

**Cottonwood, Inc.  
Policies and Procedures**

**SECTION:** Cottonwood Industries

**POLICY NO:** 20-002

**SUBJECT:** Non-Cottonwood, Inc. Temporary  
Workers for Production

**EFFECTIVE DATE:** February 2010

**Policy:**

Temporary Agency workers assigned for production purposes at Cottonwood, Inc. will be used to perform contract labor according to the below guidelines. Cottonwood Inc.'s mission and shared value statements will be the overriding criterion on which a decision to retain temporary workers will be based. Meaningful work opportunities and earned income are desired stated preferences for the majority of individuals supported by Cottonwood, Inc. Cottonwood, Inc. will seek contract work and other paid opportunities that are appropriate and matched to the skills of the consumer workforce. Training, accommodations, staff support, and assistive devices will be maximized with the expectation that work is accessible for all consumers that desire it. Providing quality products and services that meets the needs and expectations of our business customers is essential to our success. This objective, however, must be viewed within the context of our primary mission.

**Procedures:**

1. No consumer work is to be displaced by the work that is being performed by temporary workers. Maximum effort will be made by all staff to support consumers to perform the work.
2. Cottonwood, Inc. staff will not be displaced by temporary workers.
3. Temporary workers are not classified as Cottonwood, Inc. employees and will not be provided the same benefits, policy and handbook considerations, or perks as are Cottonwood, Inc. employees. However, temporary workers have equal protection under state and federal employment laws.
4. The respective responsibilities of the staffing agency and Cottonwood, Inc. will be delineated.
5. The Cottonwood Industries Director, in concert with the Senior Coordinator, will monitor the daily use of temporary workers and will determine when there is not sufficient appropriate work to retain workers. In such cases, the worker will be returned to the staffing agency. Cottonwood, Inc. may also return a temporary worker to the staffing agency at any time without cause. Consideration will be given to the training, interpersonal skills, and production skill level of the worker

and the likelihood that work matched to the skill level will be available in the immediate future.

6. Temporary workers will receive an information sheet (Cottonwood, Inc. Quick Guide) from Cottonwood, Inc. regarding general work rules & expectations while working at Cottonwood, Inc. Temporary workers will receive information from the staffing agency about Cottonwood Inc.'s mission and the nature of the population served so that respectful interactions are maintained at all times. Temporary workers will not date consumers while working here.
7. Production work, that is being performed by temporary workers, will be periodically evaluated as to the need and practicality for that function to be performed by a classified Cottonwood, Inc. employee instead of temporary workers. Temporary workers, continuously retained for six months or longer, may apply for such an available position if they meet eligibility requirements, and their performance while a temporary worker is acceptable.
8. Cottonwood, Inc. staff who direct the work of temporary workers will avoid using terms such as "hire", "fire", "lay off" etc. to not confuse the nature of the relationship.
9. Cottonwood Industries Coordinators responsible for setting up production and distributing work will be periodically evaluated as to their efforts to reduce reliance on temporary workers and maximize the success of the consumer workforce.