**CONNER**

*Employee GuideBook*

includes:

Code of Conduct, Rules and Regulations, Expectations, Keywords Terms and Definitions, Training Material, Conditions of Employment and Other Useful Information

Motto themes and slogans:

doing it right the 1st time

quality assurance

Congratulations and welcome

Thank you for your interest in working with US and becomeing part of the OUR team.

We would like to take the opportunity to invest in you not only as an employee but as individual.. your time here at CONNER we woulkd like to take the opportunity to train teach and develop our employees into Leaders. No matter the length of time employed with us we would like to PAVE IT foward and help forge future leaders.

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

is an EQUAL OPPORTUNITY EMPLOYER. We do not DISCRIMINATE on the basis of 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

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 DESCRIPTIONS AND RESPONSIBILITIES

JOB TITLES

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.

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.

COMPENSATION AND BENEFITS

PAY STRUCTURE

EMPLOYEES are compensated on an HOURLY BASIS.

OVERTIME PAY is calculated at ONE AND A HALF TIMES the regular HOURLY RATE for hours worked over 40 in a WORKWEEK.

BENEFITS

HEALTH INSURANCE: Eligible EMPLOYEES can enroll in HEALTH INSURANCE PLANS provided by the COMPANY.

RETIREMENT PLANS: EMPLOYEES may

participate in COMPANY-SPONSORED RETIREMENT PLANS.

PAID TIME OFF (PTO): Details on VACATION, SICK LEAVE, and other types of PTO.

EMPLOYEE ASSISTANCE PROGRAM (EAP): Access to confidential COUNSELING and SUPPORT SERVICES for PERSONAL and WORK-RELATED ISSUES.

WORK HOURS AND ATTENDANCE

WORK HOURS

STANDARD WORK HOURS are from [START TIME] to [END TIME], MONDAY through FRIDAY. Adjustments to WORK HOURS may be made based on PROJECT REQUIREMENTS.

ATTENDANCE POLICY

Regular ATTENDANCE is essential to the successful operation of [YOUR COMPANY NAME]. EMPLOYEES are expected to report to WORK on TIME and notify their SUPERVISOR in ADVANCE if they are unable to WORK.

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.

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

[YOUR COMPANY NAME] is committed to promoting the HEALTH and WELLNESS of its EMPLOYEES. We offer PROGRAMS and RESOURCES to support PHYSICAL and MENTAL WELL-BEING.

CONDUCT AND DISCIPLINE

CODE OF CONDUCT

EMPLOYEES are expected to conduct themselves in a PROFESSIONAL and RESPECTFUL manner at all times. This includes:

Treating COLLEAGUES, CLIENTS, and the PUBLIC with RESPECT and COURTESY.

Complying with all COMPANY POLICIES and PROCEDURES.

Maintaining a POSITIVE and COLLABORATIVE WORK ENVIRONMENT.

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

[YOUR COMPANY NAME] 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 [YOUR COMPANY NAME] 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.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the [YOUR COMPANY NAME] EMPLOYEE HANDBOOK.

EMPLOYEE SIGNATURE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE: \_\_\_\_\_\_\_\_\_\_\_

PRINTED NAME: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_

RULES AND REGULATIONS

GENERAL CONDUCT

Professional Behavior: Employees are expected to maintain a professional demeanor at all times, including treating colleagues, clients, and the public with respect and courtesy.

Dress Code: Employees must adhere to the company dress code, which includes wearing appropriate personal protective equipment (PPE) such as long pants, safety boots, gloves, and safety glasses.

Work Environment: Maintain a clean and organized work area. Dispose of waste materials properly and keep tools and equipment in good working order.

ATTENDANCE AND PUNCTUALITY

Attendance: Employees are expected to report to work on time and notify their supervisor in advance if they are unable to work.

Tardiness: Repeated unexcused tardiness may result in disciplinary action. Employees must inform their supervisor as soon as possible if they are running late.

Absence: If an employee is unable to report to work, they must notify their supervisor as soon as possible, preferably at least one hour before the start of their shift.

USE OF COMPANY PROPERTY

Equipment and Tools: Employees are responsible for the proper use and care of company equipment and tools. Any damage or malfunction should be reported to a supervisor immediately.

Vehicles: Company vehicles should be used for work-related purposes only. Employees must have a valid driver's license and follow all traffic laws when operating a company vehicle.

INTERNET AND EMAIL USAGE

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

Confidentiality: Employees must not share confidential company information through email or other online platforms.

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.

HARASSMENT AND DISCRIMINATION

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.

Complaint Procedure: All complaints will be investigated promptly and confidentially. Retaliation against employees who report harassment or discrimination is prohibited.

SAFETY AND HEALTH

Safety Protocols: Employees must adhere to all safety protocols and procedures, including wearing appropriate PPE and attending safety training sessions and drills.

Accident Reporting: Any accidents, injuries, or unsafe conditions must be reported to a supervisor immediately. Failure to report incidents in a timely manner may result in disciplinary action.

PERSONAL CONDUCT

Conflict of Interest: Employees must avoid any activities or relationships that could create a conflict of interest with their duties at [Your Company Name].

Use of Personal Devices: Personal devices should not be used during work hours, except for emergencies or work-related purposes with supervisor approval.

DISCIPLINARY ACTION

Verbal Warnings: The first step in the disciplinary process for minor infractions.

Written Warnings: Issued for repeated or more serious infractions.

Suspension: Temporary removal from duties for serious infractions or continued non-compliance with company policies.

Termination: The final step for severe or repeated violations of company policies.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the [Your Company Name] Employee Handbook, including the Rules and Regulations section.

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TERMS AND CONDITIONS

EMPLOYMENT TERMS

At-Will Employment: Employment with [Your Company Name] is on an at-will basis. This means that either the employee or the company can terminate the employment relationship at any time, with or without cause or notice.

Probationary Period: All new employees are subject to a [90-day] probationary period during which their performance and suitability for the position will be evaluated. Successful completion of the probationary period does not alter the at-will nature of employment.

COMPENSATION AND BENEFITS

Pay Periods: Employees will be paid on a [bi-weekly] basis. Pay periods begin on [Monday] and end on [Sunday].

Overtime: Non-exempt employees are eligible for overtime pay at one and a half times their regular hourly rate for hours worked over 40 in a workweek.

Benefits Eligibility: Eligibility for health insurance, retirement plans, and other benefits will be determined based on employment status and length of service.

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 day or full day on Saturdays depending on requirements of project. Ther may be some ocassions where employees will be asked to work at night instead of normal hours to get project 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: Regular attendance is essential. Unexcused absences and tardiness will be addressed through the disciplinary process.

SAFETY AND HEALTH

Compliance: Employees must comply with all safety protocols and procedures, including wearing appropriate personal protective equipment (PPE).

Accident Reporting: Any accidents or injuries must be reported to a supervisor immediately. Failure to report may result in disciplinary action.

Health and Wellness: [Your Company Name] offers health and wellness programs and resources to support employees' physical and mental well-being.

USE OF COMPANY PROPERTY

Equipment and Tools: Employees are responsible for the proper use and care of company equipment and tools. Any damage or malfunction should be reported immediately.

Vehicles: Company vehicles should be used for work-related purposes only. Employees must have a valid driver’s license and follow all traffic laws.

CONDUCT AND DISCIPLINE

Code of Conduct: Employees are expected to maintain a professional demeanor, treat colleagues with respect, and comply with company policies.

Disciplinary Process: Violations of company policies may result in disciplinary action, including verbal warnings, written warnings, suspension, and termination.

CONFIDENTIALITY AND NON-DISCLOSURE

Confidential Information: Employees may have access to confidential information. This information should not be disclosed to unauthorized individuals or used for personal gain.

Non-Disclosure Agreement (NDA): Employees may be required to sign a Non-Disclosure Agreement to protect the company’s confidential information.

INTERNET AND EMAIL USAGE

Business Use: Internet and email access provided by [Your Company Name] are to be used for business purposes only.

Monitoring: The company reserves the right to monitor internet and email usage to ensure compliance with policies.

TERMINATION AND EXIT PROCEDURES

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.

Return of Company Property: Employees must return all company property, including equipment, tools, and identification badges, upon termination.

ACKNOWLEDGMENT OF TERMS AND CONDITIONS

I acknowledge that I have read and understand the Terms and Conditions outlined in the CONNER Employee Guide Book.

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

RULES AND REGULATIONS

GENERAL CONDUCT

Professional Behavior: Employees are expected to maintain a professional demeanor at all times, including treating colleagues, clients, and the public with respect and courtesy.

Dress Code: Employees must adhere to the company dress code, which includes wearing appropriate personal protective equipment (PPE) such as long pants, safety boots, gloves, and safety glasses.

Work Environment: Maintain a clean and organized work area. Dispose of waste materials properly and keep tools and equipment in good working order.

ATTENDANCE AND PUNCTUALITY

Attendance: Employees are expected to report to work on time and notify their supervisor in advance if they are unable to work.

Tardiness: Repeated unexcused tardiness may result in disciplinary action. Employees must inform their supervisor as soon as possible if they are running late.

Absence: If an employee is unable to report to work, they must notify their supervisor as soon as possible, preferably at least one hour before the start of their shift.

USE OF COMPANY PROPERTY

Equipment and Tools: Employees are responsible for the proper use and care of company equipment and tools. Any damage or malfunction should be reported to a supervisor immediately.

Vehicles: Company vehicles should be used for work-related purposes only. Employees must have a valid driver's license and follow all traffic laws when operating a company vehicle.

INTERNET AND EMAIL USAGE

Business Purposes: Internet and email access provided by [Your Company Name] are to be used for business purposes only. Unauthorized or inappropriate use may result in disciplinary action.

Confidentiality: Employees must not share confidential company information through email or other online platforms.

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.

HARASSMENT AND DISCRIMINATION

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.

Complaint Procedure: All complaints will be investigated promptly and confidentially. Retaliation against employees who report harassment or discrimination is prohibited.

SAFETY AND HEALTH

Safety Protocols: Employees must adhere to all safety protocols and procedures, including wearing appropriate PPE and attending safety training sessions and drills.

Accident Reporting: Any accidents, injuries, or unsafe conditions must be reported to a supervisor immediately. Failure to report incidents in a timely manner may result in disciplinary action.

PERSONAL CONDUCT

Conflict of Interest: Employees must avoid any activities or relationships that could create a conflict of interest with their duties at [Your Company Name].

Use of Personal Devices: Personal devices should not be used during work hours, except for emergencies or work-related purposes with supervisor approval.

DISCIPLINARY ACTION

Verbal Warnings: Issued for minor infractions as the first step in the disciplinary process.

Written Warnings: Given for repeated or more serious infractions. A copy of the written warning will be placed in the employee's personnel file.

Suspension: Temporary removal from duties for serious infractions or continued non-compliance with company policies. The duration of the suspension will be determined based on the severity of the infraction.

Termination: The final step for severe or repeated violations of company policies. Employment will be terminated with a detailed record of the infractions leading to this decision.

RESULTS OF AN INFRACTION

First Infraction: Typically results in a verbal warning. The supervisor will discuss the issue with the employee to ensure understanding and document the discussion.

Second Infraction: Results in a written warning, outlining the nature of the infraction and the required corrective action. The employee must acknowledge receipt of the warning.failure to do so my result in termination

Third Infraction: May lead to suspension without pay. The length of suspension will depend on the severity of the infraction. A plan for improvement will be developed and agreed upon.

Fourth Infraction: If infractions continue, termination of employment may be considered. This decision will be reviewed and approved by senior management and HR.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the CONNER Employee Guider Book, including the Rules and Regulations section.

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

HARASSMENT AND DISCRIMINATION

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.

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.

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.

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.

USE OF COMPANY PROPERTY

Equipment and Tools: Use company equipment and tools responsibly. Report any damage or malfunction to a supervisor immediately.

Vehicles: Use company vehicles for work-related purposes only. Follow all traffic laws and ensure the vehicle is maintained in good condition.

Facilities: Keep work areas clean and organized. Properly dispose of waste materials and ensure that facilities are used appropriately.

CONFIDENTIALITY AND DATA PROTECTION

Confidential Information: Protect confidential company information. Do not disclose proprietary or sensitive information to unauthorized individuals.

Data Security: Follow company policies on data protection and security. Ensure that data is stored securely and accessed only by authorized personnel.

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.

BULLYING AND HARASSMENT

Zero Tolerance: Bullying, harassment, and any form of discrimination are strictly prohibited. This includes verbal, physical, and psychological abuse.

Reporting: Report any incidents of bullying or harassment to your supervisor or HR department. All complaints will be investigated promptly and confidentially.

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.

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.

DISCIPLINARY ACTION

Verbal Warnings: Issued for minor infractions as the first step in the disciplinary process.

Written Warnings: Given for repeated or more serious infractions. A copy of the written warning will be placed in the employee's personnel file.

Suspension: Temporary removal from duties for serious infractions or continued non-compliance with company policies. The duration of the suspension will be determined based on the severity of the infraction.

Termination: The final step for severe or repeated violations of company policies. Employment will be terminated with a detailed record of the infractions leading to this decision.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the CONNER Employee Guidebook, including the Code of Conduct section.

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CODE OF CONDUCT

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.

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.

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.

USE OF COMPANY PROPERTY

Equipment and Tools: Use company equipment and tools responsibly. Report any damage or malfunction to a supervisor immediately.

Vehicles: Use company vehicles for work-related purposes only. Follow all traffic laws and ensure the vehicle is maintained in good condition.

Facilities: Keep work areas clean and organized. Properly dispose of waste materials and ensure that facilities are used appropriately.

CONFIDENTIALITY AND DATA PROTECTION

Confidential Information: Protect confidential company information. Do not disclose proprietary or sensitive information to unauthorized individuals.

Data Security: Follow company policies on data protection and security. Ensure that data is stored securely and accessed only by authorized personnel.

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.

BULLYING AND HARASSMENT

Zero Tolerance: Bullying, harassment, and any form of discrimination are strictly prohibited. This includes verbal, physical, and psychological abuse.

Reporting: Report any incidents of bullying or harassment to your supervisor or HR department. All complaints will be investigated promptly and confidentially.

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:

Speaking positively about a colleague in their presence but criticizing them behind their back.

Pretending to support a team decision while privately working against it.

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.

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.

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.

DISCIPLINARY ACTION

Verbal Warnings: Issued for minor infractions as the first step in the disciplinary process.

Written Warnings: Given for repeated or more serious infractions. A copy of the written warning will be placed in the employee's personnel file.

Suspension: Temporary removal from duties for serious infractions or continued non-compliance with company policies. The duration of the suspension will be determined based on the severity of the infraction.

Termination: The final step for severe or repeated violations of company policies. Employment will be terminated with a detailed record of the infractions leading to this decision.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the CONNER Employee Guidebook, including the Code of Conduct section.

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

Inspiring 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.

Incorporating the fourteen leadership traits into creating a strong foundation for leadership, teamwork, and overall company success. Here’s how these traits can be included in the terms and conditions, code of conduct, and employee contract:

CONNER EMPLOYEE GUIDEBOOK

Welcome and Introduction

Welcome Letter

Welcome to CONNER We are THRILLED to have you on our TEAM. Our

MISSION is to provide TOP-QUALITY ASPHALT MAINTENANCE SERVICES while ensuring a SAFE and POSITIVE WORK ENVIRONMENT for all our EMPLOYEES. This HANDBOOK is designed to familiarize you with our POLICIES, PROCEDURES, and BENEFITS. We hope you find it HELPFUL.

Sincerely,

Nathan Conner

CEO/Owner

Company Overview

MISSION STATEMENT: Our MISSION is to deliver EXCEPTIONAL ASPHALT MAINTENANCE SERVICES with INTEGRITY, QUALITY, and INNOVATION.

VISION STATEMENT: Our VISION is to be the LEADING LOCAL PROVIDER of ASPHALT MAINTENANCE SOLUTIONS, recognized for our DEDICATION to EXCELLENCE, QUILITY and CUSTOMER SATISFACTION.

CORE VALUES: QUALITY, SAFETY, INTEGRITY, TEAMWORK, and CUSTOMER SERVICE. acronym to use to help remember the 14 leadership traits we strive to exhibit: JJ DID TIE BUCKLE. It stands for justice, judgment, dependability, initiative, decisiveness, tact, integrity, endurance, bearing, unselfishness, courage, knowledge, loyalty, and enthusiasm.

Employment Policies

AT-WILL EMPLOYMENT

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 on the basis of 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

CONNER is committed to maintaining a HEALTHY and POSITIVE 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 Descriptions and Responsibilities

JOB TITLES

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.

Legal Advisor: Provides legal guidance and ensures the business complies with all 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.

COMPENSATION AND BENEFITS

PAY STRUCTURE

EMPLOYEES are compensated on an HOURLY BASIS.

OVERTIME PAY is calculated at ONE AND A HALF TIMES the regular HOURLY RATE for hours worked over 40 in a WORKWEEK.

EMPLOYEE ASSISTANCE PROGRAM (EAP): Access to confidential COUNSELING and SUPPORT SERVICES for PERSONAL and WORK-RELATED ISSUES.

WORK HOURS AND ATTENDANCE

WORK HOURS

STANDARD WORK HOURS are from 7:00 am to 5:00 pm MONDAY through FRIDAY. Adjustments to WORK HOURS may be made based on PROJECT REQUIREMENTS. Some projects may require employees to work a half a day or a full day on some Saturdays

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 or RUNNING LATE

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.

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.

CONDUCT AND DISCIPLINE

CODE OF CONDUCT

EMPLOYEES are expected to conduct themselves in a PROFESSIONAL and RESPECTFUL manner at all times. This includes:

Treating COLLEAGUES, CLIENTS, and the PUBLIC with RESPECT and COURTESY.

Complying with all COMPANY POLICIES and PROCEDURES.

Maintaining a POSITIVE and COLLABORATIVE WORK ENVIRONMENT.

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.

ACKNOWLEDGMENT OF RECEIPT

I acknowledge that I have received, read, and understand the CONNER EMPLOYEE GUIDEBOOK.

EMPLOYEE SIGNATURE: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ DATE: \_\_\_\_\_\_\_\_\_\_\_

PRINTED NAME: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

RP 0103 - Principles of Leadership

TERMINAL LEARNING OBJECTIVES

1. In any environment, be able to identify the leadership traits and principles.

ENABLING LEARNING OBJECTIVES

1. Without the aid of references, given a description or title, identify the leadership

trait

2. Without the aid of references, given a description or title, identify the leadership

principle.

1. INTRODUCTION

“Leadership is intangible, hard to measure, and difficult to describe. It's quality

would seem to stem from many factors. But certainly they must include a measure

of inherent ability to control and direct, self-confidence based on expert knowledge,

initiative, loyalty, pride and sense of responsibility. Inherent ability cannot be

instilled, but that which is latent or dormant can be developed. Other ingredients can

be acquired. They are not easily learned. But leaders can be and are made.”

General C. B. Cates,

19th Commandant of the Marine Corps

Lt. Gen. Lewis “Chesty” Puller

Lt. Gen. Puller steadily worked his way up the ranks proving his outstanding

leadership qualities. He received a direct commission and began collecting

awards for valor. By the time he retired from the Marine Corps in 1951 he had

earned more awards than any Marine in history; five Navy Crosses, the

Distinguished Service Cross, the Silver Star, two Legions of Merit with “V” device,

the Bronze star with “V” device, the Bronze Star, the Air Medal and the Purple

Heart.

The traits and principles of leadership are the basic fundamentals that Marines

use to develop their own leadership abilities and that of their subordinates.

There are 14 leadership traits and 11 leadership principles.

2. 14 Leadership Traits

The fourteen leadership traits can be remembered with the acronym

JJ DID TIE BUCKLE: - Justice - Judgment - Dependability - Initiative - Decisiveness - Tact - Integrity - Enthusiasm - Bearing - Unselfishness - Courage - Knowledge - Loyalty - Endurance

Justice

Definition- Giving reward and punishment according to the merits of the case in

question. The ability to administer a system of rewards and punishments

impartially and consistently.

Significance- The quality of displaying fairness and impartiality is critical in order

to gain the trust and respect of subordinates and maintains discipline and unit

cohesion, particularly in the exercise of responsibility.

Example

Judgment- Fair apportionment of tasks by a squad leader during field day.

Definition- The ability to weigh facts and possible courses of action in order to make sound decisions.

Significance- Sound judgment allows a leader to make appropriate decisions in the guidance and training of his/her Marines/Employees and the employment of his/her unit/team.

A Marine/Employee who exercises good judgment weighs pros and cons accordingly when making appropriate decisions.

Example- A Marine/Employee properly apportions his/her liberty time in order to relax as well as to study.

Dependability

Definition- The certainty of proper performance of duty.

Significance- The quality that permits a senior to assign a task to a junior with the understanding that it will be accomplished with minimum supervision.

Example- The squad leader ensures that his/her squad falls out in the proper uniform without having been told to by the platoon sergeant.

Initiative

Definition- Taking action in the absence of orders.

Significance- Since an NCO (Non Commissioned Officer) often works without close supervision; emphasis is placed on being a self-starter. Initiative is a founding principle of Marine Corps Warfighting philosophy.

Example- In the unexplained absence of the platoon sergeant, an NCO takes

charge of the platoon and carries out the training schedule.

Decisiveness

Definition- Ability to make decisions promptly and to announce them in a clear, forceful manner.

Significance- The quality of character which guides a person to accumulate all available facts in a circumstance, weigh the facts, and choose and announce an alternative which seems best. It is often better that a decision be made promptly than a potentially better one be made at the expense of more time.

Example A leader, who sees a potentially dangerous situation developing, immediately takes action to prevent injury from occurring.

Tact

Definition- The ability to deal with others in a manner that will maintain good relations and avoid offense. More simply stated, tact is the ability to say and do the right thing at the right time.

Significance- The quality of consistently treating peers, seniors, and subordinates with respect and courtesy is a sign of maturity. Tact allows commands, guidance, and opinions to be expressed in a constructive and beneficial manner. This deference must be extended under all conditions regardless of true feelings.

Example- A Marine discreetly points out a mistake in drill to an NCO by waiting until after the unit has been dismissed and privately asking which of the two methods are correct.

Integrity

Definition- Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty.

Significance- A Marine’s word is his/her bond. Nothing less than complete honesty in all of your dealings with subordinates, peers, and superiors is acceptable.

Example- A Marine who uses the correct technique on the obstacle course, even when he/she cannot be seen by the evaluator.

Enthusiasm

Definition

duty. - The display of sincere interest and exuberance in the performance of

Significance- Displaying interest in a task and optimism that can be successfully completed greatly enhances the likelihood that the task will be successfully completed.

Example- A Marine who leads a chant or offers to help carry a load that is giving someone great difficulty while on a hike despite being physically tired, he encourages his fellow Marines to persevere.

Bearing

Definition- Creating a favorable impression in carriage, appearance, and personal conduct at all times.

Significance- The ability to look, talk, and act like a leader whether or not these manifestations indicate one’s true feelings.

Example- Wearing clean uniforms, boots, and collar devices. Avoiding profane and vulgar language. Keeping a trim, fit appearance.

Unselfishness

Definition- Avoidance of providing for one’s own comfort and personal advancement at the expense of others.

Significance- The quality of looking out for the needs of your subordinates before your own is the essence of leadership. This quality is not to be confused with putting these matters ahead of the accomplishment of the mission.

Example- An NCO ensures all members of his unit have eaten before he does, or if water is scarce, he will share what he has and ensure that others do the same.

Courage

Definition- Courage is a mental quality that recognizes fear of danger or criticism, but enables a Marine to proceed in the face of danger with calmness and firmness.

Significance- Knowing and standing for what is right, even in the face of popular disfavor. The business of fighting and winning wars is a dangerous one; the importance of courage on the battlefield is obvious.

Example- Accepting criticism for making subordinates field day for an extra hour to get the job done correctly.

Knowledge

Definition- Understanding of a science or an art. The range of one’s information, including professional knowledge and understanding of your Marines.

Significance- The gaining and retention of current developments in military and naval science and world affairs is important for your growth and development.

Example- The Marine who not only knows how to maintain and operate his assigned weapon, but also knows how to use the other weapons and equipment in the unit.

Loyalty

Definition

Significance- The quality of faithfulness to country, Corps, unit, seniors, subordinates and peers. - The motto of the Marine Corps is Semper Fidelis, Always Faithful. You owe unswerving loyalty up and down the chain of command.

Example- A Marine displaying enthusiasm in carrying out an order of a senior, though he may privately disagree with it.

Endurance

Definition- The mental and physical stamina measured by the ability to withstand pain, fatigue, stress, and hardship. Significance- The quality of withstanding pain during a conditioning hike in order to improve stamina is crucial in the development of leadership. Leaders are responsible for leading their units in physical endeavors and for motivating them as well.

Example- A Marine keeping up on a 10-mile forced march even though he/she has blisters on both feet.

3. The 11 Leadership Principles

The 11 Leadership Principles:

1 Be technically and tactically proficient.

2 Know yourself and seek self-improvement.

3 Know your fellow collegies and look out for their welfare.

4 Keep your superiors informed. use chain of command

5 Set the example.

6 Ensure the task is understood, supervised, and accomplished.

7 Train your employees as a team, to be a Team, and to work as a team

8 Make sound and timely decisions.

9 Develop a sense of responsibility among your subordinates.

10 Employ your command in accordance with its capabilities.

11 Seek responsibility and take responsibility for your actions.

Know Yourself and Seek Self Improvement- This principle of leadership should be developed by the use of leadership traits. Evaluate yourself by using the leadership traits and determine your strengths and weaknesses. - You can improve yourself in many ways. To develop the techniques of this principle: - Make an honest evaluation of yourself to determine your strong and weak personal qualities - Seek the honest opinions of your friends or superiors - Learn by studying the causes for the success and failures of others - Develop a genuine interest in people - Master the art of effective writing and speech - Have a definite plan to achieve your goal

Be Technically And Tactically Proficient- A person who knows their job thoroughly and possesses a wide field of knowledge. Before you can lead, you must be able to do the job. One must follow before one can leaded. Tactical and technical competence can be learned from books and from on the job training. To develop this leadership principle of being technically and tactically proficient, you should: - Know what is expected of you then expend time and energy on becoming proficient at those things - Form an attitude early on of seeking to learn more than is necessary - Observe and study the actions of capable leaders - Spend time with those people who are recognized as technically and tactically proficient at those things - Prepare yourself for the job of the leader at the next higher rank - Seek feedback from superiors, peers and subordinates

Know Your People And Look Out For Their Welfare- This is one of the most important of the leadership principles. A leader must make a conscientious effort to observe his Marines and how they react to different situations. A Marine who is nervous and lacks self-confidence should never be put in a situation where an important decision must be made. This knowledge will enable you as the leader to determine when close supervision is required. - To put this principle in to practice successfully you should: - Put your Marines welfare before you own - Be approachable - Encourage individual development - Know your unit’s mental attitude; keep in touch with their thoughts - Ensure fair and equal distribution of rewards - Provide sufficient recreational time and insist on participation Keep Your Personnel Informed- Marines by nature are inquisitive. To promote efficiency and morale, a leader should inform the Marines in his unit of all happenings and give reasons why things are to be done. This is accomplished ONLY IF time and security permits. Informing your Marines of the situation makes them feel that they are a part of the team and not just a cog in a wheel. Informed Marines perform better. - The key to giving out information is to be sure that the Marines have enough information to do their job intelligently and to inspire their initiative, enthusiasm, loyalty, and convictions. - Techniques to apply this principle are: - Whenever possible, explain why tasks must be done and the plan to accomplish a task - Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth - Build morale and espirit de corps by publicizing information concerning successes of your unit - Keep your unit informed about current legislation and regulations affecting their pay, promotion, privileges, and other benefits

Set The Example- A leader who shows professional competence, courage and integrity sets high personal standards for himself before he can rightfully demand it from others. Your appearance, attitude, physical fitness and personal example are all on display daily for the Marines and Sailors in your unit. Remember, your Marines and Sailors reflect your image! - Techniques for setting the example are to: - Show your subordinates that you are willing to do the same things you ask them to do - Maintain an optimistic outlook - Conduct yourself so that your personal habits are not open to criticism - Avoid showing favoritism to any subordinate - Delegate authority and avoid over supervision, in order to develop leadership among subordinates

- Leadership is taught by example

Ensure That The Task Is Understood, Supervised, and Accomplished - Leaders must give clear, concise orders that cannot be misunderstood, and then by close supervision, ensure that these orders are properly executed. Before you can expect your men to perform, they must know what is expected of them. - The most important part of this principle is the accomplishment of the mission. In order to develop this principle you should: - Issue every order as if it were your own - Use the established chain of command - Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand - Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished - Supervise the execution of your orders - Exercise care and thought in supervision; over supervision will hurt initiative and create resentment, while under supervision will not get the job done

Train Your Marines And Sailors As A Team- Teamwork is the key to successful operations. Teamwork is essential from the smallest unit to the entire Marine Corps. As a leader, you must insist on teamwork from your Marines. Train, play and operate as a team. Be sure that each Marine knows his/her position and responsibilities within the team framework. - To develop the techniques of this principle you should: - Stay sharp by continuously studying and training - Encourage unit participation in recreational and military events - Do not publicly blame an individual for the team’s failure or praise just an individual for the team’s success - Ensure that training is meaningful, and that the purpose is clear to all members of the command - Train your team based on realistic conditions - Insist that every person understands the functions of the other members of the team and the function of the team as part of the unit

Make Sound And Timely Decisions- The leader must be able to rapidly estimate a situation and make a sound decision based on that estimation. Hesitation or a reluctance to make a decision leads subordinates to lose confidence in your abilities as a leader. Loss of confidence in turn creates confusion and hesitation within the unit. - Techniques to develop this principle include: - Developing a logical and orderly thought process by practicing objective estimates of the situation - When time and situation permit planning for every possible event that can reasonably be foreseen - Considering the advice and suggestions of your subordinates before making decisions

- Considering the effects of your decisions on all members of your unit

Develop A Sense Of Responsibility Among Your Subordinates- Another way to show your Marines you are interested in their welfare is to give them the opportunity for professional development. Assigning tasks and delegating authority promotes mutual confidence and respect between leader and subordinates. It also encourages subordinates to exercise initiative and to give wholehearted cooperation in accomplishment of unit tasks. When you properly delegate authority, you demonstrate faith in your Marines and increase authority, and increase their desire for greater responsibilities. - To develop this principle you should: - Operate through the chain of command - Provide clear, well thought out directions - Give your subordinates frequent opportunities to perform duties normally performed by senior personnel - Be quick to recognize your subordinates’ accomplishments when they demonstrate initiative and resourcefulness - Correct errors in judgment and initiative in a way, which will encourage the individual to try harder - Give advice and assistance freely when your subordinates request it - Resist the urge to micro manage - Be prompt and fair in backing subordinates - Accept responsibility willingly and insist that your subordinates live by the same standard

Employ Your Command Within its Capabilities- A leader must have a thorough knowledge of the tactical and technical capabilities of the command. Successful completion of a task depends upon how well you know your unit’s capabilities. If the task assigned is one that your unit has not been trained to do, failure is very likely to occur. Failures lower your unit’s morale and self esteem. Seek out challenging tasks for your unit, but be sure that your unit is prepared for and has the ability to successfully complete the mission. - Techniques for development of this principle are to: - Avoid volunteering your unit for tasks that are beyond their capabilities - Be sure that tasks assigned to subordinates are reasonable - Assign tasks equally among your subordinates - Use the full capabilities of your unit before requesting assistance Seek Responsibilities And Take Responsibility- For professional development, you must actively seek out challenging assignments. You must use initiative and sound judgment when trying to accomplish jobs that are required by your grade. Seeking responsibilities also means that you take responsibility for your actions. Regardless of the actions of your subordinates, the responsibility for decisions and their application falls

- Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties - Seek a variety of leadership positions that will give you experience in accepting responsibility in different fields - Take every opportunity that offers increased responsibility - Perform every task, no matter whether it is top secret or seemingly trivial, to the best of your ability - Stand up for what you think is right. Have courage in your convictions - Carefully evaluate a subordinate’s failure before taking action against that subordinate - In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present.

REFERENCE MCRP 6-11B, Marine Corps Values: Appendix A, B REV: July 2008

INCORPORATING THE 14 LEADERSHIP TRAITS

1. JUSTICE

Fairness in Decisions: Ensure all decisions are made fairly and impartially.

Equal Treatment: Treat all employees equally and without favoritism.

2. JUDGMENT

Sound Decisions: Make well-informed and thoughtful decisions.

Critical Thinking: Evaluate all available information before making decisions.

3. DEPENDABILITY

Reliability: Be reliable and trustworthy in all aspects of your job.

Consistency: Perform your duties consistently and reliably.

4. INITIATIVE

Proactivity: Take proactive steps to improve work processes and address issues.

Problem Solving: Actively seek solutions

to problems without waiting for instructions.

5. DECISIVENESS

Timely Decisions: Make decisions in a timely manner, especially in high-pressure situations.

Confidence: Display confidence in your decisions and actions.

6. TACT

INCORPORATING THE 14 LEADERSHIP TRAITS

What are the fourteen leadership traits of a marine

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 your asphalt maintenance and repair business can create a strong foundation for leadership and team success.

The 11 Leadership Principles:

1 Be technically and tactically proficient.

2 Know yourself and seek self-improvement.

3 Know your fellow collegies and look out for their welfare.

4 Keep your superiors informed. use chain of command

5 Set the example.

6 Ensure the task is understood, supervised, and accomplished.

7 Train your employees as a team, to be a Team, and to work as a team

8 Make sound and timely decisions.

9 Develop a sense of responsibility among your subordinates.

10 Employ your command in accordance with its capabilities.

11 Seek responsibility and take responsibility for your actions.

Do Not air 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: 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.

Explain 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.

Explain discuss with employees that when

their day is over, they get to go home and not worry about the job. Till the next workday, but as a business owner, when they go home, I'm still working well into the night and into the morning for next workday. To continue the success of the business and the success of my employees

Certainly, it's important to communicate the different responsibilities and workloads between employees and business owners. Here's how you might explain it:

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.

As a business owner, I'm working during the work hours with my employees, but also employees go home. I'm still working my job.Never stops my work days never end. Can you discuss explain and expand upon this idea

Absolutely, this is a crucial aspect of understanding the different roles and responsibilities within a business. Here’s a detailed explanation to help communicate this idea effectively:

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 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 employeescore

core values are 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.