

GE Staff Handbook

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Mission

Our mission is to leverage the power of performing arts to help youth in our community develop the life skills they will need to thrive in this world by providing unique educational and competitive programs that emphasize commitment, teamwork, and the pursuit of excellence.

Vision

- Golden Empire will sponsor a comprehensive marching arts program, featuring the southern San Joaquin Valley's premiere drum and bugle corps, in partnership with Bakersfield College and other local organizations.
- The educational staff will be led by experienced teachers who will develop programs and curricula that inspire and challenge our students as well as engage our audiences.
- Golden Empire will cultivate meaningful relationships, bringing together friends, family, alumni, fans, donors, volunteers, and other stakeholders to strengthen the organization, actively promote performing arts, and enrich the lives of the citizens our community.
- Our students will be served at the highest level possible by an organization that strives for efficiency and sustainability in its operations.

Who We Are

The Golden Empire Drum & Bugle Corps from Bakersfield College is the premiere drum corps in the southern San Joaquin Valley. The corps is comprised of youth who are furthering their education in brass, percussion, and visual performance.

Students rehearse monthly in the spring and daily once school is out for the summer. They receive high quality instruction from a diverse staff led by experienced teachers as they prepare for local public performances and a summer tour.

The corps is an extension of the Bakersfield College Drumline program and is supported by the Bakersfield College Foundation. Founded in 2014, Golden Empire is an Open Class member of Drum Corps International, Marching Music's Major League.

Job Descriptions – Drum Corps Staff

Program Coordinator and/or Staff Coordinator

- Manage the design and instructional teams
- Set rehearsal goals and objectives
- Develop long-range "game plan" for season
- Develop instructor teaching skills
- Participate in staff hiring and termination decisions
- Direct the audition process

Music or Visual Director/Coordinator

- Direct the work of the designers
- Collaborate with design team to create the program
- Participate in decision-making about the show concept and artistic vision

Designers

- Create the musical and visual program for the corps
- Participate in the development and definition of the show concept and artistic vision
- Create program in conjunction with others on the Design Team
- Submit program to Caption Heads and revise based on feedback
- Provide rewrites of the program as directed

Caption Heads

- Coordinate recruiting, and manage the audition process for their section
- Assemble and supervise instructional staff
- Define rehearsal objectives and plan rehearsals
- Manage instruments and/or equipment
- Monitor and enhance member experience

Instructors

- Responsible for the day-to-day instruction of the members
- Teach members based on defined technique program
- Participate in and provide input during the audition process
- Communicate schedule conflicts with Caption Heads
- Participate in cross-caption rehearsal planning meetings
- Listen to judges' tapes and participate in judges' critique, where applicable

Staff Conduct

Professional Behavior

For the purposes of this policy, the term “staff member” includes all instructors, consultants, and volunteers. Staff members agree to:

- Act in a way that represents the best interests of Golden Empire and its members.
- Act in accordance with our contractual responsibility to our corporate partners.
- Establish and maintain a positive learning environment
- Be sensitive to the local community and to our housing agreements at all times, including rehearsals, warm-ups and performances. Noise concerns are the primary reason it’s difficult to find rehearsal and camp facilities -
 - Amplified metronomes are the #1 complaint of communities that host a corps.
 - Don’t use them too early, too late, too long, or too loudly.
 - Whenever possible, point directional instruments away from homes and businesses.
 - Keep percussion sections as far from homes and businesses as possible.
 - Respect the private property of our host communities.
 - Most neighborhoods don’t follow the time schedule of a drum corps. Reduce the late night and early morning sound levels.
- Behave in a professional manner. Unprofessional behavior includes:
 - Sexual conduct with a member (See Sexual Conduct Policy for details)
 - Insulting or offensive language
 - Participating in or encouraging hazing or other demeaning behavior
 - Disorderly or violent behavior
 - Inability to perform assigned tasks due to alcohol or drug use
 - Substance abuse
 - Violation of housing policies regarding alcohol and tobacco use

Alcohol and Drug Consumption

Staff members shall not consume alcohol while at work with Golden Empire. “At work” includes the time period between the beginning of the day, typically the start of rehearsal, and the close of the day, typically the end of rehearsal on rehearsal days and/or critique on show days.

Staff members shall not engage in the use of illegal drugs, including but not limited to marijuana, cocaine, amphetamines, tranquilizers, crack cocaine, barbiturates, and diet pills during the term of this Agreement. Violation of this prohibition by employees may result in disciplinary action, up to and including dismissal.

Rehearsal Attendance

Rehearsal schedules are set collaboratively by the Program/Staff Coordinator and Caption Heads, working within the parameters established by the Corps Director, Corps Manager, or Tour Management. Caption Heads are responsible for assuring that adequate numbers of staff are in attendance at each sectional, rehearsal, and performance.

If you're scheduled for a rehearsal and you'll be late or you can't attend, you must, as early as possible, contact your Caption Head, (or Tour Management if we're traveling). We can work around nearly any situation if we know about it in advance.

Staff Conflicts

Passionate instructors will have disagreements. These disagreements should never be apparent to the members. Instructors are expected to resolve conflict through discussion and compromise, or by bringing the topic of disagreement to the Drum Corps Manager, Program & Staff Coordinator, or Corps Director. Staff should never involve members in any staff conflict.

Sexual Conduct and Harassment Policy

For the purposes of this policy, the term "staff member" includes all instructors, designers, coordinators, consultants, and volunteers.

Staff members are expected to maintain a professional relationship at all times with all corps and staff members. Inappropriate comments or behavior will not be tolerated. Fraternalization between Golden Empire staff and corps members is not consistent with the educational goals of Golden Empire and therefore is prohibited. To further protect minors, staff members who engage in sexual conduct with a member younger than 18 years of age will be dismissed for cause immediately and are subject to prosecution to the fullest extent of the law.

During the off-season, staff members who date or engage in sexual conduct with a member from a prior year, who is still eligible for membership, may not return as a member of the Golden Empire staff.

Staff members who create, through word or action, a hostile work environment for corps members or other staff are subject to dismissal. Examples of inappropriate behavior include:

- Requests for sexual favors
- Demeaning sexual inquiries and vulgarities
- Discussion of sexual behavior
- Offensive language
- Other verbal or physical conduct of sexual or degrading nature
- Sexually offensive, explicit or sexist signs, images or literature in plain view
- Offensive and vulgar graffiti
- Inappropriate, provocative, or revealing clothing

Decisions about what constitutes inappropriate behavior will be made by the senior staff member present at any time. These behaviors are always inappropriate when they involve the members or when members are present. This includes, but is not limited to, rehearsals, performances, meals, and travel.

All staff have a duty to report suspected violations of this. Reports may be made to the Corps Director, a direct supervisor (who must escalate them to the Corps Director), or via our confidential online form at <https://www.bakersfieldcollege.edu/campus-life/student-conduct/title-ix/reporting-a-title-ix-incident.html>

Social Media Policy

Social media is a powerful communication tool that has a significant impact on organizational and professional reputations. Because it blurs the lines between personal voice and institutional voice, Golden Empire has adopted the following policy to help clarify how best to enhance and protect personal and professional reputations when participating in social media.

Social media is defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Examples include but are not limited to Facebook, Instagram, LinkedIn, Snapchat, Twitter, and YouTube.

Both in professional and institutional roles, staff need to follow the same behavioral standards online as they would in real life. The same laws, professional expectations, and guidelines for interacting with students, parents, and other Golden Empire constituents apply online as in the real world. Staff are liable for anything they post to social media sites.

Policies for all Social Media Sites, Including Personal Sites

- **Protect confidential and proprietary information:** Do not post confidential or proprietary information about Golden Empire, students, staff, or alumni. Staff must still follow the applicable federal requirements such as FERPA and HIPA. Staff who share confidential information do so at the risk of disciplinary action or termination.
- **Age-Inappropriate Content:** Due to participation by students under the age of 18 on personal social networking sites, any sexual or otherwise age-inappropriate content is grounds for termination. Staff is responsible to monitor sites under their control for inappropriate content posted by others.
- **Respect copyright and fair use:** When posting, be mindful of the copyright and intellectual property rights of others and of Golden Empire.
- **Don't use Golden Empire logos for endorsements:** Do not use the GE logo or name on personal social media sites to promote a product, cause, or political party or candidate.
- **Terms of Service:** Obey the Terms of Service of any social media platform employed.

Best Practices

This section applies to those posting on behalf of Golden Empire, though the guidelines may be helpful for anyone posting on social media in any capacity.

- **Think twice before posting:** There is no privacy in the world of social media. Consider how posts may reflect both on the poster and Golden Empire. If you are unsure about posting a comment or response, ask the Corps Director for direction.
- **Strive for accuracy:** Review content for factual, grammatical, and spelling errors.
- **Remember your audience:** A presence in the social media world is or easily can be made available to the public at large. This includes prospective students, current students, parents, etc. Consider this before publishing to ensure the post will not alienate, harm, or provoke any of these groups.
- **On personal sites, identify your views as your own.** If you identify yourself as a Golden Empire staff member online, it should be clear that the views expressed are not necessarily those of Golden Empire.

- **Photography:** Photographs posted on social media sites can easily be appropriated by visitors. Consider posting images at 72 dpi and approximately 800x600 resolution. Images at that size are sufficient for viewing on the web, but not suitable for printing.

Institutional Social Media

If you post on behalf of Golden Empire, the following policies must be adhered to in addition to all policies and best practices listed above.

- **Notify the Corps Director and Communications Manager:** Captions that have a social media page or would like to start one should contact the Corps Director for coordination with all other Golden Empire media. All institutional pages must have an authorized Golden Empire staff identified as being responsible for content.
- **Acknowledge who you are:** If you are representing Golden Empire when posting on a social media platform, acknowledge this.
- **Link back to the Organization:** Whenever possible, posts should be brief, redirecting a visitor to content that resides within the Golden Empire organization.
- **Protect the institutional voice:** Posts on social media sites should protect Golden Empire by remaining professional in tone and in good taste.

Violation and Sanction

Staff alleged to have violated the policies stated above may be referred to the Corps Director depending on the nature of the violation.

Those found to be in violation of the policies may face disciplinary action, up to and including contract termination.

Rehearsals: General Guidelines

Objectives and Priorities

Rehearsal objectives and priorities are determined in advance by Caption Heads and Program & Staff Coordinator. During the winter and spring these are typically determined by conference call prior to a camp. During the competitive season lead staff will meet each night to discuss the next day's rehearsal. It's critical that caption heads communicate rehearsal objectives to their staff in advance of rehearsal.

Time Management

Rehearsals are expected to begin and end on time. **Transition time (from one activity to another) always comes from the preceding block.** So, if a full corps rehearsal follows a sectional, the sectional must end in time for the members to move to the new location and be ready for the new rehearsal. This includes time for discussion or announcements.

Rehearsals before meal breaks should not run late with the expectation that the after-meal rehearsal can begin late.

Processes

In a full corps rehearsal, ensemble priorities take precedence over section priorities. There will always be a predetermined focus. While some visual comments are expected during a music rehearsal, and vice versa, all instructors, especially on the field, should be aware of and support the focus of the rehearsal.

For the first 10 minutes or so of a full corps rehearsal, on-field instructors may be asked to remain off the field while the tone of the rehearsal is being set.

The initial comments in a full corps rehearsal always come from the primary voice upstairs ("the box" or "the tower"), followed by other upstairs comments. On-field instruction should only be made if/when the tower announces "Field." This will not always happen. Remember that rehearsal pacing is critical.

All instructors should be sensitive to the number of instructions or corrections members are given in a short period of time.

Rehearsals should always conclude with a brief summary by the primary voice of the rehearsal.

Wrap-Ups

A staff meeting of 20 - 30 minutes will follow each camp and regularly during the summer All-Days and on tour. **Wrap-up meetings with members after rehearsal should always be brief.**

Cross-Caption Instruction

Modern drum corps demands that members meet multiple simultaneous responsibilities. Instructors and Caption Heads are expected to ensure that:

- Each individual responsibility is mastered.
- Simultaneous responsibilities are achievable and mastered.

Instructors are expected to collaboratively analyze and address issues as they arise.

Emphasis on Achievement of Excellence

Excellence has three dimensions:

- **Technique:** Performers must demonstrate identical musical and/or visual techniques.
- **Assignment:** Performers must be in exactly the right place, doing exactly the right thing, at exactly the right moment.
- **Performance:** Finally, performers must have the confidence and context to communicate their roles in the production to the audience and judges.

All three must be mastered to create a successful production that generates the maximum amount of effect. Typically, in the winter, instructional emphasis should be primarily on Technique and secondarily on Assignment. Later, in the spring and early summer, the emphasis switches to Assignment, while always still working on Technique, and developing the Performance. Still later, at the end of season, the emphasis in rehearsal should switch to Performance, while never neglecting Technique and Assignment.

A Staff of Bosses

We are fortunate to have a staff with many instructors who run their own successful programs in other contexts. This expertise is invaluable but can sometimes lead to frustration. We can all learn from each other, and open discussion, away from the members, is the key to growth and further success.

Drum Corps International Policies

DCI Security Credentials for Contest Entry

Credentials must be worn to get into corps shows. Golden Empire is allotted a certain number of credentials to be distributed to staff and volunteers. The credentials are the property of Golden Empire and must be returned to the Corps Director, department head or caption head before leaving the corps.

To be eligible for a DCI security credential you must be a current member of the instructional team or a “scheduled” volunteer for the current season. There are a limited number of credentials available. Personnel other than instructional staff or scheduled volunteers, including friends, family and significant others must be prepared to purchase full-priced tickets through DCI. Security credentials are not valid for contest entry during the week of the DCI Championships. Instead, a limited number of wristbands in conjunction with credentials will be available to current members of the instructional team and scheduled volunteers for the Championship week. Credentials and/or wristbands do not necessarily entitle holder to a seat inside the stadium.

Recording

Due to music licensing and copyright laws, along with agreements with Drum Corps International, Golden Empire has adopted the following statement regarding taping or recording Golden Empire Drum and Bugle Corps: “NO staff member, volunteer or marching member of Golden Empire may make or give permission for any type of recording to be made or broadcast”.

Photography

No person is allowed to post, sell or distribute still, digital or video photographs of Golden Empire in uniform or behind the scenes to any public internet site, publication or individual without the express written permission of Golden Empire.

Public Relations

As a class at Bakersfield College, the preparation and release of all information and publicity concerning Golden Empire, intended for distribution to the media, is coordinated by the Department of Marketing and Public Relations, unless otherwise authorized by the college president.

The director of Marketing and Public Relations serves as the official college spokesperson and conveys the official college position on issues of general college-wide impact or significance or situations that are of a particularly controversial or sensitive nature. Inquiries from the media about such issues should initially be referred to the director of Marketing and Public Relations.

Staff and volunteers are not authorized to represent the organization without the consent of the Corps Director. Requests of this type, and any questions or concerns about this policy are to be directed to the Corps Director. Refer to the Bakersfield College Media Relations Policy for more information.

DCI Code of Conduct

Drum Corps International is the world leader in producing and sanctioning competitive stadium events for the world's most elite and exclusive marching music ensembles. As "Marching Music's Major League", we share a responsibility to serve as ambassadors for our activity and to uphold the standards of excellence which are expected of us by all of those with whom we interact. Adherence to the DCI Community Code of Conduct and Ethics Guidelines along with the supplemental Codes of Conduct listed below will help to create a fair & equal performance stage upon which all DCI Participating Organizations can continue to grow & excel.

DCI and its Tour Event Partners have made arrangements on the Participating Organization's behalf to utilize facilities in connection with their preparation and participation at events. As a condition of participation, the DCI Participating Organization's staff, volunteers and performers are "ambassadors of DCI" when participating in DCI Tour Events and therefore agree to the following event related codes of conduct:

DCI Participating Organization Housing Site Code of Conduct

- Housing arrangement contacts must be made by May 1st of the agreement year. The Participating Organization should communicate with the DCI Tour Event Partner early in the spring, supplying any necessary information explaining needs and desires regarding facility, as well as arrival and departure times. The Participating Organization is responsible for any additional facility costs that are incurred outside of the DCI Event Contract. (Policy 415)
- Abide by local/state/federal rules and regulations including the prohibition of alcohol, tobacco and drug use on the grounds of any facility contracted by DCI or the DCI Tour Event Partner. This includes the discarding of empty containers, ashtrays, etc., on facility property which could be construed as having violated the law.
- Abide by the wishes of the facility administration including respecting those areas which are marked "off limits", either expressed or by basic common sense. Cooperate with facility officials with regards to scheduling around previously scheduled events in the facility.
- Use sensitivity and common sense in dress codes while at schools, especially if summer sessions are occurring. Shirts and shoes that would be deemed appropriate in a school setting should be worn and clothing changes should occur in an appropriate place.
- Be sensitive to public audiences, including utilizing language that is appropriate for professional and student populations.
- Leave the facility better than found. The handling and disposing of waste products, especially garbage and sewage from food preparation, should be in accordance with health codes and facility administration standards.
- Use of the DCI Housing Inspection Form is required (Policy 416). Check-in with a facility administrator should occur before allowing Participating Organization's entrance into the facility to look for any problems and to discuss areas of use and "off limits." Final check-out should occur before the Participating Organization leaves the facility and a copy of the DCI Housing Inspection Form should be kept on file should a challenge later occur. Should there be any damage, it is the Participating Organization's responsibility to make arrangements for reconciliation before leaving.

Housing Inspection (Policy 416): Participating Organization and DCI will automatically receive copies of the online Housing Inspection Form when using electronic means after submitting and both organizations should keep them on file for six (6) months after departure. If there is a dispute with a housing site, DCI will research the online database for the housing site in dispute. If none is found, and if Participating Organization is unable to produce requested housing inspection form, DCI will levy a \$1,000 fine against the Participating Organization.

DCI Participating Organization Field Care Code of Conduct

- Fields at rehearsal facility should be agreed upon with contact and/or facility administrator before utilizing. Participating Organizations are prohibited to use any field without permission.
- All facilities officials, especially turf managers, are SUPER-SENSITIVE regarding use of their artificial or natural turf field. SPECIAL CARE must be taken at ALL times.
- Be aware that DCI is leasing housing and event venues. Despite detailed explanation of DCI's use of the field prior to the stay or event, at any point, the manager of the facility may decide to prohibit equipment, carts, props, etc. from going onto the field.
- Please consult the DCI Contest Director in advance of the season or use for any construction concerns regarding scenery (props) utilized on the field.
- Non-permanent paint or other substance that will not kill or burn the grass should be used when marking the field. NO logos or anything other than yard lines shall be painted. (Policy 418)
- Reminder that substances such as liquids (including water), any powder like substance, or anything that would leave debris behind are forbidden. (also reference 4.7.2 in the DCI Rules Manual)
- Care should be taken when moving front ensemble equipment and props on and off the field so as not to cause damage to the field. A minimum of 8" wheels should be utilized on any carts or props pulled onto the field. (Policy 418) Extremely special care should be taken with any type of equipment on the "playing" surface.
- Motorized vehicles must be in top condition, and MUST HAVE A DIAPER IF GAS POWERED. Some facilities may not permit a vehicle that you have used all season based on the type of tires utilized.
- Tarps or covers and props or scenery of any kind that will hinder the oxygen flow to the grass surface or create high levels of heat that can "burn" the surface are not allowed. (Rule 4.7.4 and Policy 418)
- If utilizing scenery (props) that does not require wheels and can be carried, all parts touching the field surface MUST be rounded. Look for anything that could potentially snag or dig into the ground and eliminate it.
- If a field damage should occur, it is the Participating Organization's responsibility to make arrangements for reconciliation prior to leaving the facility.
- DCI strongly recommends that Participating Organization's follow all safety requirements and regulations for all props and equipment, and plan/train/utilize all props and equipment with the utmost of forethought for performer (and others) safety while loading, assembling and performing. The DCI Contest Coordinator has the authority to prohibit the use of any prop or equipment that (s)he believes presents an unreasonable or unacceptable risk of injury or harm to performers, others, and/or property.

Event Site Code of Conduct

- Housing Site and Field Care Codes of Conduct as expressed above.
- Parking lot sensitivity, including trash clean-up, members dressing out of direct view of public, and health code regulations if utilizing food service.
- Instructional and support staff are to wear their DCI security credentials, displayed around the neck where name of Participating Organization can be easily seen, at all times while in attendance at any DCI event. Please allow extra time when approaching a gate in order that the event staff can check your credential. Staff should never assume that volunteer or employed stadium event teams know your staff's affiliation and/or that any staff should be in back-stage areas. (Policy 418.4)
- Staff and support are to assist Tour Event Partners in the protection of the gate by asking family and friends not directly working with the corps to utilize public ticketed entrance gates. At no time should a non-credentialed person expect to enter or exit to back staging or sensitive areas of the venue, which varies in each stadium. Please check with the DCI Contest Coordinator for specifics. (Policy 418.4)
- Staff and support should be aware of the paying audiences' enjoyment of the Participating Organization's performance. Those using DCI security credentials for entrance are asked to sit outside of the reserved seating area, and if choosing to sit in a staff viewing area during their Participating Organization's performance should seats be available, to be sensitive to voice levels and movement once the Participating Organization's performance begins. (Policy 418.4).
- Staff/member demeanor and language should be professional and non-aggressive in critique and audience situations, and when interacting with event staff.
- After a Participating Organization performs, member-seating is to be in non-reserved and/or non-sold sections of the venue. Seating in aisles or "squeezing in" to reserved areas not only is an infraction to fire codes, but also diminishes the paying audience's experience. (Policy 418.4)
- Dress should be clean and in keeping with the image of the activity.

Should any violation occur, Policy 321 Compliance Enforcement may be enacted.

Other Policies Related to Drum Corps Staff

Additional policies can be found at <http://geperformingarts.org/policies>