

**WFHB Station Governance Document**  
**Bloomington Community Radio, Inc.**

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## Preamble

When, in the course of station events, it becomes necessary to clarify the way by which we run the station, common sense dictates that we distinguish “governance” from “operations.”

*Governance* is one of the responsibilities of the Board of Directors as per the Bylaws of Bloomington Community Radio, Inc. The Board is ultimately responsible for the business management of the corporation. Personnel policies, financial planning, budget approval, and general corporate management all fall under governance.

*Operations* is how the radio station runs on a day-to-day basis. This includes areas such as on-air procedures, office management, volunteer coordination, engineering, underwriting & fundraising, traffic, and bookkeeping, among many others.

Governance and operations go hand-in-hand. It is not the purpose of the Board of Directors to micro-manage the daily operations of the station, nor does it wish to do so. The Board expects the Management to operate the station efficiently, and the Management likewise expects the Board to provide efficient governance.

The Board of Directors hereby presents this **Station Governance Document**, which defines and organizes the duties, roles and responsibilities within WFHB, so that everyone at the station, be they Board, Management or volunteers, will know exactly what his or her job is and how everyone fits into the grand scheme of things.

Furthermore, each Division Manager creates and maintains a Manual of Operating Procedure (MOP), to set forth the way things function within each respective division. This should ease the training of volunteers and create a standardized system of operations. If a question ever arises during the absence of any manager, the answer ought to be found in the MOP.

## **I. Organizational Structure**

WFHB Community Radio is a function of Bloomington Community Radio, Inc. (BCR), a non-profit corporation established under the laws of the State of Indiana. BCR's Board of Directors is the station's legal owner. While the Board of Directors is the legal employer of all paid employees, it does not directly supervise any individual employee except the General Manager. It is not the purpose of the Board to engage in day-to-day operations at the station. The radio station is therefore administered by the General Manager, with Management and volunteers performing other critical functions. See Appendix A for a visual presentation of the organizational structure of the station.

### ***A. Hierarchy of Documents***

Our most important governing document is our Mission Statement, which reads: "WFHB exists to provide a neutral community forum for the exchange and discussion of ideas and issues, and to celebrate and increase the local cultural diversity." The Mission Statement can be changed only by vote of the Participating Members of BCR.

The second highest-level document that we must follow is the Bylaws of BCR. These Bylaws can also be changed only by a vote of the Participating Membership. The Bylaws, a legal requirement for any corporation in the State of Indiana, dictate the basic structure and maintenance of our organization.

This Station Governance Document comes next in the hierarchy. The organizational structure and rules defined herein are the most general guidelines that all volunteers and management shall follow. They do not in any way supplant the Bylaws, nor are they designed to let the Board unduly influence day-to-day operations of WFHB. This document was developed by the Board's Policy Committee, with the input of Board Members, Management and volunteers, and was approved and put into effect by the Board of Directors. Changes to it may be proposed to the Board at any time by a Board Member or the General Manager. The authority to set forth governance structures descends from the Board's mandate of governance in the Bylaws.

The Manuals of Operating Procedure (MOPs) constitute the most basic and essential day-to-day rules for operating the station. Each Division Manager at WFHB writes and maintains his or her own MOP containing the specific instructions and rules for his or her own area of authority. The procedures outlined in each MOP are to be observed by all employees and volunteers. The authority of the MOPs derives from the General Manager's power to delegate authority in running the station. Anyone may propose changes or additions to a MOP; proposals should be made to the Manager of that Division. Any Manager may amend his or her MOP at any time with the written approval of the General Manager.

### ***B. Responsibilities Within WFHB***

The vital functions of the station are divided among three categories of workers: Board, Management, and volunteers. Following are summaries of the responsibilities of each.

***Board of Directors:*** Paragraph 6.1.1 of the Bylaws states: "the Board is the final authority on all matters pertaining to the functioning of the Corporation. The business management of the

Corporation, its finances, and its properties shall be trusted to the Board. The Board shall have the authority to transact the necessary business of the Corporation . . . The Board shall employ all paid staff, and have the power to remove any staff member.” The general duties of the Board are to approve the annual budget (as well as any other single expenditure in excess of \$750.00 not included in the budget), and to contribute to the financial stability of the corporation through capital development, fundraising, or other means, in conjunction with the General Manager.

*Specific duties and responsibilities of each Board Member are:*

1. Attend Board meetings approximately every six weeks. It is expected that Directors will attend all Board meetings. Directors are expected to assign a proxy to vote when meetings cannot be attended.
2. Hire, oversee, and, if necessary, terminate, the General Manager.
3. Network to enhance community awareness of WFHB Radio.
4. Stay informed of the property and the financial status of station.
5. Attend monthly volunteer meetings.
6. Serve on Board committees as needed.

**Management:** Our organization features Managers who oversee Divisions, each division having different Departments. (See Appendix A for illustration.) Each Division Manager has authority over his or her respective division and all subsidiary departments, and is responsible for supervising all Apprentices and Participating Members within that division. Each Division Manager is equal in authority to all other Division Managers, and all of them report to the General Manager. The word “Management” refers to the General Manager as well as all Division Managers. (See Appendix B for the current job descriptions of the Managers of each Division.)

**Volunteers:** Every person who does work for the station falls into one of two categories: Participating Members and Apprentices.

Participating Members, as defined in Paragraph 5.4.2 of the Bylaws, “have completed 30 hours of authorized work for the corporation . . . within any 12-month period, at least four hours of work must be done during each of three different months.” Participating Members have the right to vote at the Annual Meeting. In this way they select the members of the Board and vote on any other business brought before the Membership, and thereby influence the governance of the station.

Participating Members must be at least 18 years of age. Volunteers who are younger than 18 must have the signed permission of parent or guardian in order to work at WFHB. A volunteer under the age of 18 who fulfills all the requirements of a Participating Member may petition for full PM status with a Division Manager as a sponsor. Such volunteers must renew their sponsorships each year until they turn 18.

Until the point that an individual attains Participating Member status and is certified by the Recorder, he or she is known as an Apprentice. Hours performed by all Apprentice and Participating Members must be logged and tracked by the Recorder.

*Specific duties and responsibilities of each WFHB Volunteer:*

1. Be familiar with, and follow the rules in, the Station Governance Document.
2. Be familiar with, and follow the rules in, the MOP for all Divisions in which the volunteer works.
3. Attend the WFHB Monthly Meetings on the first Saturday of each month, at the scheduled time.
4. Keep Division Manager(s) and the Recorder up-to-date with his or her current address, phone, and email address.
5. Record volunteer hours and submit them to the Recorder as required.
6. Maintain contact with other volunteers and management through Spot-Online.
7. Network to enhance community awareness of WFHB Radio.
8. Request a new assignment from the Division Manager if there is any dissatisfaction with assigned work. Each volunteer is entitled to work that will suit his or her particular needs and abilities. There is no dishonor in making such a request.
9. Find a sub if unable to do a scheduled job. Volunteer must provide the name of the sub to the Division Manager in a timely manner.
10. Give notice to the Division Manager at least two weeks in advance if the volunteer wishes to leave a position permanently.
11. Clean up work area after each time volunteer work is done, and tidy any obvious mess or clutter. Volunteers' personal belongings may not be stored at WFHB. If you pack it in, pack it out.
12. Volunteers must not steal from WFHB. Any theft of WFHB property will result in permanent dismissal.
13. Use the equipment and facilities at WFHB with care and respect. Any other use of WFHB's facilities is prohibited unless approved by the Division Manager.
14. Make sure the front door is locked at all times between 5 p.m. and 7 a.m. if at the station during those times. No one other than the DJ on duty is allowed in the station between 11 p.m. and 6 a.m. without prior permission from station management.
15. Have as much fun as is humanly possible while volunteering at WFHB!

The Bylaws distinguish between two kinds of membership: Participating and Contributing. Contributing Members, as defined in the Bylaws, have made only a financial contribution to the Corporation and are not considered volunteers.

## **II. Personnel Policies**

Personnel Policies apply to all Managers, either paid or unpaid, and all other paid employees.

BCR, Inc. is an equal opportunity employer and pledges not to discriminate against its paid employees or its volunteers on the basis of race, religion, gender, ethnic origin, sexual orientation, disability, marital status, number of dependents, or any other legally protected classification. In addition, BCR pledges to comply with all of the Federal laws prohibiting job discrimination listed in Appendix C.

WFHB is committed to provide a workplace free of sexual harassment. This includes any solicitation of sexual favors from an employee or volunteer by a supervisor in order to obtain employment, avoid discharge, or to gain other work-related benefit. Also included are any explicit

sexual language, jokes, or flirtations which may be deemed offensive by a reasonable person. An employee or volunteer who feels he or she is a victim of sexual harassment, or who observes sexual harassment, should ask the perpetrator to stop the harassment. If this proves unsuccessful, or if the employee or volunteer would rather not confront the perpetrator, he or she should report the matter to his or her Division Manager. If for any reason the employee or volunteer is uncomfortable approaching the Division Manager, he or she should contact the General Manager or a member of the Board.

WFHB intends to maintain a drug-free workplace. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited on any WFHB property. Any employee or volunteer found to be unlawfully under the influence of a controlled substance while on WFHB property is subject to disciplinary action, up to and including termination.

### ***A. Hiring***

Hiring of all paid personnel is conducted by the General Manager, after public advertising is conducted for the available position. The GM will schedule interviews with all fully qualified applicants and will make a decision at the first possible opportunity. (Hiring of the GM is conducted by the Board, which handles the process exactly as the General Manager does for all other hires.)

The first four months of employment is considered a probationary period. The General Manager will assess the new worker's performance during that time. If the new probationary employee's performance is satisfactory, he or she is then considered a permanent employee of BCR, Inc. Any benefits that the Corporation provides will begin when the probationary period ends.

Employees are considered full-time if they are hired for 30 hours or more per week, part-time if they are hired for fewer than 30 hours. Temporary employees, both full- or part-time, may be hired by the General Manager (as finances permit) to fill in during times of high station workload or when an employee quits, goes on leave, or is fired.

### ***B. Benefits***

WFHB guarantees the following benefits to all full-time employees:

- After one year of employment, one week of paid vacation.
- Eight paid sick-days per year.
- A week's paid leave of absence for any employee facing a family health crisis or recovering from a birth, with up to three weeks' additional unpaid leave. Further leave may be granted at the discretion of the General Manager and the Board of Directors.

Following are the projected benefits which the Board will activate as finances permit, in order:

- After three years of employment, two weeks of paid vacation.
- The station will seek a health care plan to insure all full-time employees and their families.

### ***C. Job Reviews***

Each Manager's performance is reviewed annually. The General Manager conducts individual performance reviews of station management. (The Personnel Committee of the Board conducts the GM's performance review.) Managers will be given two weeks' advance notice in which to

write a discussion of their strengths, weaknesses and professional goals, along with any additional comments. When the Manager meets with the GM to discuss his or her performance, the GM provides that person with a written assessment of strengths, weaknesses, and goals, and any additional comments. (When the GM meets with the Personnel Committee of the Board to undergo his or her own review, the Board provides the GM with the written assessment of his or her performance.)

A review resulting in an overall performance rating of “Unsatisfactory” subjects the Manager to a four-month probationary period. At the end of that time, another review is made to assess whether problems were addressed and corrected. If the subsequent review is also “Unsatisfactory,” it can be reason for termination.

Job reviews will be conducted using a form approved by the Board of Directors. The job review form is attached as Appendix D. A copy of all job review findings will be kept by the secretary of the Board in a non-public location.

#### ***D. Exit Interviews***

All Managers or employees who give notice, or whose employment is terminated, must participate in an exit interview conducted by the General Manager or the Personnel Committee of the Board. If the General Manager leaves the station, the exit interview is conducted by the Personnel Committee of the Board. All retiring Board members must give an exit interview as well, also to be conducted by the Personnel Committee of the Board.

#### ***E. Grievance Procedure***

Any person who wishes to make a formal grievance at WFHB must submit it in writing to the General Manager, who will investigate the situation. If the grievance is not one of procedure but rather a conflict with another person, the Ombudsperson, if available, will mediate to remedy the situation; otherwise the General Manager will mediate. Responses to all written grievances must be documented by the General Manager. If that course of action proves unsatisfactory, the person with the complaint may contact the Secretary of the Board of Directors, who will bring the issue to the attention of the full Board (NOTE: this does not include sexual harassment issues, where confidentiality needs to be maintained).

Under normal conditions, complaints are handled by the General Manager rather than the Board because the GM administers day-to-day operations at the radio station. However, if the complaint is against the GM, the person with the complaint should come directly to the Secretary of the Board, who will bring the issue to the full Board.

In all cases of grievances that are brought before the Board of Directors, the Personnel Committee shall address the specific issue. Whether a grievance is handled by the General Manager or the Personnel Committee, it shall be investigated within two weeks, if possible, and a complete written record of all results shall be made and presented to the full Board in closed session as soon as possible. If either party wishes to appeal, he or she may contact the Secretary of the Board, who will schedule a time for presentation at the next Board meeting. All records of grievances and results shall be maintained by the secretary of the Board at a non-public location, and also placed in the employee’s personnel file.



## ***F. Disciplinary Action***

For reference, the Division Manager is the supervisor of the volunteers and employees within each Division; the General Manager is the supervisor of the Division Managers; and the Board (or its representative) is the supervisor of the General Manager. When violation of policies and rules occur or when job performance is unsatisfactory, the following procedure will prevail:

- **First step—Oral Warning:** The supervisor will meet privately with the employee or volunteer to discuss the exact nature of the violation. The employee or volunteer will be informed that subsequent violation will constitute cause for initiation of the Second Step Disciplinary Action. Written notice acknowledging the oral warning will be signed by the employee or volunteer, and a copy of the signed notice will be kept by the supervisor until further action is taken. The supervisor will not release the information for any reason if no further action is taken within six months.
- **Second step—Written Reprimand:** The supervisor will meet privately with the employee or volunteer to discuss the second violation, and will inform the employee or volunteer that subsequent violation will constitute cause for suspension and discharge (Third Step Disciplinary Action). Written notice acknowledging the reprimand will be signed by the employee and the supervisor, and will be placed in the employee's personnel file.
- **Third step—Suspension prior to Discharge:** Suspension is that action that may be taken by a supervisor when immediate removal from the station may be necessary. If, in the opinion of the supervisor, violations of policies and rules warrant discharge, the employee or volunteer will be notified in writing of the effective date of his/her suspension, and will sign a copy acknowledging notice of suspension pending termination. Salary and other benefits may be suspended during this period.

Some violations of policy and rules are considered major, and if committed, could be cause for immediate suspension or termination without prior warning. These include, but are not limited to: Deliberately giving false information (either written or oral) on application or other job related forms; false claims of illness or injury; theft; threatening or intimidating fellow employees, volunteers, or guests of the station; misusing WFHB property; insubordination; possessing firearms or explosives on the premises; reporting to work under the influence of alcohol, drugs, or narcotics; or use of alcohol, drugs, or narcotics on the premises.

Grievance procedures (Section II, E.) are available to the employee at all steps of the Disciplinary Action Procedure. If suspended, an employee or volunteer may submit his or her grievance within two weeks of notification of suspension.

## ***G. Termination***

Termination of employment is conducted by the General Manager (or the Board, in the case of the General Manager's termination). Two weeks' salary shall be paid, unless the employee is being fired for malfeasance or if the employee refuses to give an exit interview. Termination of employment is not dependent upon a job review finding of "Unsatisfactory." The terminated employee has the right to a full explanation by the GM and an appeal to the Board.

### **III. Participating in Station Governance**

#### ***A. Policy on Members Attending Board Meetings***

Everyone is welcome to attend Board meetings, although they must be seated away from the main table where the Board meets. The Board may at any time enter into closed session, and may then require all visitors to temporarily leave the room.

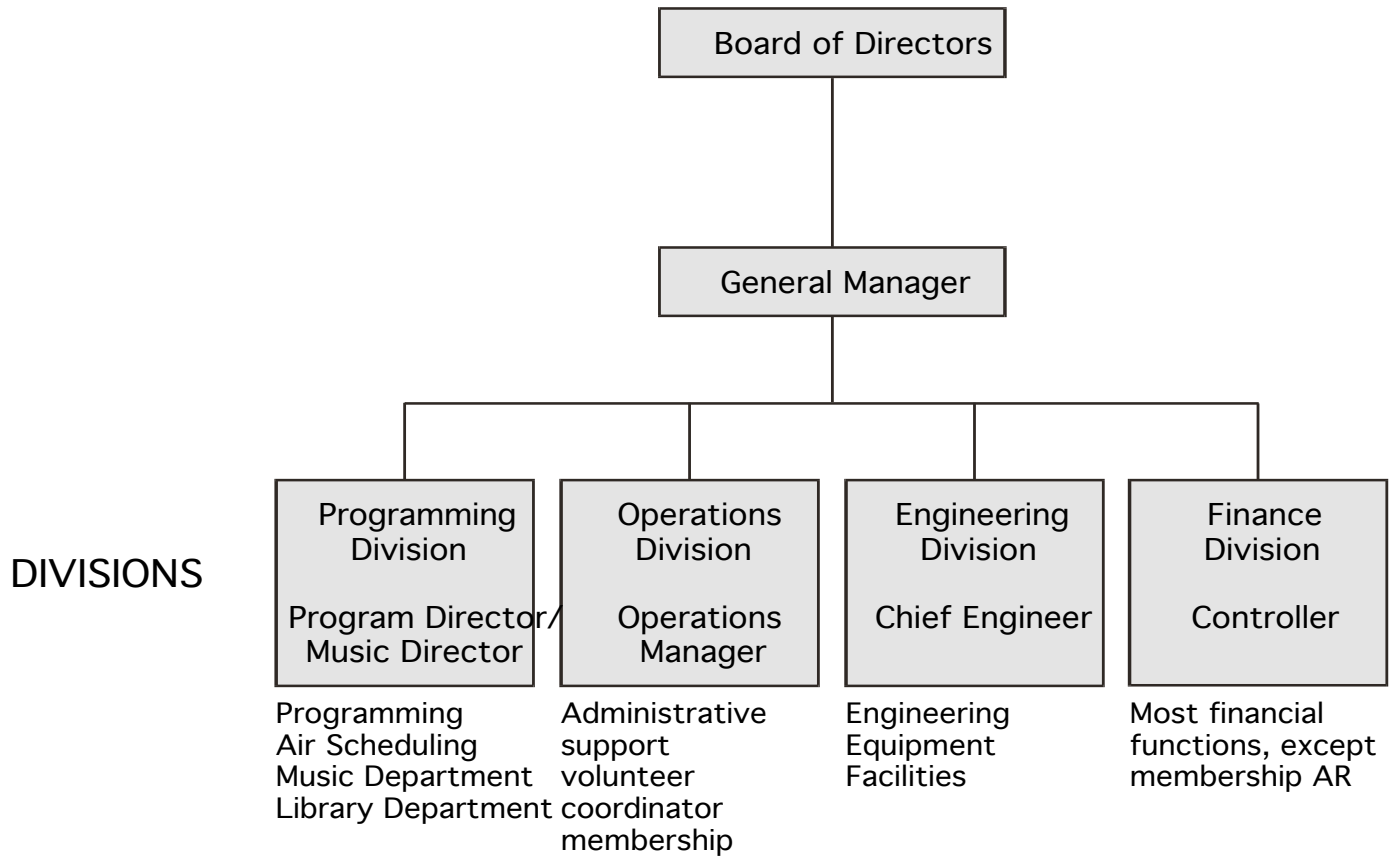
#### ***B. Placing an Item on the Agenda of the Board of Directors***

Any person who wishes to place an item on the agenda must submit a request to the Board Secretary by 5:00 p.m. at least eight days prior to the meeting. Placement on the agenda is subject to the discretion of the Board Secretary. The presenter must bring 10 copies of a one-page summary of their presentation to the meeting. The presenter may be required to keep their presentation within a time limit.

#### ***C. Placing an Item on the Agenda of the WFHB Monthly Meeting***

Any person who wishes to place an item on the agenda must submit a request to the Operations Manager by 5:00 p.m. at least eight days prior to the meeting. A one-page summary of the presentation must be included with the request. Placement on the agenda is subject to the discretion of the Operations Manager and the General Manager. The presenter may be required to keep the presentation within a time limit.

# Appendix A. Chart of WFHB's Organizational Structure



## **Appendix B. Current Job Descriptions of Managers**

The following five job descriptions are current as of summer 2000.

### ***General Manager***

*Qualifications:* BS/BA Business Administration or equivalent experience. Minimum of 2 years experience in a senior management position, preferably in a not-for-profit organization. 2 years fund raising experience. Familiarity with operation of radio station preferred.

*Supervisory relationships:* Reports to the Board of Directors. Exercises direct supervision over all management personnel.

*General Duties and Responsibilities:* Responsible for overall operation of WFHB Radio.

*Specific Duties and Responsibilities:*

1. Provide overall direction and leadership.
2. Responsible for overseeing monthly volunteer meetings.
3. Responsible for recruiting, appointing, evaluating and dismissing employees and volunteers.
4. Approve all purchases not requiring Board approval.
5. Maintain all necessary records.
6. Responsible for raising operating funds and ensuring the timely payment of all expenditures.
7. Represent the radio station to the public.
8. Serve as ex-officio member of the Board; reports on Operations at regular Board meetings.
9. Develop annual budget and present to Board in conjunction with the Controller.
10. Perform other functions as may be required.

## ***Program Director/Music Director***

*Qualifications:* 3-5 years experience in programming, announcing and audio studio productions. Degree in telecommunications, with concentration on audio/music engineering and/or radio programming preferred.

*Supervisory relationships:* Reports directly to the General Manager. Exercises direct supervision over all on-air programmers, and the Music and Library Departments.

*General Duties and Responsibilities:* Responsible for all aspects of programming and air scheduling. Oversees the Music and Library Departments.

### *Specific Duties and Responsibilities:*

1. Select and schedule on-air programmers. Oversee the training of new programmers. Oversee the maintenance of communication with all programmers.
2. Authorize logistics and engineering support for all onetime special programming features, in-house and remote.
3. Oversee production of daily logs, with Operations Manager.
4. Maintain involvement and communication with Development Division, particularly with respect to station benefit performances, concert co-promotions and similar special projects.
5. Attend meetings as required.
6. Develop and implement annual review process for on-air programmers. Monitor and periodically review off-air support activities of programmers.
7. Schedule and oversee live program production and module development/production with Operations Manager.
8. Oversee the Library Department, including:
  - ensuring the quarterly updating of library data.
  - making data available to all members of the organization.
9. Oversee management of Music Department, including:
  - Development and maintenance of relationships with record labels and music promoters
  - Maintenance of weekly telephonic "music tracking" hours.
  - Management of flow of incoming promotional CDs to music reviewers and to Library.
  - Generation and distribution of weekly airplay reports to music trade publications.
  - Meet periodically with all programmers to get feedback and suggestions for new music.
  - Maintain contacts to organize concerts, station visits and interviews with artists.
  - Obtain records and concert tickets for on-air fundraising and station promotion.
  - Represent WFHB at music conferences and other industry events.
10. Submit budget, cost and expense reports to the General Manager as required, and to the Financial Officer.
11. Perform other functions as required.

## ***Operations Manager***

*Qualifications:* Must have 2 years supervisory experience. Must be experienced in general administration and purchasing. Must possess computer skills. Familiarity with operation of radio station required.

*Supervisory relationships:* Reports to the General Manager. Exercises supervision over station support personnel, such as desk jockeys and production personnel.

*General Duties and Responsibilities:* Responsible for administrative support for the station, orientation of volunteers, membership tracking, oversees scheduling of live program production, and module development/production.

*Specific Duties and Responsibilities:*

1. Oversee general operation of office including maintenance of supplies, mail distribution and general housekeeping.
2. Maintain underwriting trade-offs with sponsors for refreshments provided for live remotes and/or special events.
3. Provide orientation to new volunteers, assign them to specific positions. Train selected volunteers in technical specialties. Oversee and manage active volunteers.
4. Oversee the recruitment of new volunteers through such methods as attending volunteer fairs for recruiting purposes and responding to potential volunteer inquiries received from Web site and email.
5. Oversees production of daily logs, with Program Manager.
6. Assists the General Manager with contributing member tracking and follow-up.
7. Oversees traffic, including:
  - generation and distribution of public service announcements and daily calendars for reading on-air;
  - management of flow of incoming news releases and announcements;
  - development and maintenance of relationships with local event- and activity-producing organizations, such as arts organizations, local government and not-for-profits.
8. Act as purchasing agent for normal administrative supplies of the station, and maintain inventory on them; responsible for providing inventory data to the Financial Officer.
9. Oversee live program production in conjunction with Program Director, including:
  - Arrange and engineer live interviews and productions.
  - Book performers, record promos, coordinate volunteer help, set up and strike audio equipment.
  - Coordinate and engineer live remotes at various venues.
  - Arrange and record station IDs from various artists.
10. Submit budget, cost and expense reports to the General Manager as required, and to the Financial Officer.
11. Perform other functions as required.

## ***Chief Engineer***

*Qualifications:* Must have minimum of two years installing and maintaining audio and broadcast equipment.

*Supervisory relationships:* Reports to the General Manager. Exercises no direct supervision over other persons.

*General Duties and Responsibilities:* Maintain the tools and physical facilities needed to operate the radio station.

*Specific Duties and Responsibilities:*

1. Design, install and monitor equipment.
2. Maintain and repair equipment.
3. Research and make recommendations on new equipment.
4. Maintain transmitter building, grounds and fencing.
5. Inspect and maintain telephone system.
6. Maintain appropriate position and WFHB licenses.
7. Purchase needed items as approved by the General Manager (or the Board) and maintain inventory of parts.
8. Develop training programs for all equipment and train personnel as needed.
9. Implement and maintain equipment database and provide inventory data to the Financial Officer.
10. Provide 24-hour availability for emergencies and crises.
11. Submit budget, cost and expense reports to the General Manager as required, and to the Financial Officer.
12. Perform other functions as required.

## ***Controller***

*Qualifications:* A minimum of a 2-year associate degree in accounting is required. Must be experienced in preparation and analysis of all types of financial reports. Budget experience is highly desirable. Familiarity with not-for-profit financial procedures and state and federal tax reporting requirements desired.

*Supervisory relationships:* Reports to the General Manager. Exercises direct supervision over no other persons.

*General Duties and Responsibilities:* Responsible for most financial functions of WFHB, including: underwriting, accounts receivable, accounts payable, payroll, financial reporting, taxes, and budgets.

*Specific Duties and Responsibilities:*

1. Prepare all financial reports. Provide statements and analyses of financial data to the board no later than 24 hours before each Board meeting, or as required.
2. Maintain all financial records, including inventories.
3. Assist and advise the board in preparation of the budget.
4. Serve as chief financial advisor to the board and the corporation treasurer.
5. Prepare payrolls, tax withholding statements for employees and all financial reports to external agencies.
6. Bill and follow up on accounts receivable; issue checks for payables in a timely manner.
7. File state and federal tax forms as required.
8. Perform other functions as required.



## **Appendix C. Federal Laws Prohibiting Job Discrimination**

### ***Federal Equal Employment Opportunity (EEO) Laws:***

- Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits employment discrimination based on race, color, religion, sex, or national origin;
- The Equal Pay Act of 1963 (EPA), which protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination;
- The Age Discrimination in Employment Act of 1967 (ADEA), which protects individuals who are 40 years of age or older;
- Title I of the Americans with Disabilities Act of 1990 (ADA), which prohibits employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments;
- The Civil Rights Act of 1991, which provides monetary damages in cases of intentional employment discrimination.

### ***Discriminatory Practices Prohibited by These Laws:***

Under Title VII, the ADA, and the ADEA, it is illegal to discriminate in any aspect of employment, including:

- hiring and firing;
- compensation, assignment, or classification of employees;
- transfer, promotion, layoff, or recall;
- job advertisements;
- recruitment;
- testing;
- use of company facilities;
- training and apprenticeship programs;
- fringe benefits;
- pay, retirement plans, and disability leave; or
- other terms and conditions of employment.

Discriminatory practices under these laws also include:

- harassment on the basis of race, color, religion, sex, national origin, disability, or age;
  - retaliation against an individual for filing a charge of discrimination, participating in an investigation, or opposing discriminatory practices;
  - employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities; and
  - denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability.
- Title VII also prohibits discrimination because of participation in schools or places of worship associated with a particular racial, ethnic, or religious group.