

I. INTRODUCTION

A. Purpose and Intent of Manual

1. This manual outlines the personnel policies and procedures of the National Task Force on AIDS Prevention (NTFAP). It is designed as a useable handbook for all Task Force employees and volunteers. It serves as a guide for the administration of Task Force personnel policies.
2. Task Force personnel practices are intended to:
 - a. Establish and maintain uniform work rules and regulations.
 - b. Maintain an affirmative policy of equal opportunity.
 - c. Define the responsibilities of employees.
 - d. Define responsibilities of employer.
 - e. Provide for equitable compensation and treatment of all Task Force employees to the extent possible.
3. A copy of this manual will be kept by the Project Director, the Project Administrator, each member of the Project Management Committee, and all employees.

B. Authority

1. Personnel policies and procedures as set forth in this manual, are subject to the approval of the Board of Directors of the National Association of Black and White Men Together, Inc.. The Project Administrator, in consultation with the Project Director has the responsibility for implementing procedures, directing and administering the personnel program and procedures. The Project Director may delegate any part of these responsibilities. Supervisors at all levels are responsible for administering these procedures in a consistent and impartial manner.
2. The NABWMT Board, Project Director and Project Administrator welcome staff suggestions and questions as valued contributions toward clarification and revision of these policies and procedures.

C. Revisions and Additions

1. Changes and/or additions to this manual will be made in order to revise and/or update policies and procedures. All such changes and/or additions must be recommended by the Project Management Committee and approved by the NA Board of Directors before becoming effective.
2. All employees will be given the opportunity to review and comment on such changes

and/or additions prior to their becoming final and being placed in this manual.

II. ORGANIZATIONAL CHART

See Appendix A

III. EMPLOYMENT POLICIES

A. Statement of Non-Discrimination and Affirmative Action

The National Task Force on AIDS Prevention is fully committed to the principles of equal opportunity employment, and, as such, takes affirmative action to achieve this in all personnel policies and procedures, including but not limited to hiring, training, transfer and promotion, compensation, employment status, termination, and all other terms and conditions of employment. The National Task Force on AIDS Prevention does not discriminate on the basis of race, creed, color, national origin, sex, age, marital status, preceived disability, HIV status, AIDS/ARC diagnosis, sexual orientation or affectional preference. All employees are expected to demonstrate the same commitment to the Affirmative Action policy as to all other policies of the NTFAP.

IV. EMPLOYMENT PROCEDURES

A. Job Posting

1. This procedure is designed to provide promotional opportunities to all employees, as well as inform Task Force members and external sources about current vacancies. When a job opening occurs, a Job Posting Notice which contains essential information about the job is posted on internal Task Force office bulletin boards, published in the National Association newsletter, circulated to local chapters of the NABWMT and other relevant agencies. The minimum internal posting period is five work days. External posting/recruiting may begin simultaneously but no selection will be made until the minimum posting period has ended. Each vacancy notice should include the following items:

Date:

Position:

Salary Range:

Position Qualifications:

Experience/Education/or Combination of both:

Duties of Position:

Reports to:

Hours of Work:

Exempt/Non-Exempt

Filing Procedure:

2. Because of the staff size and variety of work, vacancy notices may not include every duty an employee may be asked to perform. Special projects and temporary assignments are not cause for redefining a job. However, descriptions should be updated to reflect significant on-going assignments. The Project Management Committee is responsible for auditing job descriptions and vacancy notices and assuring that they are up-to-date and accurate. The Project Director should notify the Project Management Committee in writing when significant changes occur in a job. Position vacancies which might not be posted are:

- a. Vacancies which are to be filled by qualified employees who are available due to staff reductions or reorganizations;
- b. Vacancies which are to be filled by qualified employees returning from a leave of absence and who are immediately available for work; and
- c. Natural progression through a "job family" which does not represent filling a vacancy, e.g., an employee whose position changes through natural progression or re-evaluation from File Clerk to Senior File Clerk does not fill or create a vacancy.

3. In general, employees are eligible to apply for a posted position if they:

- a. Have at least six (6) months consecutive service with the Task Force, and,
- b. Are meeting all the requirements of their current position on their most recent performance appraisal.

4. Under special circumstances, this time frame may be adjusted. Employees are responsible for completing the Basic Application form, obtaining their supervisor's signature and forwarding the application to the Project Administrator or the Project Director. Employees may apply for only one (1) vacancy at a time. The intent is to "promote from within" those employees whose ability, interest and desire indicate that they can handle more responsible and challenging positions. However, it may not always be possible to utilize internal applicants. External applicants, including volunteers, are welcome to apply for posted job openings by filling out the Basic Application form. The NTFAP, therefore, will continue to use other recruiting sources, internal and external, as needed.

5. The list of current job classification are in Appendix B.

B. Job Descriptions and Requirements

1. Job descriptions are used to:

- a. Ensure that both the supervisor and the employee clearly understand their responsibilities and expectations.

- b. Establish standards for recruiting and promoting.
- c. Assist the organization in staffing.
- d. Meet the needs of the organization,
- e. Set guideline for performance evaluations.

2. It is the policy of the NTFAP to maintain accurate and up-to-date job descriptions which reflect the major responsibilities of each position. To ensure accuracy, job descriptions should be reviewed by the employee and the employee's supervisor whenever there is a significant change in job responsibilities or at the annual performance review. If a job description is outdated, an employee may request in writing that his/her job description be revised. If appropriate, the Supervisor may recommend the necessary revisions. Proposed revisions to current job descriptions should be reviewed and approved by the Project Management Committee prior to implementation. The Project Management Committee, in consultation with the Project Director and the Project Administrator, has the authority to reorganize, describe or develop any (new) position as required by the work of the organization.

C. Selection

- 1. Selection of the best qualified person to fill a vacant position will be made in relation to experience, skills, training, education and aptitude.
- 2. Selection of the best qualified person will be made, in conformity with NTFAP's EEO policy.
- 3. Preference will be given to qualified permanent NTFAP employees who apply.
- 4. Promises or assurances of future promotions or salary increases which are made at the time of selection (hiring) will be valid only if stated in written form and approved by the Project Director and the Project Management Committee.
- 5. All applicants for a vacant position will be notified in writing of their acceptance or rejection after recruitment procedures have been completed. Notice will be issued by the Project Director.

D. Hiring

- 1. The NTFAP Project Management Committee appoints the Project Director and the Project Administrator, assigns appropriate duties, and determines the duration of the appointment.
- 2. The Project Director has the authority to hire NTFAP employees and establish their compensation, within the budget and personnel system limitations. This authority may not be delegated to the Project Administrator.

3. The Project Director is required to ask for proof of Social Security number, age and U.S. citizenship or other documents in compliance with I.N.S. regulation or Federal, State or local laws at the time of hiring.

4. The National Task Force on AIDS Prevention does not maintain contractual agreements with its permanent employees specifying clear lengths of employment, and reserves the right to hire at will. The NTFAP recognizes all federal, state and local laws applying to its employment practices and adheres to them.

4. The NTFAP hire ----will.

E. Orientation For New Employees

1. To ensure that employees understand NTFAP's organizational structure, working environment, policies, procedures, and benefits, all new employees will meet with the Project Administrator and/or Project Director for an orientation session. Each new employee will be given a copy of the personnel manual, their job description, a copy of which will be filed in their personnel folders. At the time of hiring, temporary employees and employees hired for a specific purpose or program, as well as consultants, will be informed of their status. All employees will receive an orientation packet, containing their job description and a copy of this manual, along with written copies of any additional office policies and procedures. Also included are goals and mission statements of the NTFAP & NABWMT.

F. Probationary Period

1. An employee hired to a permanent position and who has not yet satisfactorily completed the probationary period is classified as probationary. This period is for the purpose of evaluating the employee's performance, giving the employee the opportunity to evaluate the suitability of the job and providing the most effective adjustment of the new employee to their position. There is a ninety (90) day probationary period for all new permanent employees. A performance evaluation will be conducted at the end of the 30-day intervals during the probationary period. A probationary employee who is not performing at a satisfactory level may be terminated any time during the probationary period by the Project Director. Subsequent to the successful completion of the probationary period, an employee will be notified by a written statement from the Project Director of permanent status. This statement will be placed in the employee's personnel file. Temporary employees do not have probationary status.

G. Re-employment

1. Re-employment of former employees will be at the discretion of the Project Director and dependent upon previous satisfactory job performance. Credit for previous service will be given to any re-employed permanent full-time or permanent part-time individual. Those re-employed will be subject to the same probationary period as those who are newly hired or newly promoted if more than 90 days have passed between termination date and re-hire.

H. Evaluations

1. Each employee will be evaluated at the end of their probationary period (90 days), on their first anniversary, and annually thereafter. These are Performance Evaluations designed to improve the overall efficiency and effectiveness of the organization as well as the individual employee, and as such, is a two-way communication process involving both the supervisor and the employee. The Project Management Committee will conduct the Performance Evaluations of the Project Director and Project Administrator. The evaluation will assess the employees performance against the job requirements and noting areas where improvement is necessary and establish new goals for the next evaluation period. The employee's evaluation should note any areas of exemplary performance in meeting the goals set at the last evaluation.

I. Promotion

1. To the extent possible and desirable, job openings will be filled by promoting qualified employees already on the NTFAP payroll. Any employee who is promoted to a new position will undergo a ninety (90) day probationary period in that new position. If in the judgment of the Project Director, the employee's job performance is not up to the standard of the new position during this period, the employee will be returned to their former position, if available. If unavailable, the employee will be laid off and given first preference in accordance with layoff policy and if when the former position, or equivalent becomes available.

J. Employee Counseling and Discipline

1. Disciplinary action should be viewed as a progressive counseling process intent on addressing employee behavior or action needing improvement or correction. This counseling process will range from oral and written steps to immediate discharge.

2. Disciplinary action may be taken in order to (list is not all-inclusive):

a. Notify an employee that their conduct has been improper, with the purpose of ending such conduct and continuing their employment. Improper conduct may be defined for the purposes of disciplinary action as:

(1) Gross insubordination, including deliberate disobedience of a proper and responsible instruction from one's supervisor.

(2) Stealing property from other employees, or NTFAP.

(3) Repeated absence without leave, excessive absence, habitual tardiness, abuse of sick leave.

(4) Knowingly falsifying records or giving false statements to supervisors or the public.

(5) Intoxication on the job by alcohol or drugs.

(6) Improper acceptance of personal gifts and gratuities from any individual or organization in a business relationship with the NTFAP.

(7) Breach of confidentiality;

(8) Any substantial, documented violation of accepted, professional, ethical standards of NTFAP policy and procedure as determined by the Project Director or Project administrator.

9. Sexual, personal or profesional harassment of employees, clients, contractors or volunteers.

b. Inform an employee that their performance is at an unsatisfactory level. Disciplinary action for unsatisfactory performance may be taken when an employee's work habits, attitudes, productivity, or ability to handle job responsibilities fall below an acceptable level of competence. The Project Administrator/Project Director may determine that other forms of unsatisfactory performance may warrant further disciplinary action. The following procedures apply to all disciplinary actions.

c. Disciplinary actions will be initiated by the employees immediate supervisor, Project Director, or by the Project Administrator

d. The Project Director will have final authority to approve or deny any disciplinary action, and/or to decide upon an alternative personnel action which she/he deems more appropriate in the best interests of NTFAP.

3. The progressive disciplinary process

a. First Action — Documentation of the verbal warning.

(1) Project Director or the Project Administrator discusses with employee any behavior or action needing improvement.

(2) Project Director or the Project Administrator clearly states expectation of employee in the future.

(3) Documentation of the verbal warning is placed in the employee's Personnel File and removed after six (6) months, provided there is no further need for said documentation.

b. Second Action — Written Warning

(1) Project Director documents behavior or action needing improvement or correction.

(2) Project Director documents expectation of employee in the future.

(3) Documentation is then placed in the employee's Personnel File and becomes a permanent part of his/her record.

(4) This documentation includes an opportunity for employee's comments and signature.

(5) Employee's signature indicates that the employee has read and discussed the documentation with their supervisor and received a copy.

c. Third Action — Final Written Documentation

(1) Project Director documents behavior or action needing improvement or correction in a memo entitled, "Final Written Documentation".

(2) The documentation clearly states that any further occurrence of this behavior or action may be cause for termination.

(3) This documentation includes an opportunity for employees comments and signature.

(4) Employee signature indicates that the employee has read and discussed the documentation with their supervisor. and received a copy of the documentation.

(5) The supervisor may recommend to the Project Director a suspension of not more than two weeks without pay based on the gravity of the offense.

Please note that:

A particular offense may be of such serious consequence that any of the above steps may be bypassed. Where it is necessary to bypass the usual procedures, the approval of the Project Management Committee is required.

K. Dismissal

1. Dismissal is the permanent removal of a person from employment at NTFAP when their work habits, behaviors, productivity, or ability to handle job responsibilities has fallen severely or continually below an acceptable level of competence, and have not improved as a result of counseling as determined by the employee's supervisor and approved by the Project Director.

2. When a supervisor determines that dismissal is necessary and appropriate, in accordance with the time frame set forth above, they will recommend such action in writing to the Project Director.

a. The recommendation will contain the necessary documentation and justification for action.

b. A copy of the approved recommendation must be given to the employee by their supervisor with a copy to be placed in the employee's personnel file.

c. The Project Management Committee will be notified of such action.

3. Except in the case of gross misconduct as determined by the Project Director, two weeks notice or two weeks pay in lieu of notice will be provided to the employee. Gross misconduct will result in immediate dismissal and termination of pay and benefits.

4. A dismissed employee will be compensated for those days worked up to and including the day of dismissal. Final payment of monies due will be made in accordance with applicable Federal, State and Local labor laws.

L. Grievance Procedure

1. A grievance is a perceived wrong, considered by an employee as grounds for complaint that has not been resolved through supervisory action. An employee will have the right to file a grievance if she/he believes an injustice has arisen due to:

- a. A policy that is unfair
- b. A deviation from or misrepresentation of a policy.
- c. A unresolved conflict with another employee or supervisor.
- d. An unfair application of procedures or regulations.
- e. An unfair performance evaluation.
- f. A policy or treatment that is discriminatory.

2. Every permanent NTFAP employee will have the right to file a grievance at any time regardless of her/his position. For pursuing rights as a grievant, no retaliatory actions may be taken by the NTFAP, the Board of NABWMT, the PMC, or any supervisory personnel.

3. If an employee feels aggrieved because of an action affecting their status or condition of employment, she/he is limited to a period of 30 days from the occurrence of the event leading to the grievance in which to file a grievance with their supervisor.

4. The Project Director will hear the complaint and attempt to adjust the matter satisfactorily. Every effort will be made to resolve the dispute at this level.

5. If the employee and supervisor are unable to resolve the grievance within 10 working days and the grievance cannot be resolved by the Project Director, the employee may take the grievance to a panel composed of the Project Director, Project Administrator, and a member of the Project Management Committee named by the grievant.

6. If the grievance cannot be resolved by the panel, the employee will take the grievance to the chairperson of the Project Management Committee within ten (10) working days for consideration by the entire Project Management Committee, which has the option of convening a hearing. Personal appearances by employees before the Project Management Committee will be solely at the discretion and invitation of the Project Management

Committee. The PMC's decision will be final.

V. COMPENSATION AND BENEFIT POLICIES

The general policy of the National Task Force on AIDS Prevention is to provide pay and benefits at rates that compare favorably with those of equivalent jobs in the competitive employment market. The NTFAP maintains a sound and competitive salary structure for all positions; up-to-date job descriptions reflecting major responsibilities; and compliance with all Federal, state and local legislation and regulations pertaining to wages, hours and working conditions.

A. Employment and Benefit Status

Employee Classification — In accordance with the Fair Labor Standards Act (FLSA) employees are classified by the requirements of their positions, and by the number and regularity of hours worked. Under this Act, all employees are further classified either as "Exempt" or "Non-Exempt" for the purpose of computing and paying overtime. "Exempt" employees are defined as those who fall within executive, administrative, or professional positions as defined by the FLSA. All other employees are classified as "Non-Exempt" and must be paid for overtime worked as required by the FLSA.

1. The two primary employment classifications which define an individual's employment status are permanent and temporary. These are divided into full-time or part-time.

a. **Permanent Full-Time** — An employee hired on a permanent basis who is regularly scheduled to work a minimum of 40 hours per week, excluding lunch. Eligible for all employee benefits.

b. **Permanent Part-Time** — An employee hired on a permanent basis who is regularly scheduled to work fewer hours than the normal 40-hour work week. Pro-rated eligibility for all benefits as a percentage of Full-Time.

c. **Temporary Full-Time** — An employee who works on a per diem, assignment, specific grant basis, or contracted agreement. Not eligible for NTFAP employee benefits.

d. **Temporary Part-Time** — An employee who works on a per diem, or assignment, specific grant basis, or contracted agreement. Not eligible for NTFAP employee benefits.

2. **Substitute Employment**

a. Any employee who is designated to substitute (all substitutions will be in writing) and continues to substitute in a position of a higher category and salary for more than four weeks will be entitled to a temporary salary increase starting with the beginning of the fifth week, for the remaining period of substitution, of not less than the beginning salary of the category of the employee for whom he/she is substituting. The

employee will revert to his/her former status upon termination of the substitute employment.

b. Any employee who substitutes in a lower category will not have any reduction of salary.

3. Contract Employment

a. When a contract is made for the purchase of service between the NTFAP and a firm or an individual, for the performance of a specific job on a contract basis, no benefits to which permanent employees of NTFAP are entitled will be available to the firm or the individual with whom a specific contractual arrangement is made.

4. Consultants

a. A consultant is an outside specialist or professional contract hired to perform a specific piece of work (such as providing expertise in legal, financial and educational areas), within the schedule and costs agreed to by contract signed by the consultant and the Project Director and/or Project Administrator. Consultants are not employees, and are not eligible for any NTFAP employee benefits.

B. Salary Levels and Salary Administration

The salary level for each position is established to be competitive with existing equivalent positions in the community. The salary levels and percentages of full-time employment are confirmed by budgetary allocations and limited thereby; future salary levels are determined by the approved annual budget as well as the employee performance evaluation. See appendix C for Project positions with salary range.

1. Salary Policy

a. All salary range changes are subject to approval by the NABWMT Board of Directors.

b. The Project Management Committee recommends the salary of the Project Director and Project Administrator.

c. The Project Director, in consultation with Project Administrator, determines the recommended base salary of a new employee within a salary range, as well as the status and percentage.

d. After completing the performance evaluation cycle, the Project Director, in consultation with the Project Administrator, may recommend salary increases.

2. Salary Increases

Salary increase will be granted for the following reasons:

a. Annual (Performance Review). Annual salary increase is based on the results of the