



**THE PERSHING RIFLES GROUP**  
500 WESTOVER DRIVE #1400  
SANFORD, NC 27330

REPLY TO THE ATTENTION OF:  
PRG-DCE

22 September 2017

MEMORANDUM FOR RECORD

SUBJECT: Pershing Rifles Group Fraternalization Policy

1. **POLICY:** Fraternalization between corporate officers and / or National Staff of Pershing Rifles Group (PRG) or its member organizations is prohibited. For the purposes of this policy, fraternalization will refer to the consensual romantic and/or sexual relationship between staff members. Corporate officers are defined as elected or appointed leaders on the PRG staff or its member organizations. The PRG reserves the right to address such relationships with the involved parties to determine an appropriate course of action, up to and including termination.

2. **BACKGROUND:** Good order and discipline is imperative to the success of the Pershing Rifles Group. It is the bedrock upon which organizational cohesion is built. Organizational cohesion is the result of members believing that their organization treats them fairly and that the order and discipline is indeed good. All members must feel they belong to the "Pershing Family." Building the "Pershing Family" requires treating one another with dignity and respect. Positive, personal relationships are marks of good, solid interaction between staff members of different ranks. The PRG needs professional, caring interactions because they build vertical bonds which tie leaders and subordinates. The leader must be counted on to use good judgment, experience, and discretion to draw the line between relationships that are destructive and those that are constructive.

Organizational cohesion is hampered anytime relationships between the organization's members compromise the chain of command or the corporate leadership structure. If members believe that the leadership is partial, unfair, uses rank for personal gain, or is exploitive or coercive in nature, discipline breaks down and cohesion is destroyed. Damage to the unit occurs when the chain of command is compromised and even when members simply believe it has been compromised. Real or imagined, the organizations and the PRG pay the price when relationships between its members are, or are perceived to be, unprofessional. Members meet and associate with each other in many settings, and these meetings and associations foster the trust and confidence necessary for mission accomplishment. Members associating with one another are governed in part by "rank" relationships, which are a basic requirement for maintaining good order and discipline. How these relationships impact authority, discipline, and morale is central to evaluating relationships and determining if they are in compliance with this policy.

3. **PURPOSE:** The Pershing Rifles Group is committed to fostering an environment characterized by professional behavior and fair and impartial treatment. The leadership represents a level of authority to the general membership, and exert power over them. It is in the interest of the PRG to provide clear direction to the membership organizations about the professional risks associated with fraternization, especially where a power differential between the parties exists. Fraternalization, therefore, is a concern for two primary reasons:

A. Conflict of Interest. Conflicts of interest may arise in connection with fraternization between corporate officers. General ethical principles preclude individuals from evaluating the

work or performance of others with whom they have intimate familial, consensual romantic and/or sexual relationships. Such relationships can only be construed as appearing to be biased and providing favoritism.

B. Abuse of Power Differential. Consensual romantic and/or sexual relationship involving a power differential may have serious consequences, and individuals must recognize that:

- i. The reasons for entering such a relationship may be a function of the power differential;
- ii. Initial consent to a romantic relationship does not preclude a charge of sexual harassment in the future;
- iii. The individual with the superior power in the relationship will usually bear the burden of accountability, though the PRG reserves the right to take disciplinary action on all involved parties;
- iv. Such a relationship, whether or not in an official capacity, may affect the environment for others by creating improper, unprofessional, or possibly discriminatory conduct or treatment.

For these reasons, fraternization between officers of the corporation or national staff officers of member organization is prohibited at all levels.

#### 4. PROCEDURES:

A. It is the responsibility of the corporate officer or national staff member to inform his or her supervisor when a relationship exists. (In the event the relationship involves a direct supervisor, the reporting line will follow to the next level of supervision, or to the PRG Chief Administrative Officer). When a consensual romantic or sexual relationship is identified, the supervisor and/or appropriate officer will talk with the parties involved to determine a course of action.

B. An appropriate course of action may include discipline up to and including termination, depending on the findings of an investigation. The action taken will be determined by the PRG Chief Administration Officer, in consultation with the PRG Chief Executive Officer. In the event that the violation of this policy involves the PRG CEO, the Board of Directors will make the decision.

C. Nothing written in this policy is intended to weaken the position of the PRG on fraternization. However, the PRG does recognize that under some very limited circumstances there could possibly be a reasonable or legitimate need to provide an exception to this policy (for example, a husband/wife or engaged couple relationship). If that is the case, it would be at the point of disclosure about the relationship to the appropriate level of supervision that the faculty or staff member should request the exception.

5. The point of contact for this memorandum is the undersigned at (864) 356-4418, or by email at deputy@theprgroup.org.

FOR THE CHIEF EXECUTIVE OFFICER:



S. CRAIG ZAGORSKI  
Deputy Chief Executive Officer  
The Pershing Rifles Group