



**Armed Forces Retirement Home  
Chief Operating Officer  
3700 North Capitol Street, N.W.  
Washington, DC 20011-8400**

June 21, 2021

**MEMORANDUM FOR: EMPLOYEES, MANAGERS, AND SUPERVISORS OF THE  
ARMED FORCES RETIREMENT HOME (AFRH)**

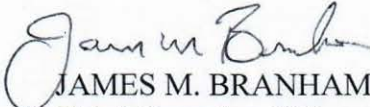
**SUBJECT: 2021 Anti-harassment Policy Statement**

AFRH strives to create and maintain a work environment committed to honoring the diversity of the workforce and ensuring all employees are treated with dignity and respect. All employees should maintain a work environment free of intimidation and illegal harassment. Inappropriate behavior becomes illegal harassment when it is unwelcome, severe enough to alter an individual's working conditions, and is based on race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 years or older), disability, genetic information, and/or retaliation for EEO activity. Unlawful harassment extends to harassing comments posted on social media, including internet sites. All personnel must refrain from participating in conduct that is offensive, intimidating, or interferes with the work performance of others.

Employees who experience harassment **should** immediately inform the offending person the conduct is inappropriate, offensive, and unwelcome. Employees should also report the harassment to a direct supervisor or a manager at the higher level in their **chain of command**, our servicing EEO counselors, or the Human Resources Office. Claims of harassment will be held confidential by all personnel to the greatest extent possible.

We must maintain high standards of honesty, integrity, and conduct to ensure the public trust. Managers and supervisors must proactively prevent harassment and protect from reprisal employees who report such activity. When harassment concerns are raised, the Agency must act swiftly and fairly, conduct a prompt, thorough, and impartial inquiry into the matter. When related misconduct is substantiated, disciplinary action will be taken, up to and including removal of the harasser from Federal service.

Harassment adversely affects morale and productivity, impedes our mission and violates AFRH policy. All AFRH employees are required to attend training anti-harassment and other EEO related matters annually. Our goal is to foster a working environment wherein every employee exhibits the highest level of professional behavior and courtesy.

  
JAMES M. BRANHAM  
Chief Operating Officer

Distribution:  
All Employees (electronically)



**Armed Forces Retirement Home  
Chief Operating Officer  
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June 21, 2021

**MEMORANDUM FOR: MANAGERS, SUPERVISORS RESIDENTS, AND  
EMPLOYEES OF THE ARMED FORCES RETIREMENT  
HOME (AFRH)**

**SUBJECT: 2021 Diversity, Equity and Inclusion Policy Statement**

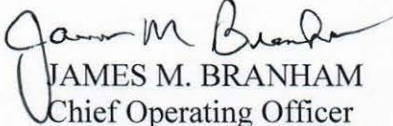
It is the goal of AFRH to provide equality of opportunity for all Residents and staff. To that end, the following AFRH policy expresses leadership's firm commitment to that goal, and to our Nation's Veterans who make AFRH their Home, and to our Federal employees and contract staff, who perform the mission of the Agency. Our Residents and employees, our most valuable asset, reflect our rich culture, values, and diversity. The term diversity encompasses not only the traditional categories of race, religion, age, gender, and national origin, but also all the different sexual orientation, and identity, characteristics and attributes of individuals who enhance our mission and the manner in which we deliver services to our Residents.

Diversity provides an opportunity to bring new ideas and capabilities into our Home and workplace. It is important for each member of AFRH, both Resident and employee, to embrace our differences thus creating a setting of harmonious residential living and a caring and effective workplace. We must strive not only to meet the letter of the law but also achieve and adopt its spirit. AFRH is committed to adhering to and implementing equal opportunity policies, practices, and procedures by linking and integrating diversity efforts to every day residential living, business and organizational issues. Every Resident and staff member should be vigilant regarding opportunities to strengthen diversity within the Home, aggressively eliminating diversity barriers for all Residents and employees, and continuously seeking new ways to diversify our talent pool.

The AFRH management team should ensure that the talents and capabilities of our members are recognized, valued and used in a manner that contributes to mission accomplishment.

AFRH encourages and enforces respectful communication and cooperation between its employees, teamwork, and employee participation that permits the representation of all groups and employee perspectives.

Our flexibility, adaptability, and critical thinking are paramount to our ability to exist, thrive, a well-managed, highly diverse workforce and is imperative to achieving operation excellence.

  
JAMES M. BRANHAM  
Chief Operating Officer  
Armed Forces Retirement Home

Distribution:  
AFRH Residents  
All employees (electronically)



**Armed Forces Retirement Home  
Chief Operating Officer  
3700 North Capitol Street, N.W.  
Washington, DC 20011-8400**

June 21, 2021

**MEMORANDUM FOR: ALL MANAGERS, SUPERVISORS, AND EMPLOYEES OF  
THE ARMED FORCES RETIREMENT HOME (AFRH)**

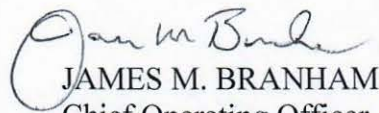
**SUBJECT: 2021 Equal Employment Opportunity Policy Statement**

The intent of the equal employment opportunity policy statement is to foster a working environment, which encourages a sense of professionalism and respect for all. All management officials will ensure this policy is strictly enforced throughout the entire workforce. Discrimination based on race, color, age (40 years or older), religion, national origin, sex (including sexual harassment, pregnancy, sexual orientation, and gender identity), disability, genetic information, or reprisal for EEO activity violates the law, as well as the policies of this Agency.

I firmly support and hold managers accountable in maintaining a workforce that is rich in diversity. Diversity, as it applies to equal employment opportunity, means the inclusion of all races, genders, sexual orientation, ethnic groups, religions, ages and people with disabilities in the workplace. I expect each Home Administrator, Service Chief, Supervisor and Manager to execute proactive affirmative employment principles to assure fairness and equality in personnel management - including recruitment, hiring, promotions, training, and awards. I also encourage my management team to help employees balance work and family needs utilizing existing federal programs. Additionally, I direct that appropriate accommodations and support systems are provided to individuals with disabilities. Our goal is to achieve a model workplace for our entire workforce.

Discrimination and sexual harassment are prohibited personnel practices are not conducive to the development of a healthy and productive workforce and therefore, will not be tolerated. Complaints will be processed in accordance with appropriate laws and regulations, which also prohibit reprisal. Our servicing EEO Counselors can be reached at (571) 372-0832 or [whs.eeop@mail.mil](mailto:whs.eeop@mail.mil).

I am confident all management officials will ensure this policy is strictly enforced throughout the entire workforce.

  
JAMES M. BRANHAM  
Chief Operating Officer

Distribution:  
All Employees (electronically)



**Armed Forces Retirement Home  
Chief Operating Officer  
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June 21, 2021

**MEMORANDUM FOR: RESIDENTS, MANAGERS, SUPERVISORS, AND  
EMPLOYEES OF THE ARMED FORCES RETIREMENT  
HOME (AFRH)**

**SUBJECT: Ethics Policy Statement Regarding Acceptance of Gifts from Residents**

It is AFRH's policy to prohibit individual gift(s) between Residents and employees, including contract employees.

Under Federal Ethics regulations, the Residents of the AFRH fall into the category of "prohibited sources". This means that there is a special reason for caution in the area of employees, to include contract employees, receiving gifts from AFRH Residents.

The Residents of AFRH have served our country often during two or three wars; serving them is the only reason for the existence of this Agency. AFRH employees are paid by the Federal Government to perform duties; "dual compensation" (getting paid once by the Federal Government, and again by a private interest for doing the same job) is illegal. Furthermore, AFRH employees should not give the appearance that one Resident might be favored over another based upon gifts, or that the employee is using their public office for private gain. For these reasons this Agency has been very strict about the receipt of gifts from Residents; removal has been the usual penalty even for a first offense.

Although AFRH prohibits the acceptance of gifts from Residents, we understand that occasionally Residents may persist in wanting to give a small gift to an employee. The following guidance is provided when a Resident is adamant about providing a small gift to an employee:

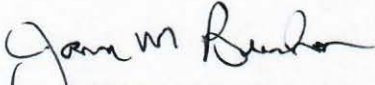
- First, employees are strongly encouraged to politely decline acceptance of any gift from a Resident, no matter how small it may be.
- Employees may not solicit gifts under any circumstances. That would include teasingly asking a Resident what he/she intends to give you for Christmas or your birthday.
- Employees may not accept cash (or investment interests such as stock, bonds, or Certificates of Deposit, gift cards, etc.). Ethics regulations flatly prohibit such gifts.

- Gifts offered by Residents must be reported to the employee's supervisor or Service Chief immediately. If you accept a gift and do not report it immediately (the same day), you are in violation of the policy and will face disciplinary action. The supervisor or Service Chief will make a record of the gift verifying that it does not appear to be over \$20 in value and that you have not received more than \$50 in value from any one Resident during the course of the calendar year. The overall volume of gifts must not rise to the level of appearing to use your "public office for private gain." The records will show the name of the Resident, a description of the gift and the approximate value, and the employee's name. The supervisor or Service Chief will advise the employee on whether the gift may be accepted or if it has to be returned to the Resident.
- There are a few things that do not rise to the level of a "gift" under the regulations. Modest food items, such as a piece of candy, or a greeting card. These do not need to be reported.

More information on Ethics is available at [www.oge.gov](http://www.oge.gov).

Remember: When in doubt, ask for an Ethics opinion. The AFRH Ethics Official may be reached by email at [joseph.pollard@afrh.gov](mailto:joseph.pollard@afrh.gov) or by phone at (202) 541-7557. The best way to obtain an opinion is to send the Ethics Official an email, that way you will have the Ethics determination in writing, which will protect you (if you have accurately described the situation). If you make your own determination and are wrong, you may be subject to disciplinary action.

Maintaining high ethical standards is absolutely essential, especially in a Retirement Home dealing with elderly and often vulnerable Residents. It is vital that we all display the highest level of integrity when interacting with our Residents.

  
JAMES M. BRANHAM  
Chief Operating Officer  
Armed Forces Retirement Home

Distribution:  
Residents  
All Employees (electronically)



**Armed Forces Retirement Home  
Chief Operating Officer  
3700 North Capitol Street, N.W.  
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June 21, 2021

**MEMORANDUM FOR: MANAGERS, SUPERVISORS, AND EMPLOYEES OF THE  
ARMED FORCES RETIREMENT HOME (AFRH)**

**SUBJECT: 2021 Prevention of Sexual Harassment Policy Statement**

This memorandum describes AFRH's policy regarding the prevention of sexual harassment in the AFRH workplace. Sexual harassment is unacceptable conduct, which will *not* be tolerated.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (2) employment decisions affecting such individuals; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment adversely affects morale and productivity. It is illegal and violates AFRH policy. Our goal is to foster a working environment wherein every employee exhibits the highest level of professional behavior and courtesy. Managers and supervisors must act swiftly and fairly when unacceptable conduct is observed and must be reported.

Individuals who feel they are victims of sexual harassment should make it clear that such behavior is both offensive and unacceptable. If the offending behavior does not stop immediately, or it reoccurs, or if there is fear of reprisal, the affected employee(s) should report the harassment through appropriate supervisory channels, or to the Agency's servicing EEO Counselors at (571) 372-0832. Allegations of such conduct will be treated seriously and AFRH will take prompt and fair corrective action.

**JAMES M. BRANHAM**  
Chief Operating Officer  
Armed Forces Retirement Home

Distribution:  
All Employees (electronically)



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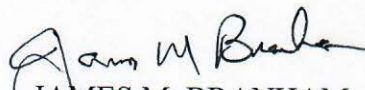
**MEMORANDUM FOR: MANAGERS, SUPERVISORS, AND EMPLOYEES OF THE  
ARMED FORCES RETIREMENT HOME (AFRH)**

**SUBJECT: 2021 Prevention of Workplace Violence Policy Statement**

One of AFRH goals is to promote a safe work environment for our Residents, employees and contract staff. Every member of the AFRH Team should help foster an environment where every employee shows the highest level of professional behavior and courtesy, and every member of our community feels safe where they work.

Violence, threats, harassment, intimidation and other disruptive behavior in our workplace will **not** be tolerated. All reports of workplace violence incidents will be taken seriously and dealt with appropriately. Such behavior includes oral or written statements, gestures or expressions that communicate a direct or indirect threat of physical harm. Individuals who commit such acts are subject to disciplinary action, up to and including removal from their position. In addition to any disciplinary action, violators may be subject to removal from the premises by the AFRH Security team or by civil authorities, as well as subsequent prosecution by civil authorities.

Employees are to immediately report to a manager or supervisor any violent, threatening, harassing, intimidating or other disruptive behavior that occurs on Agency premises, whether or not the disruptive person is an AFRH employee. Threats or assaults, which require immediate attention, should first be reported to the AFRH Security Office. The telephone number to call in Washington, DC, is (202) 541-7500 and in Gulfport, MS, (228) 897-4418. Managers and supervisors who receive such reports, should seek advice from the Human Resources office at (202) 541-7531.

  
JAMES M. BRANHAM  
Chief Operating Officer  
Armed Forces Retirement Home

Distribution:  
All Employees (electronically)





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June 21, 2021

**MEMORANDUM FOR: EMPLOYEES AND APPLICANTS FOR EMPLOYMENT**

**SUBJECT: 2021 Reasonable Accommodations Policy Statement**

Armed Forces Retirement Home (AFRH) is committed to providing reasonable accommodations to its employees and applicants for employment to ensure that individuals with disabilities enjoy equal access to all employment opportunities. Section 501 of the Rehabilitation Act of 1973 requires federal agencies to provide reasonable accommodation for qualified employees or applicants with disabilities, unless to do so would cause undue hardship to the agency. This policy fully complies with the Rehabilitation Act of 1973, Executive Order 13164 (requiring federal agencies to establish procedures to facilitate the provision of reasonable accommodation), and EEOC regulations at 29 C.F.R. 1614.203(d)(3).

**JAMES M. BRANHAM**  
Chief Operating Officer  
Armed Forces Retirement Home

Distribution:  
All employees (electronically)  
AFRH Website



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June 21, 2021

**MEMORANDUM FOR: EMPLOYEES, MANAGERS, SUPERVISORS, AND RESIDENTS  
OF THE ARMED FORCES RETIREMENT HOME (AFRH)**

**SUBJECT: 2021 Suicide Prevention Policy Statement**

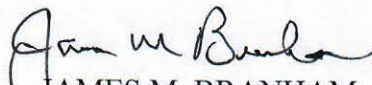
As the Chief Operating Officer, I am soliciting the support of every Resident and employee of AFRH to make themselves aware of the warning signs displayed by individuals contemplating suicide.

Suicide is not limited to any one specific gender, age or ethnic group. The trigger(s) for an individual considering suicide varies greatly – poor health, loneliness, depression, anxiety, alcoholism, illegal drugs, failure to take one's prescribed medications, troubled relationships, indebtedness, feelings of hopelessness, alienation from family members or friends, and/or loss of a loved one or close friend. In many cases the individual may experience multiple triggers, and in other cases, the individual does not display any distress.

If a Resident or fellow staff member voices a desire to do bodily injury to himself or herself; has a change in their regular hygiene; seems detached or doesn't seem to like themselves; parts with items that they normally hold dear; is undergoing increased stress; mentions trouble or estrangement with family members; or is indebted - and the person has voiced concern – then it is the **duty** of fellow Residents or staff members to report their concern to the facility Administrator, a Service Chief, the Director of Nursing, the Ombudsman or any manager or supervisor. Similarly, when an employee displays thoughts of suicide their fellow employees should report their concerns through proper channels.

AFRH is committed to having a Suicide Prevention and Awareness Program that partners with the Resident, his or her family, staff members and the individual's fellow Residents. Each and every individual, should be ever mindful of signs that may indicate a decline in one's desire to an active lifestyle. Each facility's Suicide Prevention Program should consist of the following components: education, intervention, rapid response, reporting and monitoring.

I urge each person who suspects someone they have contact with is contemplating suicide to immediately report their concerns – ***you may be the only person that can make a difference and save the individual's life.***

  
JAMES M. BRANHAM  
Chief Operating Officer

Distribution:  
Residents  
All Employees (electronically)