



PERSONNEL POLICY MANUAL

LAST REVISED: June 13th, 2015

EFFECTIVE: January 20th, 2007

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The policies and procedures in this manual are set forth as guidelines to management, descriptive of suggested procedures to be followed. They do not constitute contractual commitments by The Glen Community Association and shall not be construed as such.

The Glen Community Association reserves the right to supplement, change, or revoke these guidelines at any time with or without notice.

Nothing in this Manual is intended as a guarantee of benefits, rights, permanency, or duration of employment of any kind.

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SECTION 1 - INTRODUCTION

1.1 USE AND CONTENTS OF THE MANUAL

The Manual is published for use by all Glen Community Association employees, and includes an outline of The Glen’s policies, procedures and benefits. It is published to reflect The Glen’s commitment to a high quality of work life for its employees. (Note: This manual is applicable to the Glen Manager in all respects, except for those conditions covered under separate agreement.)

Please make sure that you understand the contents of the Manual because it forms part of the terms of your employment. We ask that you signify your agreement to be bound by the terms of the Manual and to acknowledge that you have read and understood the Employee Policy Manual.

1.2 OBJECTIVES

This Manual:

- Develops a common understanding of personnel policies, procedures and benefits
- Ensures uniform treatment of employees
- Helps establish and maintain a harmonious working environment
- Assists employees to interact effectively
- Presents the Glen’s employment direction and practices in a positive way

1.3 THE GLEN COMMUNITY ASSOCIATION MISSION STATEMENT

The Glen Community Association Board of Directors and employees work together to preserve and enhance our unique property while we honor all members with courtesy and respect as we maintain the integrity of the Glen at Maple Falls through just and fair enforcement of existing rules and policies.

1.4 ADDITIONS, DELETIONS AND REVISIONS

The contents of this document will be reviewed on a regular basis. Suggestions for change are invited from all employees. Submit all recommendations to the Manager.

1.5 FUNDAMENTAL PRINCIPLES

We believe our members, employees, suppliers, and the community, are entitled to share in the economic good produced by our work to maintain and follow The Glen's governing documents.

► FOR OUR MEMBERS, WE WILL STRIVE TO:

- Work consistently and diligently to increase our knowledge of our members and their requirements.
- Give the best possible service to our members in prompt response to their needs.
- Maintain the lowest possible dues and assessment fees for our members through conservative and best business practices, and safe, profitable, investment practices with The Glen's assets.
- Conduct business with our members with honesty and integrity, and without discrimination.

► FOR OUR EMPLOYEES, WE WILL STRIVE TO:

- Recognize the value of each employee as an individual.
- Provide an environment and conditions that maintain the individual's dignity.
- Treat all employees without discrimination as to race, color, religion, gender, national origin, age, sexual orientation, veteran status, or disability.
- Provide training opportunities that permit employees to develop their abilities to perform their jobs in an efficient and more meaningful manner.
- Encourage individual initiative and thought in the accomplishment of duties and tasks.
- Recognize employee achievement and contributions to The Glen's goals and success.
- Provide opportunities commensurate with The Glen's goals, standards and ability.

► FOR OUR VENDORS WE WILL STRIVE TO:

- Establish and maintain long-term relationships with mutual maximum benefit and value.
- Give prompt and courteous reception to sales representatives calling on us.
- Conduct business with fairness and integrity, objectively, independently, and free from favoritism.

► FOR OUR COMMUNITY WE WILL STRIVE TO:

- Support the local economy through use of local vendors and suppliers wherever possible.
- Provide for general community welfare in event of a common emergency through manpower and monetary contribution.
- Encourage employees to assume and participate in their civic responsibilities.
- Properly consider and execute our environmental responsibilities.

1.6 ABOUT THE GLEN AT MAPLE FALLS

The Glen Community Association (hereafter referred to in this manual as “The Glen”) is one of Washington State’s premiere recreational communities. The Glen was founded in 1975. It currently consists of over 1,200 privately owned recreational vehicle lots located on 700 beautifully wooded acres. The Glen is located in the foothills of Mount Baker and borders the Nooksack River. We provide the highest standard in Association Member service, and their enjoyment of their Glen is our highest priority

The Glen employs over fifteen (15) full time employees, and help from temporary employees in our busy summer season. The Glen has an unrelenting commitment to excellence and the equitable treatment of its employees and Members.

The Glen is governed by an elected Board of Directors, who volunteer their time, effort and service. The Board employs a Manager to oversee the day to day operation of The Glen. The Manager employs supervisors to lead the Security and Maintenance Departments.

SECTION 2 – GENERAL INFORMATION

2.1 POLICY REVISIONS

The policies in this manual are intended for all employees of The Glen. The Glen reserves the right to change or terminate policies or procedures at any time, with or without notice.

2.2 EMPLOYMENT AT WILL

The Glen is an “At-Will” employer consistent with the laws of the State of Washington. This means that either the employee or The Glen is free to terminate the employment relationship at any time, with or without reason, advance notice or warning. No change to this “At-Will” relationship is allowed or accepted unless it is executed in writing and signed by the employee and the Glen Community Association President. All new employees will be required to sign a statement to this effect.

2.3 EQUAL OPPORTUNITY EMPLOYMENT

The goal at The Glen is to recruit, hire, and maintain a diverse workforce. This applies to all areas of employment, including recruitment, selection, hiring, training, transfer, promotion, termination, compensation, rewards and benefits.

As an equal opportunity employer, The Glen does not discriminate on the basis of race, religion, color, national origin, gender, sexual orientation, age, disability, or on any other basis that would be in violation of any applicable federal, state, or local law. Furthermore, The Glen will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in excessive risk, undue hardship, or an inability to achieve the objectives of the job.

2.4 HARRASSMENT / DISCRIMINATION

It is the policy of The Glen to maintain an employment and working environment which is free from harassment for all employees.

The Glen endorses and adheres to the Federal Equal Employment Opportunity Commission (EEOC) and the Washington State Human Rights Commission (WSHRC) rules and guidelines on discrimination and/or harassment that is sexual, racial, or religious in nature or is related to anyone's gender, national origin, age, sexual orientation, or disability.

For purposes of this policy, The Glen's Board President shall be made aware of all allegations of harassment and/or discrimination.

Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, and other verbal, visual or physical conduct of a sexual nature where:

- Submission to such conduct is made an explicit or implicit term or condition of hire, continued employment, task assignment, pay or any other employment decision.
- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Where an allegation of unlawful conduct is made, The Manager and/or The Glen's President shall conduct a prompt, impartial and confidential investigation to review the complaint or violation. Immediate action, where appropriate, shall be taken.

An employee who believes he/she has been the subject of harassment should immediately report the alleged act to his/her immediate supervisor (hereinafter called the Supervisor) or to the Manager. If Management is involved in the alleged act, the employee should report to the President of The Glen Community Association.

- The employee should be instructed to make the charge in writing, specifying incidents, dates, times and witnesses. The statement should be dated and signed by the employee.
- Management and/or the President shall inform the employee that the alleged complaint will be investigated with all concerned parties as soon as possible.
NOTE: Caution should be taken to advise the employee that the complaint must not be discussed with anyone in the Glen and must be treated with utmost confidentiality.
- If the Supervisor is informed of the incident, he/she shall inform management and/or The Glen President as soon as possible.
- If the Manager is informed of the incident, he/she shall inform the President as soon as possible.

If the Manager and/or The Glen President conclude(s) that harassment has occurred, the following actions shall take place:

- The Manager and/or The Glen President will acknowledge the basis of the complaint and that it violates The Glen's policies.
- The Manager and/or The Glen President shall take appropriate disciplinary action to guard against repetition of the offensive conduct.

If the Manager and/or The Glen President conclude(s) that harassment has not occurred or can't be validated, the reporting employee shall be so advised in writing.

Complete written records will be made. All reports shall be maintained in the office of the Manager, in separate and confidential files.

NOTE; if deemed appropriate by the Glen President, written records may be kept in another office, such as the office of the Glen Attorney.

2.5 DRUG-FREE WORKPLACE AND SUBSTANCE ABUSE

The Glen strives to provide a safe work environment and encourages personal health.

In keeping with this policy, drugs prescribed by authorized medical authority may be taken during work hours. The employee should notify his/her supervisor if the use of any prescription drugs will affect work performance. Abuse of prescription drugs will not be tolerated.

The Glen considers the abuse of drugs or alcohol on the job to be an unsafe and counterproductive work practice. It is, therefore, The Glen's policy that an employee found with the presence of alcohol or illegal drugs in his/her system, or who is in possession of, using, selling, trading, or offering for sale drugs or alcohol during working hours, will be subject to disciplinary action including termination.

Substance abuse includes possession, use, purchase, or sale of drugs or alcohol on Glen property. It also includes reporting to work under the influence of drugs or alcohol.

An employee who is, in the opinion of his/her Supervisor and Manager, visibly impaired and unable to properly perform required duties will not be allowed to work. The Supervisor and/or the Manager should consult privately with that employee to identify the cause of impairment.

Where the impairment is not due to substance abuse, the employee should be sent home, or safely to a medical facility if needed (i.e. by a relative, friend, or in a company vehicle as a last resort, etc.) depending on the degree of impairment, without disciplinary action. In the case of substance abuse, disciplinary action will follow.

The Supervisor and/or the Manager must counsel with an employee whenever they see changes in performance that could suggest a potential substance abuse problem.

Employees may be required to submit to drug and/or alcohol testing at a laboratory chosen by The Glen if, in the view of both Supervisor and Manager, there is cause for suspicion of abuse. Employees who refuse drug and/or alcohol testing under these circumstances will be terminated.

Circumstances that are indicators of a potential substance abuse problem and provide cause for suspicion are:

- Observed alcohol or drug abuse during work hours on Glen premises.
- Apparent physical state of impairment.
- Incoherent mental state.
- Marked changes in personal attitude/behavior that is otherwise unexplainable.
- Deteriorating work performance that is not attributable to other factors.
- Accidents or other actions that provide reasonable cause to believe the employee may be under the influence.

If the test results are positive termination will result.

From time to time, and without prior announcement, alcohol and/or drug screen testing may be required for any employee entering or leaving The Glen. Refusal to cooperate with such a test is grounds for termination.

2.6 TOBACCO USE

The Glen is a no smoking facility. There will be no use of tobacco products within Glen buildings and vehicles, or within 25 feet of doorways, windows, and intake ducts.

2.7 WEAPONS

The Glen prohibits any employee from possessing or carrying weapons of any kind on Glen property or in Glen vehicles, any exception must be approved by the Manager.

Employees are responsible to ensure all items they bring to the workplace conform to this policy.

2.8 VIOLENCE AND ABUSE IN THE WORKPLACE

Safety and security for all Glen employees is of primary importance. Threats, abusive behavior, or acts of violence will not be tolerated.

The Glen reserves the right to take any and all action necessary to ensure safety and security of its employees. Violations of this policy, whether by employees, members, or guests, will lead to appropriate corrective action.

All employees must notify the Manager of any actions related to this policy. The Glen understands the sensitivity and confidentiality of information, and will respect the privacy of the reporting employee.

2.9 SEARCH

The employer has the right to inspect or search any employee's worksite, including desk, drawers, filing cabinet, closet, locker, computer, or similar place. Inspections or searches may be conducted at any time and without prior announcement. Refusal to submit to a search may lead to discipline or termination.

Any prohibited materials (weapons, drugs, items that may be considered dangerous) found in an employee's possession during inspection or search will be seized by the Supervisor or Manager. If further investigation shows the materials are not prohibited, they will be returned to the employee. If the materials prove to be illegal and/or dangerous, they may be turned over to an appropriate law enforcement agency.

2.10 CONFIDENTIAL INFORMATION

Employees of The Glen have access to and may receive information that is confidential in nature to The Glen, its employees and members. Employees are not to disclose any such information to any other person without the express permission of the Manager.

Included are:

- **Glen Community Association Business**

All business of The Glen is to be held in confidence by all employees, who will be required to sign a Confidentiality Agreement at time of hire.

Glen employees are NOT PERMITTED to give opinions or suggestions for voting while on duty at The Glen. This could result in immediate termination.

- **Personnel Records**

All personnel records are confidential and will be handled by designated Administration Office staff in a secure manner. Employees have the right to view their personnel file. The Office will maintain custody and control of personnel files at all times.

2.11 ETHICS AND CONFLICTS OF INTEREST

The reputation of The Glen is dependent on the integrity and sense of responsibility of its Directors, management and employees.

Employees are expected to use good judgment, adhere to high ethical standards, and avoid situations that could potentially create an actual, or a perceived, conflict between their personal interests and those of The Glen. The Glen requires that employees avoid all conflicts of interest, and that the activities and transactions they participate in are ethical and within the law, both in letter and in spirit.

The Glen recognizes that different organizations have different codes of ethics. However, just because an action may be acceptable by others outside of The Glen as “standard practice,” that is by no means sufficient reason to assume that such practice is acceptable here. A comprehensive, detailed set of rules to cover every work related situation is not possible to develop. The tenets in this policy outline basic guidelines for ethical behavior at The Glen. Whenever employees are in doubt, they should consult with their Supervisor or Manager.

Employees may engage in outside business activities, provided such activities do not adversely affect the organization or the employee’s job performance and the employee does not work for a competitor, vendor for The Glen, or member, without the Manager’s knowledge and approval. Employees may not use proprietary and/or confidential information, or Glen assets or labor, for personal gain.

Employees are encouraged to seek assistance from their Supervisor or Manager with any legal or ethical concerns. However, The Glen realizes this may not always be possible. As a result, employees may contact a Board Director to discuss or report anything they feel they cannot discuss with the Manager.

2.12 DISHONESTY / FRAUD / BREACH OF TRUST

The affairs of The Glen must be conducted at the highest standards of honesty and integrity. Any form of dishonesty, fraud, or breach of trust is unacceptable, and grounds for immediate corrective action (see section 3.15).

Employees will be considered to have knowledge of all Glen Association rules, regulations, policies and procedures. Manuals are provided, and are to be studied from the date of hire.

Some acts included in this, whether during or outside of work, are:

- Manipulation or alteration of accounts, documents, files, or records (computer or otherwise)
- Involvement in theft of any kind, directly or indirectly
- Kiting of checks, or unauthorized overdraft
- Forgery or falsification of any documents, records, or signatures
- Accepting unauthorized or unapproved salary, holiday, or overtime pay or advances
- Intentional violation of Glen rules/regulations, internal controls, procedures or practices.
- Failure to report known violations of this policy by others to Supervisor or Manager

Employees are both responsible and requested to be alert for any indication of an irregularity, or infraction of this policy, and report it to their Supervisor or the Manager for appropriate action.

2.13 SERVICE OF LEGAL PAPERS

Employees will not serve, or agree to serve, any legal process, papers, pleading or subpoena on any person or entity, unless directed to do so by the Manager or the President of the Board of Directors.

SECTION 3 - EMPLOYMENT

3.1 BACKGROUND CHECKS

The position an individual applies for and the information he/she gives during the interview process will determine which contingencies may apply to an offer of employment. All employees applying for any position with The Glen will be subject to reference checks with former employer and/or managers. Educational credentials claimed by an individual, either in writing or in an interview are subject to verification.

Any individual offered a position with responsibility for initiating or affecting financial transactions must be willing to submit to a credit check. These responsibilities include but are not limited to collecting or handling cash or checks, writing or approving checks, access to a direct money stream, or being a fiduciary to the organization.

Any potential employee whose duties may include driving a Glen vehicle, or their own vehicle on Glen business, will be subject to a Motor Vehicle Records inspection.

Prospective employees must be willing to submit to a criminal background check. Only the Manager or a member of The Glen Board of Directors may initiate or receive information from a criminal background check.

Information gained from any of the above background checks will be held in confidence and shared with the Manager or Board members only on a need-to-know basis.

3.2 EMPLOYEE ELIGIBILITY REQUIREMENTS

Federal regulations require The Glen to comply with the Immigration Reform and Control Act of 1986. All new employees must complete an I-9 Form and provide proof of their identity and their ability to work in this country.

The employee's Supervisor or Manager is responsible for furnishing the I-9 Form to the Bookkeeper who will verify eligibility to work in the United States. Employees will be expected to complete the I-9 Form during orientation on their first day of work. The Bookkeeper will properly complete the Employer Section of the I-9 Form.

If a new employee is unable to provide the necessary documentation within three working days from the date of hire, he/she must provide proof that he/she has applied for the required documents. If this is not provided, the employee will be terminated.

3.3 NEW EMPLOYEE ORIENTATION

All newly hired employees will participate in an orientation session designed to familiarize them with The Glen's facilities, policies, practices and benefits.

The Manager is responsible to ensure each new employee attends this session, and ensure they are provided with:

- A Personnel Policy Manual
- An explanation of the operations of The Glen
- An overview of the organization's policies, procedures and benefits.
- A complete medical benefits package of information for their review
- Copies of the governing documents (Covenants, ACB Rules and Regulations, Bylaws, and Administration Policies)

During the session, the employee will be given the opportunity to ask questions about any information provided. The employee will also fill out and sign an orientation attendance sheet.

3.4 HOURS OF WORK

The normal work week is forty (40) hours.

The normal work day is eight (8) hours for hourly paid employees.

The normal work day for salaried employees is determined primarily by their workload.

General hours of operation range from 6:00 a.m. to 5:00 p.m. daily to meet Member needs, with Security covering all shifts, twenty four (24) hours a day, seven (7) days a week. As starting and ending times vary within departments, the Manager will determine the scheduled hours for each department. The work week starts Friday morning at midnight and ends the following Thursday at midnight.

Office and Maintenance staff will be provided a thirty (30) minute unpaid meal period, after a maximum of five (5) hours of work. Employees who cannot leave their scheduled duties without adversely affecting the operations of The Glen (Security, etc.) will take their meal period while performing their normal duties, and be paid for the time. Office and Maintenance staff are required to use their unpaid lunch periods, and will not be allowed to work through them.

Hourly employees receive two fifteen (15) minute paid break periods for each full work day. Employees will not leave the premises during this paid break period without the approval of their Supervisor or the Manager.

The Glen reserves the right to modify an employee's daily starting and ending times, days of the week worked, and the number of hours worked, on an as-needed basis, to accomplish the business of The Glen.

3.5 ATTENDANCE AND PUNCTUALITY

The Glen recognizes the need for employees to be absent from work due to illness. Sick leave is provided to care for these needs as they arise.

Medical or personal appointments should be scheduled on off duty times. Where this is not possible, arrangements for the absence must be made in advance with the employees Supervisor or the Manager.

It is important to remember that absenteeism, tardiness and/or leaving early causes other employees within The Glen to bear the burden of handling the work load for the absent employee. Excessive absenteeism will be addressed through the normal corrective action process.

If an employee is absent due to an illness for more than three consecutive days, he/she must bring a doctor's note validating the illness to ensure an excused absence.

Employees who are going to be absent from work are required to notify their Supervisor or the Manager prior to the start of their shift. Those going to be late must notify them at the earliest possible time.

The employee is responsible to keep in contact with their Supervisor or Manager each day they are absent, by the start of their shift, to keep The Glen advised and the staff able to accomplish needed objectives.

Employees who are absent and fail to notify their Supervisor will be subject to disciplinary action. Employees absent for three consecutive days without contacting their Supervisor or the Manager are considered to have resigned and abandoned their job.

3.6 EMPLOYMENT RECORDS

The Glen is required to keep accurate, up-to-date employment records on all employees to comply with state and federal regulations, keep benefits information up-to-date, and make certain that important mailings reach all staff. All employment record information is confidential.

Employees must promptly inform the Bookkeeper of all changes to their personal information, including home address, mailing address, telephone number, emergency contact information, marital status, number of dependents, email information, military status etc.

Employee information given for employment verification checks or to other outside agencies will be provided by the Manager only. Information given will be in response to specific questions asked only, and will include just dates of employment, job titles held, job change or promotion date validation, and whether an employee is re-hirable or not. No other information will be provided without express written authorization from the employee.

Access to an employee's file is extremely limited and on a need-to-know basis only, as determined by the Manager.

All current employees will be permitted to review their personnel files at reasonable times with reasonable notice.

3.7 EMPLOYEE ATTIRE

The Glen desires that all employees dress for comfort, while still projecting a professional image to the Members, invited guests, and visitors.

Office employees should dress consistent with current "conservative business casual" style. Skirts, slacks or pants are fine. Socks or hosiery should be worn at all times. T-Shirts, leggings, faded blue or worn jeans, baggy sweatshirts and clothing etc. are not appropriate.

Maintenance staff must wear work pants or blue jeans, with shirts appropriate for seasonal weather. Protective shoes must be worn. The Glen will reimburse full time permanent maintenance staff up to \$100.00 for steel toed work boots once every 12 months on presentation of a sales receipt to the manager. These boots need to meet ASTM (American Society for Testing & Manufacturing) safety standards. The boots must be worn at work or the employee will be sent home at their expense to retrieve the boots. If the employee terminates or quits within ninety (90) days of a boot purchase the Glen will hold back the boot purchase amount from their final pay. Long hair must be tied back to ensure employees' personal safety. Loose clothing or dangling jewelry that poses a safety hazard is also prohibited.

Security staff must wear the attire issued by The Glen along with black footwear (no open toed shoes).

Halter, strapless, tank, and cropped tops, spaghetti straps, shirts with suggestive or offensive messages on them, see-through, sheer, or torn clothing, or clothing with holes in it are inappropriate. All clothing must be clean, neat, and fit properly.

A professional image also means that The Glen expects staff to maintain good hygiene and grooming while at work. Facial hair is permitted as long as it is neat and well-trimmed.

The Manager and/or immediate supervisor has the right to determine appropriate attire, and may send employees home to change should it be determined their dress is not appropriate. Employees will not be compensated for the time required to do this.

3.8 JOB DESCRIPTIONS

Each position title in use at The Glen will have a job description. This is a formal document outlining the nature, scope, requirements, and responsibilities of the job. A job description does not necessarily include every task that may be assigned. It is used for recruiting and hiring, training and development, performance appraisal, and promotion. Job descriptions are prepared by the Manager with input from the Supervisors and staff as appropriate, and approved by the Administrative Committee.

The Manager is responsible for:

- Administering the overall job description program.
- Ensuring that all positions have a current job description.
- Monitoring job descriptions for applicability, content, and format.

- Updating job descriptions regularly to reflect current job scope or content.
- Providing the necessary training, instructional materials, and assistance to employees.
- Maintaining a central file of all current job descriptions.

Supervisors are responsible for regularly reviewing descriptions for their department.

3.9 PERFORMANCE REVIEW

The Glen considers performance appraisal a critical component of ongoing employee performance, growth, and satisfaction. These reviews document individual performance history, and are used in promotion and transfer decisions, and pay considerations where appropriate.

In order to assure that employees receive regular feedback on their performance, Supervisors should hold a semi-annual review with each employee in their department, and document it for the Manager. The Manager will conduct formal annual performance reviews with each employee on the employee's anniversary date of their current position. (Supervisors or the Manager may review performance more often than required by this policy if they so choose.)

In cases of superior performance, the Manager may recommend some additional salary increase consideration at the next Board meeting.

All original performance review forms are maintained in the employee's personnel file located in The Manager's office.

The Manager will be reviewed annually by The Board President and/or Vice President

3.10 JOB VACANCY AND POSTING OF POSITIONS

A job vacancy is a business problem that, like any other, requires Management to seek the best possible solution considering all factors involved. Job openings generally occur through normal attrition, or a decision made by the Manager and/or the Administrative Committee to create new or additional jobs.

The Glen posts all positions internally, so that current employees have a chance to indicate their interest in being considered for an open position. Whenever possible, positions will be filled by selecting staff already employed within the organization.

The Manager will post vacant positions by memo with brief job description on the bulletin boards in the Office, Security shack, and Maintenance office. They will be posted for a minimum of seven (7) calendar days, and include the date and time the posting will close.

Employees applying for these positions must have been in their current position a minimum of six (6) months. This provision may be waived with the approval of the employee's current Supervisor and The Manager.

To apply for an open position, an employee must submit a Letter of Interest along with a current resume to The Manager. Internal candidates will each be advised of the Manager's hiring decision upon completion of the interviewing process.

3.11 EMPLOYMENT OF RELATIVES

The Glen wants to ensure the best employee satisfaction and security, and enable ongoing delivery of best business practices, without employees being concerned for reporting relationship, conflict of interest, favoritism, or undue hardship.

To facilitate this, family members, however close or distant, will not be allowed to work in the same or inter-related departments, or in any situation which requires direct reporting, or a performance review relationship. This policy applies to full time, part time and temporary employees.

Employment of relatives of the Manager, and the Board of Directors, is strictly prohibited.

All employees are responsible for ensuring their own personal compliance with this policy, and to bring any known infraction to the attention of their Supervisor or the Manager.

The Glen reserves the right to determine familial relationship and resulting hiring decisions in all cases.

3.12 INCLEMENT WEATHER

The Glen considers it imperative that employees make every effort to report to work in the event of inclement weather of any kind. Employees should also make every effort to remain at work in the event inclement weather occurs during their work schedule.

Employees will not be permitted to use sick leave to make up time lost due to inclement weather, and will be paid only for hours worked. At the discretion of the Manager, employees may make up the time missed due to inclement weather during the same pay week in which the time was missed.

There will be no disciplinary action for attendance, for those unable to make it to work due to inclement weather.

3.13 OUTSIDE EMPLOYMENT

Employees are not prohibited from having a second job. However, secondary employment must not affect the employee's work hours, interfere with the employee's regular duties, raise any ethics concerns, or require long hours that impact the employee's effectiveness and/or safety on the job. A second full time job is therefore inconsistent with this objective.

Employees considering secondary employment must submit a written request for approval to their Supervisor. The request should identify the employer, the nature of the duties to be performed, and the anticipated hours of work. This request will be reviewed with the Manager and promptly answered in writing, with a copy placed in the employee's personnel file.

The Supervisor and Manager should review performance with the employee after ninety (90) days to evaluate the situation and performance level, to verify continuing the situation.

3.14 PERSONAL CONDUCT

The Glen expects employees to observe certain standards of behavior while at work, at Glen sponsored events and any other time the employee is on Glen property. These standards are intended to ensure a consistent application of policies and procedures for all employees.

These standards include, but are not limited to

- Completing all documents and records accurately.
- Maintaining satisfactory attendance and punctuality.
- Performing duties and operating equipment with care to protect the safety of the employee, co-workers, members and the public.
- Carrying out assigned duties and following reasonable instructions or requests from Supervisor and/or Manager.
- Not posting any literature, handbills, petitions, posters, or other materials on the premises without the prior approval of the Manager.
- Refraining from soliciting funds or selling any item, commodity, or service.
- Using company time and property appropriately.
- Using other employee's property appropriately, and only upon permission from that employee.
- Remaining in your work area, awake, and focused on the job during working hours.
- Refraining from fighting, threatening, intimidating, or coercing fellow employees during working hours or at company-sponsored functions.
- Refraining from use of foul or offensive language.
- Handling confidential or proprietary information only with proper authorization (see 3.6).

Failure to observe the above standards could lead to corrective action, up to and including termination

3.15 CORRECTIVE ACTION / TERMINATION

Each employee's success and job satisfaction is important to The Glen. A progressive corrective action process is used as part of The Glen's efforts to achieve this.

When performance or behavior does not meet needed standards, the situation will be addressed with the employee.

The process ensures that employees are informed of the performance or behavior that needs correcting, and the expectations for that performance or behavior. Leadership works with the employee to identify what measures the employee needs to take to achieve success, and by when, providing adequate opportunity for correction.

General Corrective Action Steps:

- Step One: Verbal Conference / Warning
The employee's Supervisor or the Manager will meet with the employee and inform him/her of the specific performance / behavior that is a problem. Expectations will be discussed, and the Supervisor and employee will work together to define a plan of corrective action and the time by which the situation must be rectified. A written record of this conversation will be placed in the employee's personnel file. The employee will sign and date this document.
- Step Two: First Written Notice
The same procedure will be followed as in the Verbal Discussion / Warning. This letter will detail the specific problem, expected corrections, and the date by which change is required. The employee will sign this document acknowledging that it has been read and is understood. The employee may wish to write his/her own comments on the notice or attach comments.

- Step Three: Final Written Notice
Same procedure as the First Written Notice. The Final Written Notice must specify to the employee that the consequences of failing to remedy the behavior will be termination of employment.
- Step Four: Termination
An employee who does not correct his/her performance or behavior after three warnings will be terminated.

Depending upon the nature and seriousness of the situation, corrective action may be accelerated, and begin at any step of the Corrective Action Process. Suspension up to five (5) working days may be imposed in serious situations either for disciplinary or investigative reasons. In severe cases such as insubordination, abuse, or illegal actions (forgery, theft, etc.), immediate termination may result.

3.16 GRIEVANCE PROCEDURE

The Glen encourages all employees to discuss any work related concerns with their Supervisor, or the Manager. Most problems can be readily resolved in this manner. It is understood, however, that in some cases it may be necessary for an employee to pursue a problem further when satisfactory resolution hasn't been achieved. In these cases, the chain of command should be followed, i.e. immediate Supervisor, then Manager.

If resolution has still not been reached, the matter should be referred to the Administrative Committee. This must be done in writing, and submitted to the Committee Chairperson. Details should be provided including dates, incidents, and other pertinent information, so the Chair and Committee can assess the situation and prepare an investigative direction as needed.

The Chairperson will hold a meeting with the Administrative Committee within a reasonable period of time (normally 30 days or less). The Administrative Committee may hear any witnesses, including the employee, deemed appropriate to resolve the matter.

A written response detailing the decision of the committee will be furnished to the employee within a reasonable period of time (normally 30 days or less).

3.18 LEAVES OF ABSENCE

Employees may qualify for a leave of absence for a major illness, (their own or that of a family member), the birth or adoption of a child, workers' compensation injury or military and/or National Guard duty in accordance with Washington State Law. The Manager should be consulted in these cases to ensure eligibility.

The position of an employee on an approved leave of absence will be held for ninety (90) days, during which time it will be filled by temporary labor. After this time it will be permanently filled. An employee will be listed as on leave of absence for up to one year, during which time if the employee is able to return to work, an attempt will be made to position the employee in a position for which they are qualified. If a position is offered and the employee refuses it, no further obligation falls upon The Glen to attempt to position that employee.

When an employee wishes to resign because of illness or for personal reasons, the possibility of a leave of absence may be explored if the employee has a good work record and has been employed with The Glen over one year. Upon the employee's ability to return, the employee will be placed in an available position if there is one.

3.19 EMPLOYMENT REFERENCE REQUESTS

All job reference inquiries regarding employees employed by The Glen, current or past, will be handled by the Manager only. The only information that will be released is limited to dates of employment, job titles held, verification of salary if quoted by the inquirer, and whether the employee is re-hirable or not.

The only exception to the above statement is that the Manager may release salary information to credit institutions when such information will assist the employee in securing credit, provided the request for salary information is made in writing, and the employee authorizes release of the information.

SECTION 4 - COMPENSATION

4.1 WAGE AND SALARY ADMINISTRATION

The Glen strives to attract and retain motivated, competent staff by providing an overall compensation program that:

- Complies with all government regulations.
- Reflects the Association's goals and objectives.
- Provides compensation roughly the same as similar positions among similar employers
- Utilizes a progressive pay scale to assure uniformity in wages paid to employees performing the same duties in the same department with approximately the same experience.
- Recognizes superior performance through added compensation
- An employee's experience and qualifications may, with Manager recommendation and approval of the Administrative Committee, adjust the starting level of pay.

Upon request, employees have the right to know the basic salary range of their current job as approved by the Board and membership during the budget process each year. They can also be made aware of the salary range of any job for which they may apply within the organization. However, employees are not entitled to salary information about other specific employees, or that has nothing to do with their current employment situation. Because The Glen uses a performance based pay system, each individuals pay is considered confidential, and is not to be shared with other employees at any time.

The Manager will, upon completion of Performance Reviews each December, determine those staff whose performance is felt to merit additional salary consideration based on defined job descriptions, achievement of established, additional goals and projects, and other performance expectations throughout the year. Increase recommendations will be made to the Board for approval, to be implemented with the subsequent fiscal budget on July 1. (If an employee's performance results become unacceptable for any reason between January and July, the Manager may reconsider implementing the additional increase, in part or in full, with Board concurrence.)

The Board of Directors is responsible for the overall administration of the wage and salary program, and for developing and publishing specific guidelines and policies for its implementation.

4.2 LINES OF AUTHORITY

The Association Members elect a Board of Directors to set policy and oversee the affairs of The Glen.

The Board of Directors hires a Manager to handle the day to day operation of The Glen. The Manager is responsible to the President of the Board of Directors, and reports to the Board of Directors on a regular basis.

The Manager hires a Security Chief and a Maintenance Chief to lead these departments.

NOTE: For current Organization Chart, see Appendix B.

4.3 EMPLOYEE CLASSIFICATIONS

There are three categories of employment:

- **Regular Full-time** - An employee hired to work a normal 40-hour work week on a regularly scheduled basis. Full-time employees are eligible for all benefits as outlined in their respective sections of this manual.
- **Regular Part-time** - An employee hired on a permanent basis who works less than a normal work week on a regularly scheduled basis. Part-Time employees do not receive benefits if they average less than thirty (30) hours per week.
- **Temporary** - An employee hired for a specific period, such as summer seasonal work or temporary clerical assistance. This classification is not entitled to regular benefits. The period of employment will be specified according to the need of the assignment, and may be extended as necessary to fulfill the objective. A temporary employee may work full 40 hour weeks or less.

All pay classifications are either Non-Exempt or Exempt, according to these definitions:

- Non-Exempt – Employees working on a pay-by-hour basis, which is not exempt from overtime salary as prescribed by federal and state labor statutes.
- Exempt - Positions of a Management, Executive or Administrative nature paid on a salaried basis and exempt from mandatory overtime payment consideration as prescribed by federal and state labor statutes.

4.4 PAY PERIOD AND PAY DAY

The normal payroll period includes two seven (7)-day pay weeks. All employees will be paid on the normal payroll basis regardless of their work week schedule.

The pay week starts at 00:01 a.m. on Friday and ends at 12:00 p.m. the following Thursday.

Pay day will be every other Thursday, the week following the end of the normal payroll period. For example: For a pay period that ends on Thursday, October 23rd, pay day would be on Thursday, October 30th.

Pay checks may be picked up at the Office on pay day or thereafter during normal business hours, and electronic pay deposits will be credited on that day.

4.5 TIME RECORDING

All non-exempt employees must log in and out on their daily time sheet to record their hours worked. Employees with a paid lunch break (section 3.4) will log out and back in to document their lunch break.

These time records are used to compute earnings and are kept as a permanent record. Each employee is responsible for accurate logging of his/her time. Logging another employee's time in or out, unless approved by the Manager, is a violation of company policy and is grounds for immediate termination.

Exempt employees are not required to record hours worked. Exempt employees must turn in a monthly calendar that records vacation days, sick days, and personal days taken during the month.

4.6 OVERTIME

Overtime is paid only for hours worked that exceed forty (40) hours in a regular work week. It is paid on this basis to all regular and temporary employees.

Supervisors or staff needing overtime to complete the objectives of their unit or job, must obtain pre-authorization for the time from the Manager.

Vacation pay authorized to be taken during a regular work week will be included in the 40 hour total calculation for overtime consideration. Sick leave used during a regular work week will be excluded from the 40 hour total.

Overtime pay is calculated at 1.5 times the employee's regular pay.

4.7 CALL BACK PAY

Regular and casual employees who are called back to work on a day off or following a regular shift shall be paid for the time worked, or for two (2) hours, whichever is greater.

4.8 PAYROLL ADVANCES

Employee payroll advances will only be considered in extreme circumstances. These advances will be considered on a case-by-case basis. Before a payroll advance can be made, the approval of a member of the Executive Committee of the Board of Directors must be obtained by the Manager if possible.

The entire advance will be deducted from the employee's next check except under special circumstances. Where the advance cannot be repaid immediately, terms of repayment must be outlined in a promissory note, signed by the employee.

"Vacation pay" advances may be considered under the same circumstances as above. Such advances are discouraged, however, as they serve mostly to leave the employee "in a financial hole" upon return. It should be understood that "vacation pay" is not "additional or extra" pay, but simply pay that is set aside to allow a continuation of regular income while the employee takes allotted days off.

The Glen will not enter into "loans" under any circumstances, and directs employees to their financial institutions or other normal lending resources for assistance of this kind.

4.9 PROMOTIONS

An employee is considered to have been promoted if he/she moves to a position with a wage range that exceeds the position he/she left.

If an employee is promoted from one position to another, he/she will be paid at the level deemed appropriate by his/her Supervisor and confirmed by the Manager.

If, within three (3) months of the promotion, the employee, his/her Supervisor or the Manager determines that the employee is not performing at a satisfactory level, the employee may return to his/her previous position at the previous wage rate if that position still remains unfilled by that time.

SECTION 5 – BENEFITS

5.1 SICK LEAVE

Sick leave is provided to help employees financially at times when illness requires them to be absent from work.

Glen employees accrue sick hours at the rate of 4 hours per month (a total of 6 days a year.) This accrual starts on their day of hire to a permanent position. Accrued sick hours may not be used during the first 90 days of employment, however.

Accrued hours are credited at the end of each month. Sick hours will be credited for each month in which the employee is paid for more than 12 (twelve) working days of the month. (Sick and vacation paid days are included as “days worked/paid” for accrual purposes.)

When sick hours are used, employees will be paid those hours at their current rate of pay.

Employees can carry over up to 48 hours into the next year.

Medical and dental appointments should be scheduled during off-work time whenever possible. If it is necessary to schedule these during the regular work day, employees must schedule them in advance with their Supervisor, and work with them to make up the time during the same 40 hour work week. (Make-up time in a different work week will not be allowed.) Sick leave can be used for medical and dental appointments.

Using unearned sick leave hours in advance of their accrual will not be allowed.

Part-time employees over 30 hours a week will accrue pro-rated sick leave based on the ratio of the work week to a 40 hour week. Part time employees less than 30 hours a week or temporary employees do not accrue sick hours.

5.2 VACATION

The Glen provides a vacation allowance to employees to provide them opportunity to get away from the work environment to relax.

Employees start accruing vacation beginning on their day of hire to a permanent position and accrue at a rate as noted below. Accrual and credit of earned Vacation days is based on the employees hire date, not a fiscal or calendar year.

Accrued hours are credited at the end of each employment year on the employee's anniversary date, and may be taken in the year following the crediting. (No vacation is available to be taken in the first year of employment except in extreme cases, and with management approval.) Vacation hours will be accumulated for each month in which the employee is paid for more than 12 (twelve) working days in the month (Sick and vacation paid days are included as "days worked" for accrual purposes.)

<u>Completed</u> <u>Years of Service:</u>	<u>Vacation</u> <u>Accrued per Year:</u>	<u>Equivalent</u> <u>Hours Per Month:</u>
1 - 5 years	10 days (80 hours)	6.67 hrs/mo
6 - 10 years	15 days (120 hours)	10.00 hrs/mo
11 - 15 years	20 days (160 hours)	13.33 hrs/mo
16 + years	25 days (200 hours)	16.67 hrs/mo

Following crediting, vacation may be taken at any time other than during the months of July and August. Employees have the year following crediting and up to four months beyond their anniversary date to use vacation at the manager's discretion. (Employees have no vacation credited during their first year of employment. Vacation will not be approved during this time.)

Vacation must be requested in advance, and approved by the immediate Supervisor and/or Manager. Vacation approval is at the convenience of the company, (i.e. if an undue hardship or inability to accomplish Glen objectives could occur, a request may be denied).

Vacation pay is calculated at the employee's current rate of pay.

Upon employment termination, whether voluntarily or for cause, all accrued vacation hours will be paid at the employee's hourly rate of pay at the time of the termination.

5.3 HOLIDAYS

The Glen Community Association provides its permanent employees who have completed 90 days of employment, seven paid holidays each year.

- New Year's Day
- Memorial Day USA
- Independence Day USA
- Labor Day USA
- Veterans' Day USA
- Thanksgiving Day USA
- Christmas Day

All permanent employees will receive eight (8) hours pay (or their normal shift hours) for each holiday, whether they are scheduled to work or not.

An employee who works on the holiday will receive the holiday pay as noted above, plus be paid at 1.5 times their normal pay rate, for their actual hours worked.

An employee scheduled to work on a designated holiday may, in advance and with Supervisor permission, arrange to exchange the holiday for another day off. The employee will be paid regular holiday pay in this case, and pay at their normal hourly rate for the exchanged day worked.

Since Glen employees are scheduled for a non-traditional work week, no premium is paid for working on Sundays except as specified above.

5.4 PERSONAL DAYS

Personal Time is provided in recognition that employees may sometimes need or want to deal with issues, appointments or situations that fall outside the normal Sick Leave or Vacation guidelines.

The Glen has approved one (1) Personal Day to be credited to each full time employee at the end of each six (6) months worked following hire date. This Personal Day can be used at any time during the subsequent six (6) month period, or it can be carried over into the next 6 months if unused, and possibly coupled with a 2nd personal day once that has been earned and credited.

At no time can an employee have more than 2 Personal Days credited and unused on the books however. Any personal day carried over but not used by the time a 3rd Personal Day is to be credited, will be “lost” without pay, consideration or recourse.

Personal Days must be used as a full day. They cannot be “broken up” and taken as periods of two or four hours at a time over multiple days.

The employee will be paid at their normal pay rate for these days.

As with vacation, personal days off must be scheduled in advance with the immediate Supervisor to allow for adequate workload adjustment. If not scheduled in advance, Personal Time will not be approved for the day of absence.

Unused Personal Days will not be paid out upon either termination or resignation of employment.

5.5 COMPASSIONATE LEAVE

Compassionate Leave is provided to assist employees during times of death of an immediate family member.

Immediate family members include spouse or long-term partner, and the employee’s parents, grandparents, children and grandchildren.

All full time and part time permanent employees who have been employed more than 90 days may be granted up to three (3) days paid time off for compassionate leave. Unused vacation, personal days, sick days, or in extreme cases time off without pay, may, at the discretion of Management, be used based on needs of the Association, and as long as they are approved in advance.

Seasonal employees do not receive compassionate leave, but unpaid leave will be granted if approved in advance.

5.6 ASSOCIATION PROPERTY AND POSSESSIONS

The Glen is happy to extend its facilities to employees for their personal, family, and guest use, within the guidelines described below, as long as these privileges are not abused. It is important for employees to remember that they are Glen representatives at all times, both on and off duty. The same rules, regulations and conduct are expected while in the Glen.

Abuse of the privileges includes but is not limited to; bringing in more than three (3) relatives or friends at one time without prior Management approval, using facilities during the Glen's busy times, and breaking Glen rules and/or regulations. All Employees must let security or the Manager know when they are in the Glen on off duty hours.

Family members and guests must be accompanied by the employee.
Employees are not authorized to use Glen facilities for personal meetings or private parties.

The use of business stationery, letterhead, logo envelopes, postage, etc. for personal business or correspondence is not allowed.

Personal use of the Glen's facsimile or copying machines, plain paper, printers and ink etc. may be allowed as approved by the Manager and with reimbursement of expenses if appropriate, at prevailing rates.

While it has always been the Glen's policy to donate items left behind by Members to various charitable causes, no items, including items thrown away in Glen trash, are to be removed by employees for their personal uses without first obtaining written permission from the Manager. Anyone who removes items without proper authority will face corrective action (see 3.15, Corrective Action / Termination).

5.7 EDUCATIONAL EXPENSE ASSISTANCE

The Glen encourages employees to seek personal growth through accredited classes. Specialized training, seminars, and/or conferences may also be considered.

Eligible training is deemed to be that which is of benefit to both the Glen and the employee, by being directly related to the employee's job responsibilities and success, or the responsibilities of a more senior position at the Glen. (Training for skills or areas listed as "basic job qualifications" does not qualify for reimbursement.)

Assistance provided will be for the cost of the training course or class alone. Books and other class materials are the responsibility of the employee.

Reimbursement is subject to training being approved in advance, by recommendation from the employees immediate Supervisor, and approval by the Manager. (Manager's requests should be approved by the Board of Directors.)

The process for obtaining cost assistance for courses is as follows:

- Fill out an Educational Assistance Request form
- Submit to Supervisor for recommendation and forwarding to Manager
- Manager reviews and approves/rejects

- Manager gives completed Assistance form to employee

Upon completion of the course, the employee must bring a certificate of completion or course transcript to the Manager for reimbursement.

Courses completed successfully (passing grade, or a “pass” on a pass/fail course) will be reimbursed at 100% of the cost.

Seminars, conferences and specialized training should follow the process above for courses, except that the Assistance Request form will be reviewed by the Board for approval and to determine the reimbursement percentage to be awarded upon successful completion.

If an employee resigns or is terminated for cause within one year of completion of an approved training course or event, the Glen may require repayment of the financial assistance provided for that course. Such repayment will be deducted from the employee's final pay.

5.8 RETIREMENT BENEFITS

Following two (2) years of service with The Glen Association, all full-time permanent employees will be provided the opportunity to participate in The Glen's IRA (Individual Retirement Account.) The Glen will match up to the first 3% of an employee's contribution to their IRA. For example: if the employee contributes 1% The Glen will match 1%. If the employee contributes 3% The Glen will match 3%. If the employee chooses to contribute 5% The Glen will only match 3%.”

5.9 MEDICAL BENEFIT PARTICIPATION

Full time employees at The Glen are eligible to participate in medical benefits on the first of the month following 60 days. These benefits include Medical, Dental and Vision as outlined in the documentation provided the employee in section 3.3 above covering the plan in effect at the time of hire.

The Glen Community Association currently pays 80% of the employee's coverage. The remaining 20% is paid by the employee through payroll withholding. An employee's spouse/domestic partner and family members can be also be covered, however this coverage must be 100% paid by the employee through payroll deduction.

At 45 days of employment the Manager will review the benefits details with the employee using the previously provided benefits and enrollment package. The forms accepting or waiving coverage are to be returned by the 60th day of employment. The employee is responsible for executing the acceptance/waiver form.

The Manager will also ensure all employees participate in the January Open Enrollment opportunity, providing packages and acceptance/waiver forms to them in November each year and advising when the forms must be returned to ensure inclusion in the plan.

SECTION 6 – SAFETY

Revised 06/13/15

6.1 INJURY / ILLNESS ON THE JOB

The welfare of Glen employees is considered a top priority. Any employee reporting an on-the-job injury or illness will receive immediate and appropriate medical treatment. All applicable federal, state, and local laws or regulations pertaining to occupational injuries or illnesses will be complied with at all times.

All employees have the responsibility to report immediately to their Supervisor all on-the-job injuries or illnesses regardless of how minor the injury or illness may appear at the time. These injuries will also be done in writing immediately, or at the earliest possible time following the incident. Incident Report Forms are available from any supervisor or member of the office staff.

The employee's supervisor will complete a Supervisor's Incident Investigation Report Form. These reports will be sent to the local Workers' Compensation Administration Manager. Failure to report an injury or illness as required by state law and Glen policy could result in loss of compensation benefits.

When an employee sustains an injury or illness that requires outside medical treatment, the employee may be required to complete a drug and/or alcohol screening test. Any employee who refuses this screening test could be subject to immediate termination.

When an injury requires outside medical treatment, the injured employee will be paid for their entire shift. If subsequent medical visits are necessary, they should be scheduled as any other medical situation under section 5.1 above whenever possible. If employees must miss work to receive the required medical follow-up treatments for such a work-related injury or illness, they will receive pay for up to two hours of work time missed, per visit.

6.2 WORKERS COMPENSATION

Injuries occurring in the course of employment are paid for by Workers' Compensation Insurance. Workers' compensation insurance pays all medical costs, without a deductible provision. There are well-defined provisions that must be met to ensure that employees qualify for workers' compensation benefits.

Any work-related injury or illness must be immediately reported in writing to the employee's supervisor as noted above. The workers' compensation insurer will investigate all late reported claims. When facts cannot be verified, claims will be denied.

Any claim for an injury or illness caused by an employee's willful misconduct, alcohol or drug usage, or that occurs during the employee's participation in any off-duty recreational, social, or athletic activity sponsored by The Glen will not be compensable.

Workers' compensation fraud is a felony, punishable by fines and/or jail time. The Glen will prosecute anyone found fraudulently claiming a work-related illness or injury.

An approved physician must treat the injured employee. Specialists will be assigned by The Glen in certain cases. Any treatment other than that approved by The Association or ordered by the employee's approved physician will not be compensable.

There are two types of workers' compensation benefits paid to an employee with a work-related injury or illness: Medical and Wage Replacement benefits.

Medical benefits

- Physician's Fees - The approved physician who provides treatment is paid through the workers' compensation insurer.
- Hospital Fees - Paid in full.
- Pharmacy Costs - Paid in full if prescribed by an approved physician.
- Special Costs - Any other medical costs including but not limited to braces, crutches, physical therapy, and rehabilitation therapy if deemed necessary by an approved physician will be paid in full according to state law.

Wage replacement benefits

- Paid during the time employees are temporarily disabled from a work-related injury or illness.
- Employees receive a percentage of their salary as set by state law.
- The Workers' Compensation Laws provide for a waiting period before injured employees become eligible for wage replacement benefits.
- Employees will be covered for the period of disability up to the limit allowed under State Workers' Compensation Law.
- The workers' compensation insurer will pay the employee. The check will be mailed to the employee's home address.

6.3 TEMPORARY MODIFIED DUTY

The Glen is committed to providing work whenever possible for employees who have been restricted by a physician to some form of modified duty caused by a work-related injury or illness.

Such work will be provided subject to availability. Work will be assigned based on the nature of the injury or illness and the limitations defined and set forth by the treating physician. If no position or work is suitable within an employee's normal department, assignment may be wherever appropriate work can be found.

While on temporary modified duty, employees will continue to receive their regular rate of pay for the number of hours actually being worked. For bookkeeping, salaries for employees placed in work outside their normal department will continue to be charged to their regular department's budget.

Employees on temporary modified duty must keep the Manager informed of all medical visits related to their treatment, and furnish the treating physician's written update of their medical condition to the Manager after each visit in order to remain in the reassigned job.

Temporary modified duty assignments are limited to a period of 90 days, subject to review.

An employee who refuses a temporary modified duty assignment that is consistent with the limitations defined and set forth by their physician will be considered to have voluntarily resigned, and will be terminated.

6.4 BLOOD AND BODILY FLUIDS EXPOSURE

Employees may be exposed to blood and other bodily fluids when rendering first aid to others.

The following procedures are to be used when administering first aid:

- Always use the latex gloves that are provided by the Association.

- In the event CPR becomes necessary, a CPR Micro-Shield should be used. These are provided to all CPR certified employees by the Association. Only those employees who are certified to perform CPR should perform CPR.
- Any materials, including latex gloves and CPR Micro-Shields, used in administering first aid should be discarded in the red biohazard bags located in the break room and the Security Shack.
- Hands should be thoroughly washed following any first aid procedure.

The red biohazard bags will be picked up by the local waste management company on a regular basis.

6.5 SECURITY AND LOSS PREVENTION

The Glen uses an effective security system to protect the premises from fire, unlawful entry, and theft. Employees will be given the details of the system if it is determined that such knowledge is necessary to perform their job duties.

Employees are encouraged to assist in ensuring that the system is not compromised in any way. Tampering with the system, violating procedures, or revealing details about the security system to others could result in immediate termination.

SECTION 7 - TECHNOLOGY POLICY

7.1 TECHNOLOGY OWNERSHIP

The Glen owns and controls all workplace technology, and all activity, uses, and communications conducted over it. Authorized use of Glen-owned or operated computing and network resources shall be consistent with the Glen's mission, and consistent with this policy.

Each Association employee has a responsibility to use the Glen Community Association information technology resources for Association business, and in a manner that increases productivity, enhances the Glen's public image, and is respectful of other employees.

7.2 ACCESS PERMISSIONS GRANTED

Generally, employees are given access to the Glen's technologies based on their particular job functions and needs. When job performance will benefit from the use of the Association's technology resources, appropriate access will be given. Employees may be required to demonstrate an appropriate competence level, or successfully complete Glen approved or provided training, before being given access to some resources.

The Manager controls approval/denial of access, passwords, email accounts, etc. as needed. At times, the Glen may contract and approve outside users for access to computing and network resources in achieving Glen goals and objectives.

This policy does not define in detail the acceptable usage of the information technology resources of the Association by its employees. Generally, the resources should be used for Association-related functions-and no personal use is allowed.

7.3 PRIVACY

No employee or user should view, copy, alter, or destroy another employee's electronic files without permission (unless authorized or required to do so by law or regulation). The information technology system, and all its uses and contents, belongs to the Glen Community Association. All users expressly waive any right of privacy with regard to anything they create, store, send, or receive on the Glen system.

7.4 UNLICENSED, UNAPPROVED AND PERSONAL SOFTWARE

All software installed on Glen computers must be properly purchased and licensed. The use of unlicensed, unapproved software is strictly prohibited. While there is an increasing body of very good, quality and safe Public Domain software available, such software resources being considered for installation must be reviewed with the Manager, and then pre-approved by The Glen's computer consultant.

No employee may load any personal software on The Glen's computers, by any means of transmission, unless authorized in writing in advance by The Manager. Authorization for loading software onto Glen computers will not be given until the software to be loaded has been thoroughly scanned for viruses.

Employees will not use personal devices or attach or link them to any Glen equipment. As well employees will not use any personal devices whatsoever while on duty and on the clock. They may use them on lunch breaks or after their shift is over, unless they have a family emergency.

7.5 E-MAIL USE

Acceptable E-mail Usage;

E-mail is a business tool. The use of e-mail is reserved primarily for business use.

E-mail Access;

Employees authorized computer access for business needs may be issued e-mail accounts. Access to computer and email is protected by password, and each employee's password should be carefully guarded. With limited and specific authorization, employees may be permitted to use the password of another employee to access that employee's computer and e-mail account. Misuse and unauthorized sharing of passwords will result in disciplinary action, up to and including termination.

Accurate and Appropriate Communication via E-mail;

All employees should make every attempt to communicate truthfully, accurately and clearly via e-mail. Employees should use the same due care in drafting e-mail as they would for any other form of Glen communication. Short, concise, targeted and paragraphed emails are best. Remember that email is "toneless" and "faceless". Without careful attention to wording and phrasing, unintended offense can result.

Communication of confidential and sensitive information via E-mail;

Sending proprietary, confidential or personal information related to the Association staff or a member via e-mail must be strictly controlled. This type of information is a valuable asset of the Association. Unauthorized dissemination of such information could result in civil or criminal liability and penalties. Before sending an e-mail message every employee should consider how a third party gaining access to the message might interpret, use or abuse it.

“CC” and “BCC” usage and/or receipt;

As with any other business tool, e-mail can quickly accumulate unnecessary incoming messages that either are not needed by the recipient, or even have nothing to do with conduct of Glen business.

The following guidelines should be observed.

- ☐ Ensure any “cc” added to a message has a true “need to know”, or a function to perform as a result of receiving the message. Don’t waste Glen and receivers’ time with unneeded or non-actionable reading.
- ☐ Before adding any “bcc” recipients to a message, care must be exercised to ensure that the addressee’s privacy or rights are not being violated.
- ☐

7.6 E-MAIL OWNERSHIP

All e-mail messages created, received, and used on Glen equipment is property of The Glen Community Association. It does not belong to the employee or any third party.

At any time, the Manager can request employees to make available any and all records located in or on company equipment (including e-mails). The Association has a right to access all employee messages sent or received via Association systems, whether using a business or a personal email address on the system. The President of the Board or a party designated by the same has the right to access the Managers information in the same manner.

SECTION 8 – OTHER

8.1 CONFLICTS WITH STATE AND FEDERAL LAWS

To the extent that any policy may conflict with federal, state or local laws, the Glen will abide by the applicable federal, state or local law.

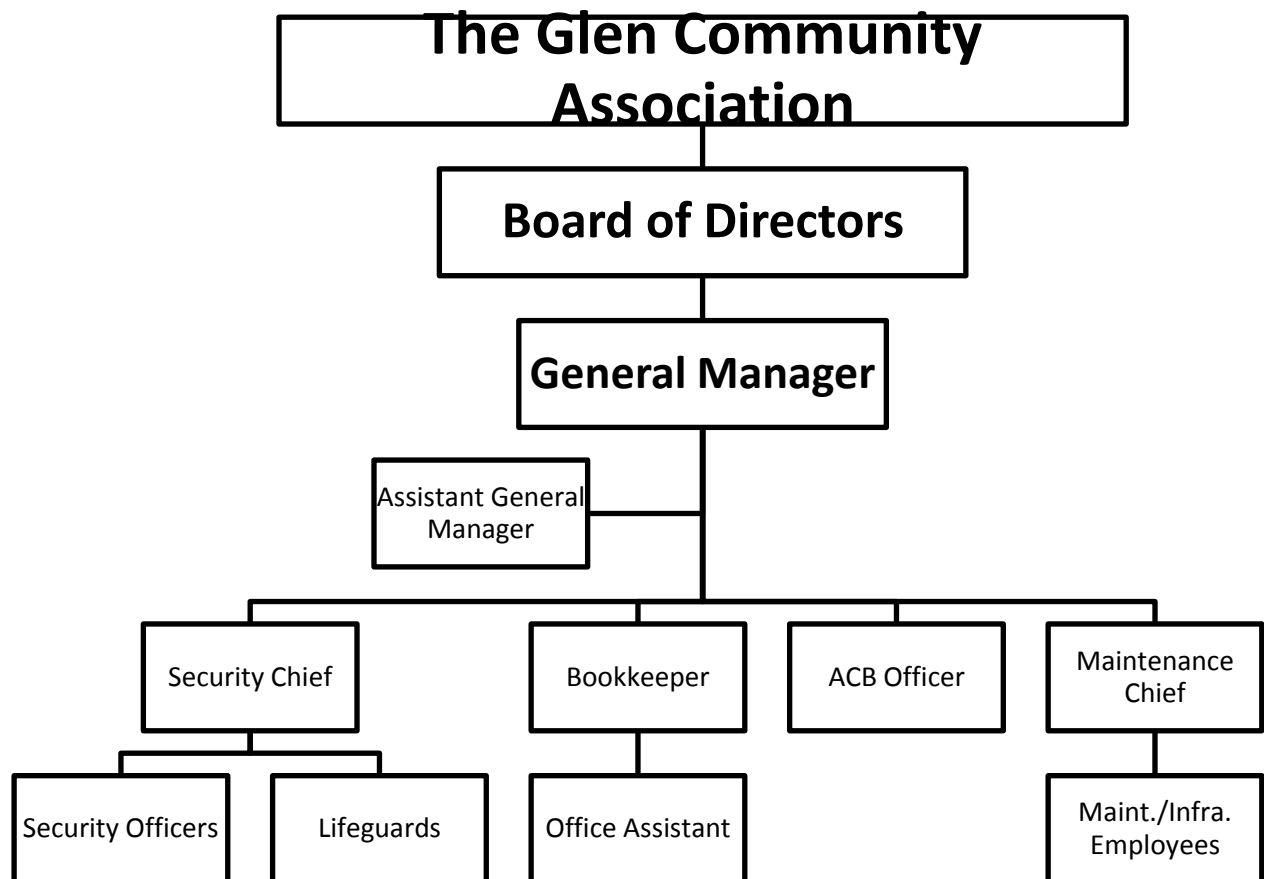
8.2 POLICY CHANGES

The Glen reserves the right to suspend, revise, or revoke any of its policies and procedures at any time, with or without notice.



APPENDIX A

ORGANIZATION CHART EFFECTIVE FISCAL YEAR 2014/2015



Revised 6/14/14



APPENDIX B

AT-WILL EMPLOYMENT DISCLOSURE

Nothing contained in this policy manual or in any other materials or information distributed by The Glen Community Association creates a contract of employment between an employee and The Glen. Employment is on an "At-Will" basis.

This means that employees are free to resign their employment at any time, for any reason with or without cause or notice, and The Glen retains that same right.

No statements to the contrary, written or oral, made either before or during an individual's employment can change this at-will status. No individual supervisor, manager or Board member can make a contrary agreement.

The only exception can be made by The Administrative Committee, and requires that such an agreement be set forth in a written employment contract with the employee and signed by President of the Board of Directors.

The policies in this manual are intended for all employees of The Glen. The Glen reserves the right to revise, change, or terminate policies or procedures at any time, with or without notice.

Employee's Signature	Date

Manager/Supervisor's Signature	Date



Appendix “C”

CONFIDENTIALITY AGREEMENT THE GLEN COMMUNITY ASSOCIATION

The nature of services provided by the Glen Community Association requires that information be handled in a private and confidential manner.

Information about Association business, our employees or Members will not be released to people or agencies outside the company without our written consent.

The only exceptions to this policy will be as required to follow legal or regulatory guidelines. All documents, emails, memoranda, notes, reports, or other member account or employment specific materials will remain part of the Company's confidential records.

Personal or identifying information about our Association , our Members or employees (such as names, addresses, phone numbers, salaries) will not be released to people who are not authorized by the nature of their duties to receive such information, without the specific and documented consent of the Manager, and the employee or Member.

I agree to abide by this Confidentiality Agreement both during and after my employment with the Glen Community Association.

Employee's Signature	Date

Manager/Supervisor's Signature	Date



Appendix “D”

POLICY MANUAL RECEIPT ACKNOWLEDGEMENT

This Employee Policy Manual, published in January 2007, supersedes all previous employee handbooks.

I have received a copy of the employee policy manual. I understand that I am to read and become familiar with the contents. If I have questions, I understand that I should talk to my Supervisor or the Manager.

Further, I understand that:

- This handbook represents a summary of the more important company guidelines at the time of publication, and is not intended to be either all-inclusive, or exclusive.
- This manual does not create, represent or establish any promises of a continued contractual employment commitment with The Glen Community Association of any kind.
- Apart from the policy of at-will employment and those policies required by law, The Glen may change its policies or practices at any time, with or without prior notice.
- I understand that this and other Appendices documents, when signed, become a part of my personnel file.

Employee’s Signature	Date

Manager/Supervisor’s Signature	Date

Appendix “E”

TECHNOLOGY POLICY RECEIPT ACKNOWLEDGEMENT

I have received the amended personnel policy section 7 – Technology Policy. I will read, acknowledge, and abide by it policies. If I have questions, I understand that I should talk to my Supervisor or the Manager.

- I understand that this and other Appendices documents, when signed, become a part of my personnel file.

Employee’s Signature	Date

Manager/Supervisor’s Signature	Date



Appendix “F”

JOB DESCRIPTIONS

The following job descriptions, approved in 2007, supersede and void all previous job descriptions.

TITLE:

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Revised 06/14/14



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description: **GENERAL MANAGER**

Department: Administration

Reports To: Board President

Primary Function

Responsible for the administration and operation of The Glen Community Association under the direction of its Board of Directors.

Essential Responsibilities: (Includes but not limited to):

1. Know, administer and enforce Glen Covenants, Bylaws, Administration Policies, ACB Rules and Regulations, and the Personnel Policy Manual. Implement and enforce policies and procedures as established by the Board of Directors.
2. Execute all personnel and office administrative aspects for The Glen including supervision of office, maintenance and security staff, hiring, training, evaluation, discipline and termination.
3. Develop and coordinate goals and objectives to ensure proper operation and upkeep of The Glen and use of its assets.
4. Recommend, draft, propose and implement new and changed policies and documentation as needed, or approved and/or directed by the Board of Directors.
5. Provide board, staff, and membership with communications and information as needed to conduct the business of The Glen, and/or be aware of its progress.
6. Prepares monthly Pipeline newsletter and emergency email communications.
7. Lead the way in problem solving and resolutions for Glen issues and concerns.
8. Assist the Board with establishment, revision and maintenance of all manuals, policies, procedures, forms, and office and member records.
9. Ensure preparation of monthly board and annual member meeting packages, and quarterly and annual financial statements of the Glen Community Association.
10. Be informed of federal, state, and county laws and regulations which affect the business of The Glen.
11. Responsible for annual budget planning and preparation, achievement, operating and capital expense control, member billing, and collection.
12. Works directly with the Board of Directors in executing all legal and fiduciary responsibilities for the Glen.
13. Coordinate vendor selection and relationship maintenance.
14. Ensure bank deposits/transfers are made, payroll is properly calculated and issued, quarterly reports correctly filed, etc. in accordance with state and federal law.
15. Work closely with Glen Goodtimers and other groups to schedule activities and facilities.
16. Recommend a planned asset replacement schedule to the Board of directors on an annual basis.

Qualifications

1. Have a valid Washington State driver's license, be bondable and insurable.
2. A minimum of two (2) years managerial experience.

3. Strong training/experience in management practices; prefer Municipal or Community Association business administration.
4. Training and experience in developing and administering budget, and in developing policies, practices, and management controls for accounting, payroll, billing, collections, human resources, etc. to ensure fiduciary integrity, work quality controls, and minimization of risk.
5. Experience in security and maintenance in a municipal context desirable.
6. Desktop computer experience in word processing, spread sheet, data base, and accounting systems. (MS-Office Suite and QuickBooks experience strongly preferred.)
7. Demonstrated excellent communication and customer service skills.
8. Team building, mentoring, training, leadership skills required.
9. Strong demonstrated problem identification and resolution skills.
10. Familiarity with a broad range of legal requirements and practices in all facets of business strongly preferred.
11. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions

Encompasses the working conditions as listed for all other Job Descriptions in The Glen.

Revised 10/26/07



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

ASSISTANT GENERAL MANAGER

DEPARTMENT: Administration

REPORTS TO: General Manager

Primary Function

Responsible for support duties in maintaining the smooth and efficient operations of The Glen at Maple Falls; The Assistant General Manager is responsible for support duties in the administration and operation of The Glen Community Association under the direction of the Manager and or of its Board of Directors.

Essential Responsibilities: (Includes but not limited to):

1. Read and understand Glen Covenant, Bylaw, Administration, ACB, and Personnel manuals. Be able to assist in all aspects of operating all Glen Departments.
2. Answer routine and procedural questions for Property Owners. Refer questions beyond scope of authority to the General Manager.
3. Maintain a positive, pleasant, and professional attitude with members, guests, vendors, and staff.
4. Carry out all job duties in a prompt and efficient manner, maintaining the highest level of customer service and a pleasant and proper business attitude.
5. Assist the General Manager in obtaining and expressly organizing all bids or resolutions in conducting the Glen's business.
6. Assist General Manager with coordinating vendor selection and relationship maintenance with vendors.
7. Assist General Manager in completing bids and procuring materials for projects within The Glen.
8. Recommend, draft, propose, and implement new and changed policies and documentation as needed, or approved, and/or directed by the General Manager.
9. Perform other duties as required or assigned by the General Manager.
10. Assume duties of General Manager in his/her absence.

Qualifications

1. Have a valid Washington State driver's license, be bondable and insurable.
2. Have excellent decision making, leadership and delegation skills and be able to effectively direct other people to achieve established goals.
3. Have basic familiarity with computer systems (hardware and software) used by the GCA adequate to ensure that he or she is able to function productively with, supervise and mentor staff in use of same.
4. Have excellent communication and customer service skills.
6. Pass a drug test and background check.
7. Basic knowledge of building trades, operations, and applications.

Working Conditions:

Encompasses the working conditions as listed for all other Job Descriptions in The Glen.

Revised 6/14/14



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:
BOOKKEEPER

DEPARTMENT: Administration

REPORTS TO: General Manager

Primary Function

Handle all aspects of Accounts Payable, Accounts Receivable, Payroll and Personnel record keeping, Tax Filings, Insurances, Cash Recording and Deposits, General Ledger and Financial Reporting and provide some general office support for the Glen Association

Essential Responsibilities: (Includes but not limited to):

1. Read and understand Glen Covenant, Bylaw, Administration, ACB and Personnel manuals
2. Accounts Payable – invoice entry, invoice payments, filing and preparation of bank reconciliations, prompt payment of tax liabilities and insurance premiums.
3. Accounts Receivable – billing, collections deposits and filing
4. General Ledger and monthly General Journal entry preparation and postings
5. Financial Statements preparation – monthly, quarterly and provides support to audit firm for preparation of the annual Financial Audit
6. Preparation and payment of monthly, quarterly and annual state and federal property and payroll taxes
7. Handle new hire staff filing and reporting, insurance, retirement/401K plan participation.
8. Support Glen treasurer, board, and manager as needed with financial and budget reporting.
9. Implement financial and personnel policies/procedures as established by the Board of Directors and/or directed by the manager
10. Act on the manager's behalf with regard to office matters when the manager is not present
11. Monitor cash flows to ensure adequate cash is available to meet the needs of the Glen's financial responsibilities
12. Monitor all licensure requirements, certification updates, etc. for radio licensing, vehicles licensing, First Aid and CPR for staff
13. Perform other duties as required or assigned by management or the Board of Directors.

Qualifications

1. Previous full-charge bookkeeping experience and two (2) years experience with all aspects of basic office practices.
2. Strong computer skills, including QuickBooks and the Microsoft Office suite.
3. Good customer service, interpersonal, and verbal and written communication skills.
4. Demonstrated ability to work with the public in a professional and responsible manner.
5. Have a valid Washington State driver's license, be bondable and insurable.
6. First Aid and CPR Certificates to be scheduled for completion by employer following hire.
7. Must be able to work weekends.

Working Conditions:

Standard office environment, with occasional out of doors trip potential. Lift up to 30 pounds.

Revised 10/26/07



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:
OFFICE ASSISTANT

Department: Administration

Reports To: General Manager

Primary Function

Responsible for office assistant, reception, and support duties for The Glen.

Essential Responsibilities: (Includes but not limited to):

1. Read and understand Glen Covenant, Bylaw, Administration, ACB and Personnel manuals
2. Perform all Receptionist duties at front counter, handling member requests or directing to proper staff as needed. Also handle the new member registration process, providing a smooth transition, answering questions, and delivering the new member packet.
3. Prepare quarterly billings to be sent to members in accordance with Administration Policies section A200, *Quarterly Dues and Assessments Billing*.
4. Update member QuickBooks billing records with approved dues/assessments changes, electric charges, fees and fines as needed to accurately bill valid charges to the membership.
5. Handle all payment application at counter, received via mail, or by the monthly charge card process.
6. Maintain the Glen collection process at all times consistent with A200 Quarterly Dues and Assessments, to ensure action is taken at earliest possible times in all cases.
7. Maintains Glen Association member records, official manuals, documents, and forms.
8. Prepare and mail correspondence, memos and reports as needed for the conduct of Glen business.
9. Answer routine and procedural questions for members. Refer questions beyond scope of authority to the appropriate personnel.
10. Balance cash receipts each day for the prior day's business, prior to office opening. Prepare all bank deposits, consistent with Glen internal control procedures, insuring monetary controls and fiduciary responsibilities are maintained.
11. Carry out all job duties in a prompt and efficient manner, maintaining the highest level of customer service and a pleasant and proper business attitude.
12. Handle inventory control for the Glen office and departments.
13. Assist "Goodtimers" organization as directed by the manager.
14. Perform member account auditing and balancing as needed to ensure account accuracy and integrity, and answer member questions or needs.
15. Serves as recording secretary at all Glen board meetings, and other committee meetings as requested. Prepare meeting minutes, working in conjunction with the Board Secretary.
16. Acts as communication liaison with Glen Attorney in legal matters, and real estate agents in

assisting members with sales of property.
17. Perform other duties as required or assigned by management or the Board of Directors.

Qualifications:

1. Minimum of two (2) years public relations / customer service experience / customer service experience.

Revised 10/26/07

2. Minimum of one (1) year general office experience including cash handling, online payment application, and cash drawer, transaction and account balancing.
3. Strong verbal and written communication skills for dealing with public, board and staff.
4. Solid, professional interpersonal skills for customer and co-worker relationship maintenance.
5. Demonstrated familiarity with Office equipment and PC applications, with MS Office, Word, Excel, and QuickBooks.
6. Basic accounting education or equivalent work experience desired.
7. Must be able to work weekends.
8. Have a valid Washington State driver's license and be insurable.
9. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions:

Routine office space conditions, with occasional trips out of doors to other Glen facilities or lodges. Able to regularly lift up to 30 pounds.



Revised 10/26/07
The Glen Community Association

P.O. Box 130
Maple Falls, WA 98266

Job Description:
SECURITY CHIEF

Department: Security

Reports To: General Manager

Primary Function

Enforce the Covenants, By-laws, ACB Rules and Regulations, and Administration Policies of the Glen Community Association, while maintaining a service oriented attitude and a peaceful, law abiding environment for the members and staff of The Glen.

Essential Responsibilities: (Includes but not limited to):

1. Read and understand The Glen Community Association Covenants, Bylaws, ACB Rules and Regulations, Administration Policies, and Security Manual. Stay informed of all amendments to such documents, and maintain up-to-date manuals for self and staff.
2. Supervise security staff, provide training, monitor performance, assign work, prepare shift scheduling, and assist wherever necessary in achieving the primary function. Provide manager with a written bi-annual performance evaluation on security staff.
3. Execute Security responsibilities consistent with a “soft security” or “progressive discipline” methodology as relates to member infractions and a customer service orientation
4. Is fully conversant with The Glen’s emergency evacuation policies and procedures.
5. Report emergency or unusual circumstances to manager immediately followed by written report, and routine Security matters by daily reports
6. Develop and administer Glen security, first aid and emergency procedures.
7. Implement change as approved and directed by Board and manager, and provide follow-up in order to ensure compliance.
8. Maintain proper staffing levels for member safety and budget guidelines.
9. Audit and submit staff timesheets to the manager in a timely manner
10. Establish and implement all forms, logs, and work sheets needed to properly document and manage Glen security work upon Management approval
11. Ensure security office, vehicles, and equipment receive proper attention, care and repair through maintenance department assistance as needed.
12. Be aware of safety needs, clothing and equipment consistent with the Glen’s operations, and train for use accordingly. Maintain an inventory of security needs, requesting additions and replacements as needed.
13. Develop short and long term goals for Security staff and department in conjunction with the manager
14. Interview potential security staff applicants for skills and compatibility
15. Provide input to manager regarding budget and inventory needs
16. Develop and monitor fire system readiness, and evacuation planning
17. Maintain a positive, pleasant and professional attitude with members, visitors, vendors and staff.
18. Enforce policies, rules and regulations without discrimination or partiality.
19. Assist maintenance with road clearing and traffic control during adverse weather conditions.

Essential Responsibilities (cont.)

20. Provide traffic monitoring and control during special Glen events
21. Prepare a monthly report summarizing incidents, trends, plans and recommendations for submission to the Board.

Qualifications:

1. Thorough knowledge in the Security field to sufficiently perform the full scope of responsibility as defined in the above Job Description.
2. Three (3) years experience or equivalent training in security work, including basic law enforcement, emergency response training and public relations.
3. Two (2) years experience in a leadership position that involves security, customer service, decision making, and interviewing/staffing
4. Physical fitness level enabling routine access to all Glen property, and execution of duties consistent with personal and property security.
5. Ability to communicate effectively, both verbally and in writing, with public, staff and board
6. Competent in interpersonal skills to foster and maintain a productive working relationship with staff and board, and work with the public in a professional and responsible manner.
7. Ability to work independently, multi-task, and achieve objectives
8. Basic math skills as needed to support position requirements and needs
9. Ability to legibly complete required documents, reports and proposals as needed.
10. Record keeping skills consistent with the security chief role.
11. Computer skills, including word processing and spreadsheets. (MS-Office suite preferred)
12. Able to drive manual transmission vehicles.
13. Have a Valid Washington State driver's license and be insurable.
14. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 50 pounds. Must follow established safety practices and policies consistent with the work environment and materials.



The Glen Community Association
P.O. Box 130

Job Description:
ACB OFFICER

Department: Security

Reports To: General Manager, Security Chief

Primary Function

Oversees The Glen's permit process, insuring adherence to the Architectural Control Board (ACB) Rules and Regulations for The Glen Community Association, while assisting the members in understanding their requirements. Also fulfills the role of a security officer as required.

Essential Responsibilities: (Includes but not limited to):

1. Understand all Glen Covenants, Bylaws, Administration Policies, and especially the ACB Rules and Regulations, and enforce them without discrimination or partiality.
2. Evaluate, make recommendations, approve or deny all ACB permits submitted.
3. Follow up on all approved permits to ensure that the guidelines are being followed and work being performed as submitted.
4. Keep the manager informed of any unusual problems that may be encountered with ACB violations.
5. Issue stop work orders and/or ACB citations as needed consistent with the ACB Rules and Regulations.
6. Arrange for removal of trees in the Association greenbelts when approved by management.
7. Oversee reading of Glen facility and member electrical meters as needed for monthly Board reporting and quarterly member billing.
8. Recommend changes to procedures, processes, and ACB Rules and Regulations where appropriate due to natural evolution of time and member needs, or where regulations as written are confusing or unworkable.
9. Fulfill security shifts as scheduled/needed by security chief in accordance with the security officer job description and duties.
10. Be fully conversant with The Glen's emergency evacuation policies and procedures.
11. Any other duties as assigned by the manager.

Qualifications:

1. Basic knowledge of building materials, operations, and construction methods.
2. Ability to perform mathematical calculations consistent with linear, area and square footage measurements, electric meter reading and cost calculation, etc.
3. Ability to understand and interpret written and verbal communications and drawings from members and their hired vendors for proposed construction.
4. Physical fitness level enabling routine access to all Glen property, and execution of duties consistent with personal and property security.
5. Strong organizational skills to maintain control of the permit process for past, present and future record keeping and controls.

Qualifications: (cont.)

6. Strong communication skills, verbal and written, for interface with members and vendors regarding needs clarification, denial of permits, issue of citations, stop work orders, etc.
7. Good customer service and support skills to achieve and maintain member satisfaction while insuring Glen objectives and adherence to regulations.
8. Computer skills including word processing and spreadsheets. (MS-Office suite preferred.)
9. Qualifications as outlined in the security officer job description to fulfill that role.
10. Have a valid Washington State driver's license and be insurable.
11. Able to drive manual transmission vehicles.
12. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 50 pounds. Must follow established safety practices and policies consistent with the work environment and conditions.



Revised 10/26/07
The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:
SECURITY OFFICER

Department: Security

Reports To: Security Chief

Primary Function

Enforces the Covenants, By-laws, ACB Rules and Regulations, and Administration Policies of the Glen Community Association under the direction of the security chief and manager, while working together with the membership to maintain the integrity of the Glen by providing appropriate services, and a peaceful and law abiding environment.

Essential Responsibilities: (Includes but not limited to):

1. Read and understand The Glen Community Association Covenants, Bylaws, ACB Rules and Regulations, Administration Policies, and Glen Security Manual. Stay informed of all amendments to such documents, and maintain up-to-date manuals.
2. Execute security responsibilities consistent with a “soft security” or “progressive discipline” methodology as relates to member infractions and a customer service orientation
3. Be thoroughly familiar with the Incident Report and Citation forms, to ensure proper documentation is maintained for all issues, incidents, investigations etc. as appropriate.
4. Is fully conversant with The Glen’s emergency evacuation policies and procedures.
5. Report emergency or unusual circumstances to security chief immediately followed by written report, and routine security matters by daily reports
6. Maintain a pleasant attitude toward all. Courtesy is imperative. Be pleasant but firm in situations where adherence to policy must be achieved.
7. Carry out responsibilities in a prompt and efficient manner.
8. Be visible when on shift.
9. Implement change as approved and directed by security chief, manager and board.
10. Keep an accurate shift log indicating rounds completed, places checked, situations encountered, circumstances handled, members talked to, etc.
11. Ensure proper gate security by validating entry for members and authorized guests in accordance with established criteria and methods, to ensure validity of those who are present in The Glen.
12. Properly maintain security office and equipment for effective job performance.
13. Ensure security vehicles are ready for use per the vehicle check-off sheet at start of each shift.
14. Be prepared for circumstances that may require 911 emergency calls.
15. Provide a member services role in delivery of emergency messages immediately. Other messages to be delivered on rounds.
16. Open and close all Glen facilities as required by policy, posted sign, or direction from security chief or manager.
17. Log water tower level and pump flow rate, and monitor pump house operation, to ensure proper water system operation at all times.
18. Keep Glen roadways clear of debris for emergency vehicle and member access as much as possible during storm conditions.

Essential Responsibilities: (cont.)

19. Be aware of activities/functions that require a change in the normal security routine, altering schedules as needed to facilitate best coverage of both security and member needs.
20. Perform other duties requested or assigned by the security chief or manager.

Qualifications:

1. Knowledge of the field of assignment sufficient to perform the full scope of responsibility as illustrated in the above Job Description.
2. Ability to lift up to 50 pounds on an infrequent basis.
3. Physical fitness level enabling routine access to all Glen property, and execution of duties consistent with personal and property security.
4. Competent in interpersonal skills at the level needed to foster and maintain a productive working relationship with peers, management and members, and work effectively in communicating and negotiating with them in both common and adverse situations
5. Ability to legibly complete required documents, reports and proposals as needed.
6. Able to use common sense and good judgment effectively in stressful situations
7. Ability to creatively resolve disputes and confrontations.
8. Able to work any shift, and weekends, holidays, overtime, with minimal advance notice.
9. Some computer familiarity/skills for working with security database.
10. Have a valid Washington State driver's license and be insurable.
11. Able to drive manual transmission vehicles.
12. First Aid and CPR Certificates to be scheduled for completion by employer following hire.
13. Prior security experience desired, but not required.

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 50 pounds. Must follow established safety practices and policies consistent with the work environment and conditions.

Revised 10/26/07



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

LIFEGUARD

Department: Security Reports

To: Security Chief

Primary Function:

Supervise users of the pool to ensure adherence to the Glen's Pool Rules & Regulations, and Whatcom County, and Washington State health and safety rules, in a polite but firm manner.

Essential Duties: (Includes but not limited to):

1. Understand Glen Association, Whatcom County, and Washington State health and pool safety rules and regulations.
2. Supervise both the pool and its surrounding areas to ensure minimized risk to users at all times.
3. Maintain a high visibility profile and polite demeanor while enforcing the regulations without discrimination or partiality.
4. Close the pool when needed in accordance with established requirements, after obtaining approval from, or advising, security chief or manager.
5. Keep security, security chief, and the manager informed of any unusual problems.
6. Maintain cleanliness of the pool and pool area. Ensure non-employees stay out of employee only areas around the pool.
7. Remain focused and undistracted in giving attention to the swimmers' activities and safety.
8. Keep an accurate log of pool events, duties completed, and member comments. Document all incidents and/or complaints with a written report.
9. Administer First Aid/CPR as needed.
10. When the shift is over, check bathrooms, clear water off floor, lock the pool area, ensure facilities are empty, and notify security that the building is ready to be secured.
11. Any other duties as assigned by the security chief or manager.

Qualifications:

1. Valid Washington Lifeguard, First Aid, and CPR certification.
2. Ability to communicate effectively with the public, being assertive when necessary.

Working Conditions:

Outside work in typical spring/summer weather conditions. Regular lifting up to 50 pounds. Must follow established safety practices and policies consistent with the work environment and conditions.



Revised 10/26/07
The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

MAINTENANCE CHIEF

Department: Maintenance

Reports To: General Manager

Primary Function

Lead staff in general maintenance of all Glen Association facilities and equipment, including custodial, grounds keeping, pool care, electrical, plumbing, masonry, carpentry, mechanical, vehicles and all other equipment. Administer, control and coordinate processes, programs and resources to achieve Glen objectives.

Essential Responsibilities (Includes but not limited to):

1. Read and understand Glen Covenant, Bylaw, Administration Policy and Personnel manuals
2. Supervise maintenance staff on a daily basis. Assign job tasks to achieve objectives and accomplish goals. Provide manager with a written bi-annual performance evaluation on maintenance staff. Employ progressive discipline standards and procedures.
3. Provide leadership and training in facilities, building, roadway, grounds and vehicle maintenance. Includes carpentry, electrical, carpeting, painting, plumbing, masonry, mechanical and other skills.
4. Develop long and short-term goals for maintenance projects and needs, materials requirements and supplies, while maintaining scheduled preventive maintenance goals as well.
5. Develop, implement and publish a preventive maintenance program for all Glen properties, assets, and water systems. Ensure maintenance of tools and equipment as needed to keep in proper working order.
6. Operate machinery, tractors, trucks, power and gas tools and related equipment as required.
7. Research costs, prepare bid reports, develop resolutions as assigned to help in obtaining approvals for Glen projects.
8. Inform management of impending major repairs, including developing and submitting plans for build or repair projects.
9. Select and assist contractors and vendors as assigned on larger projects.
10. Collect and submit monthly water samples for testing in accordance with DOH regulations.
11. Perform custodial, grounds-keeping, roadway, water systems, and other general maintenance tasks as needed
12. Maintain current inventory, monitor budgeting, write performance memos, handle other supervisory related tasks as required.
13. Assign appropriate budget account number(s) to purchase receipts for bookkeeping control.
14. Prepare, post and implement regular and special work schedules.
15. Review maintenance staff timesheets for accuracy and submit to manager for approval.
16. Demonstrate a solid working knowledge of all maintenance equipment and chemicals used. Ensure all staff is adequately trained in safety procedures applicable to all Glen tools, equipment and chemicals. Ensure proper safety equipment is supplied, and used by the staff.

Essential Responsibilities (cont.)

17. Be conversant with OSHA and WISHA program standards and ensure compliance with

safety

standards as required.

18. Post Material Safety Data Sheets (MSDS) sheets when applicable before and after chemical use, if required. Ensure each employee knows where the current MSDS notebook is. Keep current "first aid" station map posted.
19. Prepare a monthly report summarizing work completed, work in progress, triage, plans and recommendations for submission to the Board.

Qualifications

1. Minimum of five years experience in maintenance or related trades work including demonstrated competence in carpentry, plumbing, electrical, mechanical repair and painting; or two years of experience and certified completion of an acceptable building maintenance training or trades program.
2. Supervisory or maintenance lead skills and experience including scheduling of work, interview process, administration and reporting duties.
3. Initiative and self-motivation to stay on task and motivate others to work without supervision.
4. Strong interpersonal and communication skills, both verbally and in writing
5. Proposal and report development and compilation skills desired.
6. Good basic computer skills, including word processing and spreadsheets. (MS-Office suite)
7. Ability to perform basic mathematical calculations in support of project needs.
8. Ability to understand and follow verbal and written directions.
9. Knowledge of methods, materials, tools, and equipment used in maintenance work.
10. Working knowledge of hazards and safety procedures consistent with maintenance and custodial work.
11. Familiarity with and ability to operate heavy equipment such as a back hoe and tractor.
12. Knowledge of plumbing, electrical and mechanical repairs methods and processes.
13. Have a valid Washington State driver's license, bondable and insurable.
14. Able to drive manual transmission vehicles.
15. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 75 pounds. Must follow established safety practices and policies consistent with the work environment and materials.

Revised 10/26/07



The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

MAINTENANCE: TRADES

Department: Maintenance

Reports To: Maintenance Chief

Primary Function

Provides general maintenance for The Glen performing tasks including electrical, plumbing, carpentry, mechanical, and masonry skills. The job places an emphasis on the trades skills required for building and grounds maintenance and repair, and general upkeep of Glen assets.

Essential Responsibilities (Includes but not limited to):

1. Read and understand Glen Covenant, Bylaw, Administration Policy, ACB and Personnel manuals
2. Provide facilities, building, roadway, grounds and vehicle maintenance and upkeep as needed. Includes carpentry, electrical, carpeting, painting, plumbing, masonry, mechanical and other skills.
3. Perform routine preventive maintenance and repair on vehicles and machinery, and ensure maintenance of tools and equipment as needed to keep in proper working order.
4. Operate machinery, tractors, trucks, power and gas tools and related equipment as required.
5. Handle Glen pool temperature, chemistry and maintenance requirements.
6. Research costs and prepare bid reports as assigned to help in costing needs or projects.
7. Develop and submit plans for build or repair for needed projects.
8. Monitor inventory and maintain adequate on-hand supply of chemicals and materials for maintenance department needs.
9. Assist contractors, vendors and maintenance chief as assigned on larger projects.
10. Perform custodial, grounds-keeping, roadway and other general maintenance tasks as needed.
11. Be conversant with OSHA and WISHA program standards and ensure compliance with safety standards as required.

Qualifications

1. Minimum of three years experience in maintenance or related trades work including demonstrated competence in carpentry, plumbing, electrical, mechanical repair and painting; or two years of experience and certified completion of an acceptable building maintenance training or trades program.
2. Ability to perform basic mathematical calculations in support of project needs.
3. Ability to understand and follow verbal and written directions.
4. Knowledge of methods, materials, tools, and equipment used in maintenance work.
5. Working knowledge of hazards and safety procedures consistent with maintenance and custodial work.
6. Familiarity with and ability to operate heavy equipment such as a back hoe and tractor.
7. Have a valid Washington State driver's license and be insurable.
8. Able to drive manual transmission vehicles.
9. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 75 pounds. Must follow established safety practices and policies consistent with the work environment and materials.



Revised 10/26/07

The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

MAINTENANCE ASSISTANT

Department: Maintenance

Reports To: Maintenance Chief

Primary Function

Provides custodial, grounds keeping, and pool maintenance to all facilities and Glen common property. Assists with plumbing, electrical, mechanical and carpentry repairs as needed to achieve Glen work objectives.

Essential Responsibilities (Includes but not limited to):

1. Read and understand Glen Covenants, Bylaws, Administration Policy, ACB and Personnel manuals
2. Provide facilities, grounds, roadway, vehicle, and equipment maintenance as needed. Primary focus is on custodial, pool and grounds maintenance, but includes painting, plumbing, vehicle, carpentry, mechanical and other task handling and/or assistance as assigned.
3. Ensure cleanliness of restrooms, showers, floors, pools, hot tub and sauna
4. Mow, trim, weed and bark/mulch common areas as scheduled or assigned
5. Perform routine preventive maintenance and repair on vehicles and machinery. Inspect, lubricate, clean, adjust, tighten, replace belts and filters on a variety of pumps, motors, and other power equipment.
6. Operates machinery, tractors, trucks, power, gas tools and related equipment as required.
7. Ensure maintenance of tools to keep in proper working order.
8. Assist contractors, vendors, staff and maintenance chief as assigned on larger projects.
9. Prepare Lodges for regularly scheduled and special events, cleaning, laying out, and relocating furniture as required.
10. Maintain pools and facilities to meet or surpass required code requirements
11. Drains and cleans the hot tub and filter grids on a regular basis as assigned by the maintenance chief.
12. Clean clogged drains and sewer lines, replace leaky washers, repair or replace sinks, faucets, and toilets, locate and repair water and waste pipe leaks
13. Upkeep and tidiness of general grounds and garbage areas.
14. Snow removal, sanding, and clearing of roadways.
15. Inform the maintenance chief of inventory or stock depletion or shortages as necessary to meet maintenance objectives.
16. Be conversant with OSHA and WISHA program standards and ensure compliance with safety standards as required.
17. Other duties as assigned by the maintenance chief or the manager.

Qualifications

1. Knowledge of the field of assignment sufficient to perform the full scope of responsibility.
2. Ability to perform basic mathematical calculations to handle measuring and mixing of cleaning compounds and chemicals according to directions.
3. Ability to accurately understand and follow both verbal and written directions.

Revised 10/26/07

Qualifications (cont.)

4. Knowledge of methods, materials, tools, and equipment used in maintenance work.
5. Working knowledge of hazards and safety procedures consistent with maintenance and custodial work.
6. Familiarity with and ability to operate heavy equipment such as a back hoe and tractor.
7. Basic knowledge of plumbing, electrical and mechanical repairs methods and processes helpful.
8. Have a valid Washington State driver's license and be insurable.
9. Able to drive manual transmission vehicles.
10. First Aid and CPR Certificates to be scheduled for completion by employer following hire.

Working Conditions

Inside and outside work in all weather conditions. Regular lifting up to 75 pounds. Must follow established safety practices and policies consistent with the work environment and materials.



Revised 10/26/07
The Glen Community Association
P.O. Box 130
Maple Falls, WA 98266

Job Description:

MAINTENANCE - SEASONAL

Department: Maintenance

Reports To: Maintenance Chief

Primary Function

Provides custodial, grounds keeping, and pool maintenance to all facilities and Glen common property. Assists with plumbing, electrical, mechanical and carpentry repairs as needed to achieve Glen work objectives.

Essential Responsibilities (Includes but not limited to):

1. Perform custodial services for facilities and grounds in accordance with maintenance schedules assigned.
2. Ensure cleanliness of all Glen owned facilities including restrooms, showers, floors, pools, pool dome interior, hot tub and sauna.
3. Mow, trim, weed, and bark/mulch common areas as scheduled or assigned
4. Handle brush pickup, garbage collection, garbage area maintenance, etc. as assigned
5. Perform routine maintenance and repair on vehicles, machinery and equipment.
6. Operate machinery, tractors, trucks, power, gas, and mechanical tools as trained and directed
7. Ensure maintenance of tools to keep in proper working order.
8. Perform minor plumbing, carpentry etc. repairs as assigned.
9. Assist maintenance staff as assigned on larger projects.
10. Prepare Lodges for regularly scheduled and special events, cleaning, laying out, and relocating furniture as required.
11. Clean clogged drains and sewer lines
12. Upkeep and tidiness of general grounds and garbage areas.
13. Assist with snow removal, sanding, and clearing of debris from roadways as assigned.
14. Inform the maintenance chief of inventory or stock depletion or shortages as necessary to meet maintenance objectives.
15. Be conversant with OSHA and WISHA program standards and ensure compliance with safety standards as required.
16. Any other duties as assigned by the maintenance chief or the manager.

Qualifications:

1. Prefer some custodial or maintenance experience.
2. Able to understand and follow both verbal and written directions, including instruction on signs and labels for safety, hazards, rules, guidelines, and proper use of materials, chemicals, and equipment
3. Legible handwriting/printing, for completion of forms and documents.
4. Aptitude to learn methods, materials, skills, tools, and/or equipment used in custodial and other maintenance work.
5. Able to drive manual transmission vehicles.
6. Have a valid Washington State driver's license and be insurable.
7. Prefer a valid First Aid and CPR Certificate.

Revised 10/26/07

Working Conditions:

Inside and outside work in all weather conditions. Regular lifting up to 75 pounds. Must follow established safety practices and policies consistent with the work environment and materials.