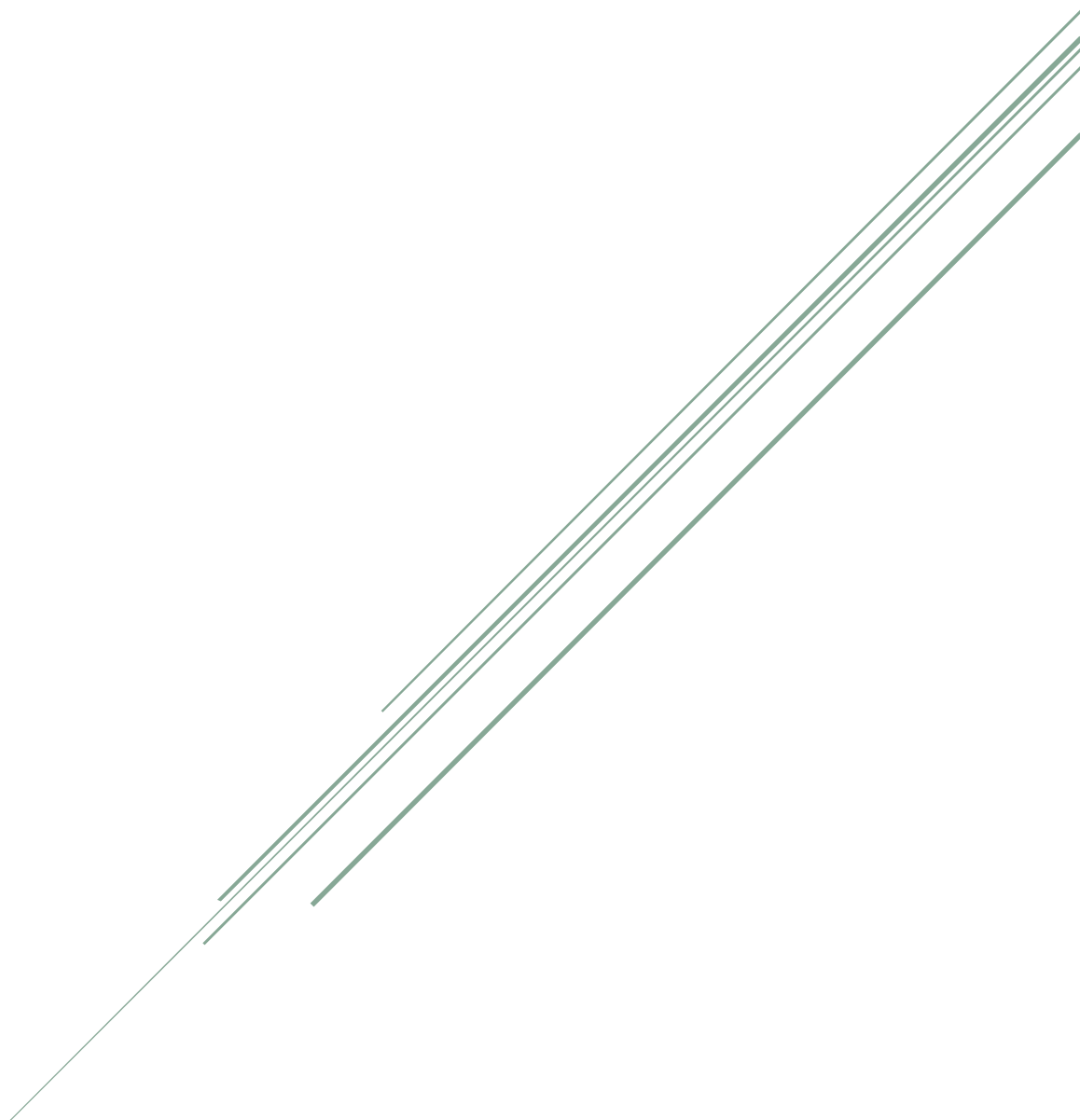


2025-
2026

MARSHALL RECREATION PART-TIME STAFF MANUAL



Marshall University

Contents

Letter from the Director	3
Purpose.....	4
Centers LLC	4
Department Overview	4
Marshall Recreation Mission	4
Marshall Recreation Vision.....	4
Marshall Recreation Values	5
Department Staff	5
Organizational Chart.....	5
Staff Directory.....	6
General Policies & Procedures	7
New Hire Requirements	7
Work Schedule.....	7
Computerized Check-In/Check-Out Procedure	8
Payroll	8
Substitution Policy	7
Dress Code	8
Breaks	10
Eating and Drinking.....	10
Administrative Suite	10
Use of Marshall University Property for Personal Reasons.....	10
Non-Work-Related Activities	11
Trainings and Meetings	11
Two-way Radios.....	11
Media Relations.....	12
Benefits.....	13
Employee Recognition.....	14
Socials	14
Awards.....	14
All-Star Team	14
Area Superstar Award.....	14
Most Valuable Player.....	14

Summer Stars	Error! Bookmark not defined.
Part-Time Staff Involvement	15
Employee Benchmarks	15
Staff Development.....	15
Development and Performance Reviews	15
Pathways for Development	16
Employee Performance Management	16
Coaching Report	16
Employee Coaching and Infraction Status.....	17
Infraction Points	18
Appeals Process	20
Marshall Campus Recreation is an At-Will Employer	20

Letter from the Director

I am thrilled to welcome you to TEAM REC and the best job on campus! Our professional and graduate staff are dedicated to your success and the success of our entire department. We hope you immerse yourself in our culture of excellence, and we look forward to being part of your student and professional development.

Over our 17 years of operation at the Marshall Recreation Center, we have celebrated countless success stories from our members, including weight loss journeys, lifestyle changes, and overall better health. Each of these stories reflects the important work you do every day. Whether you're greeting our morning crew with a smile, teaching someone to swim, or officiating a championship game, the impact you have on our visitors and program participants is invaluable.

As you embark on your campus recreation career, I encourage you to absorb all the knowledge our department has to offer, form life-long friendships, and show up every day with an attitude of excellence. This is what you owe to your teammates and what our members deserve.

I look forward to growing with you and assisting in any way possible.

GO HERD!

Michele

Michele Muth

Director of Campus Recreation

Marshall University

Purpose

The purpose of this manual is to enhance Campus Recreation's ability to provide exceptional service to our employees and members. To help us focus on customer service, all employees need to be aware of the policies, procedures, appropriate behavior, general work guidelines, and emergencies that may impact our efforts in providing outstanding service. All staff are expected to be fully knowledgeable about all content in this manual, as well as the Risk Management and Operations Manuals.

Centers LLC

Full-time staff and part-time employees are all employed by CENTERS LLC. We are the first company in the United States organized solely for inspiring and empowering organizations to maximize the value of investments that advance communities. Our focus is on student life, educational outcomes, market responsiveness, mission sensitivity, and cost effectiveness.

Department Overview

Marshall Recreation Center

The Marshall Recreation Center expands to 123,000 sq. ft. space. The floors house four basketball/volleyball courts, three racquetball courts, four fitness studios, 17,000 sq. ft. of weight and cardio-fitness areas, Pro Shop, a 1/7 of a mile indoor track, 103,000-gallon pool, 3,000-gallon spa, and 35' climbing wall, wellness suite, and lounge areas are available for study or relaxation. Open to Marshall students, employees, alumni, household members, and friends/affiliates of the University.

Henderson Center Pool

The Frederick A. Fitch Natatorium, which is in the Cam Henderson Center on the Marshall University campus, is the home of the Marshall women's swimming & diving program. The facility features eight 25-yard lanes as well as a 13-foot-deep diving well. There are two 1-meter diving boards as well as two 3-meter boards.

Marshall Recreation Mission

Campus Recreation will promote health and well-being by providing a clean and safe environment, innovative programs, and opportunities for student development within the Marshall community.

Marshall Recreation Vision

Campus Recreation will have a lifelong impact on the Marshall community by serving as a destination for healthy lifestyles.

Marshall Recreation Values

Integrity- *We are...a culture centered on honesty, trust, respect, and accountability.*

Empowerment- *We are...devoted to the development of our staff and encourage ownership and inspire creativity.*

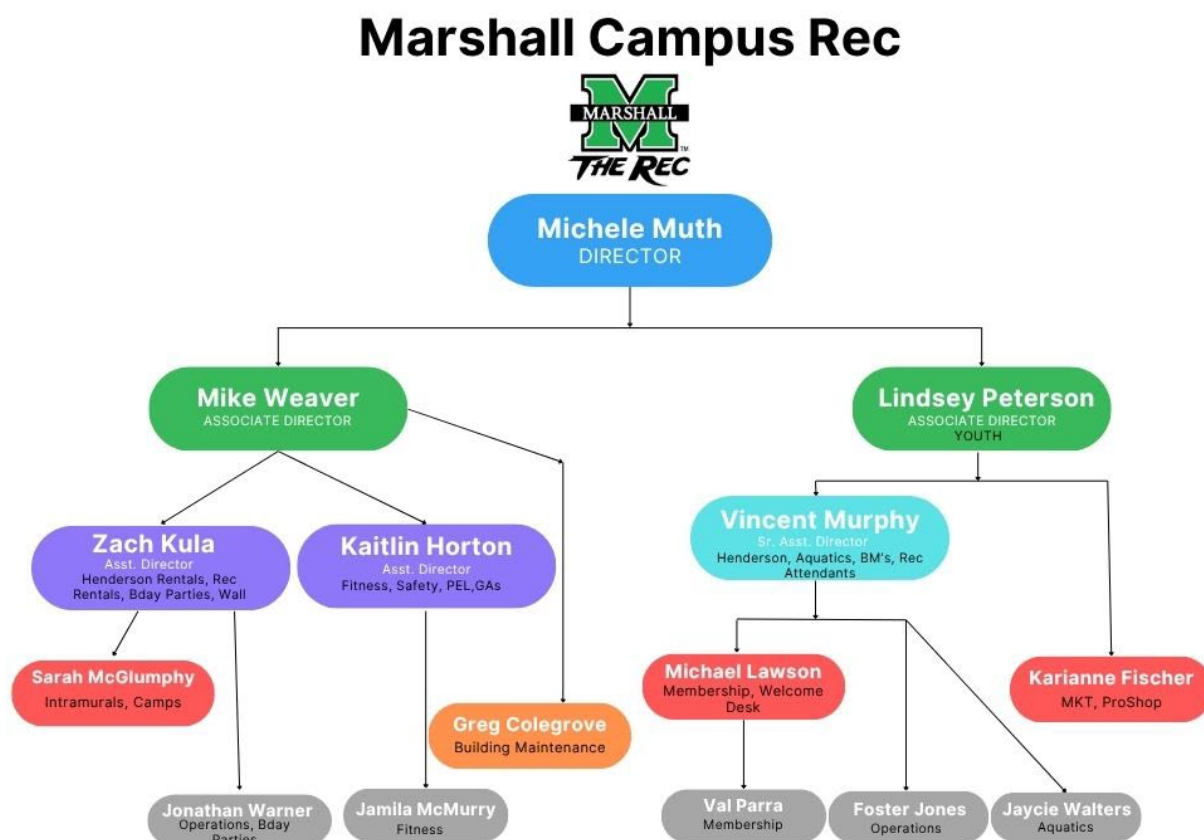
Inclusion- *We are...focused on equal opportunity and celebrate differences within our community.*

Enthusiasm- *We are...passionate, invested, and excited to serve others positively.*

Teamwork- *We are...committed to fostering relationships, supportive of one another, and work together to achieve our purpose.*

Department Staff

Organizational Chart



Staff Directory

Name	Title	E-mail	Desk
Michele Muth	Director of Campus Recreation	pallante1@marshall.edu	6.6758
Mike Weaver	Associate Director of Facility Operations	weaverm@marshall.edu	6.2943
Lindsey Peterson	Associate Director of Campus Recreation	petersonl@marshall.edu	6.4107
Vincent Murphy	Senior Assistant Director of Aquatics & Staff Operations	murphy317@live.marshall.edu	6.3653
Zach Kula	Assistant Director of Events & Operations	kula@marshall.edu	6.4652
Kaitlin Horton	Assistant Director of Fitness & Safety	slayton8@marshall.edu	6.4653
Michael Lawson	Coordinator of Member & Guest Services	lawson129@marshall.edu	6.2529
Karianne Fischer	Coordinator of Marketing & Outreach	fischer38@marshall.edu	6.3633
Sarah McGlumphy	Coordinator of Competitive Sports & Camps	Mcglumphy2@marshall.edu	6.6759
Greg Colegrove	Building Maintenance Manager	colegrove7@marshall.edu	6.5738
Foster Jones	Graduate Assistant for Facility Operations	jones@marshall.edu	6.2943
Val Parra	Graduate Assistant of Member & Guest Services	parravargas@marshall.edu	6.2943
Jonathan Warner	Graduate Assistant of Events & Operations	Warner126@marshall.edu	6.5050
Jaycie Walters	Graduate Assistant of Aquatics	walters129@marshall.edu	6.5737
Mark Muth	Lead Personal Trainer	muth4@marshall.edu	6.4102

General Policies & Procedures

New Hire Requirements

Once you have been hired as part of Marshall Recreation There are several steps to complete before being scheduled.

- 1. Hiring Paperwork**
 - a. All hiring paperwork must be completed before working a shift.
 - b. Background checks must be completed for all employees working with youth or one-on-one sessions with patrons.
- 2. New Hire Orientation**
 - a. The New Hire Orientation PowerPoint introduces you to the basics of Campus Recreation.
- 3. Attend all Training Sessions**
 - a. There is additional training for each area and specific job. You will learn the essentials that make up your position. You are required to attend or complete all trainings.
 - b. Safety Skills online training must be completed within 30 days of the start date.
- 4. CPR/AED Certification**
 - a. All staff members must be American Red Cross CPR certified. Classes will be offered for Campus Recreation staff members at no cost. Your supervisor must have a copy of your certification cards on file before you begin work. You will not be paid for taking the class, but you will not be charged the cost of the course or cards.
 - b. You may choose to get your American Red Cross CPR certification through an outside source before your first shift. You will be responsible for the cost of any outside certification courses.

Work Schedule

Scheduling is generally done by semesters and breaks. Distribution of hours is determined by worker availability, work performance, and area specifications. If you are unable to be at work, it is your responsibility to find a replacement for your shift. If you expect to arrive late for your shift, please call the facility (304.696.4732) and speak directly with the Building Manager or your area supervisor. Scheduling procedures vary by department; see the department manual. Part-time employees are limited to the following guidelines on hours worked:

- Annually less than 1000 hours
- Weekly less than 40 hours
- If working year-round, keep hours below 20 per week

Substitution Policy

It is your responsibility to find a replacement for your shift if you are unable to work for any reason. On SubItUp app or website, request to “drop” the shift. You are responsible for the shift until it is picked up by someone on the site. All shift requests are verified by area supervisors. Be proactive in obtaining a sub by planning, making personal phone calls, or speaking with coworkers to obtain a sub. All staff are expected to assist when they are able.

NOTES:

- If a shift is missed, a coaching report will be created for the employee who is listed on SubItUp.
- We do not recognize Requested Time Off (RTOs) for part-time staff.
- Please see area area-specific manuals for any additional information on scheduling for your specific area.

Computerized Check-In/Check-Out Procedure

- Employees are to record time worked via ADP at the employee clock-in station that is in the Dugout.
- If you fail to clock in or out on a shift, email your immediate supervisor to have them correct your hours. Failure to clock in may result in the postponement of pay.
- Employees may not clock in or out for other employees.
- Personal Trainers, Group Fitness Instructors, PEL Instructors, and Private Swim Instructors do not clock in while providing a service, but clock in for training and meetings.

Payroll

- Employees are paid bi-weekly on Fridays. The pay period ends on the Sunday before payday.
- All staff are paid through ADP. Your first paycheck will be sent either to the Marshall Recreation Center or your home address. It is **strongly encouraged** that you enter your information to be paid by **direct deposit**.
- If you do not do direct deposit, your checks will be in the safe in the administrative office on payday. See the Building Manager to obtain the check no earlier than the Friday of pay day.
- Employees must always have their correct address in ADP.

Dress Code

- All staff may wear Rec Center apparel provided by your immediate supervisor.
- All-star shirts are allowed to be worn on shifts.
- Pro shop items are prohibited on shifts.
- Pants should be worn at the waist and should not have any rips or tears.
- All staff members who are working inside are not allowed to wear hats of any sort. The only exception will be headwear worn for faith-based reasons.

Attendant Staff (Recreation, Membership, Outdoor)

- Issued Rec Staff shirt
- Name tag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole

Building Manager

- Issued Rec Staff Polo or supervisor shirt
- Name tag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole
- First Aid pack

Lifeguards

- Issued Lifeguard shirt
- Red or black swim trunks/shorts
- Rescue tube
- Hip Pack
- Whistle

Swim Instructor

- Professional swimsuits are appropriate for active instruction. Brief style suits are not permitted.

Aquatics Supervisor

- Issued Rec Staff polo
- Red or black swim trunks/shorts
- Rescue tube
- Hip pack
- Whistle

Intramural Official

- Approved stripes
- Black athletic shorts or pants
- Dark colored, athletic, closed-toe, full-back shoes with a non-marking sole
- Whistle

Intramural Supervisor

- Issued Rec Staff Polo or supervisor shirt
- Nametag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole
- First Aid pack

Fitness Instructor

- Issued shirt
- Solid colored athletic shorts or pants
- Athletic, closed-toe, full-back shoes with a non-marking sole

Personal Trainer

- Issued Rec Staff Trainer shirt
- Name tag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole

Camp Counselors

- Issued shirt
- Nametag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole
- First Aid pack

Camp Supervisor

- Issued shirt
- Nametag
- Solid neutral-colored pants or shorts
- Athletic, closed-toe, full-back shoes with a non-marking sole
- First Aid pack

Marketing Staff

- Issued shirt

Breaks

- Staff working shifts of **6 hours or under are not** guaranteed breaks unless time and staffing allow.
- Staff working 4 hours or less will not get a break.
- Staff working **over** 6 hours at a time will receive one 20-minute (paid) break or two 10-minute (paid) breaks during their shift(s).
- Breaks should not occur in the last hour of a shift(s). Any breaks exceeding 20 minutes, staff are required to clock out.
- All breaks must be cleared by the manager on shift and communicated to the staff working.
- You are not permitted to participate in any recreational activity during your paid break. In the case of an unpaid break, you must change out of your work shirt.
- No one should leave the building during his or her break unless their area supervisor has given prior permission and the employee clocks out while out of the building. If you do need to leave the building for any reason, you must clock out.
- Building Managers and Aquatic Supervisors may not leave the facility without another Building Manager on duty.
- Radios should remain with all staff members while on break if you remain in the building. Staff are responsible for responding to all codes in their area during a break.
- Breaks are not guaranteed at the time of request.

Eating and Drinking

- Eating is allowed during your break. Snacks and meals consumed by any employee during (non-break) working hours are prohibited. Food must be consumed in the lobby area at the tables, the Dugout, or in staff-only areas.

Administrative Suite

- The refrigerators may be used daily for storage of your lunch/dinner and will be cleaned every Friday – keep it clean! Items without a name/date may be discarded.
- Allowing patrons to use and access staff members' offices without prior permission is strictly prohibited. Staff should let pro staff know ahead of time, to the best of their ability.
- Lockers in the administrative suite are available for staff during their shifts.

Use of Marshall University Property for Personal Reasons

The use of Marshall Recreation property or equipment for personal reasons is prohibited. This includes the use of computers, copy machine, washer and dryer, tools, furniture, or any other facilities or equipment for purposes unrelated to Campus Recreation business. Inappropriate use of Marshall Recreation property may result in disciplinary action up to and including termination.

Non-Work-Related Activities

The following things will not be tolerated:

- Non-work-related activities such as reading, exercising, doing homework, or watching television during work hours.
- Playing computer games, using the internet, or other inappropriate use of technology (use of tablets, cell phones, etc.) during work hours.
- Visiting and socializing with friends or relatives for long periods.
- Personal phone calls and texts are limited to emergencies and breaks. If you choose to make a phone call on your break, please use your cell phone out of the patrons' view.
- Sitting on the counters or desks at any workstation.

Trainings and Meetings

All Campus Recreation employees will be required to attend scheduled staff training and meetings. Employees are paid a training rate wage for these. Any time spent on required certifications will not be paid, due to Campus Recreation covering the cost of your certification.

Two-way Radios

Campus Recreation Staff use two-way radios during operational hours. These radios are very expensive and very fragile, so please take care of them. If a staff member loses or abuses a radio, they may be responsible for the replacement of the radio. If you are unsure of how to operate the radios, please do not hesitate to ask for assistance.

Radio Call Numbers

Rec 1	Building Manager
Rec 2	Membership Lead
Rec 3	Welcome Desk
Rec 4	Fitness Attendant
Rec 5	BMA
Rec 6	Aquatics
Rec 7	Intramurals
Rec 8	Outdoor Pursuits
Rec 9	Camps/KNO
Rec 10	Group Fitness/Trainer

Radio Procedures

- Radios are located in the Dugout.
- Fitness Instructors will have permanent radios in Studio closets for Instructor use only.
- Ensure the radio is set on channel "1".

- Press and hold the side button for one second.
- After one second, while holding the button, speak into the microphone.
- Release the button after the statement.

Guidelines for Use of Radios

- Be professional when communicating. Patrons can often overhear what is said.
- Take proper care of these radios. Be sure to charge them while not in use, and please make sure radios are turned off while in the chargers.
- Staff who are unable to wear a radio during their shift (rock wall, fitness instructors, etc.) must always keep it nearby and easily accessible. They will still be expected to call emergency codes and respond just like any other employee.
- Any problems or malfunctions should be reported to the Building Manager, and a work request should be submitted.
- When communicating, use call number to call number language. i.e., “Rec 1 to Rec 2” “Go ahead”
- Address professional staff and graduate assistants by name on the radio.

Charging Procedures

When the radio begins to beep (signaling low battery), return it to the charger:

- *Turn the radio off* and place it into the cradle charger.
- The red light on the charger must come on to ensure that the radio is placed in the charger correctly.
- Radios must charge for 6 hours to regain a full charge – if possible, try to leave the radios charging for at least this period; otherwise, the charge will become less effective over time.

Media Relations

Solicitations

Solicitations for any cause or organization are prohibited in or around the Marshall Recreation Center. Distribution of unapproved literature at the Campus Recreation Center is also prohibited.

Media Issues

All information requests concerning accidents, injuries, or various incidents **MUST** always be referred to the Coordinator of Marketing and Outreach. Staff are not to speak to the media without prior approval.

Professional Photography & Video Recording

Participants in Campus Recreation's informal and programmed recreation have the right to privacy and comfort. Photography and video recording are prohibited without approval from the Coordinator of Marketing and Outreach and member permission. Campus Recreation reserves the right to photograph participants for marketing materials.

Tours

All tours must be guided by a Marshall Recreation Center staff member. The Building Manager, a Membership Lead, or a professional staff member should always accompany a tour. University-organized

tours are permitted to be self-guided once they sign the tour log. There are to be no self-guided tours of the Marshall Recreation Center for personal groups.

Benefits

There are great benefits offered to all MU Campus Recreation staff, including:

- Leadership opportunities
- Flexible schedules
- Recognition, rewards, development, and advancement opportunities
- Opportunities to cross-train through the different areas within our department.
- Opportunities to develop customer service skills, conflict resolution abilities, positive peer-to-peer relationships, and many other transferable skills
- CPR certifications
- Student/Professional Development opportunities
- Memberships for off-semester students and non-students
- Professional development fund
- Scholarship fund

Employees are eligible to receive discounts in the following areas:	
Aquatics	20% Off Group Swim Lessons
Camps	20% Off Youth Camps
Facility Rentals	20% Off for personal use
Memberships	Free Membership during off-semester breaks 12 Guest Passes per year, which can be obtained from the supervisor of the area.
Lockers	Free rental locker during employment
Pro Shop	20% Off Merchandise- Excludes food/drink

Employee Recognition

Socials

Various events will be scheduled for social involvement by the professional staff.

Awards

All-Star Team

This award will be given each semester to those who consistently demonstrate at least three of our department's values. There is no limit to the number of individuals who can receive this award, which will be presented at the end of each semester.

Individuals will be chosen for the All-Star Team award based on nominations given by both part-time and full-time staff. Nominations are made by completing the electronic nomination form.

Area Superstar Award

This award will be chosen by each area staff in the spring and will be presented at the Spring Banquet.

- Aquatic Superstar
- Competitive Sports Superstar
- Outdoor Pursuits Superstar
- Member and Guest Services Superstar
- Building Manager Superstar
- Recreation Attendant Superstar
- Camp Staff Superstar
- Fitness Superstar
- Marketing Superstar

Most Valuable Player

This will be awarded to one person from the All-Star Team who has proven to consistently demonstrated all values of *Integrity*, *Empowerment*, *Inclusion*, *Enthusiasm*, and *Teamwork* over the entire school year.

Voluntary Part-Time Staff Involvement

SRC Student Rec Leadership Council

Student Rec Leadership Council acts as a liaison between the Recreation Center's part-time staff and full-time professional staff. They are responsible for employee involvement as they assist with and plan various programs such as the semester banquets, staff recognition, fundraising, and social events. They also have a voice in topics such as staff training, uniforms, and rec policies.

Marshall Rec Safety Team

The Marshall Rec Safety Team serves as a resource and peer support group focused on safety and emergency preparedness within the Recreation Center. They assist with staff training, skill audits, emergency response drills, and facility safety inspections. This team plays an active role in maintaining a safe environment for both patrons and employees, while also providing input on safety protocols and procedures.

Employee Benchmarks

Staff Development

Marshall Recreation has created a strategic and dynamic approach to providing a satisfying and productive work environment. This approach is built around a culture of belonging and development. This will be an ongoing process that will involve regular check-ins by your supervisors, reviews of your performance and development, pathways for further development, and performance management when expectations are not met.

Development and Performance Reviews

Staff development and performance reviews play an important role in keeping staff encouraged and engaged. These reviews will be based on three aspects of employee experience. An assessment of the current job and how it is being performed, followed by an assessment of how an employee has grown, and completed with a pathway for further development for the employee. Each area will conduct these reviews in a manner appropriate for the position. Developmental learning will be assessed using a set of learning objectives around the following:

- Teamwork
- Leadership
- Communication
- Critical thinking
- Professionalism
- Health and wellbeing
- Diversity, equity, and Inclusion

Pathways for Development

Each area has a learning pathway to support employees in their development and growth. These pathways are designed to assist with advancement to other positions within the recreation center as well as for each employee's future career.

Employee Performance Management

Employee performance relates to how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of output. Marshall Recreation has created a strategic and dynamic approach to sustain a high-performance culture to bring out the best in every employee.

This part of the employees' development will be a collaboration between the employee and their supervisor. It will be an ongoing process that begins upon hiring and continues through orientation, training, performance evaluations, and daily supervision.

Throughout an employee's time here, their supervisor will be focused on their development not only as an employee here at the rec, but for their future years beyond the experience here. This development will include the following:

- Regular training and meetings to develop competencies and skills
- Opportunities for development, such as participation in Student Rec Council or the Safety Team, as well as promotions to supervisory positions
- Daily informal interactions
- Semesterly formal performance reviews

We prioritize learning and development, but if an employee does not meet the expectations stated, we have established a process of coaching, counseling, and consequences.

Coaching Report

The coaching, counseling, and consequence process uses a point system. When an employee fails to fulfill expectations, a Coaching Form can be issued by coworkers, Area Supervisors, Building Managers, and Professional Staff. Points for infractions are determined by the Professional Staff who oversee the staff members, and are based on the Infraction points list, the severity and circumstances of the incident, and the employee's attitude. Points reset at the beginning of each semester and accumulate from the last two weeks of the previous semester through the end of the current semester.

A Coaching Report documents coaching and/or consequences involving employees and becomes a permanent part of their file. It outlines:

- Employment infractions, including mediating and aggravating circumstances
- Supervisor responses, including coaching, counseling, infraction points, and any other disciplinary or restorative actions

Every infraction, including zero-point infractions, results in a Coaching Report. The purpose is to communicate issues to employees, counsel them to improve performance, and provide documentation to ensure fair and consistent treatment.

When a Professional Staff member receives a Coaching Report, they will review and discuss it with the employee as soon as possible. This can be done in one of two ways:

1. For 0-2 Points:

- A Coaching Report may be emailed to the employee's primary email within 2 working days of the infraction, or a meeting may be requested by the supervisor.
 - **If emailed:**
 - The supervisor will advise the employee on what the infraction is, how many points are being assigned, and the full point total.
 - The employee can then request a meeting to discuss the report further.
 - **If a meeting is requested,** it should be scheduled within 2 days of the email being sent.

2. For 3 or More Points for One Infraction or 4 or More Accumulated Points:

- The Professional Staff will request a meeting with the employee to discuss and review the report within 2 working days. During the meeting, the supervisor and employee will discuss the report and how to avoid this infraction in the future.

If there is no response, the Supervisor will make every effort to contact the employee. Points will be added if the employee does not comply with the request.

Employee Coaching and Infraction Status

- **Warning Status (0-2 Points):** The employee will receive the coaching report via email or in person from their supervisor.
- **Probation Status (4 or More Points):** The employee will be required to meet with their supervisor and will receive a notice of probation listing additional points and/or behaviors that could result in termination.
- **Capital Infraction:** Termination or dismissal can be conducted at any time by the Direct Supervisor or other Professional Staff due to the accumulation of 7 points or any behavior deemed inexcusable by Marshall Recreation. This will occur at an in-person meeting with the Direct Supervisor and Associate Director or another representative.

If the employee does not respond to requests for a meeting, the infraction or consequence is still applied to their employment file.

Note: Employees working in multiple departments will share points and discipline across all departments. Points received in one department will carry over to others, and this applies to suspensions and terminations as well.

Infraction Points

Infraction points that follow are not all inclusive. Some infractions and points may be adjusted by the employee's supervisor.

0 Point Infractions

- Failure to have a proper uniform for the department.
- Failing to complete or having incomplete paperwork.
- 1-4 minutes late for scheduled shift, training, or meeting.
- Being unproductive on duty or not fulfilling duties as assigned.
- Failure to respond to a high-priority email (email noted by "!" or send the requested "read receipt").

1 Point Infractions

- Repeated 0 Point Infractions.
- 5-14 minutes late for scheduled shift, training, or meeting.
- Improper documentation of accident and incident reports.
- Failure to report to the Coaching Meeting scheduled or failure to return the signed coaching form.
- Failure to follow employee policies as written in the Employee Manual.
- Unexcused clocking in early / clocking out late.
- Reconciliation of cash drawers is inaccurate with a less than \$2 difference (Member Services).

2 Point Infractions

- Repeated 1-point infractions.
- 5-14 minutes late for a scheduled shift, training, or meeting.
- Failure to enforce Marshall Recreation policies.
- Failure to follow Marshall Recreation policies on or off duty.
 - Depending on severity, this could result in a capital infraction.
- Poor customer service.
- Inappropriate language.
- Leaving the workstation unattended (This could be increased depending on the nature of the position and if it could result in a serious risk to the facility, patrons, or financial resources.).
 - If on a lifeguard shift and this will result in a capital infraction and could result in termination.
- Failure to complete opening or closing duties correctly.
- Taking or making non-work-related phone calls, texting, or using personal technology while on duty (Using any technology on the Lifeguard stand will result in a capital infraction and could result in termination).

3 Point Infractions

- Repeated 2-point infraction

- Non-compliant with job expectations
- Customer service negligence (ignoring or not serving the customer)

4 Point Infractions

- Unexcused absence for scheduled shift, training, or meetings
- No call/no show for scheduled shift or mandatory meeting
- Negligence in risk management issues, including failure to document an accident
- Insubordination
- Unauthorized use of, or damage to, University or Recreation Center equipment
- Failure to complete major opening or closing duties correctly could result in a serious risk to the facility, patrons, or financial resources
- Reconcile of cash drawer is inaccurate with a greater than \$2 difference (Member Services)

Capital infractions resulting in immediate termination

- **Reporting to work under the influence of illegal drugs or alcohol.** This is a major safety and liability issue.
- **Use of electronic devices while on duty.** This applies to non-work-related use that could distract you from your responsibilities.
- **Any form of discrimination.** This includes but is not limited to race, gender, sexual orientation, or religion.
- **Verbal or physical abuse of others.** We have zero tolerance for abusive behavior.
- **Verbal or physical harassment, including sexual harassment.** This can create a hostile environment and is strictly prohibited.
- **Theft or intentional damage to Marshall Recreation, University, or other persons' property.** Whether it's stealing or damaging something intentionally, this will not be tolerated.
- **Failure to respond to an emergency by the EAP.** Not following emergency action procedures is a serious breach of responsibility.
- **Falsifying documents or payroll.** Integrity in all reporting is essential.
- **Creating or contributing to an unsafe or hostile environment.** This includes anything you do that makes others feel unsafe or unwelcome.
- **Leaving the workspace unattended.** Examples include sleeping, showering, and using the restroom for an extended period, etc.
- **Presenting a poor image of the University or Marshall Recreation at any time.** You always represent the organization.
- **Defaming the department and/or employees through any means.** Whether it's online or in person, spreading false or harmful information about the department or your colleagues is a serious offense.

If any of these or similar behaviors occur, it could lead to immediate termination. If you have any questions or need clarification on what might constitute a capital infraction, now is the time to ask. Everyone must understand the seriousness of these violations and the expectations we have for maintaining a safe, respectful, and professional environment.

Appeals Process

Employees must meet with their direct supervisor to discuss the Coaching Report before submitting an appeal. If an appeal is submitted by an employee who has not met with their Area Supervisor, the document will not be accepted.

An employee may appeal against the issuance of infraction points, or the issuance of specific restorative sanctions based on one or more of the following terms:

- The infraction did not occur or was misrepresented
- There is information related to the infraction that was not seen or acknowledged

To appeal, an employee must submit a well-written letter of appeal to their direct supervisor via email. Should the employee still not be satisfied with the result of this meeting, a meeting will then be arranged following the current organizational chart for the department.

Marshall Campus Recreation is an At-Will Employer

The employment relationship created between the Recreation Center and you is voluntarily entered into and is at the will of both the Department and you. An employment relationship, therefore, may be terminated at any time and for any reason or no reason by either the University or by you, consistent with the law. This manual is an informational document and does not create or reflect a contract between the Department and you.