vehicles and Equipment**:
    - Remove all trash, debris, and unnecessary items from the interiors of vehicles and equipment.
    - Ensure that the exteriors of vehicles and equipment are free from trash and any debris
    - Properly dispose of all trash in designated waste receptacles.
    - Perform a quick visual inspection to confirm that the cleaning process has been completed thoroughly.

Importance of these Procedures
  - **Safety**: Properly maintained and clean vehicles and equipment help prevent accidents and injuries caused by mechanical failures or loose items.
  - **Efficiency**: Organized and well-maintained vehicles and equipment allow for quicker and easier access to necessary tools and materials, improving productivity.
  - **Professionalism**: Maintaining cleanliness and proper maintenance reflects positively on the company, presenting a professional image to clients and the public.
  - **Longevity**: Regular maintenance and cleaning extend the lifespan of vehicles and equipment, reducing wear and tear and minimizing repair costs.

Tool and Equipment Inventory Procedures

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  - **Purpose**: To ensure all necessary tools, equipment, and materials are accounted for before departing for the jobsite.
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     - Report any missing or damaged items immediately to the supervisor.
     - Store all tools, equipment, and materials in their designated areas, ensuring they are ready for future use.

End-of-Day Vehicle and Equipment Cleaning Procedures

4. **Cleaning Out Vehicles and Equipment**
   - **Purpose**: To maintain cleanliness and organization of vehicles and equipment, ensuring a safe and efficient work environment.
   - **Procedure**:
     - At the end of each workday, all employees whom drove or rode in a company vechicle aswell as used or ran any company equipment are resposible for and are required to clean out vehicles and equipment both inside and out. Act as if they be;longed to you where yours and help take care of our stuff.
     - Remove all trash, debris, and unnecessary items from the interiors of vehicles and equipment.
     - Ensure that the exteriors of vehicles and equipment are free from any trash
     - Properly dispose of all trash in designated waste receptacles.
     - Perform a quick visual inspection to confirm that the cleaning process has been completed thoroughly.

Importance of this Procedure

- **Safety**: A clean vehicle and equipment help prevent accidents and injuries caused by loose items or obstructions.
   - **Efficiency**: Organized and clean vehicles and equipment allow for quicker and easier access to necessary tools and materials, improving productivity.
   - **Professionalism**: Maintaining cleanliness reflects positively on the company, presenting a professional image to clients and the public.
   - **Longevity**: Regular cleaning and maintenance extend the lifespan of vehicles and equipment, reducing wear and tear and minimizing repair costs.

Notice:
Any employees that *steps up* on a daily basies and c*ontinues* to be taking the iniative, will be recognized for there dedication. Managment will have been taking notes and employees with outstanding service will be reflected apoud favoratiable in his or her preformace review.

PERSONAL CONDUCT:
-** *Substance Abuse* **: The use, possession, or distribution of illegal drugs or alcohol on company premises or while performing work duties is strictly prohibited.
-** *Personal Devices* **: Personal devices should not be used during work hours, except for emergencies or work-related purposes with supervisor approval.

DRUG AND ALCOHOL POLICY:
-** *Prohibited Substances* **: The use, possession, or distribution of illegal drugs or alcohol on company premises or while performing work duties is strictly prohibited.
-** *Drug Testing* **: Employees may be subject to random drug testing. Failure to comply with testing or testing positive for prohibited substances may result in disciplinary action, up to and including termination.

ETHICAL CONDUCT:
-** *Conflict of Interest* **: Avoid activities or relationships that could create a conflict of interest with your duties at CONNER.
-** *Gifts and Gratuities* **: Do not accept or offer gifts, gratuities, or other benefits that could influence business decisions.

CONFIDENTIALITY, NON-DISCLOSURE and DATA PROTECTION:
-** *Confidential Information* ** Protect confidential company information. Do not disclose proprietary or sensitive information to unauthorized individuals.
-** *Non-Disclosure Agreement (NDA)* **: Employees may be required to sign a Non-Disclosure Agreement to protect the company's confidential information.
-** *Data Security* **: Follow company policies on data protection and security. Ensure that data is stored securely and accessed only by authorized personnel.

###ATTIRE AND APPEARANCE:
-** *Dress Code* **: Adhere to the company dress code, which includes wearing appropriate personal protective equipment (PPE) such as long pants, safety boots, gloves, and safety glasses.

-** Personal Hygiene **:** Maintain personal hygiene and ensure a clean and professional appearance.

Disciplinary Procedures:
Violations of company policies may result in disciplinary action, up to and including termination. Steps in the disciplinary process may include verbal warnings, written warnings, suspension, and termination.

Training and Development:

Training Opportunities:
CONNER provides ongoing training to ensure employees are skilled and knowledgeable in their roles. Training programs may include:
-** On-the-job training
-** Safety training
-** Professional development workshops

Career Development:
Employees are encouraged to pursue career development opportunities and may discuss their career goals with their supervisors.

Performance Evaluations:
Regular performance evaluations will be conducted to provide feedback and identify areas for improvement. Employees are encouraged to discuss their performance and career goals during these evaluations.

Technology and Equipment Usage:

Use of Company Equipment:
Employees are expected to use company equipment responsibly and for work-related purposes only. Any damage or malfunction should be reported to a supervisor immediately.

Internet and Email Policy:
Internet and email access provided by CONNER are to be used for business purposes only. Unauthorized or inappropriate use may result in disciplinary action.

Termination and Exit Procedures:

Notice of Resignation:
Employees who wish to resign are encouraged to provide at least two weeks' notice.

Exit Interviews:
An exit interview will be conducted to gather feedback and ensure a smooth transition. Employees are expected to return all company property upon termination of employment.

Final Paycheck:

Employees will receive their final paycheck, including any accrued but unused PTO, on the next scheduled payday following their termination date.

Compliance With Laws and Regulations:
-** *Legal Compliance* **: Adhere to all applicable laws and regulations. Ensure that your actions comply with legal and regulatory requirements.
-** *Health and Safety Regulations* **: Follow all health and safety regulations. Participate in safety training sessions and drills.

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Incentives for Employees to Seek New Customers:
1. ** *Extra Income Opportunities* **: Offering bonuses for securing new customers provides employees with an opportunity to earn additional income. This can be a significant motivator, especially for those looking to increase their earnings.
2. ** *Recognition and Rewards* **: Incentivizing employees for bringing in new business acknowledges their efforts and contributions. It can include monetary bonuses, recognition in company meetings, or other rewards that highlight their achievements.
3. ** *Skill Development* **: Actively seeking out new customers can help employees develop valuable sales and networking skills. These skills can enhance their professional growth and open up further career opportunities within the company.
4. ** *Entrepreneurial Spirit* **: Encouraging employees to seek out new customers fosters an entrepreneurial mindset. It allows them to take initiative, be proactive, and think creatively about how to grow the business.
5. ** *Job Satisfaction* **: Employees who are given the chance to impact the company's growth directly often feel a greater sense of ownership and satisfaction in their roles. It makes their work more engaging and rewarding.
6. ** *Enhanced Company Growth* **: New customers brought in by employees contribute to the overall growth and success of the company. It diversifies the customer base and can lead to increased revenue and market share.

How the Bonus System Works:
1. ** *Clear Criteria* **: Establish clear criteria for what qualifies as securing a new customer. This includes the specifics of the customer acquisition process and what counts as a completed job.
2. ** *Transparent Process* **: Outline the process for claiming bonuses, ensuring it is transparent and easy to follow. Employees should know exactly how their efforts will be recognized and rewarded.
3. ** *Timely Payouts* **: Ensure that bonuses are paid out promptly once a new customer is secured and the job is completed. This reinforces the reward system and keeps employees motivated.
4. ** *Continuous Improvement* **: Encourage employees to provide feedback on the bonus system. This helps in refining the process and making it more effective over time.

By offering bonuses for securing new customers, businesses can incentivize employees to contribute to growth in their own time, enhancing both personal earnings and company success.

Disclaimer on Securing New Customers During Company Time:
While employees are encouraged to seek out new customers in their own time for potential bonuses, it is important to understand the distinction when it comes to interactions during company time.
1. ** *On-Duty Interactions* **: Employees who are already on the clock and performing their regular duties might encounter potential customers as part of their job. These interactions, while important, do not qualify as securing new customers for the bonus, as the employee is already compensated for their work during company hours.
2. ** *Company Resources* **: Utilizing company time and resources to secure new customers is part of the employee's job responsibilities and does not count as going above and beyond their usual duties.
3. ** *Customer Service* **: Providing excellent service to potential customers who approach during work hours is crucial, but it is considered part of the employee's regular job expectations rather than an additional effort deserving of a bonus.
4. ** *Fairness and Clarity* **: This distinction ensures fairness and clarity in the incentive program. Bonuses are intended to reward proactive efforts made outside of regular work hours to bring new business to the company.

By clearly defining these boundaries, businesses can maintain a fair and transparent incentive system, ensuring that all employees understand when they are eligible for bonuses.

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COMMUNICATION:

Why Communication is Key:
1. ** *Alignment and Clarity* **: Clear communication ensures that everyone is on the same page regarding goals, tasks, and expectations. This alignment reduces misunderstandings and mistakes.
2. ** *Efficiency and Productivity* **: Quick and concise communication saves time and resources. It allows tasks to be completed more efficiently and ensures that everyone can perform their duties without unnecessary delays.
3. ** *Decision Making* **: Good communication provides all necessary information for making informed decisions. It allows leaders to make better choices and employees to understand the rationale behind decisions.
4. ** *Employee Engagement and Morale* **: Open communication fosters a sense of inclusion and respect. When employees feel heard and valued, their job satisfaction and morale increase, leading to better performance.
5. ** *Problem Solving* **: Effective communication helps in identifying issues early and allows for quick resolution. It facilitates brainstorming and collaborative problem-solving.
6. ** *Trust and Transparency* **: Regular and honest communication builds trust within the team. It ensures transparency, which is critical for a positive work environment.
7. ** *respond in a timely matter* **: It is very important to respond to managment in a timely manner.

How Communication Should Be Practiced:

*1. ** Regular Updates **:* Establish regular meetings, updates, and check-ins to keep everyone informed about progress, changes, and expectations.
*2. ** Clear Channels **:* Use appropriate communication channels for different types of messages (e.g., emails for formal communication, instant messaging for quick updates).
*3. ** Active Listening **:* Encourage active listening to ensure that everyone's input is considered. This helps in building a collaborative environment.
*4. ** Timely Responses **:* Responding promptly to messages and emails ensures that workflows are not interrupted, and decisions can be made without unnecessary delays.
*5. ** Feedback Mechanism **:* Create a culture where feedback is welcomed and constructive. This helps in continuous improvement and addressing concerns effectively.
*6. ** Documentation **:* Keep records of important communications for future reference. This includes meeting minutes, emails, and official memos.

Why Timely Communication is Important:
*1. ** Operational Efficiency **:* Delays in communication can stall projects and affect deadlines. Timely responses help keep operations running smoothly.
*2. ** Customer Satisfaction **:* Quick communication with clients and customers enhances their satisfaction and trust in the company.
*3. ** Crisis Management **:* In times of crisis, timely communication can mitigate risks and manage issues before they escalate.
*4. ** Maintaining Professional Relationships **:* Prompt communication reflects professionalism and respect for others' time. It helps in maintaining strong working relationships.

<u>Effective communication</u> is the <u>backbone</u> of any <u>successful business</u>. Communication plays such a pivotal role. By fostering a culture of <u>open</u> and <u>effective communication</u>, businesses can <u>enhance productivity</u>, <u>ensure smoother operations</u>, and build a <u>positive work environment</u>.

Importance of Responding in a Timely Manner:
*1. ** Respect and Professionalism **:* Prompt responses show respect for the sender's time and the effort they put into communicating. It reflects professionalism and courtesy.
*2. ** Operational Efficiency **:* Even seemingly trivial messages can contain important details that impact workflow. Timely responses help keep the momentum going and prevent bottlenecks.
*3. ** Trust and Reliability **:* When employees consistently respond promptly, it builds trust. Management can rely on them to be dependable and proactive in their communication.
*4. ** Perception of Importance **:* If management sends a message, it's because the information is crucial. Timely responses ensure that important matters are addressed promptly.
*5. ** Effective Prioritization **:* Responding to all messages, even those that seem minor, helps in effective prioritization of tasks. It ensures that nothing slips through the cracks.
*6. ** Team Cohesion **:* Quick responses foster a culture of prompt communication within the team. It encourages everyone to be more responsive and engaged.

Why Timely Responses Are Crucial:
*1. ** Acknowledgment and Accountability **:* Timely responses acknowledge receipt of the message and convey accountability, showing that the communication is taken seriously.

*2. ** Avoiding Miscommunications **:* Quick replies help clarify doubts and prevent potential miscommunications that can arise from delayed responses.
*3. ** Building a Communication Culture **:* Establishing a norm of timely responses sets a positive tone for the organization, promoting a culture where communication is valued and respected.

By fostering a habit of responding promptly, even to messages that might seem trivial, employees can contribute to a smoother, more efficient, and respectful workplace. Remember, if management sent the message, it's because it's important!

Stop Asumming, Get Clarity, use Common Sence

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Importance of End-of-Day Debriefs:
*1. ** Accountability and Tracking Progress **:* End-of-day debriefs ensure that everyone is accountable for their tasks and allows management to track daily progress. It provides a clear picture of what has been accomplished and what still needs attention.
*2. ** Reflection and Feedback **:* Reflecting on the day's work helps identify successes and areas for improvement. It provides an opportunity for immediate feedback, which can be valuable for continuous improvement.
*3. ** Planning and Prioritization **:* Discussing the plans for the next day helps in setting priorities and preparing for upcoming tasks. It ensures that everyone knows what to focus on and aligns the team's efforts.
*4. ** Problem Identification **:* End-of-day debriefs can highlight any challenges or obstacles that were encountered. Addressing these issues promptly can prevent them from becoming bigger problems.
*5. ** Enhancing Communication **:* Regular debriefs promote open communication within the team. They encourage sharing of information, ideas, and concerns, fostering a collaborative environment.
*6. ** Motivation and Morale **:* Acknowledging the work done and discussing future plans can boost morale and motivation. It helps employees feel their contributions are recognized and valued.

How to Conduct Effective End-of-Day Debriefs:
*1. ** The Brief and Debrief **:* Ensure the debrief is concise and to the point. Focus on key achievements, challenges, and plans for the next day.
*2. ** Encourage Participation **:* Make sure everyone has a chance to speak and share their insights. This encourages a sense of ownership and engagement.
*3. ** Document Key Points **:* Keep a record of the main points discussed during the debrief. This helps in tracking progress and serves as a reference for future meetings.
*4. ** Follow Up **:* Address any unresolved issues or pending tasks in the next debrief. Follow-up ensures that nothing is overlooked and that continuous progress is made.

By incorporating end-of-day debriefs, businesses can enhance their operational efficiency, promote continuous improvement, and foster a supportive and communicative work environment.

Importance of Briefing on the Plan for the Next Day:
*1. ** Clear Direction **:* Briefing on the plan for the next day ensures that everyone knows their tasks and responsibilities. It provides clear direction and sets the stage for a productive day.
*2. ** Prioritization **:* Knowing the next day's plan helps employees prioritize their tasks and focus on what's most important. It prevents confusion and ensures that critical tasks are addressed first.
*3. ** Preparedness **:* By discussing the plan in advance, employees can prepare any necessary materials or information they might need. This readiness reduces downtime and enhances efficiency.
*4. ** Goal Setting **:* Setting specific goals for the next day helps in maintaining momentum and tracking progress. It creates a sense of purpose and urgency.
*5. ** Early Problem Detection **:* If there are any potential obstacles or challenges anticipated for the next day, they can be identified and addressed in advance. This proactive approach minimizes disruptions.
*6. ** Team Coordination **:* Briefing on the next day's plan promotes coordination and collaboration within the team. It ensures that everyone is aligned and working towards the same objectives.
*7. ** Motivation **:* Knowing what lies ahead can motivate employees to finish their current tasks efficiently and gear up for the next day's challenges.

By incorporating end-of-day briefings that include plans for the next day, businesses can enhance productivity, ensure smoother operations, and foster a proactive and well-prepared team.

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IMPORTANT KEYWORDS, TERMS AND DEFINITIONS:

Demanding Respect:
*-** Definition **:* Demanding respect involves insisting on being treated with respect, often through authoritative or forceful means.
*-** Characteristics **:* This approach usually comes across as aggressive or entitled. The person may use their position of power, threats, or ultimatums to ensure they are respected.
*-** Example **:* A manager might say, "You will respect me because I am your boss," without demonstrating why they deserve that respect.
*-** Outcome **:* This often leads to superficial compliance rather than genuine respect. People may follow orders out of fear or obligation, but the underlying respect is not truly present.

Commanding Respect:
*-** Definition **:* Commanding respect means establishing a presence or authority that naturally encourages others to respect you.
*-** Characteristics **:* This involves confidence, competence, and a strong sense of integrity. The individual does not need to ask for respect; their actions and demeanor inspire it.
*-** Example **:* A leader who is decisive, knowledgeable, and fair might naturally command respect from their team without explicitly requesting it.

-** *Outcome* **: This approach tends to result in genuine respect. People respect the individual because of their capabilities and the way they carry themselves.

Earning Respect:
-** *Definition* **: Earning respect involves gaining respect through actions, behavior, and how one treats others over time.
-** *Characteristics* **: This is built on mutual understanding, trust, and consistent behavior. The person demonstrates respect for others and, in turn, earns respect.
-** *Example* **: A colleague who consistently helps others, listens actively, and performs their job well earns the respect of their peers.
-** *Outcome* **: This leads to deep, lasting respect. It fosters a positive and collaborative environment where respect is mutual and well-founded.

In essence, demanding respect often results in fear or resentment, commanding respect arises from inherent qualities and behavior, and earning respect is built over time through consistent, respectful actions.

Not Demanding Respect:
-** *Not Forcing Respect* **: This emphasizes that you are not insisting on being respected through forceful means. You're not using your authority, threats, or ultimatums to make others respect you.
-** *Avoiding Aggression* **: It suggests that you're not adopting an aggressive or entitled approach. You understand that demanding respect usually leads to superficial compliance rather than genuine admiration.

###Command Respect:
-** *Anspiring Respect Naturally* **: This part of the sentence indicates that you will establish a presence or authority that naturally encourages others to respect you.
-** *Confidence and Competence* **: It implies that through your confidence, competence, and integrity, you will inspire respect. People will recognize and appreciate your abilities and character without needing to be told to respect you.
-** *Actions and Behavior* **: Your actions and behavior will speak for themselves. By demonstrating qualities such as fairness, knowledge, and decisiveness, you will command respect.

This highlights a balanced approach to respect. You're not resorting to force or aggression to gain respect. Instead, you rely on your natural ability to lead and inspire others through your actions and demeanor.

In essence, respect is something you will naturally garner through your conduct and professionalism, rather than something you need to demand or force from others. This approach is more likely to result in genuine and lasting respect from those around you.

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Airing your/OUR dirty laundry to the public

"Airing your dirty laundry in public" refers to the act of revealing personal or private issues in a public setting. This can be problematic for several reasons, especially in a professional context. Here's a discussion on why it's important to avoid this practice and the benefits of handling sensitive matters privately.

Why Avoid Airing Dirty Laundry in Public:
-** *Professionalism* **:Maintaining a Professional Image: Discussing personal or internal company issues publicly can tarnish your professional image and the reputation of your business.Focus on Solutions, Not Problems: Publicly airing grievances often focuses more on the problem than on finding a solution.
-** *Respect and Trust* **: Respect for Privacy: Respecting the privacy of individuals and the company builds trust among team members, clients, and partners.
-** *Building Trust* **: Handling sensitive issues discreetly can strengthen trust within the team, as employees feel secure knowing their concerns are addressed privately.

Conflict Resolution:
-** *Effective Resolution* **: Private discussions allow for a more effective and focused resolution of issues without the distraction of external opinions.
-** *Minimizing Drama* **: Keeping disputes private helps to minimize workplace drama and maintain a positive work environment.

Legal and Ethical Considerations:
-** *Avoiding Legal Issues* **: Publicly discussing sensitive information can lead to legal issues, especially if it involves confidential or proprietary information.
-** *Ethical Responsibility* **: As leaders and employees, there's an ethical responsibility to handle issues professionally and with integrity.

Benefits of Handling Issues Internally/Privately:

Enhanced Communication:
-** *Clear and Open Dialogue* **: Private discussions allow for more open and honest communication, facilitating better understanding and resolution.
Focused Attention: Addressing issues privately ensures that all parties involved can focus on the conversation without external distractions.

Preservation of Relationships:
-** *Strengthening Bonds* **: Private resolutions help preserve and strengthen relationships by demonstrating a commitment to resolving issues respectfully.
Mutual Respect: Handling matters privately fosters mutual respect among colleagues, contributing to a more cohesive team dynamic.
-** *Positive Work Environment* **: Reduced Tension: Keeping conflicts private reduces workplace tension and
promotes a more positive and productive work environment.
-** *Encouraging Professionalism* **: It sets a standard for professionalism and respect within the company culture.

Protection of Reputation:
-** *Maintaining Company Image* **: Resolving issues privately protects the company's reputation and ensures that public perception remains positive.
-** *Upholding Personal Integrity* **: It also upholds the personal integrity of those involved, ensuring that they are viewed as capable and responsible professionals.

How to Handle Sensitive Matters Privately:
-** *Establish Clear Channels***: Create clear and accessible channels for employees to report and discuss concerns privately.
-** *Confidential Meetings* **: Hold confidential meetings to address issues, ensuring that all parties involved can speak freely and without fear of public exposure.
-** *Document and Follow-Up m***: Document the discussion and follow up to ensure that the agreed-upon solutions are implemented and effective.
-** *Training* **: Provide training for all employees on the importance of confidentiality and the proper procedures for handling sensitive matters.

By keeping personal and sensitive issues private, you create a respectful, trusting, and professional work environment that supports effective conflict resolution and promotes overall team cohesion.

How airing your company's dirty laundry to public opinion can destroy the company and its employees:
Airing your company's dirty laundry to public opinion can have severe consequences for both the company and its employees. Here's how it can be destructive.

1. Damaging the Company's Reputation:
-** *Loss of Trust* **: Publicly revealing internal issues can erode trust among clients, partners, and stakeholders. They may perceive the company as unprofessional or unstable.
-** *Negative Publicity* **: Negative stories can spread quickly, especially with the reach of social media. This can lead to a tarnished brand image that is difficult to repair.
2. Impact on Employee Morale:
-** *Decreased Morale* **: Employees may feel demoralized and insecure if internal conflicts and issues are made public. This can lead to decreased productivity and engagement.
-** *Loss of Loyalty* **: Employees may lose faith in the company's leadership and direction, leading to higher turnover rates and difficulty retaining talent.
3. Competitive Disadvantage:
-** *Exposing Weaknesses* **: Competitors can exploit the company's internal issues to their advantage, potentially poaching clients or employees.
-** *Loss of Competitive Edge* **: Publicly airing problems can distract from the company's strategic goals and initiatives, allowing competitors to gain an edge.
4. Legal and Financial Consequences:
-** *Legal Risks* **: Disclosing confidential or sensitive information can lead to legal repercussions, including lawsuits and regulatory penalties.
-** *Financial Losses* **: Negative publicity and loss of clients can result in significant financial losses, impacting the company's bottom line.
5. Erosion of Internal Culture:

-** *Toxic Environment **:* Publicly airing grievances can create a toxic work environment, where employees feel unsafe and unsupported.
-** *Breakdown of Team Cohesion **:* Trust and collaboration among team members can be severely damaged, leading to a breakdown in teamwork and communication.

6. Long-Term Consequences:
-** *Difficulty in Recovery **:* Rebuilding a damaged reputation and restoring trust can take years, if not decades. The long-term impact on the company's growth and success can be profound.
-** *Permanent Damage **:* In some cases, the damage may be irreversible, leading to the company's decline or even closure.

Conclusion:
Handling internal issues privately and professionally is crucial for maintaining a positive and productive work environment. It ensures that conflicts are resolved effectively without causing unnecessary harm to the company's reputation, employee morale, or overall success.By keeping sensitive matters confidential, companies can protect their interests and foster a culture of trust and respect.

Understanding Our Roles and Responsibilities:
-** *For Employees **:* Work-Life Balance: When your workday ends, you have the opportunity to go home, relax, and recharge. Your focus shifts to personal time, family, and hobbies. This balance is crucial for your well-being and helps you return to work refreshed and ready to be productive.
-** *Clear Boundaries **:* Your job responsibilities
are typically confined to your work hours. This means you can leave work-related concerns at the office, knowing you'll pick them up again the next workday.

For the Business Owner:
-** *Continuous Commitment **:* As the business owner, my responsibilities extend beyond the typical workday. Even when you go home, my work often continues. I'm planning, strategizing, and ensuring that the business remains on track for success.
-** *Ensuring Success **:* My role involves making sure that everything is in place for your work the next day. This includes addressing any issues that arise, making decisions that affect the future of the business, and preparing for upcoming challenges.
-** *Supporting the Team **:* My efforts are aimed at supporting the entire team. By working late into the night and early in the morning, I'm ensuring that we have the resources, direction, and opportunities needed to thrive.
Why This Matters:
-** *Mutual Success **:* The success of the business is intertwined with the success of its employees. By continuing to work after hours, I'm investing in our collective future.
-** *Empowerment **:* When employees understand that their efforts during work hours are complemented by the owner's ongoing dedication, it can foster a sense of security and motivation. Knowing that leadership is actively working to create a stable and successful environment can be reassuring.

###Open Communication:

-** *Sharing Insights* **: I'm always open to discussing how the business operates and sharing the challenges and triumphs we face. This transparency can help you understand the broader picture and see how your role fits into the company's success.
Feedback and Support: Your feedback is
invaluable. If there are ways we can improve how we work together, I'm eager to hear them. Collaboration and support go both ways, and your insights can help shape our strategies.
By explaining this clearly, you can foster a better understanding among employees about the different roles and commitments within the business. This can lead to increased respect and appreciation for the efforts made to ensure the company's ongoing success.

Dual Roles and Endless Responsibilities During Work Hours:
-** *Collaborative Effort* **: As a business owner, you work alongside your employees during regular work hours. This time is spent collaborating on projects, providing guidance, and ensuring that daily operations run smoothly.
Leadership and Support: Your presence on the worksite is essential for leadership and support. Employees look to you for direction, problem-solving, and decision-making throughout the day.
After Work Hours
-** *Continuous Commitment* **: When the typical workday ends for your employees, your responsibilities often continue. As the business owner, your role extends beyond standard hours, ensuring that the company is prepared for the next day and addressing any issues that arise.
-** *Strategic Planning* **: This time is often spent on strategic planning, reviewing financials, managing administrative tasks, and preparing for upcoming projects. These activities are crucial for the long-term success and stability of the business.
-** *Problem-Solving* **: After-hours work involves addressing unexpected problems, making key decisions, and ensuring that any issues from the day are resolved. This proactive approach helps prevent disruptions and ensures smooth operations.
Why This Matters
-** *Ensuring Success* **: Your continuous efforts are vital for the overall success of the business. By working beyond regular hours, you ensure that all aspects of the business are managed effectively, setting the stage for future growth and success.
Supporting Employees: Your dedication supports your employees' success. By taking care of planning and problem-solving, you create a stable and productive work environment where employees can focus on their tasks without unnecessary distractions.
-** *Maintaining Quality* **: Continuous oversight helps maintain the quality of work and services provided. This is essential for building a strong reputation and ensuring customer satisfaction.
Communicating This to Employees
-** *Transparency* **: Be open and transparent about your responsibilities. Explain that while their workday may end, your role as a business owner requires ongoing commitment to ensure the success of the business.
-** *Acknowledging Efforts* **: Recognize and appreciate the hard work of your employees during their work hours. Emphasize that their contributions are valued and that your after-hours efforts are aimed at supporting them and the business.
-** *Teamwork* **: Highlight that running a successful business is a team effort. While your roles are different, everyone's contributions are essential. Your continued work after hours is a part of the bigger picture that includes their daily efforts.

Balancing Responsibilities
-** *Setting Boundaries* **: While it's important to acknowledge the continuous nature of your responsibilities, also set boundaries to ensure you don't burn out. Prioritize tasks and delegate when possible to maintain a healthy work-life balance.
-** *Seeking Support* **: Don't hesitate to seek support from trusted team members or external advisors. Collaboration can help manage the workload and provide different perspectives on handling challenges.

By effectively communicating these points, you can foster a deeper understanding and appreciation among your employees for the different roles within the business. This mutual respect and recognition can enhance teamwork and contribute to the overall success of the company.

It can be challenging to convey the full scope of responsibilities of a business owner to an employee who may or may not fully grasp the extent of work required.

Explaining the Owner's Role:

Personal Conversation:
Choose the Right Time: Find a quiet moment to have a one-on-one conversation with the employee. This ensures they feel valued and heard.
Be Honest and Open: Share your daily routine and the tasks you handle after hours. Explain that while the workday may end for employees, your responsibilities continue into the evening and sometimes early morning.

Examples and Analogies:
-** *Use Relatable Analogies* **: Compare your role to something they can relate to. For instance, you might say, "Think of it like a coach of a sports team. While the players rest after practice, the coach is still planning strategies, reviewing performance, and preparing for the next game."
-** *Detail Specific Tasks* **: Explain the after-hours tasks you handle, such as financial planning, client communications, strategic planning, and problem-solving. This helps them understand that your work is crucial for the company's and their success.

Emphasize Shared Goals:
-** *Mutual Success* **: Highlight that your after-hours work directly supports their daily tasks and overall job security. Explain that by ensuring the business runs smoothly, you are creating a stable environment where they can thrive.
-** *Building for the Future* **: Explain that your efforts are aimed at growing the business, which can lead to new opportunities, better resources, and potential promotions for employees.

Involvement and Transparency:
-** *Invite Input* **: Encourage the employee to share their thoughts or ask questions about your role. This can foster a better understanding and appreciation for your responsibilities.
-** *Transparency* **: Occasionally share updates on what you're working on after hours. For example, a brief mention during team meetings about the strategic plans or challenges you're addressing can help employees see the bigger picture.

Sample Conversation:
-** *Business Owner* **: "Hey [Employee's Name], I wanted to take a moment to explain something important. I know that when the workday ends, you get to go home, relax, and recharge, which is really important for your well-being. However, as the business owner, my responsibilities don't stop when the workday ends.
While you're resting, I'm often still working. I'm handling financial planning, communicating with clients, solving unexpected problems, and making sure everything is ready for the next day. Think of it like being a coach of a sports team. While the players rest after practice, the coach is still planning strategies and preparing for the next game.
My goal is to support you and the team by ensuring everything runs smoothly and efficiently. By putting in these extra hours, I'm working to create a stable and successful environment where you can thrive and succeed. I want you to know that your hard work during the day is deeply appreciated, and my after-hours efforts are all about building a better future for all of us.
If you ever have questions or want to know more about what I do after hours, I'm always here to chat. Your understanding and support
mean a lot to me."

By having this honest and transparent conversation, you can help the employee understand the unique demands of your role as a business owner and the continuous efforts you make to support the business and its employees.

Core values:
Service, Integrity, Excellence, Courage, Teamwork, and Stewardship. Here's a brief overview of each.
-** *Service* **: prioritizing the agency's mission over individual interests.
-** *Integrity* **: Upholding the highest standards of conduct, providing unbiased information and analysis, and maintaining accountability.
-** *Excellence* **: Striving for the highest quality in all endeavors, continuously improving and learning.
-** *Courage* **: Facing challenges head-on, making tough decisions, and taking necessary risks.
-** *Teamwork* **: Collaborating effectively across diverse teams to achieve common goals.
-** *Stewardship* **: Managing resources responsibly and ensuring the agency's long-term success.

These values guide operations and help ensure that the mission is carried out with the **utmost professionalism** and **dedication** emphasizing several key **leadership traits** that are **essential** for **effective leadership**.

Here are some of the main traits:
-** *Humility and Accessibility* **: Leaders are encouraged to be down-to-earth, approachable, and humble. They should remember that they work for their team, not the other way around.
-**_Positive Work Environment_ **: Creating and maintaining a positive, inclusive work environment is crucial. This includes fostering teamwork, creativity, and professional development1.

-**Adaptability **: Leaders must adapt their style to fit the specific needs of their team and environment. This means being flexible and making informed changes that positively impact the mission and morale.
-**Strategic Planning **: Effective leaders need to have a clear plan and vision. They should focus on proactive engagement, strategy, and planning to achieve success.
-**Accountability **: Owning mistakes and learning from them is vital. Leaders should be transparent and accountable for their actions.
-**Communication **: Clear and effective communication is essential. Leaders must be able to convey their ideas and vision effectively to their team.

These traits help ensure that leaders can **guide** their teams **effectively**, **maintain high standards**, **and achieve their mission objectives**.

Incorporating the 14 Marine Corps Leadership Traits:
The fourteen Marine Corps leadership traits, often remembered by the
acronym "**JJ DID TIE BUCKLE**" **are essential qualities** that help leaders **inspire** and **guide** their teams **effectively**. Here are the traits along with their definitions and examples:

-** Justice **:
- *Definition:* Being fair and impartial in all decisions and actions.
- *Example:* Treating all employees equally and ensuring promotions and rewards are based on merit, not favoritism.
-** Judgment **:
- *Definition:* Making sound decisions based on facts and careful consideration.
- *Example:* Evaluating the most effective repair method for a cracked driveway by considering all available options and potential outcomes.
-** Dependability **:
- *Definition:* Being reliable and trustworthy.
- *Example:* Consistently arriving on time for work and completing tasks as promised.
-** Initiative **:
- *Definition:* Taking action without waiting for orders.
- *Example:* Addressing potential issues on a job site, such as repairing minor cracks before they become major problems.
-** Decisiveness **:
- *Definition:* Making decisions promptly and effectively.
- *Example:* Quickly determining the best course of action when unexpected challenges arise during a project.
-** Tact **:
- *Definition:* Dealing with people in a respectful and sensitive manner.
- *Example:* Resolving conflicts between team members by addressing concerns calmly and diplomatically.
-** Integrity **:
- *Definition:* Being honest and having strong moral principles.
- *Example:* Admitting to a mistake and taking responsibility for it, rather than trying to cover it up.
-** Endurance **:

- *Definition:* Having the mental and physical stamina to persevere through difficult situations.
- *Example:* Staying focused and motivated
during long, challenging projects, and encouraging the team to do the same.

- Bearing **:**
- *Definition:* Maintaining composure and professional appearance.
- *Example:* Staying calm under pressure and presenting oneself professionally to clients and team members.

- Unselfishness **:**
- *Definition:* Putting the needs of others before your own.
- *Example:* Ensuring team members have the tools and support they need to succeed, even if it means putting in extra effort.

- Courage **:**
- *Definition:* Facing fear and adversity with determination.
- *Example:* Taking on challenging projects or difficult conversations that require bravery and resolve.

- Knowledge **:**
- *Definition:* Understanding your job, responsibilities, and the broader field.
- *Example:* Continuously learning about new asphalt maintenance techniques and industry best practices to improve job performance.

- Loyalty **:**
- *Definition:* Being faithful to your team, company, and principles.
- *Example:* Supporting company decisions and standing by your colleagues, even during tough times.

- Enthusiasm **:**
- *Definition :* Displaying sincere interest and passion for your work.
- *Example :* Approaching each project with energy and eagerness, inspiring others to do the same.

Incorporating these *traits* into our bussiness model within the ***Aphalt Maintenance and Repair Industry*** can create a ***strong foundation for leadership and team success.***

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Acknowledgment of Receipt
I acknowledge that I have received, read, and understand the CONNER company manual and Employee Guidebook/Handbook as well as any other training or informational material associated with the Employee Informational Package.

Employee Signature:_____   _____**DATE:**_____

Printed Name:_____

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disclaimer: Ultimaley, contracts are living documents that may need adjustments and or revised based on specific needs of the company, business industry, or employees requirements.

see attached and appendex for notes and / or other information if applicable