

Space Coast Crew Boosters, Inc.

2021-22

***Coaching Staff and Board Members
Standard Operating Procedure***

P.O. Box 372252

Satellite Beach, FL 32937

www.spacecoastcrew.org

Purpose

This document contains the Standard Operating Procedures (SOP) and Code of Conduct for the Space Coast Crew Coaching Staff and Board-of-Directors (BOD) as well the procedures for the BOD sub-committee for Conflict and Resolution. It provides detailed information concerning expected behaviors and conduct as well as processes to address grievances and identify resolutions. It is intended as a supporting document or supplement to the **Space Coast Crew Parent and Team Member Handbook** and **Space Coast Crew Boosters Bylaws** and does not supplant information set forth in those documents. In case of conflict, the documents previously mentioned will be primary. This document is intended to support the operations and management of the Space Coast Crew rowing team.

Any questions regarding this document or general conduct should be addressed to the SCC Board of Directors listed in the handbook.

Abbreviations

BOD	Board of Directors
DoR	Director of Rowing
CRC	Conflict and Resolution Committee
FSRA	Florida Scholastic Rowing Association
SCC	Space Coast Crew

Coaching Staff

Coaching staff are hired as contractors for Space Coast Crew and are subject to National background checks prior to interacting with team members. The Director of Rowing (DoR) is hired by the Board of Directors (BOD) and in that position has the authority to hire coaching staff for the men, women and middle school teams, independent of the BOD, once the potential staff member has passed the background check. The DoR will notify the executive board of potential new hires and the executive board will inform the BOD at the next regularly scheduled BOD meeting. The treasurer will determine whether the BOD approved budget allows for the potential salary agreed upon by the new hire and bring the salary to the BOD if the salary exceeds the current budget. If no additional funds are needed, the hire may continue. The DoR is the direct supervisor and provides guidance and instruction to the staff, as well as ensures they are familiar with and abide by the Space Coast Crew Parent and Team Member Handbook and Space Coast Crew Boosters Bylaws and the Coaching Staff Member's code of Conduct as set forth below.

Coaching Staff Member's Code of Conduct

The coaching staff, to include the DoR, in execution of their duties, shall:

- Conduct themselves in a professional and ethical manner that is in accordance with the role as a representative of Space Coast Crew (SCC)
- Uphold the honor and dignity of the profession. In all personal contact with rowers, rowing officials, the media, and the public, the coach shall strive to set an example of the highest ethical and moral conduct

- Be aware that he or she has a tremendous influence, on the education of the rowers and, thus, shall never place the value of winning above the value of instilling the highest ideals of character
- Place the emotional and physical wellbeing of rowers ahead of a personal desire to win
- Treat each rower as an individual, remembering the large range of emotional and physical development for the same age group
- Do their best to provide a safe rowing situation for all team members
- always Abstain from the use of illegal drugs and not commit any criminal acts while employed by SCC
- Take an active role in the prevention of drug, alcohol and tobacco abuse.
- Avoid the use of alcohol and tobacco products when in contact with rowers
- Review and practice basic first aid principles needed to treat injuries of rowers
- Abide by the rules of competitions in all events SCC is entered
- Complete training and abide by US Rowing Safe Sport policies and guidelines to refrain from misconduct that includes:
 - Bullying
 - Harassment
 - Hazing
 - Emotional misconduct
 - Physical misconduct
 - Sexual misconduct, including child sexual abuse
- Follow Florida Scholastic Rowing Association (FSRA) rules to not scout rowers from opponent clubs and team by any means other than those adopted by the association

Disciplinary Process for Coaching Staff

When coaching staff breach this code of conduct or are in direct violation of the FSRA or US Rowing policies, disciplinary procedures shall be enacted by the DoR. Poor performance of coaching duties and responsibilities may also be grounds for performance improvement plans and disciplinary actions. The DoR will use a progressive disciplinary action process that may include verbal warnings, training and performance improvement plans, written warnings up to and including suspension or termination. The DoR may request activation of the Conflict Resolution Committee (CRC) as needed. The DoR should document disciplinary actions as needed and file with the correspondence secretary. Identities will be redacted if the information is released publicly.

When the DoR is in breach of the code of conduct or in direct violation of the FSRA or US Rowing policies, the CRC will be activated as per the procedure below. The CRC will also activate when a formal grievance is filed against the DoR or when requested by the BOD. The CRC will follow procedures below and make a recommendation to the BOD. The DoR should receive the same consideration as other coaching staff with a progressive disciplinary action process that may include verbal warnings, training and performance improvement plans, written warnings up to and including suspension or termination. Poor performance of coaching duties and responsibilities may also be grounds for performance improvement plans and disciplinary actions. Termination of the DoR requires a $\frac{3}{4}$ supermajority vote by the BOD.

The DoR will bring possible terminations to the executive board for concurrence of termination. The executive board will then report the concurrence and termination recommendation to the BOD at the next regularly scheduled BOD meeting. A vote in agreement or disagreement will occur. Meeting minutes will record the concurrence by the executive board and will document the agreement or disagreement by the BOD of the termination.

The DoR is responsible for handling disciplinary actions for rowers as explained in the Space Coast Crew Parent and Team Member Handbook.

Board Members

The affairs of Space Coast Crew shall be administered by the Board of Directors. The BOD guidelines are defined in the **Space Coast Crew Boosters, Inc. (A Corporation Not-for-Profit) Bylaws.**

Conflict of Interest

Space Coast Crew Board of Director Members will comply with Florida Statue 496.4055 Conflict of Interest Transactions. All BOD members will not engage in any activity where there may be a conflict of interest between Space Coast Crew Boosters, Inc. and any organization or sponsor where there may be a direct or indirect financial interest. This includes, but is not limited to, the sale, lease, or exchange of property to or from SCC; the lending of moneys to or borrowing of moneys from SCC; and the payment of compensation for services provided to or from SCC. An SCC member may not serve on the SCC BOD when an immediate family member (spouse, significant-other, partner, child, etc.) is an employee of Space Coast Crew. This policy will be reviewed and briefed every year with BOD transition, documented and included with the Solicitation of Contributions Annual Renewal Registration for registration number CH18944.

Improper use of Information and Assets

No Individual shall use for her/his personal gain, or disclose outside of Space Coast Crew, any confidential information obtained through her/his association with the BOD. This includes (without limitation) spoken, written and computer---generated data.

Board Member's Code of Conduct

- Attend at least 75% of all BOD meetings and communicate when unable to attend, prior to the meeting. Meetings may be attended in person or by telephone participation.
- Once a board decision is made, support the decision to SCC members, even if one's own view is not of the majority vote
- Not disclose or discuss differences of opinion of the board with those who are not on the board. The board should communicate externally as "One Voice"
- Adhere to the SCC handbook and SCC Bylaws
- Act on the behalf of our members, rather than pursuing personal agendas
- Make decisions based on the merits of the issues
- Commit to ongoing BOD development and to the learning of best practices for governing an association
- Treat BOD colleagues as professionals - with respect and consideration, valuing a diversity of views and opinions
- Create an environment for healthy discourse and candid conversations, and that exhibits respect for the opinions of others, but allows for the critiquing of ideas to formulate the best options for action by the Board
- BOD members should discuss issues and concerns in person whenever possible, and should take responsibility for statements made
- Avoid personal attacks directed toward other BOD members, individual club members, or coaches, partners and collaborators; speak in moderate tones during BOD discussions and avoid inappropriate or negative body language
- Demonstrate a unified front and support of the ultimate decisions made by the Board
- Not share confidential or proprietary information with SCC members, such as internal BOD discussions concerning disciplinary actions or grievances, scholarship recipients, members in arrears for tuition, medical information, etc. BOD members should use discretion and support the decision of the BOD even if the member did not vote with the majority.

- Exercise oversight of the performance of organization employees through the DoR and give guidance through the President of the Board. Support and respect the role of the DoR and the coaching staff. If made aware of concerns pertaining to staff, Board members should convey such concerns to the DoR
- Read the Board agenda materials distributed in advance of the meeting, come prepared to participate, and refrain from conducting professional business or using electronic technology during meetings, unless the activity is relevant to the discussion
- Serve as ambassadors of the SCC's mission, policies, programs, and services to its different stakeholders
- Refrain from speaking as official spokespersons of the club to the media, partners and policy-makers unless they have been designated as a spokesperson by the President and DoR

Disciplinary Process for Board Members

In accordance with the **Space Coast Crew Boosters Inc. Bylaws**, a board member may be removed, with or without cause, by a majority vote of the Board of Directors, at any time. Grounds for removal may include but are not limited to breach of confidentiality, unethical conduct and behavior or insufficient attendance at board meetings.

Conflict and Resolution Committee

The Conflict and Resolution Committee (CRC) is a subcommittee of the BOD whose purpose is to address grievance procedures and corrective actions for misconduct by members, coaching staff and BOD of Space Coast Crew. All should be held to the same high standards of behavior. Rower and parent codes of conduct are defined and addressed in the **Parent/Team Member Handbook**. Board member and coaching staff code of conduct is defined in the current document. If a parent is also on the Board, both the parent and Board member code of conduct should be followed.

On an annual basis, the BOD shall set a committee of at least 3 members to hear all grievances. With this focus, the intention is to make sure all grievances are dealt with in accordance with the procedures set forth below.

Grievance Procedures

Grievance – A grievance may be filed against another parent, rower, coaching staff or Board member and may come from any member, BOD or coaching staff of SCC. The definition of a grievance for this SOP is a complaint or strong feeling that you have been treated unfairly. A grievance may also be filed to report suspected misconduct of a parent, rower, coach or BOD and will be handled as per the procedure below. Misconduct of parents, rowers, coaching staff and Board members has been previously defined in this document and the Handbook.

The CRC is selected by the BOD upon a majority vote for each CRC member. These individuals are chosen with the expectation that they will carry out the CRC procedures in a professional, conscientious and objective manner.

The complainant should first discuss the grievance with the DoR or other coaching staff. The grievance will be handled verbally. Please refer to the Handbook for appropriate times to approach coaching staff for questions. If the complainant feels that the grievance was not addressed, or does not want to contact a Coach directly, the complainant may formally bring the grievance to the BOD at a regularly scheduled Board Meeting. The President may also convene an emergency Board meeting at their discretion as per SCC Bylaws, meeting minutes will be recorded. The reporting of the grievance at the meeting will be documented within the meeting minutes as follows: reporter, grievance, first line of action by complainant (did the complainant discuss with a Coach?) plan of action and/or recommendation by the Board if one is provided during the Board meeting. At this meeting, the complainant may request that the CRC is activated, and the procedure followed as below.

A complainant may elect to file a Grievance Form and contact the CRC in lieu of bringing the complaint to the Board or discussion with the DoR. The Grievance Form should be considered as last resort for grievance resolution as previous

steps are in place to ensure that the grievance is addressed. The complainant must complete the Grievance Form found under Forms > Resources on the team web site, for the CRC to activate.

For the 2020-21 Board, the committee members are:

- Women's High School team—Kira Walls
- Men's high school team – Christine Gibbs
- Middle School team – Becky Van Meter

The form should be printed out, completed, and mailed to P.O. Box 372252, Satellite Beach, FL 32937 or may be hand delivered to any Board member or copy scanned and emailed. The goal is to resolve each grievance within 15 business days of receipt. The committee will do their best to address the grievance. The grievance will be presented during the first available Board meeting and the response will be communicated in writing after the BOD. If it is appropriate and useful, the BOD will share the concern or question during the next SCC Booster meeting for everyone's benefit. The committee may not be able to resolve every issue or question completely, but SCC's mission is the success of the program and in this regard, ***all the children are the priority.***

Procedure

- The complainant should first verbally present the grievance to the DoR or other coaching staff. Please refer to the Handbook for appropriate times to approach coaching staff for questions or grievance resolution.
- If the complainant feels that the grievance was not addressed, or does not want to contact a Coach directly, the complainant may formally bring the grievance to the BOD at a regularly scheduled Board Meeting. The President may also convene an emergency Board Meeting per current SCC Bylaws. Meeting minutes will be recorded. The reporting of the grievance at the meeting will be documented within the meeting minutes as follows: reporter, grievance, first line of action by complainant (did the complainant discuss with a Coach?) plan of action and/or recommendation by the Board if one is provided during the Board meeting. At this meeting, the complainant may request that the CRC is activated, and the procedure followed as below. The complainant's identification will be redacted from publicly provided minutes.
- A complainant may elect to file a grievance form and contact the CRC in lieu of bringing the complaint to the Board or discussion with Coaching staff. The grievance form should be considered as last resort for grievance resolution as previous steps are in place to ensure that the grievance is addressed. The complainant must complete the Grievance Form found under Forms > Resources on the team web site, for the CRC to activate.
- The CRC will activate upon receipt of a formal grievance.
 - The CRC will refer to the Handbook, Coaching Staff and Board member code of conduct and Bylaws to determine whether the grievance violates current SCC policy. Disciplinary action toward a parent, rower, coaching staff or board member will be recommended by the CRC after all procedures have been followed and be made a part of the recommendation presented to the BOD after mediation.
 - The CRC will contact the complainant in order to determine the full extent of the grievance.
 - All parties named in the grievance will be contacted by the CRC in order to determine their perspective and response to the grievance.
 - The committee shall listen and take notes from all parties without any comments, judgement or opinions.
 - A mediation meeting will be held with all identified individuals. The resolution or recommendation resulting from the mediation meeting will be documented by a designated CRC member and provided to the individuals present during the mediation, as soon as possible, for signature indicating agreement/disagreement.
 - If the complainant or individual identified in the grievance refuses mediation, the refusal to mediate will be documented by the committee. Failure to refuse mediation will not preclude the grievance from

moving forward with a recommendation by the CRC and presentation of the CRC recommendation to the BOD.

- After conclusion of the mediation meeting, the recommendation by the committee resulting from mediation and summary of investigative actions will be brought to the BOD for review at the next regularly scheduled meeting. For example: a formal grievance was filed by COMPLAINANT on DDMONYYYY. Individuals were contacted, information obtained and documented. A mediation was held on DDMONYYYY and the following plan of action agreed upon by all those present at the mediation meeting, as well as plan of action by the CRC if different from the mediation meeting plan of action.
- If an individual named in the grievance declined mediation or disagreed with the plan of action by the committee, this will be documented. The BOD will defer to the recommendation of the committee and will vote in favor of or against the final recommendation made by the committee, with no additional discussion. Majority vote of the BOD is required.
- The CRC may contact the President of the BOD to request a special meeting as needed. The special meeting will be convened at the President's discretion as per current SCC bylaws.
- The activities and any investigations by the committee will be documented and filed with the Correspondence Secretary upon final resolution and vote by a majority of the BOD. Identification of the parties involved will be redacted if provided publicly.
- The BOD will abide by the final recommendation of the CRC and a majority vote of the BOD. The grievance will be considered resolved upon the majority vote by the BOD.
- A follow-up meeting or check-in between the CRCC, complainant and individuals identified in the grievance will be conducted in 30-45 days after the CRC recommendation vote was conducted by the BOD, to determine the status of the plan of action as determined by all those present at the mediation meeting. The follow-up will be documented by the CRC as follows: COMPLAINANT was contacted on DDMONYYYY to determine whether the plan of action as determined at the conclusion of the mediation meeting, is proceeding as planned. The follow-up will be presented at the next regularly scheduled BOD meeting and majority vote to agree or disagree be conducted.

The board may not be able to resolve every issue or question completely and to the satisfaction of all parties, but everyone should know that the mission is the success of the program and the children are the priority. In the best interest of the team, rowers, parents, coaches and board members, all should agree to abide by the decisions of the CRC.