

HUMAN RESOURCES POLICY HANDBOOK

JANUARY 2005



INTERNATIONAL YOUTH ADVOCATE FOUNDATION

IYAF

4545 42nd Street, N.W.
Suite 209
Washington, DC 20016
Phone: (202) 244-6410
Fax: (202) 244-6396
Website: www.iyaf.org
Email: mawad@iyaf.org

**INTERNATIONAL YOUTH ADVOCATE FOUNDATION, INC.
(IYAF)**

TABLE OF CONTENTS

PURPOSE OF THIS HUMAN RESOURCES POLICY HANDBOOK	1
POSITIONS	2
APPOINTMENT OF POSITION TO THE FOUNDATION, INC.	3
APPLICATION AND SELECTION PROCEDURES	4
JOB DESCRIPTIONS	5
ORIENTATION PERIOD	6
EVALUATIONS	7
HUMAN RESOURCE RECORDS	8
SALARIES	9
ANNIVERSARY DATE	10
WORKING HOURS	11
ABSENCE/TARDINESS	12
INCLEMENT WEATHER	13
PUBLIC RELATIONS	14
ADVOCACY AND LOBBYING	15
PERSONAL APPEARANCE AND APPAREL	16
SMOKE-FREE WORKPLACE	17
USE OF TELEPHONE AND E-MAIL	18
SUPPLIES AND EQUIPMENT	19
STAFF DEVELOPMENT	20
BENEFITS	21
TRANSPORTATION	26
PRIVACY AND CONFIDENTIALITY POLICY	27
DISCIPLINARY ACTION	28
RESIGNATION	29
EMPLOYEE GRIEVANCE POLICY	30
SEXUAL OR OTHER HARASSMENT	31
EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION	32
REDUCTION IN WORK FORCE	33
WEAPONS AND NONVIOLENCE	34
FAMILY EMPLOYMENT AND RELATIONSHIP POLICY	35

STATEMENT OF ACCEPTANCE

I understand and agree that the contents of the Human Resources Policy Handbook are presented as a matter of information only. I further understand that the information contained in this Human Resources Policy Handbook is merely a summary of the International Youth Advocate Foundation's present policies, rules and benefits, and that the Human Resources Policy Handbook is not intended to be or create an employment contract, either express or implied.

While the International Youth Advocate Foundation offers and intends to apply the policies, procedures, rules and benefits described herein, they are not an offer of employment, and are not intended to guarantee me employment or job security. I understand that my employment is "at-will." That means that my employment and compensation are for no definite period, and that as an employee at-will, my employment may be terminated at any time with or without notice, cause or compensation.

I further understand that the International Youth Advocate Foundation reserves the right in its sole discretion, at any time to modify, interpret, revoke, suspend, terminate or change any or all plans, policies or procedures, in whole or in part, with or without advance notice. In addition, I understand that no supervisor, representative or officer of the International Youth Advocate Foundation has any authority to make any agreement contrary to the employment at-will policy stated herein, without the express written authority of the President/CEO.

I acknowledge receipt of my personal copy of the International Youth Advocate Foundation Policy Handbook. I have been given an opportunity to read it and ask questions regarding its contents.

Employee Name (Please Print)

Employee's Signature

Date

PROPOSE OF THIS HUMAN RESOURCES POLICY HANDBOOK

Welcome to the International Youth Advocate Foundation, Inc. (IYAF). IYAF is a family, not-for-profit umbrella organization dedicated to supporting system and service advocacy for troubled children, youth and their families, both domestically and internationally. Structured as an Administrative Service Organization (ASO), IYAF provides comprehensive administrative and technical support to those working to improve the lives of children, youth and families. IYAF is committed to employing staff members who are dedicated to this cause.

The following human resource policies are offered to help guide you in your pursuit of the mission of the Program. Of course, we cannot anticipate every circumstance that may arise, so there may be situations that are not addressed by these policies. Also, there may be reasons to vary from these policies from time to time, although it is the preference of IYAF to adhere to these policies when that is possible.

Staff members should not think of these policies as a contract of employment. While the policies provide guidance, this handbook is not intended to be a binding legal document any time, for any reason, or no reason, provided IYAF complies with state and federal laws.

The policies contained in this handbook may undergo change from time to time, and IYAF may vary from the policies.

We hope that you find this handbook helpful. More importantly, we hope that you find the work you perform at IYAF rewarding.

POSITIONS

IYAF will staff the organization, filling positions, full-time, part-time and contingent, consistent with its needs and financial capabilities. Employees of IYAF are expected to view their work as an extension of their commitment to children, youth and families. Employees should embrace IYAF's inclusive philosophies of working with difficult children who have multiple problems and desire to help all children, youth and families regardless of their needs or circumstances. The creation of new positions within IYAF requires the review and approval of the President/CEO or his designee.

APPOINTMENT TO POSITIONS OF THE FOUNDATION

The President of IYAF authorizes hiring of personnel pursuant to the table of organization, as needed, directors of each chapter will hire as per approval of annual budgets which authorize funding for the positions.

APPLICATION AND SELECTION PROCEDURES

IYAF does not discriminate in the selection of staff on the basis of race, age, gender, national origin, color, sexual orientation, religion, disability, veteran status and any other status or classification protected by applicable laws, regulations or ordinances. Inquiries during the application process should be limited strictly to those matters which are directly related to the ability of a candidate to perform the job under consideration.

To encourage diversity in the workplace, IYAF seeks out and recruits qualified candidates. Outreach programs will vary, depending on the circumstances, but some methods include advertising available positions in periodicals that target minority communities and interviewing and recruiting at educational institutions that predominantly serve minority communities.

IYAF recruits and retains personnel appropriately qualified for the special demands of the organization and to meet the state requirements for the positions. A variety of interview methods will be used to appropriately screen the candidates and to assess their amenability to the philosophy, values, and expectations of the organization and to assess interpersonal skills.

Qualified applicants must provide appropriate references and authorization for IYAF to contact references. Applicants must also authorize IYAF to obtain grade transcripts, proof of education and license where applicable, criminal records and other documentation for which consent must be obtained under applicable law. IYAF interviews candidates and may require more than one interview.

IYAF relies on information provided by applicants in making employment decisions. If an applicant provides false information or fails to provide information that has been requested, IYAF may not employ the applicant, or may terminate the employment relationship.

When appropriate, notification of full-time positions to be filled within IYAF shall be posted for a period consisting of five business days.

JOB DESCRIPTIONS

To foster a greater understanding of job duties, IYAF formulates and periodically updates job descriptions. Job descriptions can be changed from time to time without notice to meet the needs of the program and its projects. Job descriptions shall in no way be construed as limiting the authority of the President/CEO or his designee. Staff may be assigned to tasks not listed in job descriptions. IYAF generally endeavors to internally post the availability of full-time positions. While promotions within IYAF are encouraged, no staff member should expect that they would be preferred over other persons outside IYAF.

ORIENTATION PERIOD

Staff members will have a three-month orientation period of employment. All staff members transferred or promoted into a new position will have a three (3) months orientation period of employment. Generally, the staff member's job performance will be evaluated by his/her supervisor at the conclusion of this period. If necessary, the orientation period may be extended for no more than three (3) months with cause and a corrective action plan. At the conclusion of this three (3) month extended orientation period, another evaluation of the staff member shall be made.

EVALUATIONS

Evaluation of staff members is an ongoing process, and is both formal and informal. While formal evaluations can be an important source of information regarding performance, staff members should also recognize that less structured input can be just as important and serve as a valuable source of feedback about one's performance. In most circumstances, IYAF provides evaluations. It is the goal of IYAF to evaluate new and or orientation status employees on a six-month and annual basis. Evaluations may be provided more frequently, especially for new employees.

HUMAN RESOURCE RECORDS

Human resource records for each staff member are maintained by IYAF. Human resource records should include the staff member's resume, application materials including a minimum of three employment references, correspondence regarding the hire, a signed copy of the staff member's job description, and a copy of the verification of employment form signed and dated by the staff member. In addition, human resource records should include evaluations, salary adjustments, and records of leave, disciplinary actions, and letters of commendation, verification of auto insurance, as required, training records and certificates, professional licenses and/or anything else required by regulatory bodies. At the time of separation from employment, a letter of resignation or termination and documentation of the exit interview should be added to the staff member's human resource record.

Staff members will be permitted to review and copy his/her individual human resource record to the extent required by state and federal statutes and regulations. All requests by staff members to review his/her human resource record should be directed to the Director of Human Resources. Where required by law, employees will be notified of requests by third parties for the release or disclosure of human resource records and information. Human resource records are the property of IYAF. Human resource records will only be released to governmental agencies which have statutory or regulatory authority to obtain the records, and only to the extent of the statutory or regulatory authority or pursuant to due process of law.

SALARIES

Salaries are determined by the President/CEO or his designee. All salaries are competitive and consideration is given to credentials, experience, geographic location, certification and level of responsibility. Normally bi-weekly payments are issued according to the pay period schedule.

ANNIVERSARY DATE

In the event that a full-time staff member is promoted, the employee's anniversary date remains unchanged. All vacation and sick leave days are accrued using the full-time employee's initial date of full-time hire. When a promotion falls within the timeframe of an annual evaluation report, the supervisor(s) shall evaluate the staff member based upon his or her performance in the former position, as well as performance in the new position. An employee who changes from part-time to full-time shall have an anniversary date based on the day he/she becomes a full-time employee. Vacation, sick leave and other benefits will be subsequently tied to the new anniversary date. Any benefits accrued by the employee prior to his/her appointment to a full-time position shall be brought forward and made available to the employee.

WORKING HOURS

Work hours are from 9:00 am to 5:00 pm, working hours are set to meet the needs of the organization. Because the flow and volume of work differs between locations, daily schedules will vary depending on your position and your work location. Work schedules are not permanent or guaranteed. All employees must be willing to accept and expect variations in their schedules as required by the needs of the organization. An employee's flexibility and availability may directly impact the number of hours for which he or she is scheduled.

ABSENCE/TARDINESS

Absenteeism and tardiness hurt the work of IYAF and the teams of people who work together within the organization. Frequent absenteeism and tardiness, or patterns of absenteeism or tardiness, may result in disciplinary action up to and including termination of employment. Being present and being present on time are essential functions of the position of all staff members. Depending on the reason for the absence or tardiness, staff members must provide notice in accordance with the relevant leave policies. Employees absent for more than three consecutive days without informing his/her supervisor will be considered as having abandoned their employment and will be considered to have resigned from the agency.

INCLEMENT WEATHER

Employees occasionally face inclement weather. IYAF will generally be open and as such must have staff available to provide services. Employees are expected to arrange suitable transportation for them so they may be present on occasions when there are bad weather conditions. On the rare occasion that local governmental agencies close in a county in which a program office is located, the supervisor of the office may elect to close that particular site. In such an event, the staff member(s) will be excused without a resulting loss of leave time or pay. However, provisions must be made to respond to all emergency needs of those we serve. In the event an employee chooses not to come to work due to inclement weather and the office has not been officially closed, he/she will be required to use Good Will leave.

PUBLIC RELATIONS

Every staff member shares in the responsibility for building good public relations for the organization. Even if a staff member works behind the scenes, the staff member's accurate and efficient work contributes to the success of the agency. Staff members represent the agency to friends and relatives and therefore influence their opinions about IYAF. As a result, all staff members, regardless to the degree to which they deal directly with the public, are responsible for the public's perception of IYAF. Responsibility for good public relations is even greater if a staff member deals with the public directly. Every time a staff member conducts an interview, speaks at a meeting, answers the telephone or writes a letter, public opinion is influenced for good or ill. Courtesy is a most important attribute for good public relations. Through training and experience, staff members learn correct techniques for dealing with the public, but courtesy is the one quality expected of everyone. Courtesy is reflected in attitude, voice and manner. Courtesy means treating the other person the way you would like to be treated. Courtesy involves being attentive, patient, understanding, tactful, using a kind tone of voice and an appropriate choice of language. We are all responsible for how the public perceives us.

ADVOCACY AND LOBBYING

Employees of IYAF are encouraged to exercise their full rights of citizenship, including communicating with their elected representatives. Employees may identify themselves as staff members of IYAF or their chapters; however, only the President/CEO or his designee is authorized to sign a letter on behalf of IYAF or represent IYAF on a public policy issue. Staff members who publicly address issues related to IYAF's work must consult with the President/CEO or his designee prior to expressing his/her thoughts or opinions.

The lobbying of legislators or administrative agencies is limited by IYAF's status as a 501(c) 3 tax-exempt organization. Before approaching legislators or administrative agencies to discuss laws or regulations, please consult with the President/CEO.

PERSONAL APPEARANCE AND APPAREL

Although IYAF does not have a specific dress code; employees are expected to reflect a business like and professional image. Casual business attire is generally acceptable, although there may be occasions when more formal attire is appropriate. Employees will exercise good judgment in presenting a business like and professional appearance as circumstances may dictate. Chapters might have a dress code when visiting agencies or sponsors.

SMOKE-FREE WORKPLACE

In recognition of the proven risks of smoking, IYAF maintains a smoke-free workplace policy. Staff members shall refrain from smoking on agency property.

USE OF TELEPHONE AND E-MAIL

Many contacts with the public and fellow staff members are by telephone and e-mail. Staff members are to answer telephone calls promptly and to help the caller in every possible way. E-mail messages should be answered promptly and courteously. The telephone and internet should be used for business purposes only. While personal calls, emails and internet use are sometimes necessary, they should be kept to an absolute minimum.

SUPPLIES AND EQUIPMENT

Items such as stationery, stamps and other supplies are purchased for agency use and cannot be used for personal reasons. Similarly, agency equipment, including computers and copying machines should be used properly and with the utmost care since they represent a significant investment. Generally, staff members shall not pursue personal matters during work hours or make excessive or unreasonable use of office equipment for personal matters.

STAFF DEVELOPMENT

IYAF will make every effort to provide all new members with orientation and training. Staff members are also encouraged to attend work-related professional development programs when attendance is feasible and does not interfere with regular duties. It is important for IYAF to be represented in various organizations. Organizations shall be selected based on compatibility with the mission and goals of IYAF. The President/CEO or designee will select staff members to represent IYAF in specific organizations. Active participation is expected of those selected.

BENEFIT DESCRIPTIONS

Benefits descriptions in Sections A, B, and C provide summaries of the benefit plans. If there are any differences between these summaries and the Plan Documents, the Plan Documents will govern.

A. Health Insurance

Individual health insurance coverage is available to all full-time staff members working 35 or more hours per week who meet the eligibility and enrollment requirements of the health insurance carrier. Health insurance begins on the first day of the month following 30 days of continuous full-time employment. Those employees not requiring health insurance coverage sponsored through IYAF may request an alternative benefit at a comparable cost. Staff members and others covered by the Program's group health insurance plan, whose benefits under the plan terminate, may be eligible for continuation of their benefits at their own expense pursuant to State and Federal laws. Staff members can enlist their partner or spouse in all benefits if they are willing to pay for it.

B. Life Insurance

All full-time employees of IYAF are eligible for life insurance beginning the first day of the month following 30 days of continuous full-time employment. Employees must meet eligibility requirements.

C. Program-Funded Benefit 401(k) Plan

YAF makes available to eligible employees certain retirement benefits. To be eligible for the 401(k) plan, staff members must work 20 hours per week or more and have completed 1000 hours or one year of service. Staff members shall be eligible to join the 401(k) plan at any time. Please consult the most recent explanation of the retirement benefit program for more specific information.

D. Education

Staff members with one year of full-time service are eligible to be reimbursed for the cost of fees or tuition associated with taking courses to improve their knowledge and skills. Educational programs approved for payment will benefit IYAF and must be approved by the President/CEO or designee. Requests should be submitted and approved at least two weeks in advance of course registration. Reimbursement for undergraduate, graduate and post graduate courses will be paid upon completion of the course if a grade point average equivalent of 3.0 or better, on a grade scale of 4.0, is earned.

E. Relocation Expenses

On occasion, IYAF may request a current or new staff member to relocate to another geographic area in order to accomplish the goals of the organization. Individuals who relocate may be eligible for full or partial reimbursement of authorized moving expenses. All requests for relocation must be approved in advance by the President/CEO or designee.

F. Holidays

Full-time staff members are entitled to the following paid holidays:

New Year's Day
Martin Luther King Day
President's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Friday following Thanksgiving Day
Christmas Eve
Christmas Day

Part-time employees who on average work 19 hours or fewer per week and contingent employees are not eligible for paid holiday leave.

Good Will Leave

Employees of IYAF begin to accrue Good Will leave upon hire. The Good Will accrual shall be prorated at the beginning and the end of employment. Staff members are eligible for 20 days of vacation and sick leave. (Good will leave) Part-time staff working 20 to 34 hours per week will be allocated Good Will leave on a prorated basis based on the actual hours worked consistent with his/her classification.

Contingent staff members or other staff members working 19 hours or fewer per week are not entitled to paid

One day of leave is equivalent to 8 hours or a prorated amount if the employee's work schedule is less than 8 hours per day. Upon satisfactory completion of the initial three (3) month period of employment (orientation period), a staff member may begin using their accrued Good Will leave balance. A staff member accrues leave time on a bi-weekly basis and may use time as it is accrued with their Supervisor's approval.

Good Will leave will accrue indefinitely. Upon resignation with proper notice, a staff member will be eligible to receive payment for the amount of their accrued unused time up to a limit of two times that which they accrue on an annual basis. Requests for leave should be submitted at least two weeks in advance of the proposed time away. Staff members may take leave only if it is approved in advance by their immediate supervisor and will not unduly interfere with the work of IYAF.

G. Employee Bonus and Incentive

IYAF recognize the value of rewarding outstanding performance and/or extraordinary contributions to the organization through various forms of recognition including, but not limited to financial payment. Supervisors may recommend bonuses and incentives as may be appropriate based on employee performance and as finances permit. Bonuses and incentives must be recommended by the level of supervisor above the level of the recipient of the bonus or incentive reward and must be approved by the President/CEO of IYAF.

I. Jury Duty

Staff members who are summoned to jury duty shall be eligible to receive their regular payroll check. The program will comply with the state laws regarding jury duty.

J. Peace Leave

After one year of full-time employment, a full-time staff member may request up to 10 days of peace leave per year. The peace leave request must be approved, in advance by the President/CEO or his designee.

K. Military Leave

Employees who go on active military duty will be reinstated to the same or equivalent position upon timely reapplication for employment. Employees who serve on active duty in the military will accrue seniority as if they were working for IYAF. Employees in the military reserves will be permitted such time off as is required by law. Seniority will accrue during such leave. IYAF will pay up to ten working days per year for the staff member's participation in full week increments. Employees anticipating reserve or active duty should notify their supervisor as soon as possible so that arrangements to provide coverage can be made.

L. Sabbatical Leave

After seven years of full-time employment, staff members involved in program planning and/or implementation may take sabbatical leave for the purpose of professional development. Whether a staff member will be permitted sabbatical leave shall be at the discretion of the President/CEO. The timing, purpose and length (normally three to one year) of sabbatical leave must be agreed to mutually between the President/CEO and the staff member requesting leave. In requesting leave, a staff member must submit a written statement of the purpose of the leave, the work or study that will be pursued during the leave, the benefit which will accrue to IYAF as a result of the leave, and the duration of the leave. A written request for sabbatical leave must be submitted at least 30 days in advance of the request. Continuation of salary and benefits during sabbatical leave will be subject to negotiation with the President/ CEO. The President/CEO shall have ultimate discretion in determining if leave will be permitted, and the terms and conditions of the leave. As a general rule, staff members who take sabbatical leave must agree to return to IYAF and to continue their service to IYAF for one year after the end of sabbatical leave, Staff members may take sabbatical leave no more frequently than every seven years.

Ten Year Anniversary Benefit

Upon completing 10 years of service, full-time employees may receive a fully paid vacation, up to \$2,000 in value. A maximum of \$500 out of the \$2,000 available for this benefit may be received as spending money. This award also includes 5 days of paid leave, above and beyond the employee's normal leave accrual, for the year in which the benefit is received.

TRANSPORTATION

Staff members are generally required to provide their own transportation to conduct the organization's business. Staff members using their personal automobiles on Program business shall be reimbursed for such use at the usual and customary rate determined annually. Staff will be reimbursed for mileage and travel related expenses upon presentation of an approved expense reimbursement form, together with a mileage log, indicating the date of travel, destination, purpose and number of miles traveled. Employees who drive as an essential function of their job must provide a copy of their driver's license and shall maintain a valid driver's license at all times. Minimum motor vehicle liability insurance as required by law is required of all staff.

PRIVACY AND CONFIDENTIALITY POLICY

Because of the nature of our work, we are exposed daily to information about the personal lives of the children and families referred to us for services. In some instances, there is notoriety attached to certain situations that arouses curiosity for many people. We are obligated to keep such information confidential and in no situation shall information about specific Program youth or their families be shared with others, except as required by law. Confidential records of the agency shall be kept in locked files when not in use.

DISCIPLINARY ACTION

There are times when job performance is unsatisfactory, or employee behaviors are unacceptable, constitute violations of agency policy and procedures, undermine cooperation, efficiency, or reputation of the program. Such behaviors or job performance could also negatively affect the work and well being of those we serve. In order to remedy unsatisfactory job performance or unacceptable behavior, disciplinary action may be necessary. Such action may include verbal warning, written reprimand, suspension or termination of employment with or without notice.

Disciplinary actions are taken by the supervisor against an employee under his/her supervision. A disciplinary action resulting in termination of employment must be reviewed by the President/CEO.

RESIGNATION

All employees should provide the Program with a 15 day written notice prior to resignation from the organization. This notice, a professional courtesy, will provide for a smooth transition of duties and responsibilities. IYAF may, at its option, elect to terminate its employment relationship with an individual in fewer than 15 days, despite the employee's notice.

EMPLOYEE GRIEVANCE POLICY

Staff members are expected to resolve their differences in a professional and respectful manner within the chain of command.

A. A staff member may present to his or her immediate supervisor a written grievance. If the staff member's grievance is directed toward conduct or actions of his or her immediate supervisor, the staff member should direct the grievance to the supervisor's supervisor. Generally, staff members should make a formal written grievance within five working days of the staff member becoming aware of the problem. The recipient of the grievance will attempt to conciliate the dispute through discussion with the parties and, generally, within 14 working days of receiving the written grievance, should issue a written statement of the resolution of the dispute.

B. In the event that a staff member involved in the dispute does not agree with the resolution resulting from step 1, he or she can appeal in writing to the President/CEO, who will attempt to conciliate the dispute through discussion with the parties. Generally, the resolution of the dispute must end within 14 working days of his or her receipt of the appeal. The decision of the CEO shall be final.

The grievance procedure is available for complaining about misconduct or the violation of policies by co-workers and supervisors, and for the resolutions of disputes which affect the ability of a staff member to perform his or her job effectively, or which adversely affect IYAF clients. Decisions by IYAF concerning matters of policy, finance, administration and the implementation of programs are not appropriate matters for grievance, and will not be considered pursuant to the grievance policy. The grievance procedure is available only to present employees of IYAF.

SEXUAL OR OTHER HARASSMENT

IYAF does not permit sexual or other harassment to occur in the workplace. Sexual harassment is any deliberate or repeated unsolicited and unwelcome sexual overture, which affects the employment relationship. This includes unsolicited verbal comments, gestures or physical contacts of a sexual nature. It also includes implicit or explicit coercive sexual behavior to control, influence or affect the career, salary, job or working environment of an employee, including the written or visual display of material that may be considered sexually offensive. If an employee believes he or she has been sexually or otherwise harassed, or believes someone else has been sexually or otherwise harassed, he/she should follow the discrimination complaint procedure found in the Equal Employment Opportunity and Affirmative Action Policy. Any Supervisor of IYAF has an obligation to report a complaint or suspicion of sexual or other harassment to the CEO. IYAF may need to disclose the fact of, and the content of, the sexual harassment complaint to others so that the matter can be properly investigated and responded to. While IYAF will try to respect the complainant's privacy, sexual harassment complaints are not necessarily confidential or private.

Sexual or other harassment is a serious matter and is treated as such. If allegations of sexual or other harassment are verified, IYAF will take appropriate steps to end the harassment and to assure that it does not continue. Conduct of this nature can lead to immediate discipline including termination of employment. Alleging sexual or other harassment in bad faith is also a serious matter. If made without a sound basis, an allegation of sexual or other harassment can unnecessarily hurt the person accused of the conduct. As a result, complaints made in bad faith may result in disciplinary action, including termination of employment.

EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

It is the policy of IYAF, in recognition of the essential rights of all employees and applicants, to recruit, hire, promote, evaluate and retain in all job classifications without regard to race, age, gender, national origin, color, sexual orientation, religion, disability, veteran status and any other status or classification protected by applicable laws, regulations or ordinances. Discrimination will not be permitted or tolerated of any employee of IYAF. Furthermore, it is the policy of IYAF to take affirmative action to ensure equal employment opportunity in all employment and human resources practices.

Discrimination Complaint Procedures:

Any employee who feels that he/she has been discriminated against due to his/her race, age, gender, national origin, color, sexual orientation, religion, disability, veteran status or any other status or classification protected by applicable laws, regulations or ordinances should file a complaint in writing to the President/CEO or their own Supervisor. The complaint should include a description of the alleged discrimination, the date and the time of event and the names of any witnesses to the event.

REDUCTION IN WORK FORCE

When a reduction in workforce is necessary, IYAF will make every attempt to follow an orderly and equitable process. First, open positions will be reviewed. The President/CEO or his designee will determine what positions will not be filled. Next, employee resignations will be reviewed. The employee's position may not be filled, or may be filled with an employee affected by the reduction in work force. Next, positions will be identified as least essential. The President/CEO or his designee will determine which of these positions will be eliminated or temporarily displaced. If the position is eliminated, the employee will not be eligible for recall. If the position is temporarily displaced, the employee will be eligible for recall. The Reduction in Work Force plan must be approved by the President/CEO or his designee. Affected employees will be notified in writing of the date of displacement and the eligibility for recall. The human resources department will answer questions concerning unemployment compensation and requests for outplacement services.

WEAPONS AND NONVIOLENCE

IYAF practices and promotes nonviolence as a way of life. All sites of IYAF shall be maintained as safe environments for employees, clients and guests. Weapons are not permitted on any premises owned or maintained by IYAF.

FAMILY EMPLOYMENT AND RELATIONSHIP POLICY

From its earliest days, IYAF has encouraged its employees to involve their families and friends in advocating for and serving the needs of youth. It has not been unusual for more than one family member to be employed by IYAF or one of its affiliates and employee family relatives have been foster parents or provided other services to the YAP mission. IYAF has viewed these relationships in a positive light because:

Such relationships provide a fruitful pool of caring and committed people, family and friends are more likely to understand the spirit and mission of IYAF than others who do not have as deep a personal connection with the organization.

- Family members who are also linked to IYAF in their own right are more likely to be supportive of an IYAF employee when he or she is required to work long hours or in stressful circumstances.
- Working with family members can raise morale and enjoyment in the workplace.
- And as a result of the above, children and youth are better served.