

**BEN LOMOND  
QUAKER CENTER  
EMPLOYEE HANDBOOK**

*Approved by Personnel Committee August 16, 2016*

*(Any exceptions to the policies in this Handbook must be in writing and included in a Minute of Agreement)*

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## INTRODUCTION

### 1. A BRIEF DESCRIPTION AND BACKGROUND HISTORY

Quaker Center is a retreat and conference center in the Santa Cruz Mountains of northern California. It is owned and operated by the Ben Lomond Quaker Center Association (hereinafter BLQCA), an independent non-profit [501 (c) (3)] corporation which owns, develops, maintains and operates Ben Lomond Quaker Center in a manner consistent with the traditions and testimonies of the Religious Society of Friends. The land was originally bequeathed to Friends from the estate of the late Clyde and Lucille Manley in 1949, to be “perpetually dedicated and used for the enjoyment, betterment, education and welfare of (hu)mankind.”

The mission statement was revised after a board and constituents visioning program in 2011 and approved as follows:

*“Quaker Center seeks to nurture the spiritual growth and faithfulness of Friends and others, while strengthening Quakerism and its witness in the world. We offer programs and personal retreats exemplifying Friends' testimonies of community, integrity, simplicity, peace, and equality. We strive to live in right order with all creation, especially with the redwood forest that sustains us here in the Santa Cruz mountains.”*

Quaker Center is used most heavily on weekends throughout most of the year. During the summer, however, it is in use almost every day. Quaker Center sponsors approximately a dozen programs per year along with several summer camp. Quaker groups and organizations are given priority to rent the facilities and are offered a 30% discount . The remaining available time is rented to groups that are not in conflict with Friends' values and beliefs. Non-profit groups are given priority and receive a 10 -20% discount.

(Throughout this document, the words “Quaker” and “Friend” are used more or less interchangeably. The person chiefly responsible for any Quaker group or committee is called its “Clerk.” In this document, the term “we” refers to BLQCA, and the term “you” refers to the employee.)

Additional information about Quaker Center is presented in its promotional brochures and other related materials.

### 2. EMPLOYEE HANDBOOK OVERVIEW

This Quaker Center Employee Handbook is a compilation of all personnel policies developed by the Personnel Committee in conjunction with the staff and approved by the BLQCA Board of Trustees. These policies are the guidelines for the conduct and responsibilities of all employees. Any questions about this Handbook should be addressed to the Clerk of the Personnel Committee. The BLQCA may modify these policies at any time and will notify the staff of any such changes.

As staff, you are responsible for understanding these policies and are required to sign a Minute of Agreement (i.e. your employment contract) stating that you have read and understand them. Any exceptions to these policies require specific procedures and approvals.

### 3. EMPLOYMENT AT QUAKER CENTER

Quaker Center employs a small residential staff to meet its needs for operations and maintenance. There are currently four residential positions at Quaker Center: two Center Co-Directors, a Maintenance Technician, and an Administrative Assistant. There is a part-time Housekeeper and there may be a part-time Maintenance Assistant, and a part-time Camps Director, who live off site.

While Quaker Center employees are not necessarily Friends, it is understood that those who choose to work here accept Friends' principles (summarized in the *Faith and Practice* of Pacific Yearly Meeting, available in the Quaker Center Library). Consistent with Friends' testimonies, it is expected that the resident employees will act as a community whose members will be mutually supportive, considerate, and cooperative with one another. Forthright, honest communication is an essential element of such a community.

In addition to being a member of a community, however, individual employees need to possess certain qualities and character traits. One of the most important of these is the ability to interact warmly and supportively with a wide variety of individuals and groups. It is also expected that you will strive to live in integrity, especially with the Quaker Center mission, both on the grounds and in your interactions with neighbors and vendors in the vicinity of Ben Lomond, California.

Because there is such a small staff at Quaker Center, job responsibilities will sometimes overlap. This is particularly true when there is an imminent deadline, or there are critical building and grounds tasks to be performed. For example, staff may need to do housekeeping tasks when the housekeeper is not on site. Residential staff will also need to assume some of the duties of other staff who are on vacation.

It is also your responsibility to ask for help when needed, and to report or attend to hazardous conditions when they become apparent. This applies equally to clutter, untidiness or filth; messes need to be cleaned up so that Quaker Center is kept presentable at all times. Tools must be put away, hazardous areas secured, and the grounds must be safe and clean before guests arrive.

### 4. QUAKER PROCESS

Quaker Center attempts to use Friends' practices that have been followed throughout 350 years of Quaker history. This process emphasizes the equality of all individuals as children of God and recognizes the different gifts that each one possesses.

All BLQCA board and committee meetings are held in the same spirit that guides the Quaker meetings for worship. That is, we assume and acknowledge that God (the Holy Spirit, the Inner Light) is actively present in our midst as we worship and/or conduct business. In each gathering we work within a central core of hallowed silence, speaking out of that silence, listening attentively to others, allowing time between spoken messages, and choosing our words honestly but carefully. We seek unity and move forward from that basis. In this light, we try to maintain the Quaker principles of honesty, trust and mutual respect in our dealings with one another. That said, we carry out the day-to-day business activities and make some decisions independently as is necessary to operate a retreat and conference center.

Staff are encouraged to read more about Quaker process in Pacific Yearly Meeting's *Faith and Practice*, in Michael Sheeran's book *Beyond Majority Rule*, and in Barry Morley's Pendle Hill pamphlet "[The Sense of the Meeting](#)" for a better understanding of this Spirit-led process.

## 5. THE QUAKER CENTER COMMUNITY

The community that makes up Quaker Center is broad, including, in a large sense, the entire Society of Friends and all who seek the Inward Light which manifests itself in outward service towards others. Those persons who make up its immediate community, however, include:

The Board (or BLQCA, or Board of Trustees): A volunteer group of 10 to 21 individuals, who meet 4 to 6 times per year to create and consider policies based on the broad needs of Quaker Center and who are the "legal owners" of Quaker Center, responsible for its general administration. The Association sets policies that govern Quaker Center and determines goals and direction.

The Staff: Resident employees and off-site employees who carry out the day-to-day work of Quaker Center (see Appendix for job descriptions).

The Staff Family Members: Those individuals who live at Quaker Center but do not have direct responsibilities related to employment. These persons are important members of the Quaker Center community.

Committees: BLQCA members, staff and volunteers approved by the BLQCA. Committees meet periodically to supervise various Quaker Center functions and cover as much business as possible to limit the burden of detail for the board as a whole.

Program Leaders and Participants: Those who participate in the programs developed and sponsored by Quaker Center.

Rental-Group Attendees: Participants or members of groups or organizations renting a portion or all of the facilities at Quaker Center for any of the following purposes: education, spiritual or personal growth, group retreat or recreation.

Sojourners: Individuals or groups (up to eight people) who stay at Quaker Center for one to five nights. Sojourners are completely responsible for themselves and are encouraged to use the quiet of the redwoods for personal self-directed retreats.

Volunteers - Persons who stay at Quaker Center for a short time to do work without pay, either alone or in groups, under the supervision of the staff.

### I. STAFF PERSONNEL PROCEDURES

#### 1. EQUAL OPPORTUNITY STATEMENT

Quaker Center seeks to employ persons who are Friends or others familiar with and sympathetic to Quaker beliefs, values and practices. Outside of this general guideline, Quaker Center encourages the participation of all and seeks to employ individuals of diverse backgrounds, without discrimination on the basis of gender, race, color, ethnic group, age, ancestry, physical disability, medical condition, sexual orientation, gender identity and expression, marital status, or any other characteristic protected by federal, state or local laws. Anyone who is perceived as having any of those characteristics, or is associated with a person who has, or is perceived as having, any of those characteristics is protected. Employment decisions will be based on merit, qualifications, and the ability to perform the basic job functions of the position.

## 2. NON-DISCRIMINATION ON THE BASIS OF DISABILITY

In compliance with the Americans with Disabilities Act (ADA) and other applicable laws, BLQCA extends the equal employment opportunities to qualified individuals with a disability. Any applicant or staff member who requires an accommodation in order to perform the essential functions of the job should contact the Co-Directors and request a possible accommodation. The CoDs will then engage in an interactive process with the employee or applicant to identify the barriers that make it difficult for the staff member or applicant to have an equal opportunity to perform the job, and identify potential accommodations, if any, to reduce the limitation. If the accommodation is reasonable and will not impose an undue hardship on Quaker Center, BLQC will make the accommodation.

## 3. OVERVIEW OF JOB DESCRIPTIONS

All staff appointments are confirmed with a Minute (i.e. contract) of Agreement. Job descriptions may be rewritten as needed to suit the conditions of employment and to reasonably accommodate disabilities and the needs of Quaker Center. See Appendix for job descriptions.

Employees are required to maintain high standards of job performance and professional courteous conduct. Conscientious attendance to job responsibilities and consideration of other viewpoints are essential to provide high-quality service to Quaker Center guests. Reliability and communication about work plans, especially those with a time constraint related to the immanent arrival of guests, is critical to avoid imposing additional stress or unnecessary work on other staff members. Employees are expected to work together in a spirit of care and cooperation supporting one another when time constraints and guest needs cause overwhelming circumstances.

Each staff member is accepted into the Quaker Center community to perform the specific tasks outlined in the job description for his/her position. All staff members are expected to work the number of hours required to fulfill their job responsibilities, and to periodically handle the responsibilities of other staff members, during vacations and/or other times of need.

## 4. ATTENDANCE

Staff meetings are typically held once per week to share important information about recent, present, and future guests, facility needs, and to share plans, reports, feedback, and ideas relevant to all staff members.

If employees need to be absent from a scheduled duty, they are responsible for making arrangements with other staff, so that the required tasks will be performed in a timely manner. If employees need to be absent for one week or more because of illness, or are hospitalized, they should request a medical leave of absence.

## 5. MINUTE OF AGREEMENT

California is an “at-will” state, which means that this employment relationship may be terminated, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Employees will be provided with a Minute of Agreement reporting the action of the Board or Co-Directors regarding hiring or rehiring. This Minute of Agreement will state the specific dates for the term of employment, salary and applicable benefits, and any exceptions to or changes in the job description or conditions of employment stated in the Employee Handbook. The Minute of Agreement is the primary document in the employment relationship with Quaker Center. It will be signed by the employee, by the Clerk of the Personnel Committee, and by either the Clerk of the Board or a Co-Director. A copy bearing all three signatures will be placed permanently in the personnel file (see #11 in this section).

If employees wish to request any change to their agreement, they must make such a request in writing to the Personnel Committee Clerk. The Personnel Committee will consider such requests and make a recommendation to BLQCA. If BLQCA approves the recommendation, a copy of its minute, along with a copy of the request, will be placed permanently in the personnel file.

Approximately six months before Minutes of Agreement expires, employees will have the opportunity to have a special review (see next section) so that intentions regarding the renewal of contracts will be made clear. New contracts will result in new Minutes of Agreement.

## 6. PERFORMANCE EVALUATIONS AND REVIEWS

Employees will receive preliminary reviews after the first six months of employment. Thereafter, annual reviews will occur on or about the anniversary date of employment each year.

The first three months of employment is considered a probationary period. For good cause, the probationary period may be extended for a further three months. .

Responsibility for the review of specific employees is based on the supervisory structure of Quaker Center, as reflected in the Organizational Chart (1.6). The Personnel Committee evaluates the work of the Co-Directors. The Co-Directors, in turn, will normally evaluate the other staff. An exception to this procedure will be made when other employees are members of the same family as the Co-Directors; in this case, the Personnel Committee will evaluate such employees. If the Personnel Committee is responsible for a review, at least one of its members will subsequently meet with the employee to discuss the review.

The purpose of a review is to recognize and encourage strengths and to develop plans to work on any areas where improvement is needed. While feedback is an ongoing process and is not limited to the review, the review meeting is a special time to pause and examine overall performance.

The review is a multi-stage process. Prior to the review the employee, will be asked to reflect on their performance in terms of what is working, what is not working, how to address problems and set new goals. The reviewer will also prepare an evaluation, which may include feedback from other staff and Board members. The goal of the review meeting will be to find unity around the way forward. A written report summarizing the review will then be prepared. Areas where unity is not achieved will be noted. Once signed, a copy of this report will be given to the employee, another forwarded to the Personnel Committee, and a third placed in the employee's personnel file.

## 7. COUNSELING AND DISCIPLINE

If employees violate any of the policies or guidelines designated in this handbook, the following procedure may be put in place:

The employee and the supervisor will meet to discuss the problem together. If this discussion is not sufficient to correct the problem, the employee may be put "on warning." At this point, the problem will be documented in a statement signed by both the employee and the supervisor and placed in the employee's personnel file. If the warning is still not sufficient to correct the problem, the employee will be placed on probation for a period of up to three months. If at the end of this time there is still no resolution of the problem, employment may be suspended or terminated. If there is resolution at any point in the process, this resolution will be documented, and such document will be signed by both the employee and the supervisor and placed in the employee's personnel file.



In case of violations of Quaker Center policies, or unacceptable conduct, BLQCA reserves the right to suspend or terminate employment immediately. Further, if any resident member of an employee's family engages in behavior unacceptable to Quaker Center, employment may be terminated and the entire family required to leave Quaker Center.

## 8. GRIEVANCE AND FAIRNESS PROCEDURES

If employees have a grievance against either supervisors or BLQCA, they should take the following steps: First, discuss the problem privately with the immediate supervisor. Second, if this discussion does not resolve the problem, employees should write a letter to the Clerk of the Personnel Committee detailing their concern. The Clerk will then bring the issue to the Personnel Committee.

If the Personnel Committee is to deal with the problem, both the employee and the person against whom the employee has the grievance will be invited to attend the Committee meeting where the issue will be discussed. Either or both may bring a support person to this meeting. If this meeting with the Personnel Committee does not clear up the matter to all parties' satisfaction, then the matter will be brought to the Board of Trustees. The decision of the Board will be final.

When the issue is resolved, the resolution will be documented in writing. Both the employee and the other person will receive a copy of this documentation. A copy will be placed in all relevant personnel files.

## 9. RESIGNATION OR DISMISSAL

If employment at Quaker Center is terminated either by the employee (i.e., resignation) or as a result of unacceptable performance, the employee will be given a minimum of 30 days to vacate their residence. Except in cases of termination for gross violations of conduct by either the employee or a resident family member, the employee will be given as much advance notice as possible. Likewise, if an hourly employee is the one terminating employment, Quaker Center requests as much advance notice as possible, with a minimum of 30 days, to facilitate finding a replacement..

When the employee's employment with Quaker Center is ended, they are entitled to an exit interview with a staff or board member of their choosing. A written report of this interview, signed by both parties, will be placed in the employee's personnel file.

## 10. CONTRACT LABOR

Quaker Center frequently enters into contractual labor arrangements for services not included in the duties of permanent staff. (Cooks, for example, are retained on this basis.) The Co-Directors are responsible for providing all contract workers with written agreements, invoices, or contracts.

Quaker Center adheres to all IRS guidelines concerning contract labor, and files a "1099 Miscellaneous Income" form for each contract employee whose gross payment exceeds \$600.00 in a calendar year.

## 11. PERSONNEL FILES AND RELEASE OF INFORMATION

Quaker Center maintains a Personnel File for each of its current employees. This File will include:

- Minute of Agreement (employment contract) with Quaker Center

- any approved exceptions to this Employee Handbook
- performance evaluations and reviews
- records of any discipline or grievance procedures
- current salary and benefits data
- current vacation, sick leave and compensatory time records
- any materials that accompanied your application for employment at Quaker Center
- records of any exit interview that may be held
- any written statement the employee wants to be in the Personnel File

Employment records are maintained in strictest confidence. No one has access to the Personnel File except the employee, supervisor and the Personnel Committee Clerk. Any employment information released to outside parties such as government organizations, potential employers, lending institutions, etc., will be made only in writing and only with the written consent of the employee. Unless the employee requests otherwise, in writing, the only information released will be dates of employment and position held.

In the event of an investigation of an employee by a government agency, Quaker Center will cooperate to the extent required by law.

### III. SALARY AND BENEFITS

#### 1. SALARY

The Co-Directors position is a salaried “exempt” positions, i.e., not eligible for overtime pay. Other staff positions are paid on an hourly wage. For residential positions, the values of on-site housing and utilities is part of the compensation package. Quaker Center is committed to setting salaries at levels comparable to those in other religious or non-profit organizations, high enough to attract and retain persons of ability and competence and to allow service without unreasonable financial hardship. Salaries may be adjusted periodically to reflect cost of living changes. Individual salary will be determined jointly by the Personnel and Finance Committees, subject to final approval by the Board.

#### 2. PAYCHECK DISTRIBUTION

The staff is paid twice monthly, on the 15th and last calendar days of each month. Employees can request an early paycheck if needed.

#### 3. PAYROLL DEDUCTIONS

In accordance with state and federal law, the following deductions will be made from your paychecks:

- Federal income tax, according to exemptions specified on the W-4 form
- State income tax, according to exemptions specified on the W-4 form
- Social Security Insurance (F.I.C.A.), up to the required annual amount
- State Disability Insurance (S.D.I)
- Medicare tax

Employees are responsible for keeping your W-4 form current: i.e., if there are changes in marital status or number of exemptions, it is up to the employee to submit a revised W-4 form to the Quaker Center office. W-4 forms are available in the office.

For staff earning more than \$5,000 per year, Quaker Center will make a contribution equal to 3% of their salary to any IRA. Employees may also elect to have some of their earnings withheld, to be added to such IRAs.

#### 4. RESIDENCY ELIGIBILITY

Legal spouses and dependents of resident employees can also live at Quaker Center in the employee's residence. Legal dependents are defined as the following:

- Unmarried children who are:
  - Less than 19 years of age
  - At least 19 years of age but less than 23 years of age and enrolled full-time in a school, college or university and primarily supported by the employee
  - At least 19 years of age but mentally or physically incapable of earning a living ("Children" include biological children, legally adopted children and stepchildren living in a normal parent-child relationship with and financially dependent on the employee)
- Other persons if agreed to by BLQCA. Such exceptions will be determined on a case-by-case basis.

There may be circumstances under which other individuals are eligible to live with you at Quaker Center, for example, a foster child, a relative who is not a legal dependent, or a "significant other" (see section 5 below).

Marriage of a resident staff member and the anticipation of the spouse's living at Quaker Center changes the staff member's Minute of Agreement. BLQCA should be consulted well in advance of such plans, in order to determine the housing and budgetary implications of the change, and how these can be accommodated.

#### 5. ADDING NEW MEMBERS TO AN EMPLOYEE'S HOUSEHOLD

After beginning employment by Quaker Center, an employee of the Center may wish to invite others to cohabitate with him or her for short or long periods of time, with or without the structure of marriage. Although the Board seeks to honor the privacy of these arrangements, it also has an interest in maintaining the above-mentioned standards. Therefore, any employee who seeks to have his or her minute of agreement revised because of an intention to have someone else live with him/her, will be guided by the following process:

- A. The employee will inform his or her immediate supervisor of his/her intention to add to his/her household.
- B. The supervisor will discuss the request with the Personnel Committee, who will evaluate the impact on the Center and determine what additional costs, if any, will accrue, and how such costs might be addressed.
- C. The Personnel Committee will then make a recommendation to the full Board, who will approve any amendment to the Minute of Agreement allowing the new resident(s), or disapprove the request, or take some further action.

#### 6. EXPECTATIONS OF QUAKER CENTER RESIDENTS

All residents need to understand that Quaker Center is a religious retreat center. Residency is a privilege that is conferred as a benefit of employment that may also extend to other members of the employee's household.

Persons who reside at Quaker Center, regardless of age, role, or relation to an employee, are representatives of the Center and must hold themselves to the highest standard.

The Board has an interest in maintaining the unique character of the residential community at Quaker Center. This character is exemplified by trust, communication, respect and cooperative effort. It also seeks to preserve a special environment for visitors which ensures their safety, provides for their physical and spiritual needs, and protects against any possibility of exploitation, abuse of power, or harassment of any sort.

The Employee Handbook and the Minute of Agreement, written on the occasion of the employment of any residential staff, detail the rights and responsibilities of that employee and his or her dependents or cohabitants. The Minute must be approved by the Board and agreed to by the Employee, and as such, binds both parties and, by extension, any non-employee residents such as spouses, partners, children, guests or pets, to that same agreement. The Employee is thus directly responsible for the conduct and deportment of any person or animal who lives with him or her.

Inappropriate behavior of an employee while on Quaker Center property may lead to termination of that employee. Similarly, inappropriate behavior by a member of the employee's household may lead to termination of the employee. The employee's supervisor is obligated to talk to the employee about any concern regarding inappropriate behavior of the employee or member of his/her household as soon as possible, in the expectation that concerns may be addressed promptly and constructively.

Possession of firearm is not permitted on Quaker Center premises..

## 7. WORKER'S COMPENSATION

Quaker Center provides Worker's Compensation Insurance to all staff, in accordance with state law. This insurance pays benefits in the event of a work-related injury.

State law requires that employees report any work-related injury in a written incident report, regardless of how minor it may seem in the moment, to a Quaker Center Co-Director within 24 hours. Employees must also complete an "Employee's Claim for Worker's Compensation Benefits." Quaker Center is then required to notify its Worker's Compensation insurance carrier within 24 hours of the time Quaker Center is notified.

State law permits employees to pre-designate the doctor or hospital for work-related injuries. If you wish, this information can be kept on file in the Quaker Center office.

In the event of a job-related injury, Quaker Center workers comp insurance will pay the disabled employee a partial salary for the days s/he is unable to work. For a period of up to 30 calendar days, Quaker Center may augment such WCI payments, so that the disabled employee experiences no overall drop in salary during the first month of injury.

## 8. EMPLOYEE DEATH OR EXTENDED DISABILITY

In the event of an employee death, resident family members may continue to reside at Quaker Center for 90 days after the death. Likewise, if an employee becomes disabled for an indefinite period and is unable to perform the duties required of his/her position which necessitates the termination of employment, he/she and his/her resident family members may remain at Quaker Center for 90 days after the time the employment is terminated.

## IV. TIME OFF

### 1. PAID TIME OFF

Quaker Center recognizes the difficulty for salaried employees of balancing work and personal time. To ensure that employees get adequate time away from work, they are not only entitled, but required to take regular vacations. Of course, since Quaker Center employs such a small staff, vacations must be planned with careful consideration for the Center's needs. There must always be a staff person available to renters on the property. To ensure that this requirement is met, all time off from regular work hours is subject to the approval of the employee's supervisor. All hourly staff members must submit a request form for any paid time off to the Co-Directors for approval prior to taking those days off. Employees are responsible for reporting actual use of PTO. Up-to-date records of PTO will be maintained by the Co-Directors .

All regular Quaker Center employees are entitled to 15 days of Paid Time Off (PTO). These days may be used for vacation or to recover from illness or any other reason that may keep the employee away from their regular work.

PTO pay for hourly employees is prorated based on the average number of hours per week the employee works. If the employee regularly works 40 hours per week, then a PTO day is 8 hours (120 PTO hours per year). If the employee regularly works 30 hours per week, then a PTO day is 6 hours (90 PTO hours per year). If the employee regularly works 20 hours per week, then a PTO day is 4 hours (60 PTO hours per year).

PTO can be carried over to following years. However, Quaker Center caps accrued PTO at 120 hours. If the amount of accrued PTO reaches 120 hours then additional PTO does not accrue until some is used, bringing the total accrued and not used below 120 hours.

It is the Co-Directors' responsibility to ensure that the employees s/he supervises are using their PTO. Upon approval of the Personnel Committee, employees may be advanced up to one week of annual leave prior to accrual.

At the termination of employment, payment for unused PTO will be included in the employee's final paycheck.

#### Rest Breaks

Hourly employees are allowed one 10-minute rest period for every 4 hours worked daily. To the extent possible, rest breaks will be allowed in the middle of work periods. Breaks are not tracked on timesheets. Since this time is counted and paid as time worked, staff must not be absent beyond the allotted rest break time, Rest breaks may not be accumulated or added to (See Unpaid Time Off) meal breaks.

### 2. HOLIDAYS

Quaker Center observes the following holidays:

- New Year's Day, Martin Luther King, Jr., Day; Presidents Day; Memorial Day; Independence Day; Labor Day; Thanksgiving Day; Christmas Eve Day; Christmas Day.

Because holidays frequently fall on days when some or all staff are required to work, Quaker Center policy allows employees to "shift" holiday time to another day, which will be tracked by the Co-Directors.

### 3. COMPENSATORY TIME

Salaried employees are expected to put in whatever hours are required to perform their duties. If exceptional circumstances require you to put in a significant amount of overtime, however, you will be entitled to compensatory time off. Because the small staff work closely together to maintain continuous care of the facility, your “comp time” needs to be carefully coordinated with other staff members. There should be no expectation of supplemental monetary compensation. Any concerns should be taken to the Personnel Committee in a timely manner.

#### Overtime

When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime compensation is paid to all non-exempt team members in accordance with federal and state wage and hour law. Overtime pay is based on actual hours worked, including paid rest breaks. Paid time off or any leave of absence will not be considered hours worked for purposes of performing overtime calculations. Although non-exempt employees will be compensated for any overtime worked, team members who work overtime without receiving prior authorization from a supervisor are subject to disciplinary action, up to and including termination of employment.

### 4. STATE DISABILITY INSURANCE (SDI)

The State of California provides short-term disability insurance (SDI) benefits to all employees who are unable to work because of a qualifying disability due to an injury or illness. Details of the SDI benefits plan including how to apply, benefit amounts, when they are payable, and limitations, restrictions, and other exclusions are available at [www.edd.ca.gov](http://www.edd.ca.gov)

### 5. PAID FAMILY LEAVE

Paid Family Leave is a state-sponsored insurance program within the SDI program. Employees receive partial wage replacement for up to six weeks in any twelve-month period while they are absent from work to care for a seriously ill or injured family member or bonding with a minor child within one year of the birth or placement of the child in connection with foster care or adoption. For additional details, visit [www.edd.ca.gov](http://www.edd.ca.gov).

### 6. BEREAVEMENT LEAVE

Quaker Center provides 3 days of bereavement leave for the death of a close relative. In this case, employees need to notify their supervisor and make arrangements with other staff for continuous care of the facility while they are away. If three days are not sufficient, employees may supplement bereavement leave with vacation time or unpaid leave of absence.

### 7. JURY DUTY

Employees who have passed their probationary period are eligible for jury duty compensation. While on jury duty, they will receive their normal compensation and benefits for up to two weeks. Employees must notify their

supervisor as soon as they receive your notice of selection, so that arrangements can be made for other staff members to attend to their duties.

## 8. UNPAID TIME OFF

**MEAL BREAKS:** Non-exempt staff who work for a work period of more than five hours per day are allowed a meal period of at least thirty minutes, unless the total work period per day is no more than six hours. A second meal period of at least thirty minutes is required if a staff member works more than ten hours per day.

**LEAVES OF ABSENCE:** Although Quaker Center has no sabbatical program for staff, unpaid leaves of absence are sometimes approved. A request for a leave of absence must be presented in writing to the Clerk of the Personnel Committee, and is subject to approval by BLQCA. Employees will not receive any compensation during such a leave of absence. If employees do not return to employment at Quaker Center following a leave of absence, they will be considered terminated and will be expected to move from Quaker Center according to the guidelines described under "Resignation and Termination."

## V. PERQUISITES

### 1. HOUSING AND UTILITIES

In addition to providing housing for its resident staff, Quaker Center also pays their utilities, including the basic monthly telephone and internet service.

The privilege of living at Quaker Center carries with it the responsibility for upkeep of the employee's personal residence and the grounds surrounding it. If employees wish to make any structural changes or improvements, including exterior painting, check first with the Co-Directors (or, in the case of the Co-Director, with the Personnel Committee) for approval. Employees are expected to vacate residence and storage areas and leave the areas clean and ready for the next resident(s).

### 2. MEALS

Meals are not generally provided to the staff and their dependents unless they are directly involved with or are participating in a Quaker Center-sponsored program. Since rental groups usually have a limited amount of food for the registered participants in their programs, or pay their cooks on a per-registrant basis, staff should not expect to eat with rental groups. Invitations to join in the meals of rental groups should be accepted only with explicit approval of the group's coordinator.

### 3. PERSONAL GUESTS

Personal guests of staff may stay at Quaker Center without charge on a space-available basis in the staff residences for a maximum of two weeks, or in other housing with advance approval of Co-Directors. Employees will have to prepare room(s) for their overnight guests and clean up afterwards. If their guests are staying in a group facility area, it may be necessary for them to be relocated if their visit conflicts with rentals of that facility. Any pets belonging to personal guests or staff must be approved in advance of any visit.

Employees' guests may use the Sojourner's Cottage or the Haven, with no charge, for up to five nights annually. For such use they may reserve the Cottage more than two months in advance, an exception to the usual policy.

Quaker Center guest policy is not intended to meet the short-term housing needs of friends or relatives.

#### 4. PARTICIPATION IN QUAKER CENTER PROGRAMS

Employees and their family members are welcome to participate in any Quaker Center-sponsored program on a space-available basis. Family members may also participate in any program for which they meet the age requirements.

#### 5. PARTICIPATION IN RENTAL GROUP PROGRAMS

Rental groups come to Quaker Center with their own program and most often their registrants have paid a fee to attend these programs. Employees may occasionally be invited to participate in their programs and may do so if the invitation comes from the group coordinator.

If employees are not invited to take part in a rental group program, they and their families and guests are expected to respect the absolute privacy of the group. This includes refraining from any loud noise or music that might interfere with the group's expectation of quiet and privacy at Quaker Center.

#### 6. FACILITIES, EQUIPMENT AND SUPPLIES

Employees are permitted personal use of any Quaker Center building, area or facility, including the washer and dryer, so long as such use does not infringe on or impede the activities or needs of any Quaker Center program, rental group, sojourner, other staff or their family or guests. Employees need to clean up immediately after using a building or area so that it will be ready for the next use.

Employees may also use any Quaker Center cleaning supplies and other household supplies, such as light bulbs and toilet paper, purchased for the daily operation of Quaker Center.

### VI. SAFETY, SECURITY AND PRIVACY

(Note: Because of the nature of the following safety policies, you are required not only to comply with them but to enforce them whenever necessary.)

#### 1. ACCIDENT PREVENTION / RISK MANAGEMENT

It is the responsibility of all staff members and their resident family members to report, or correct if possible, any unsafe or hazardous conditions immediately, especially those that could cause injury to a guest. Maintenance tools and equipment should be removed from group areas immediately upon completion of work, to prevent accidental misuse by a guest.

#### 2. FIRE PREVENTION

Specific information regarding Quaker Center's fire protection system is contained in the Maintenance Manual. All staff and adult residents are required to be knowledgeable of the contents of this manual and be able to direct others in the use of all extinguishers, hoses, hydrants and related plumbing and water storage. Periodic fire drills are recommended for staff training, and all new staff should be trained soon after arrival. Participation of all residents in



fire drills and training should be recorded annually. Fire prevention is the responsibility of everyone, and unsafe conditions and risky group or individual practices should be reported to Co-Directors immediately.

### 3. SMOKING, INCENSE, CANDLES AND CAMPFIRES

Because there is almost always a high fire danger at Quaker Center, it is important to be extremely cautious with any fire or flame. In addition, cigarette smoke is a health hazard, and the odors of tobacco, incense or scented candles can be offensive or even allergenic to some guests.

Smoking is limited to a few designated areas, and is not permitted in any buildings, on any trails, or in the Quaker Center truck(s). Cigarette butts must be disposed of in a proper metal container; they are never to be tossed on the ground.

Burning candles in group areas is permitted only with the approval of the Co-Directors. The use of incense is prohibited because the odors permeate and linger in textile fabrics, and may offend future guests.

There is an established campfire area in the orchard for use by the group using the Orchard Lodge. There is a portable fire pit for campfire use in the Redwood Lodge loading area, or at the Redwood Circle. These are only to be used when the California Department of Forestry permits open burning (normally November through March) and with the explicit approval of the Co-Directors.

### 4. WORKPLACE HARASSMENT

Harassment is prohibited and includes verbal, physical and visual conduct that creates an intimidating, offensive or hostile working environment or that interferes with work performance. Some examples include racial or sexist slurs, ethnic or sexist jokes, posting of offensive statements, posters or cartoons, and unwanted touching or blocking of normal movement.

### 5. SECURITY

Quaker Center property is largely open. The areas with the greatest exposure to theft and damage are the office, the shop areas, and the personal residences. If you do discover any item missing, notify the Co-Directors immediately so that appropriate steps can be taken to report the loss.

Quaker Center staff and other residents should be continually aware of the possibility of unanticipated visitors, and any unfamiliar persons should be greeted to determine if they are supposed to be at Quaker Center. If it is determined that they are not, they should be politely asked to leave.

Groups are responsible for damage to or theft of property during the time they are renting the facilities, and they can be billed for repair, replacement and labor costs. It is the staff's responsibility to maintain Quaker Center property in such a condition that it can quickly be inventoried or inspected following any group use.

### 6. INTOXICANT USE

Ben Lomond Quaker Center (BLQC) takes a strong stand on the use of alcohol and controlled substances in order to provide a safe and healthy environment for our visitors and co-workers alike. We expect each employee or volunteer to be medically cleared for work and/or refrain from working under the influence of alcohol and controlled

substances. We ask, with all sincerity and gravity, that persons unable to abide by the standards set forth in this policy choose to live and work elsewhere.

Employees and volunteers should not be in possession, or under the influence, of any intoxicant on BLQC property, except as allowed by applicable law in one's own personal residence. Residential employees should remain aware that they may be called upon to perform their duties at any time, even after normal work hours or when not officially on-call and therefore should be within the legal driving limit for alcohol or prescription restrictions. Employees should refrain from using any intoxicants during normal work hours, or when work-related appointments are scheduled later the same day.

Employees are expected to use controlled substances only as prescribed by their physician. Employees should inform all co-workers of any impairments or limitations caused by the use of prescribed medications when performing staff duties during the treatment period.

Violation this intoxicant use policy is a very serious matter and could result in the termination of the staff member's employment.

## 7. RIGHT OF PRIVACY

Most Quaker Center employees are required to reside on the property in the housing provided. This arrangement is considered to be a landlord-tenant relationship between Quaker Center and the employee, and all the customary agreements of that relationship are to be respected and adhered to, including the personal privacy of the employees and their family members and guests. Because of the on-call nature of living where one works, it is extremely important that the private residences be as much of a sanctuary from work as possible. Employees also need to attend to their own personal needs for privacy, nurturing and recreation, and to be aware of those needs in other resident staff members.

## 8. HANDLING PROBLEMS WITH GROUPS OR INDIVIDUALS

Occasionally a problem may arise with some group or individual using Quaker Center: inappropriate noise, unsupervised children, or some other policy infraction. As a staff member, you are responsible for informing the group leader so that the problem can be corrected.

## VII. OTHER

### 1. REIMBURSEMENTS FOR QUAKER CENTER EXPENSES

Most expenses that employees incur as part of their jobs, such as mailing, copying, equipment maintenance, etc., will be paid for by Quaker Center directly via business accounts held with local merchants and service providers. For transactions where employees need to pay cash, such as gas and oil, garbage dump fees, etc., they will be reimbursed after submitting receipts. You will need to submit these receipts to the Co-Directors within thirty days of incurring the expense. Exceptional purchases must be approved by the Co-Directors in advance and will usually be paid for directly with a Quaker Center check or credit card,, rather than by reimbursement.

### 2. MOTOR VEHICLE USE (QC AND PERSONAL)

Employees should use the Quaker Center truck for maintenance-related business whenever possible. If it is necessary to use a personal vehicle for a Quaker Center trip, and the employee wishes to be reimbursed for mileage, they must first obtain approval from the Co-Directors.

### 3. USE OF QUAKER CENTER EQUIPMENT

Quaker Center equipment such as computers, shop tools, kitchen equipment, etc. are to be used only by those persons who regularly operate them and are experienced in their use, or by another experienced person who has permission from the Co-Directors. Equipment is not to be loaned out or removed from Quaker Center except with the approval of the Co-Directors.

### 4. PERSONAL PROPERTY LIABILITY

Quaker Center cannot accept responsibility for the loss of or damage to personal property or valuables on the premises.

### 5. STORAGE FACILITIES

If the storage space provided for your personal belongings is insufficient, storage must be obtained offsite. In addition, Quaker Center is not able to provide storage facilities for former employees, after their departure.

### 6. SOLICITATION AND PRIVATE BUSINESS VENTURES

Employees are not to solicit, persuade or proselytize guests or clientele of Quaker Center. If an employee, or a family member, is engaged in a private business venture, the nature and extent of the business must be fully disclosed to the Co-Directors and to the board. Any private business venture engaged in by a Quaker Center employee or family member must have no effect upon the normal function of Quaker Center and may not jeopardize its tax-exempt status. Furthermore, the following specific restrictions are necessary because of insurance and liability requirements.

- If the business employs other persons, no portion of the work performed by these other persons can take place on the grounds of Quaker Center.
- Business transactions on the grounds of the center are prohibited.
- Neither the name nor the address of Quaker Center can be used in conjunction or association with the conduct or advertisement of the business.

### 7. PETS

Resident employees and their family members may have pets at Quaker Center with specific approval for each pet by the Co-Directors, and no more than two cats and one dog per household. Pets must be controlled so that they do not interfere with groups or individuals using the Center. This includes the control of any animal noises that could interfere with silent programs or meditation, and the removal of animal waste from paths and walkways. If at any time a pet causes intolerable damage or other problems, the Co-Directors may ask that the pet be relocated to another home for the duration of the employee's residency at Quaker Center. If employees are permitted to bring a pet to live in Quaker Center residences, they must pay a \$100 deposit per cat or dog, and pay for additional repair of any damages caused by the pet. While deposits are required for pets, they are not required for medically authorized service animals as defined by the American with Disabilities Act (ADA).

## VII. JOB DESCRIPTIONS

### BEN LOMOND QUAKER CENTER CO-DIRECTORS JOB DESCRIPTION

The Co-Directors of the Ben Lomond Quaker Center work cooperatively with the Board of Trustees to maintain a vital, spirit-led organization which speaks to the spiritual condition of Friends. Guided by the Center's mission statement, this organization provides witness to the value of operating a nonprofit business based on Quaker values.

The Co-Directors are directly accountable to the Board of Trustees and supervise all other Center staff and volunteers. In collaboration with the Board, they ensure that the long-range vision for the Center remains vital. They have full executive responsibility for the daily operation of the Center, the development of programs, and the implementation of policy. When needed, they recommend policy changes to the Board of Trustees.

This job description describes two full-time positions that each require an average of about 40 hours a week. The members of the Co-Directors may be hired together or separately. The Co-Directors live on site and, because they fill residential, "on-call" positions, their hours are not restricted to any scheduled time. The Co-Directors, in cooperation with the Personnel Committee, decide how to share the responsibilities here described. This division could be equal Co-Directors, or a Director and Associate(s). They are encouraged to frequently revisit the issue of division of labor, and to maintain a healthy balance between work and their personal needs.

#### **Job Responsibilities for the Co-Directors:**

##### Accountability to the Board of Trustees:

- ❖ Attend all board meetings
- ❖ Prepare routine and special reports as necessary
- ❖ Work with the Board to implement a comprehensive fundraising strategy
- ❖ Represent Quaker Center at Quaker gatherings and to the general public
- ❖ Staff board committees, bringing forward concerns and policy recommendations

##### Staff Management:

- ❖ Recruit and, if necessary, terminate employment of all other Quaker Center staff; support and supervise their work
- ❖ Assume the functions of other staff in their absence
- ❖ Supervision of the administrative assistant.
- ❖ Establish and oversee performance standards and work safety standards for property management, preventive maintenance, housekeeping and other staff functions
- ❖ Administer personnel benefits
- ❖ Track expiration of any essential licenses for all staff

##### Program Management:

- ❖ Annually develop a balanced schedule of about 15 weekend and week-long programs
- ❖ Identify themes/topics/issues that speak to members of the Religious Society of Friends
- ❖ Identify and nurture program leaders and potential leaders
- ❖ Provide for logistical support for programs (correspondence, publicity, registration, supplies, cooks, etc.)

- ❖ Provide spiritual grounding and administrative support during all programs
- ❖ Special program responsibilities include:
  - Ensure the continuation and institutionalization of youth programs at Quaker Center
  - Oversee the development and staffing of outreach programs such as "Quaker Center on the Road"
  - Work with the Maintenance Technician to create, lead and staff the annual, week-long, Family Workcamp and other weekend workcamps that may be developed

Administrative Management:

- ❖ Handle reservations and bookings of Center facilities in a manner consistent with Quaker values
- ❖ Coordinate services for users: preparation of facility, hosting, supervision of final clean-up
- ❖ Assist the Maintenance Technician in caring for the buildings and grounds
- ❖ Oversee maintenance of current printed and web-based materials and correspondence
- ❖ Oversee maintenance of necessary databases (especially mailing and fundraising data)
- ❖ Oversee maintenance of supplies and materials necessary for regular operations (the Maintenance Technician manages tools and repair materials)
- ❖ Oversee compliance with necessary government regulations
- ❖ Ensure compliance with water treatment requirements
- ❖ Obtain food safety certification exam and oversee food safety in the kitchens
- ❖ Have valid driver's licenses

Financial Management:

- ❖ Develop and administer annual budget in coordination with Finance Committee
- ❖ Maintain bookkeeping and accounting systems, including payroll
- ❖ Prepare financial reports
- ❖ File federal, state and local tax returns as required

**Qualifications:**

- ❖ Experience of and in accord with Friends values, beliefs, and decision-making practices
- ❖ Familiarity with Friends' organizations and meetings is recommended
- ❖ Demonstrated commitment to Friends testimonies of integrity, simplicity, peace, equality, unity and community
- ❖ Excellent written and verbal communication skills
- ❖ Supervisory experience
- ❖ Computer literacy (Windows, Quickbooks, Google docs)
- ❖ Familiarity with financial analysis and bookkeeping procedures
- ❖ CPR and First Aid certification
- ❖ Physical Requirements. One or both members of the Director Team must be able to:
  - Type and work at a computer
  - Walk two miles over uneven terrain, up to half at a 6% grade
  - Unload supplies from vehicles and move to storage/use sites
  - Climb ladders to clear gutters, change light bulbs, etc.
  - Move furniture during set up of facilities

- Carry a 10-15ft aluminum ladder
- Load and unload garbage & recycling from 40 gallon cans to truck.

### **Compensation**

- ❖ Exempt, salaried position paid semi-monthly.
- ❖ Housing, in the single family home next to the office, and utilities, including long distance telephone and basic cable TV service
- ❖ Deferred compensation plan
- ❖ Three weeks of paid vacation per year (to be coordinated with other Quaker Center staff)

### **Term**

Three-year commitment, renewable by mutual agreement

## **BEN LOMOND QUAKER CENTER MAINTENANCE TECHNICIAN JOB DESCRIPTION**

The Maintenance Technician is responsible for performing routine and periodic maintenance tasks, making improvements to the buildings and grounds, and implementing the preventive maintenance program for Quaker Center. This is a full-time position and should require an average of 40 hours per week. Because it is a residential “on call” position, however, these hours will not be restricted to any scheduled time.

The Maintenance Technician reports to the Center Co-Directors and works in coordination with them and the Buildings and Grounds Committee, establishing long-range plans, developing the maintenance and capital improvements budgets, and reviewing and amending the preventive maintenance program.

### **Job Responsibilities:**

- ❖ Maintain and improve buildings and grounds, with attention to erosion control, fire prevention, forest management and watershed management
- ❖ Take care of the shop, tools, equipment storage areas and Quaker Center vehicles
- ❖ Make general repairs
- ❖ Maintain the water system, and be able to respond effectively to changing water system regulations
- ❖ Maintain Quaker Center’s septic and fire systems
- ❖ Design and draw plans for new facilities, in cooperation with builders, architects and government agencies
- ❖ Submit applications for building permits and respond effectively to government mandates relating to the physical facilities at Quaker Center
- ❖ Select qualified contractors using objective and explainable criteria, and supervise these contractors and their work
- ❖ Orient and train new employees, and supervise their work in regard to maintenance duties.
- ❖ Maintain the roads and trails
- ❖ Cut and store firewood
- ❖ Perform periodic housekeeping tasks as needed
- ❖ Coordinate and supervise work projects and crews of the annual workcamp, and provide support as needed to other Quaker Center camps
- ❖ Host rental groups one weekend each month
- ❖ Attend all Buildings and Grounds Committee meetings
- ❖ Keep Center Co-Directors informed about work completed and scheduled
- ❖ Attend weekly staff meetings conducted by the Center Co-Directors
- ❖ Attend all BLQCA board meetings when maintenance/buildings and grounds issues are being discussed. (Attendance at full meeting is recommended but not required.)
- ❖ Assume the time-critical functions of the Co-Directors in their absence

### **Qualifications:**

- ❖ Possess good mechanical aptitude, and the knowledge and skills necessary to perform the stated job responsibilities
- ❖ Possess a valid Grade 2 water treatment certificate, a valid Grade 1 Distribution certificate, be able to respond to changing drinking water regulations, and be able to install new required equipment in the water system
- ❖ Be able to prepare and submit applications for planning and building permits and to respond effectively to mandates and requirements from government agencies regarding the facilities at Quaker Center
- ❖ Be able to design and draw plans for new facilities, in cooperation with builders, architects and government agencies
- ❖ Be able to select qualified contractor using objective and explainable criteria, and supervise their work
- ❖ Be in good physical condition:
  - ❖ Able to perform the physical motions necessary to operate a variety of mechanical equipment
  - ❖ Able to climb tall ladders
  - ❖ Able to lift up to 90 pounds
  - ❖ Have valid driver's licenses
  - ❖ CPR and First Aid certification

Since this is a service position in a Friends organization it is desirable for the maintenance staff to be familiar with and sympathetic to Friends values, beliefs and practices. Moreover, since the maintenance staff represents Quaker Center to the outside community it is also necessary for him/her to demonstrate commitment to Friends' testimonies of simple living, non-violence, equality and community. Membership in the Religious Society of Friends is not required.

### **Compensation**

Semi-monthly pay dates based on an hourly wage determined by skills and experience  
 Housing, in the house adjacent to the Maintenance Shop, and utilities, including long distance telephone and basic cable TV service

**Term:** Two-year commitment, renewable by mutual agreement.



**BEN LOMOND QUAKER CENTER, in collaboration with WESTERN FRIEND  
(see MOU)**

**ADMINISTRATIVE ASSISTANT JOB DESCRIPTION AS OF 8/18/14**

The Administrative Assistant of the Ben Lomond Quaker Center (BLQC) and Western Friend (WF) works cooperatively with the respective Executive Directors to maintain vital, spirit-led organizations, which speak to the spiritual condition of Friends and others.

The Administrative Assistant is directly accountable to the BLQC Co-Directors and fills their roles in their absence, working cooperatively with the maintenance staff and other part-time staff. The Administrative Assistant also performs services for Western Friend, and for those services, consults with the Executive Editor of Western Friend. This job description describes one part-time position that requires an average of 30 hours per week, allocated on average as approximately 20 hours per week to BLQC tasks and 10 hours per week to WF tasks. The Administrative Assistant lives on site and, because the position is a residential and "on-call" position, the hours are not restricted to any scheduled time. Given the residential nature of this role, it is important for the Administrative Assistant to maintain open communication with other staff to ensure a healthy balance between work and personal needs.

**Job Responsibilities for the Administrative Assistant:**

**BLQC Responsibilities:**

- ❖ Represent BLQC at Quaker gatherings and to the general public
- ❖ Assume the functions of the BLQC directors and other staff in their absence
- ❖ Provide for logistical support for BLQC on-site programs (correspondence, publicity, registration, supplies, cooks, etc.)
- ❖ Answer phones and email correspondence
- ❖ Support maintenance of current printed and web-based materials and correspondence
- ❖ Lead tours of Quaker Center facilities and grounds
- ❖ Provide spiritual grounding and administrative support during all programs
- ❖ Help maintain user and donor data bases
- ❖ Coordinate services for users: preparation of facility, hosting, supervision of final cleanup, etc.

**WF Responsibilities:**

- ❖ Support content management of website and social media pages
- ❖ Provide logistical and administrative support, and spiritual grounding, for online events (publicity, registration, trouble-shooting, hosting, evaluation, etc.)
- ❖ Help maintain subscriber / donor data base

**Qualifications:**

- ❖ Familiarity with Friends' organizations and meetings
- ❖ Experience and spiritual alignment with Friends' values, beliefs, and decision-making practices
- ❖ Demonstrated commitment to Friends testimonies including: integrity, simplicity, peace, equality, unity, stewardship, and community
- ❖ Effective written and verbal communication skills
- ❖ Strong computer skills related to office management, content management, and website editing

- ❖ CPR and First Aid certification
- ❖ A valid driver's license and the ability, or the willingness to learn, to drive a manual transmission vehicle.

**Physical Requirements:**

- ❖ Endurance and willingness to perform basic housekeeping skills at a commercial scale level.
- ❖ Type and work at a computer
- ❖ Walk two miles over uneven terrain, up to half at a 6% grade
- ❖ Unload supplies from vehicles and move to storage/use sites