



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

May 16, 2016

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

Subject: 2016 Policy Statement Regarding Diversity

As your new Chief Operating Officer, I want to express my firm commitment to our Nation's veterans, the eligible Residents who make the AFRH their Home; and to our employees, both Federal employees and contract staff, who perform the mission of the Agency. Our Residents and employees 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 orientations, characteristics and attributes of individuals that enhance our mission and the manner in which we deliver services to our Residents.

Understanding the impact of a diverse workforce in the accomplishment of the AFRH mission is vital. It is important for each member of the AFRH, both Resident and employee, to embrace our differences thus creating a setting of harmonious residential living and a caring and effective workplace. Diversity provides an opportunity to bring new ideas and capabilities into our Home and workplace.

Diversity of the workforce must be free of discrimination. It is the goal of the AFRH to provide equality of opportunity for all Residents and staff. We must strive not only to meet the letter of the law but also achieve and adopt its spirit. The 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.

To create a Home and workplace that are committed to the highest-level of cultural diversity, I encourage each Resident and staff member to be vigilant regarding opportunities to strengthen diversity within the Home. I challenge the Residents of the Home and the AFRH management team to demonstrate their commitment by aggressively eliminating diversity barriers for all our Residents and employees and seek new ways to diversify our talent pool. I further challenge the AFRH management team to take responsibility to ensure that the talents and capabilities our members are recognized, valued and used in a manner that contributes to mission accomplishment. In a timeframe when our flexibility, adaptability, and critical thinking are paramount to our ability to exist and thrive, a well-managed, highly diverse workforce is imperative to achieving operation excellence.

TIMOTHY JON KANGAS, Ph.D., MPA
Chief Operating Officer



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

Subject: 2016 Policy Statement Regarding Prevention of Workplace Violence

As your new Chief Operating Officer, I would like to affirm my support of AFRH's policy regarding the prevention of workplace violence.

The focus of our policy is to promote a safe environment for our Residents, employees and contract staff in which we foster a work environment where every employee exhibits the highest level of professional behavior and courtesy.

Violence, threats, harassment, intimidation and other disruptive behavior in our workplace will ***not*** be tolerated: all reports of incidents will be taken seriously and will be dealt with appropriately. Such behavior can include oral and/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 positions. In addition to any disciplinary action, violators may be subject to being removed 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 violent, threatening, harassing, intimidating or other disruptive behavior that occurs on our Agency's premises (whether or not the disruptive person is an AFRH employee). **Threats or assaults that require immediate attention should be reported first to the AFRH Security Office. In Washington DC they are at (202) 541-7500 and in Gulfport they are at (228) 897-4418.** Managers and supervisors who receive such reports should seek advice from the Workforce Relations Office located at the Bureau of Fiscal Services on **(304) 480-8334**, as well as notifying the AFRH Chief Human Capital Officer.

If you have any questions regarding this policy statement, please contact Ms. Donna Smith, the AFRH Chief Human Capital Officer, on (202) 541-7531

TIMOTHY JON. KANGAS, Ph.D., MPA
Chief Operating Officer

cc: BFS WFR



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

SUBJECT: 2016 Policy Statement Regarding Prevention of Sexual Harassment

As your new Chief Operating Officer, I would like to affirm my support of AFRH's policy regarding the prevention of sexual harassment in the AFRH workplace. Sexual harassment is unacceptable conduct which **will not** be tolerated at the AFRH.

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.

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 Counselor, Ms. Tracey Small at (202) 433-2330. Allegations of such conduct will be treated seriously and the AFRH will take prompt, fair, and effective action.

Sexual harassment adversely affects morale and productivity, and 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 or reported.

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

Subject: 2016 Policy Statement Regarding Equal Employment Opportunity

As your new Chief Operating Officer, I would like to take this opportunity to express my strong support of AFRH's policy regarding the principles of equal employment opportunity, affirmative employment, and inclusion. Discrimination based on race, color, religion, gender, age, national origin, sexual orientation, physical or mental disability violates the law, as well as the policies of this Agency.

I firmly support and hold my 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 and 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 Counselor, Ms. Tracey Small, can be reached at (202) 433-2330.

The intent of this policy is to foster a working environment that encourages a sense of professionalism and respect for all. I am confident that all management officials will ensure that this policy is strictly enforced throughout the entire workforce.

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

SUBJECT: 2016 Policy Statement Regarding Suicide Prevention

As your new Chief Operating Officer, I would like to solicit the support of each 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 held 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, family members, staff members, or friends to report their concern to the facility Administrator, the Chief of Healthcare Services, the Director of Nursing, the Chief of Resident Services, the facility Ombudsman or any manager or supervisor. Similarly, when an employee displays thoughts of suicide their fellow employees should report their concerns through proper channels.

The 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, be it a fellow Resident, staff member, family member, or friend 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 that someone they have contact with is contemplating suicide immediately report their concerns – *you may be the only person that can make a difference and save the individual's life.*

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**MEMORANDUM FOR RESIDENTS, MANAGERS, SUPERVISORS AND
EMPLOYEES OF THE ARMED FORCES RETIREMENT HOME**

SUBJECT: ETHICS POLICY REGARDING ACCEPTANCE OF GIFTS

Under Federal Ethics regulations, the Residents of the Armed Forces Retirement Home (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.

It is AFRH’s policy to strongly discourage individual gift(s) between Residents and employees.

The Residents of the 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 and “dual compensation” (getting paid once by the Federal Government, and again by a private interest for doing the same job) is illegal. Further, 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 (and other 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. In fact, due to the nature of our mission, our Agency has had stricter rules than the government-wide rules concerning receiving gifts. The government-wide rules allow for gifts from prohibited sources of up to a value to \$20.00 per occasion, for a maximum of \$50.00 of value per calendar year for all gifts from that source.

Although the AFRH **prohibits** the acceptance of gifts from Residents, we realize that on occasion a Resident may persist in giving 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) – 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 retained 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 greeting card(s). These do not need to be reported.

More information on Ethics is available from www.oge.gov.

Remember: When in doubt, ask for an Ethics opinion. The AFRH Ethics Officer may be reached at (202) 541-7557 or by email at joseph.pollard@afrh.gov. The best way to obtain an opinion is to send the Ethics Officer 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 are 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. Which Residents deserve and which is required by law and regulation.



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