



**American Foreign Service Association
Employee Handbook**

Effective 18 July 2018



**AMERICAN FOREIGN SERVICE ASSOCIATION (AFSA)
EMPLOYEE HANDBOOK**

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I. WELCOME TO THE AMERICAN FOREIGN SERVICE ASSOCIATION

We are pleased to welcome you to the staff of the American Foreign Service Association (AFSA). Our goal is to provide the highest possible level of service to our members. The work you do here is important. The quality of your performance in service to AFSA members has a direct influence on AFSA's success, as well as your own success during your time here.

This handbook introduces you to AFSA's policies and procedures and answers the most typical and recurring questions about your employment with AFSA. It is not a contract or an agreement of employment; rather, it is a summary of our current policies, work rules and benefits. Employment with AFSA is "at will," consistent with the laws of the District of Columbia, which means you may terminate your employment at any time for any reason, or we may terminate the employment relationship at any time without any obligation. Please note that additions, deletions and revisions of this handbook will be made periodically to reflect new AFSA policies and procedures and/or any relevant changes to Federal or local regulations. Any changes to this handbook will be circulated via email by the Chief Operating Officer (COO).

AFSA staff are in three offices. The AFSA headquarters building at 2101 E Street, NW houses the following departments: congressional advocacy, policy, communications and membership, publications and business operations. The Labor Management staff is in the Department of State building, 2201 C Street, NW, Room 1251 and the USAID headquarters in the Ronald Reagan Building, 1300 Pennsylvania Avenue, SW, Room 2.10C.

II. WHAT IS AFSA?

About AFSA

The American Foreign Service Association, established in 1924, is both the professional association and exclusive representative for the Foreign Service.

Among its many professional activities, AFSA raises awareness of the Foreign Service to members of Congress, the media, and the American public, publishes the *Foreign Service Journal*, hosts networking and professional development and informational events for members, distributes a daily media digest and frequent "AFSAnets" containing pertinent information, presents annual awards for performance, constructive dissent and foreign language achievement, maintains the www.afsa.org website and offers a college scholarship program for the children of AFSA members, among other activities.

AFSA is the exclusive bargaining agent for members of the Foreign Service at the Department of State, USAID, FAS, FCS, BBG, and APHIS. In this labor-management relations capacity, AFSA negotiates with the managements of the principal foreign-affairs agencies on personnel policies and procedures which affect conditions of employment, rights and privileges, and assignment and promotion precepts of Foreign Service employees. AFSA also represents members of the

Foreign Service in formal grievance, discipline, investigative proceedings and security clearance matters while providing them informal assistance in dealing with administrative issues.

Mission

As the voice of the Foreign Service, AFSA is both the principal advocate for the long-term institutional wellbeing of the professional career Foreign Service and responsible for safeguarding the interests of individual AFSA members. AFSA also seeks to increase understanding among the American people about the vital role of the U.S. Foreign Service in sustaining American global leadership.

Who We Serve

AFSA's more than 16,500 members include active-duty and retired Foreign Service officers and specialists at the Department of State, as well as members of the Foreign Service from the U.S. Agency for International Development, Foreign Agricultural Service, Foreign Commercial Service, Animal and Plant Health Inspection Service and Broadcasting Board of Governors. AFSA exists to support the United States Foreign Service, which deploys worldwide to protect and serve America's people, interests and values. The Foreign Service is the only U.S. government entity that is globally deployed with an enduring physical presence in almost every country in the world, creating an enormous competitive advantage for America and for Americans from all walks of life.

AFSA's members are career professionals who spend roughly two thirds of their careers abroad representing America to the people and leaders of other countries. Members of the Foreign Service are posted to more than 270 U.S. embassies, consulates and other missions around the globe—most in difficult and many in dangerous environments.

Members of the Foreign Service are leaders, problem solvers and adept communicators. They understand and speak foreign languages; are well versed in other countries' politics, laws, economic drivers and cultures; and know how to get things done on behalf of American people and American business.

The Foreign Service Act of 1980, the legal foundation for the Foreign Service, opens by declaring that "a career Foreign Service, characterized by excellence and professionalism, is essential in the national interest." AFSA speaks for its members individually, ensuring that the law is upheld and due process followed, but also, crucially, for the long-term health and vigor of the Foreign Service as an institution, certain in the conviction that a career Foreign Service, characterized by excellence and professionalism, is in America's national interest.

Goals

AFSA's principal goals are to raise awareness of and advocate for the critical role of the Foreign Service in safeguarding America's national security and economic prosperity, support a strong

Foreign Service institution by protecting the career path outlined in the Foreign Service Act of 1980, and provide grievance assistance and legal counseling to AFSA members when needed.

III. ORGANIZATION AND STRUCTURE

Governing Board

According to the AFSA bylaws, overall authority and responsibility for the association rest with the Governing Board, whose members are elected for a two-year term. The Board's officers consist of a president, secretary, treasurer and constituency vice presidents. Each constituency elects its vice president and representatives, while the full AFSA membership elects the president, secretary and treasurer. The Governing Board meets monthly at the association's headquarters. Per Article V, Section 5, meeting dates and times are publicized to all AFSA regular members who are welcome to attend. AFSA's standing committees are appointed by the Governing Board as outlined in the AFSA by-laws. They are Constituency Standing Committees, the *Foreign Service Journal* Editorial Board, the Scholarship Committee, the Committee on Elections, and the Awards and Plaques Committee. The Governing Board may create special committees to undertake specific tasks. These special committees are created in accordance with the AFSA bylaws.

AFSA Staff, Elected Officials and Volunteers

AFSA as an organization is committed to providing service to our members with the highest level of professional conduct. As such, AFSA is committed to maintaining a professional workplace that is free from discrimination, harassment, retaliation, and bullying. AFSA elected officials, staff, contractors and volunteers are required to abide by the EEO laws, to treat each other with dignity and respect, and are expected to conduct themselves in a manner that brings credit to both AFSA and the Foreign Service.

Any AFSA employee, AFSA contractor, AFSA volunteer, or elected official having a concern regarding the conduct of an AFSA employee, volunteer, contractor or elected official should raise the concern first with their supervisor and then with the COO, who may consult with the President/Chief Executive Officer (CEO), and consult expert legal counsel as necessary.

If the alleged conduct is egregious, or if the staff member, contractor, elected official or volunteer persists in the conduct despite having been counseled, the COO, in consultation with the President/CEO, and expert legal counsel as necessary, shall promptly take appropriate action which may include informing the full Governing Board, in writing, of the concerns with a copy to the individual. The individual shall be afforded 7 calendar days to respond in writing.

Pursuant to AFSA bylaws, Article III, section 5, the Governing Board has the authority to discipline any member of AFSA, including elected officials, for engaging in conduct which discredits or brings in to disrepute the Association or the Foreign Service by, including but not limited to, issuing a private or public letter of censure. The COO is responsible for the AFSA

professional staff and, in partnership with the President/CEO, serves as liaison between the staff and the Governing Board.

IV. GENERAL EMPLOYMENT POLICIES

Equal Employment Opportunity

AFSA believes employees should have a high performing, accountable workplace free of both harassment and bullying from colleagues (including and beyond sexual harassment), whether it be based on race, color, sex, age, religion, national origin, disability, marital status, sexual orientation, gender identity, personal appearance, family responsibilities, matriculation, political affiliation, source of income or place of residence, veteran status or any other reason. Physical harm, verbal abuse, or any type of intimidation or malicious statements or behavior that tarnish the desired working atmosphere will be responded to in a serious manner.

The AFSA Workplace

Employees deserve a workplace free of unethical behavior and activities. AFSA believes in the importance of having an ethical workplace, with transparent expectations and clear standards held by both the organization and its employees.

AFSA encourages a congenial and high performing work environment built on the foundation of respect and professionalism and will strive to create and maintain a workplace free of hostility, with a respectful and cooperative working environment for AFSA employees.

AFSA believes that all employees have a right to be heard. Any leaders – staff or elected – are expected to adhere to an “open door” policy with staff and peers.

Federal anti-discrimination statutes and the District of Columbia Human Rights Act secure the right to equal opportunity in employment. AFSA is committed to upholding this right.

Workplace Harassment

Workplace harassment is any conduct that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual’s work performance; or otherwise adversely affects an individual’s ability to perform their work. Elected officials, staff and volunteers are expected to maintain a high level of professional conduct and behavior in all their verbal and written communications. Communication or behavior of any type which threatens or intimidates staff or interferes in any way with staff willingness or ability to do their assigned work in support of AFSA membership will not be tolerated.

Workplace harassment includes, but is not limited to, slurs, jokes, pranks, innuendo, comments, written or graphic material, stereotyping, or other threatening, hostile, or intimidating acts based on race, color, ancestry, national origin, gender, sex, sexual orientation, marital status, religion,

age, disability, veteran status, or other characteristic protected by state or federal law.

Reporting Procedures

Harassment in the workplace is against the law and will not be tolerated. If you believe you have been subject to or witnessed illegal discrimination, including sexual or other forms of unlawful harassment or bullying, you are asked and encouraged to make a complaint.

Supervisors and other responsible AFSA officials who observe, are informed of, or reasonably suspect incidents of possible workplace harassment must immediately report such incidents to the COO, who will either initiate or oversee a prompt investigation. The COO will consult expert legal counsel as necessary. Supervisors should take effective measures to ensure no further apparent or alleged harassment occurs pending completion of an investigation.

AFSA will seek to protect the identities of the alleged victim and harasser to the extent possible. AFSA will seek to respect the due process rights of the accused in the investigation phase. AFSA will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential workplace harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible workplace harassment. If the investigation reveals that inappropriate conduct has occurred, the person who has violated this policy will be subject to appropriate sanctions or disciplinary action, up to and including termination.

AFSA's Responsibilities Under This Policy

As noted above, if AFSA receives an allegation of workplace harassment, or has reason to believe harassment is occurring in the workplace, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. All complaints will be conducted, to the extent possible, with regard for confidentiality. If the allegation is determined to be credible, AFSA will take immediate and effective measures to end the unwelcome behavior. AFSA is committed to acting if it learns of possible workplace harassment. AFSA is committed to ensuring that all investigations of workplace harassment are conducted in a prompt, thorough, and impartial manner.

All employees should take special note that both retaliation against an individual who has complained about workplace harassment and retaliation against individuals for cooperating with an investigation of a workplace harassment complaint is unlawful and will not be tolerated at AFSA.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of any type of harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop. If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple

avenues for reporting allegations of harassment and/or pursuing resolution. Employees should report the unwelcome conduct as soon as possible to a responsible AFSA official. It is usually most effective -- although it is not required --that the official be within the employee's supervisory chain. Responsible AFSA officials include first- or second-line supervisors, the offending person's supervisor, the COO, the President/CEO or AFSA Vice Presidents. As noted previously, AFSA leadership will consult with expert legal counsel, as necessary.

Citizenship

Pursuant to the Immigration Reform and Control Act of 1986, all employees must present proof of citizenship or a valid U.S. work permit to verify their employment authorization within three days of starting employment, or any employment offer shall be considered null and void.

Personnel Categories

The following categories of employment are established solely as an administrative organization in determining eligibility for certain AFSA benefits and coverage under federal and local employment laws. They do not create, nor are they intended to create, any employment for a fixed or definite term. The categories are the following: Regular Full-Time Employees, Regular Part-Time Employees, Non-Exempt Staff, Exempt Staff, Temporary Employees and Contractors. The personnel category under which individuals are hired is defined in the formal offer letter from the COO. Questions about category definition or application should be directed to a supervisor or to the COO.

V. RECRUITMENT AND HIRING

Hiring Procedures

The COO, in close consultation and coordination with the relevant staff supervisor or relevant elected officer supervisor, will oversee hiring for all AFSA staff and contractors. Hiring supervisors are responsible for recruiting, interviewing, and selecting staff within their departments. Before an AFSA staff member can begin the hiring process, he/she must draft a position description and meet with the COO to confirm need and budget. AFSA's general practice will be to advertise vacancies for no less than 10 working days on www.afsa.org, as well as on at least two public websites (AFSA LinkedIn page, AFSA Facebook page, etc.). Once the advertisement has closed, the hiring supervisor will form an ad hoc hiring committee that will include at least 2 other AFSA professional staff. This ad hoc committee will review resumes, select finalists to be interviewed and conduct interviews before making a final choice. Once the process is complete, the hiring supervisor will confirm in writing with the COO and President/CEO, that a choice has been made.

The hiring supervisor is responsible for ensuring the COO has confirmed in writing any salary numbers before they are discussed with potential hires. Successful candidates may be initially informally notified through e-mail or telephone call from the supervisor. To officially notify successful applicants that they have been hired, the COO will prepare and send a letter of

employment. This document will indicate the starting date, position title, position category, supervisor, general responsibilities, beginning salary or rate, probationary period, employment status and other relevant information.

Probationary Period

All AFSA personnel serve a 90-day probationary period upon assuming any position within the association. During this period, it is the supervisor's responsibility to orient the new employee and to communicate the expectations of the supervisor and the association. This information, in addition to specific job duties and responsibilities, should be captured in a Forward Job Plan (FJP). At the end of this period, the employee's immediate supervisor will have a formal conversation with the employee about his/her performance and his/her continued employment with AFSA. Successful completion of the probationary period does not alter the employment status, which remains "at will."

VI. ABOUT YOUR JOB AT AFSA

Personnel Records

AFSA maintains confidential personnel files on each member of the staff under appropriate safeguards. These records contain FJP's, employment records, including salary, benefits and tax-withholding information, performance evaluations, letters of commendation, notification of unsatisfactory performance and position descriptions.

Employees are required to assist in the maintenance of personnel records by informing the AFSA finance department in writing of changes to their name, address or phone number; person to be notified in case of emergency; or number of dependents for withholding tax and health benefit plans, changes in marital status or any other changes which would affect benefits or records.

Individual personnel files are retained at AFSA for at least three years following an employee's resignation or termination. Personnel records are the basis for responses to requests for verification of employment for present or former members of the staff. Such requests must be referred to the COO or his or her designee, who will limit any response to verifying the employee's dates of employment, job title and eligibility for rehire.

Business Hours

AFSA is "open for business" from 9am to 5pm, meaning member calls are answered during that time. Employees should work out an acceptable 8-hour work day schedule, with an additional time for lunch, as agreed with their supervisor. Employees who are not compliant with their agreed upon schedule could face disciplinary measures.

Flextime and Teleworking

Regular fulltime employees are generally expected to adhere to AFSA's business hours, Mondays through Fridays from 9-5. However, the COO, in consultation with the relevant

supervisor, will consider flexible schedules or teleworking on a case-by case basis. The COO may submit telework proposals for consideration to the Management Committee if he/she believes further discussion is needed. All telework plans exceeding 10 hours per week of telework must be reviewed annually by the COO and approved in writing.

The employee's immediate supervisor and the COO should be satisfied that flextime or teleworking will not impede the work of AFSA and its ability to serve its members in a timely fashion. Flextime and teleworking are privileges and benefits. They may be revoked at any time based on the needs of the organization or if an employee is seen to misuse the time.

The schedule for those employees who may be approved to telework will be set and closely adhered to. Employees must be available and responsive during working hours. Employees are expected to attend – either in person or via phone if approved by their supervisor - staff meetings and other work-related events that fall on their flextime or telework days.

Time, Attendance and Leave Records

All employees must complete their timesheets by the Wednesday morning prior to pay day. Time and attendance records must be approved by the employee's supervisor, who will electronically approve and submit them to the Accounting Department. Requests to earn compensatory time off must be approved in advance by the supervisor (see below "Compensatory Time").

Pay Schedule

Payroll is done biweekly. Pay is subject to withholding of federal and appropriate state taxes and Federal Insurance Contributions Act payments. Employees can and should elect to receive paychecks through direct deposit to their designated banking institution. The payroll calendar is available upon request from the Controller – Accounts Payable and Administration.

Salary Advances

Regular staff members may request up to one salary advance per year, if (1) the advance is repaid within six weeks; (2) the payback begins in the next pay period; and (3) the employee has no outstanding salary advance. The amount of any salary advance may not exceed two weeks' pay. Should the employee fail to repay the advance within six weeks, AFSA will withhold the amount outstanding from the employee's subsequent paycheck(s). AFSA will not advance salary or leave to those employees who already have a negative leave balance.

Compensatory Time

Compensatory time may be granted for specific weekend, holiday or early morning or long evening assignments resulting from unusual situations requiring extra work, if advance approval from the employee's supervisor is obtained. Compensatory time earned and used during a pay period will be documented on the employee's time and attendance record in the "notes" section, but will not be tracked by the Finance department; that is up to the employee and his/her supervisor. An employee may earn up to 16 hours in any given pay period, and the employee

must use the time by the end of the next pay period, unless an exception is approved in writing by the supervisor. Compensatory time which is earned but not taken prior to the departure (resignation or termination) of the employee will not be eligible for reimbursement.

Personal Calls

Personal calls should be kept to a minimum, both in terms of the number of calls, the length of conversations, and the volume of the person's voice.

E-mail and Internet Use

E-mail accounts and access to the Internet are provided to employees for the conduct of AFSA business. Personal use of these services should be kept to a minimum. Employees should always adhere to high standards of conduct in websites that are visited. Viewing graphic, sexually explicit or otherwise offensive websites or sending or receiving sexually explicit or offensive material is expressly prohibited and will be grounds for disciplinary action, up to and including immediate dismissal. AFSA provides a safe and inclusive workplace where behavior which could be construed as harassment or bullying by another employee will not be tolerated.

Email and Internet Security

As noted above, email accounts and access to the Internet are provided to employees for the conduct of AFSA business. Download of external content of any type, including automatically prompted updates for existing software, should be handled only by the on-site IT administrator or staff members with administrative access to AFSA's system.

Professional Conduct

AFSA expects that staff members will conduct themselves in ways that reflect positively on the association. Employees are expected to refrain from activities that may create a conflict of interest or call into question their professionalism. When in doubt as to whether activities on or away from the job may compromise AFSA's interests or mission, clarification should be sought from their supervisor, and if unavailable, COO or President/CEO.

Confidentiality

The protection of business information and membership data is vital to the interests and success of AFSA. Confidential information is any and all information about AFSA's business or its members (such as Personally Identifiable Information, etc.) that is disclosed to or known by you because of your employment but is not generally known to people outside AFSA or the Foreign Service.

You must protect this information by safeguarding it when in use, using it only for the business of AFSA and disclosing it only when authorized to do so and only to those who have a legitimate business need to know about it. This duty of confidentiality applies to all forms of communication, including electronic communications. You should not use your personal email to transmit any AFSA confidential information at any time, unless specifically requested to do so by the relevant

member or members in writing.

If you improperly use or disclose membership information or confidential business information, you will be subject to disciplinary action up to and including termination of employment and legal action, even if you do not actually benefit from the disclosed information. Your commitment to protect the sensitive information you may have access to during your employment with AFSA continues once your relationship with AFSA ends.

Communications

During your time with AFSA, you may be provided communication tools and resources for use in conducting day-to-day business activities, including computer, telephone, voice mail, fax, scanner, email, text messaging or other AFSA provided or underwritten technology. Use of these tools is primarily for business, but reasonable personal use is permitted within the limits described above regarding Confidentiality. While limited personal use of AFSA technology is allowed, illegal or immoral activities are prohibited.

Personal use of AFSA technology must not detract from work. All communication using these tools should be handled in a professional and respectful manner. You have no expectation of privacy in your use of any AFSA computer, phone, or other communication tool. All communications made using AFSA-provided equipment or services, including email and internet activity, are subject to inspection by AFSA. Keep in mind that even if you delete an email, voicemail or other communication, a copy may be archived on AFSA systems.

You should be aware that information transmitted through e-email is not completely secure, and information you transmit and receive could, if mishandled or received by someone with malintent, damage the reputation of AFSA or, in some cases, the Department of State.

Social Media

AFSA recognizes the importance of communication across our globally dispersed membership and stakeholders, and encourages you to share information with co-workers and with those outside the Association for the purposes of connecting with membership, generating new ideas, and learning from the work of others. Social media provides inexpensive, informal, and timely ways to participate in an exchange of ideas and information.

Please note, however, that information posted on a website or communicated via social media platforms such as Twitter, Facebook, LinkedIn and others is available to the public. AFSA cautions employees to demonstrate respect for the professional integrity and dignity of AFSA, its staff and members.

AFSA expects staff to comply with all applicable laws, including, but not limited to, Federal Trade Commission (FTC) guidelines, copyright, trademark, and harassment laws. These are available on www.ftc.org or from the COO.

Political Neutrality

AFSA is a strictly non-partisan organization and represents all members of the Foreign Service without regard to political affiliation. AFSA recognizes the importance of individual participation by citizens in the political process, and will not discriminate against any employee because of identification with or support of any lawful political activity engaged in outside of work. However, if any AFSA staff engages in political activity, they must make it clear that their actions and opinions are their own and not those of AFSA.

Conflicts of Interest

It is AFSA's policy that all employees, volunteers, contractors and elected members avoid any conflict between their personal interests and those of AFSA. The purpose of this policy is to ensure that AFSA's honesty and integrity, and therefore its reputation, are not compromised. The fundamental principle guiding this policy is that no employee should have, or appear to have, personal interests or relationships that actually or potentially conflict with the best interests of AFSA.

It is not possible to give an exhaustive list of situations that might involve violations of this policy. However, the situations that would constitute a conflict in most cases include but are not limited to:

- Holding an interest in or accepting free or discounted goods from any organization that does, or is seeking to do, business with AFSA, by any employee who is in a position to directly or indirectly influence either AFSA's decision to do business, or the terms upon which business would be done with such organization.
- Holding any interest in an organization that competes with AFSA.
- Being employed by (including as a consultant) or serving on the board of any organization which does, or is seeking to do, business with AFSA or which competes with AFSA.
- Profiting personally, e.g., through commissions, loans, expense reimbursements or other payments, from any organization seeking to do business with AFSA.

A conflict of interest would also exist when a member of an employee's immediate family is involved in situations such as those above.

This policy is not intended to prohibit the acceptance of modest recognitions, openly given and accepted as part of the usual course of business. Examples include occasional business-related meals, gifts or promotional items of nominal or minor value.

It is your responsibility to report any actual or potential conflict that may exist between you (and your immediate family) and AFSA. Failure to disclose an actual or potential conflict of interest shall constitute grounds for disciplinary action, up to and including termination.

Whistle Blower Protection

Numerous laws provide protection against retaliation for “whistleblowing,” including the reporting to appropriate officials a violation of any law, rule, or regulation, or mismanagement, a gross waste of funds, an abuse of authority, a substantial and specific danger to public health or safety, or any other activity providing whistleblower protection. AFSA is committed to providing a work environment in which employees may engage in protected activity without fear of retaliation. AFSA strictly prohibits any employee from retaliating against any other employee because the employee has engaged in protected activity, or because the employee has made a charge, testified, assisted, or participated in any manner in an investigation, proceeding or hearing regarding alleged wrongdoing. Anyone engaging in retaliation will be subject to disciplinary action, up to and including immediate termination of employment.

Document and Records Retention

AFSA has a Records Retention Policy that establishes retention periods for all hard copy and electronically-maintained records created or received in the normal course of business. A record is any information, regardless of physical format, which has been created or received in the transaction of AFSA’s business. Physical format of a record includes hard copy, electronic, magnetic tape, disk, audio, video, optical image, etc.

You should comply with Records Retention Policy at all times. Before destroying or purging any documents or records, you must consult the Records Retention Policy. You are required to review, follow, and abide by the terms of the policy and its procedures. If questions arise, you should consult with a member of your management team. A detailed version of this policy is available for review upon request from the office of the COO.

Dress Code

All AFSA employees are expected to wear attire befitting a professional business environment. Mondays through Thursdays, the dress code is business casual, with professional attire expected whenever employees meet with the general public, members or have other professional interactions. Fridays are casual, unless there are scheduled meetings or events in which the employee will be involved. Under certain circumstances, medical issues may require an employee to wear casual clothing on days other than Fridays. Wearable items of any type displaying offensive language or images are never permitted under any circumstance at AFSA or in the course of events outside of the AFSA offices attended by AFSA staff.

Smoking Policy

There is no smoking in any AFSA office or facility.

Drug-Free Workplace and Policy

AFSA explicitly prohibits:

- The use, possession, solicitation, or sale of narcotics or other drugs or prescription medication without a prescription on AFSA premises or while performing an assignment.
- Being impaired or under the influence of legal or illegal drugs at or away from AFSA premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk AFSA's reputation.
- Possession, use, solicitation, or sale of legal or illegal drugs at or away from AFSA premises, if such activity or involvement adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the association's reputation.
- The presence of any detectable amount of prohibited substances in the employee's system while at work, while on the premises of the company or its customers, or while on company business. "Prohibited substances" include illegal drugs and prescription drugs not taken in accordance with a prescription given to the employee.
- Any employee violating this policy will be subject to disciplinary measures up to and potentially including termination.

Security

AFSA takes seriously its role as an employer in providing a safe and secure working environment for all AFSA staff, contractors, volunteers and elected officials. AFSA follows all applicable Federal and DC laws and regulations. If at any time AFSA staff, volunteers, contractors, or elected officials notice behavior, situations or issues with the physical buildings of AFSA, please bring these issues immediately to the attention of the COO.

AFSA employees may not assemble on the roof of the headquarters building except in case of emergencies or when approved by the COO. Violation of this policy potentially brings AFSA into noncompliance with AFSA insurance policies and DC safety codes.

Purchases and Reimbursements

Procurement

All purchases, including supplies, furnishings, equipment, subscriptions, etc., must be authorized by the COO. The COO can delegate authority to supervisors, managers and directors for purchases of \$500 or less. Receipts are required for all purchases.

Purchase Orders

Purchase orders are prepared by the staff and approved by the respective manager/director, Finance Director/Controller and/or the President/CEO. All purchase orders are reviewed by the COO. Receipts are required for all purchases.

Petty Cash

Reimbursement for incidental expenses under \$30 incurred in conducting day-to-day AFSA business is obtained by completing a petty cash voucher. Receipts for expenses are required. The Controller and the Labor Management Office Manager are responsible for the two petty cash funds.

Representation Expenses

All representational expenses in excess of \$25 must be approved in advance in writing by the COO, who will certify that such expenditure advances AFSA's mission.

Employees are reimbursed out of petty cash funds for transportation expenses (cab fare, etc.) incurred during AFSA business. Receipts are required. Employees using their own car on AFSA business will receive mileage reimbursement at the official IRS rate. Requests for mileage reimbursement should justify the purpose of the trip and include departure and destination points.

VII. EMPLOYEE BENEFITS

AFSA offers a comprehensive package of employee benefits, most provided at no cost to the employee. A few may require that the employee make a contribution, as described here and in the relevant benefit selection packages which will be made available to employees both at the beginning of employment and during any "open season" which occurs during the time of employment. For more information regarding benefit programs, please refer to the documentation you were provided during your onboarding to AFSA. Any questions on these benefits should be directed to the COO.

Unemployment Compensation

AFSA contributes to the unemployment trust fund of the District of Columbia. The D.C. Unemployment Commission determines eligibility and benefit payments.

Workers' Compensation

AFSA employees are covered by workers' compensation insurance. An employee who is injured in the performance of work for AFSA must immediately report the accident to his or her supervisor and the COO. Workers' compensation claim forms, available from AFSA's controller – Accounts Payable and Operations, must be filed with AFSA's insurance carrier within 30 days.

VIII. EMPLOYEE LEAVE

General Leave Provisions

In order that the association's business may be carried out smoothly, all anticipated absences should be brought to the attention of the employee's immediate supervisor as soon as possible. Requests for leave should be made using the online payroll service application, and confirmed in an email to the supervisor and relevant staff once approved. Approval of vacation schedules is

subject to the press of business. For that reason, supervisors should coordinate leave schedules within their sections to ensure offices are covered to the extent possible. Should a conflict in scheduling develop, the granting of leave will depend in large measure on the relative lengths of AFSA service of the employees in question, or an emergency.

Holidays

In general, AFSA observes the same holidays as the federal workforce. The following holidays are paid: New Year's Day, Martin Luther King's Birthday, Presidents' Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans' Day, Thanksgiving and Christmas. In addition, AFSA grants all employees the day after Thanksgiving as a paid holiday.

Consistent with federal regulations, when a holiday falls on Saturday the preceding Friday is observed. When it falls on a Sunday, the following Monday is observed. As a matter of policy, AFSA generally follows the Federal government regarding closing on days other than holidays. If OPM announces a closing by the government, AFSA will follow suit.

Religious Holidays

Employees requesting leave for a religious holiday not covered by the federal holiday leave schedule must have written advance approval from their supervisor. The request should identify the religious holiday and the amount of time needed. Annual or personal leave or comp time may be used to cover time off in such cases.

As an organization, AFSA will remain respectful and supportive of an employee's need to take off time for religious reasons.

Personal Day

All regular full-time employees receive one personal day off with pay within any 12-month period of employment to be used at their discretion. This day is accrued at the end successful completion of the 90-day probationary period. A personal day may not be carried over beyond the anniversary date, or reimbursed upon termination of employment.

Part-time employees may take a personal day in the amount of the number of hours in the day that they work. For example, if a part time employee, works a six-hour day, they can take a six-hour personal day.

Annual Leave

An employee may use annual leave for any approved absence. However, an employee may not be required to use annual leave when other options are available, as outlined below.

Annual leave accrues at the rate of 13 working days per year for the first three years of employment, 21 days from the third to the seventh year, and 26 working days a year thereafter. The leave year begins on the first day of the first pay period of the calendar year and consists of

26 two-week periods. Leave accrues from the employee’s first day of duty but is not available until the expiration of four weeks.

In chart form, here are the leave accruals:

Employee Annual Accrual Rates per Pay Period in Hours

	FTE/PP	60+ Hrs/PP	48+ Hrs/PP	40+ Hrs/PP
Years 1 - 3	4	3	2.4	2
Years 3 - 7	6.46	4.845	3.876	3.23
Years 7+	8	6	4.8	4

** A pay period is two weeks

Employees who leave or are terminated before having worked two two-week pay periods forfeit any leave which has accumulated. Absence of a period in excess of the amount of annual leave earned under the provisions of this section will be on a leave-without-pay basis.

Advance of Annual Leave

In cases of need, for example recent hiring, up to 5 days of annual leave may be advanced at one time per year. Requests for advanced annual leave must be approved by the supervisor and the COO in writing. Annual leave will be advanced only after all current accrued annual leave is exhausted and must be repaid within 12 months.

Annual Leave Carry-Over

Employees are encouraged to take annual leave and should schedule vacations early in accordance with their workload to ensure that they do not exceed the limitation of leave carry-over at the end of the leave year. Full-time and part-time employees hired before 1 January 2018 may carry over a maximum of 250 hours from one leave year to the next. Employees hired after 1 January 2018 may carry over a maximum of 120 hours. Employees will be paid for unused annual leave (minus any advanced sick leave or other financial obligations to the association) at the termination of employment. The carry over ceiling will be calibrated and take effect on the 1st of the year.

Sick Leave

Sick leave for full-time, regular employees accrues at the rate of four hours every pay period (13 days per year) and is cumulative without limit. Unused sick leave is not paid at termination of employment. The employee may use sick leave:

- To receive medical or mental health, dental, or optical examination or treatments for themselves, their spouse or their children.
- For absence due to physical or mental illness, injury, pregnancy, or childbirth

- Care of a family member who has a serious health condition. (Family members include any person to whom the employee is related by blood, legal custody or marriage, and any person with whom the employee has shared a residence in the past year and maintained a committed relationship. A family member also includes a child who lives with an employee and for whom the employee permanently assumes and discharges parental responsibility. A serious health condition means a physical or mental illness, injury or impairment that requires inpatient care in a hospital, hospice or residential health care facility, or continuing treatment at home by a health care provider or other competent individual);
- If, as determined by the health authorities, the employee jeopardizes the health of others by his or her presence on the job because of exposure to a communicable disease.

Sick accruals in chart form are:

Employee Sick Accrual Rates

FTE/PP	60+ Hrs/PP	48+ Hrs/PP	40+ Hrs/PP
4	3	2.4	2.00

Advance of Sick Leave

In cases of serious medical disability or illness of the employee or his/her family member, or when required by the situation, paid sick leave up to 13 days may be advanced in any one year. Requests for advanced sick leave must be approved by the COO, who may ask that the request be supported by satisfactory evidence. Sick leave will be advanced only after all current accrued sick leave is exhausted.

AFSA “Service” Leave

AFSA encourages and supports employee involvement in community service. The Association believes this makes for better employees and more conscientious colleagues. Community service may involve refurbishing a home for the needy, taking care of the elderly, aiding mentally or physically challenged children, rendering overseas humanitarian support, addressing illiteracy, etc.

AFSA grants employees 24 hours (3 days) of “service” leave each year to participate in worthy service projects during working hours, so that they will not have to take personal or annual leave to participate in it. All proposals for service leave should be submitted in writing and approved by the supervisor and COO. Any “service” leave approved for part time employees will be calibrated based on the employee’s hours worked. As with sick leave, employees do not receive any compensation for unused service leave (like sick leave) upon completing employment with AFSA.

Compassionate Leave

Regular employees will be granted up to 32 hours (4 days) leave with pay per year to make arrangements for, and to attend, the funeral of a member or members of his or her family (see sick leave and family medical leave for definition of family) or close personal friend. Employees may use sick leave, annual leave, family medical leave or leave without pay to cover absences exceeding four days.

When using compassionate leave, the employee should notify his or her immediate supervisor and the COO as soon as possible in writing and submit a leave request.

Parental Leave

Regular employees may be granted up to 20 workdays of leave with pay to take care of a newborn infant or adopted child. Parental leave must be taken within 12 months of the birth or adoption of a child, and must be scheduled and approved with supervisor as well as approved in writing by the COO and President/CEO. Accrued annual and sick leave may also be taken in addition to parental leave.

Family and Medical Leave Act

Any employee who has been employed by AFSA for one year without a break in service except for regular holiday, sick or personal leave, and has worked at least 1000 hours during the 12-month period immediately preceding the request for family and medical leave, is entitled to 16 weeks of leave without pay (during any 24-month period) for:

- The birth or adoption of a child;
- Placement of a child for adoption or foster care;
- Incapacity due to pregnancy, prenatal medical care or childbirth;
- Care of a family member who has a serious health condition. (Family members include any person to whom the employee is related by blood, legal custody or marriage, and any person with whom the employee has shared a residence in the past year and maintained a committed relationship. A family member also includes a child who lives with an employee and for whom the employee permanently assumes and discharges parental responsibility. A serious health condition means a physical or mental illness, injury or impairment that requires inpatient care in a hospital, hospice or residential health care facility, or continuing treatment at home by a health care provider or other competent individual);
- Personal medical care, where the employee has become unable to perform the functions of the position because of a serious medical condition.

In those instances when advance notice may be possible (e.g., elective surgery, maternity leave) the employee shall provide reasonable prior notice, including the last anticipated day of work.

The employee may elect to use paid vacation, personal, or sick leave as family and medical leave. This paid period will count against the 16 allowable weeks for leave.

Medical leave may be taken intermittently when necessary.

Any employee who takes family or medical leave under these guidelines will not lose any employment benefit or seniority accrued before the date on which leave commenced. The employee will also continue to be covered by health benefits while on leave. However, employees on family and medical leave do *not* accrue sick or annual leave during the period of leave; nor will AFSA make benefit contributions, such as to the employee's 401(k) plan.

Upon the employee's return from family or medical leave within the allowed FMLA leave period, AFSA shall restore the employee to the position he or she held when the leave commenced or an equivalent position. AFSA reserves the right to deny restoration of employment to anyone who is among the five highest-paid employees and where denial of restoration of employment is necessary to prevent substantial economic injury to AFSA's operations. Any employee subject to such denial will be informed before departure on leave of the potential for their inclusion in this category. If a decision is made during their absence that their role must be filled to avoid risk to the organization and/or its members, the employee will be informed in writing immediately that such a decision has been made and the basis for the decision.

Military Family Leave Entitlements

Eligible employees with a spouse, son, daughter or parent who is on active duty, or called to active-duty status, in the National Guard or military reserves in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative child care, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

The Family and Medical Leave Act also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the armed forces, including a member of the National Guard or reserves, who has a serious injury or illness incurred in the line of duty on active duty that may render him or her medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation or therapy.

Military Leave

Leave without pay of up to 15 days will be granted annually to employees serving in the military reserves as defined in 10 U.S.C. 261. During military leave, AFSA will continue to pay all insurance premiums, and annual leave and sick leave will continue to accrue. Upon the completion of military leave, the employee will be reinstated to his or her position, with all re-employment rights protected. This leave is not cumulative.

Administrative Leave

Leave with pay may be granted to regular full- or part-time employees for certain specific reasons, including but not limited to jury duty. Administrative leave requires prior approval in writing from both the employee's supervisor and COO. During such leave, pay benefits and seniority will be maintained and sick and annual leave will continue to accrue.

Inclement Weather

In the case of adverse weather conditions or civil emergency situations, AFSA follows the lead of the federal government, specifically OPM, on closing the building. However, AFSA may grant additional paid leave beyond what the federal government grants. Such decisions will be made by the COO and the President/ CEO who will notify employees of such decisions as quickly as possible.

IX. PERFORMANCE ASSESSEMENTS AND SALARY

Performance Assessments

All AFSA staff members participate in an annual performance assessment process, captured in the Forward Job Plan (FJP), administered by the COO. The cycle is aligned with the calendar year, restarting each January with the creation of a Forward Job Plan and ending each December with a final review. An FJP template will be given to all staff by their supervisor upon hiring. Employees and supervisors should amend the Forward Job Plan throughout the year as needed, making sure to send any revisions to the COO for retention. Staff reporting directly to the President/CEO or constituent VP's will have the option of having their FJP's reviewed by either the COO or the Management Committee. The end of year rating informs the occurrence or amount of any end of year bonuses which AFSA may grant. The COO will inform all staff via email of any changes made to the FJP template.

Salaries

The policy of the association is to maintain salaries comparable (based on experience) to those prevailing in similar organizations in the Washington, D.C., metropolitan area, subject to AFSA's means and the availability of funds. To this end, a comparison (based on Forward Job Plans) to DC area market rates will be done as needed.

Salary Reclassification

Salaries may be raised or lowered based on significant changes in the position responsibilities or title change. The Chief Operations Officer and the President/CEO shall review all position reclassifications and their financial impact with the Treasurer during the annual budget review.

X. TERMINATION OF EMPLOYMENT

Employees resigning or retiring from AFSA, or those terminated, are entitled to payment for salary owed plus unused annual leave, less any advanced sick or annual leave or other financial obligation to the association. The employee is not compensated for unused sick leave or compensatory time, as noted above. Separated employees of any kind may be eligible to continue insurance coverage under COBRA, should they be deemed eligible by AFSA, and will be notified by US mail with the details.

Resignation

Any employee who plans to resign or retire is requested to provide his or her supervisor with at least two weeks' notice. Unless otherwise agreed, the period of notice is to be spent working normal business hours. Should the employee be rehired within five years, unused sick leave will be reinstated, provided the employee is able to present documentation of the leave. Employees rehired within five years of leaving AFSA will retain seniority and will accrue leave at the same rate they did prior to leaving AFSA. If an employee is rehired by AFSA after 5 years has passed, they will no longer retain seniority.

Termination for Cause

An employee may be terminated for cause, with or without advance notice, depending upon the severity of the misconduct. Termination for cause may be based on egregious misconduct, including but not limited to, theft, fraud, misuse of AFSA property, falsification of employment records, and producing or viewing pornography. If the employee's misconduct is egregious, he or she may be terminated without advance notice. If an employee is suspected of engaging in criminal behavior, AFSA may turn over the matter to law enforcement. If the employee does not believe he or she has been treated fairly, he or she should address those concerns in writing to the COO within seven calendar days of termination. AFSA will respond promptly in writing.

Employees may also be terminated for repetition and/or a pattern of lesser offenses, such as insubordination, comments that are inflammatory against colleagues, AFSA members, or AFSA Governing Board members, sexual, racial or other discrimination or harassment. Prior to termination, the employee's supervisor should make the employee aware of deficiencies and expectations, first orally. If the behavior is not corrected promptly, a written notification of unsatisfactory conduct detailing both deficiencies and expectations should be given to the employee by the supervisor. If, after a period of 10 working days, the employee's conduct is still not satisfactory, he or she may be immediately discharged. In those cases where AFSA does not believe termination is warranted, AFSA may issue a written reprimand or suspend the employee without pay. If the employee does not believe he or she has been treated fairly, he or she should

address those concerns in writing to the COO within seven calendar days of termination. AFSA will respond promptly in writing.

Termination for Unsatisfactory Performance

Employees who perform in an unsatisfactory manner may be discharged. Prior to termination, the supervisor should make the employee aware of deficiencies and expectations, first orally. If the performance is not corrected within a two-week period, a written notification of unsatisfactory performance detailing both deficiencies and expectations should be given to the employee by the supervisor. Copies should also be given to the COO who will, if necessary, consult expert legal counsel. If, after a period of 30 days, the employee's work is still not satisfactory, he or she may be immediately discharged. If the employee does not believe he or she has been treated fairly, he or she should address these concerns in writing to the COO within seven calendar days of termination. AFSA will respond promptly in writing.

Reduction in Force or Reorganization

Employees may also be terminated due to a reduction in force or reorganization. A reorganization of staff to improve efficiency and reduce costs for members may result in an employee being terminated or that employee's working hours being reduced, for example. The employee will be given no less than two weeks' notice in this case. If an employee is terminated due to a reduction in force or reorganization, he or she will be entitled to payment for salary owed plus unused annual leave, less any advanced sick or annual leave or other financial obligation to the association. The employee may also be entitled to severance, as described immediately below. The COO will keep the President/CEO and the Governing Board informed of reorganization activities.

Severance Pay

Where termination is due to a reduction in force or reorganization, employees who have completed the 90-day probationary period will be entitled to severance pay. Where termination is due to unsatisfactory performance, AFSA may provide severance pay to employees who have completed the 90-day probationary period. Severance pay is not granted upon resignation or termination for cause from AFSA. Whenever granted, severance pay will be provided in addition to any payment for unused annual leave, minus any advanced sick or annual leave or other financial obligation to the association. For employees hired before 1 January 2019, severance pay will generally be one week for each year of service. For those hired after 1 January 2019, severance pay will range from a minimum of two weeks to a maximum of 12 weeks, with severance pay accumulating at a rate of one week for each year of service. Any additional severance matters will be decided on a case by case basis, as determined by the COO, in consultation with the President/CEO, and expert legal counsel as necessary.

XI. EXIT PROCEDURES

Your commitment to protect the sensitive information you may have access to during your employment with AFSA continues once your relationship with AFSA ends. Improper use or disclosure of membership information or confidential business information during your employment or after your departure may subject you to disciplinary action and/or legal action, as appropriate, even if you do not actually benefit from the disclosed information.

All AFSA, Department of State and USAID property, including badges, building passes, keys, fobs and equipment must be returned prior to the release of the employee's final paycheck. Supervisors are responsible for ensuring that employees under their supervision comply with these procedures. In case of resignation or reduction in force, the COO will conduct a brief exit interview before the employee's final day, which will include signing any relevant documentation. Staff will be notified by mail of their options to continue COBRA coverage of their insurance.

EMPLOYEE HANDBOOK ACKNOWLEDGMENT AND RECEIPT

I hereby acknowledge receipt of the AFSA Employee Handbook. I understand and agree that it is my responsibility to read and comply with the policies in the handbook.

I understand that the handbook and all other written and oral materials provided to me are intended for informational purposes only and do not create an employment contract with AFSA. I understand that the policies and benefits, both in the handbook and those communicated to me in any other fashion, are subject to interpretation, review, and change by management at any time without notice.

I further agree that neither this document nor any other communication shall bind AFSA to employ me now or in the future and that my employment may be terminated by me or AFSA without reason at any time. I understand that only the Chief Operations Officer or the President/CEO are authorized to enter into any agreement for employment for any specified period of time or to assure any other personnel action or to assure any benefits or terms or conditions of employment, or make any agreement contrary to the foregoing.

Employee's Name in Print

Employee's Signature

Date Signed by Employee

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE