

Achievement First Employee Handbook for School-Based Staff



Updated November 2019



GREETINGS!

We know that this handbook is arriving when you are already deep into the most important work in the country. We can guess that reading through a 55 page handbook is probably *not* toward the top of your priority list.

We also know that your students, your mission, and your team – and not a handbook – define your experience at AF. That said, this is YOUR employee handbook. It's designed for you, and written by people who care quite a lot about you having what you need – whether it's complete clarity on fair policies that impact your life *now* or the resources to plan for your life *later*.

We've done this work for a long time (2018-19 school year marks our 20th school year!). Just as the network has evolved, so have we. We've gotten lots of feedback that makes us – and our policies – better. We've become parents with families of our own and celebrated as so many of our teammates have as well. Through all this change there is one constant. Our shared mission is deeply fulfilling and *hard* – and the need to take care of ourselves as we do it is real. We have such a wonderfully diverse group of people who are part of AF's Team and Family, and each bring different hopes, aspirations, and needs to our family. While no handbook is going to speak to all of those, we do hope that the benefits, supports, and safeguards articulated here will make it easier for you to do the great work you do.

In addition to the handbook – which includes a lot of important information – so many of our benefits (a.k.a. AF's CARE Package) are explained in depth on Many Minds site [here](#).

We highly encourage you to explore this site. It's important to us that all of our team members know that AF has one of the most generous paid parental leave policies in the sector (12 weeks for the primary care-giver) and that parents know they can then save money on daycare – or any dependent care (such as an aging parent) – through our *Dependent Care Assistance Program* (DCAP). Parents should also know about our *emergency back-up care* offered through Bright Horizons. We want everyone to know that highly-trained, master's-level professionals are on call to offer guidance on almost any problem you can imagine (from elder care to grief issues) through our *Employee Assistance Program* offered by Mutual of Omaha.

There is another thing we all need: fairness and equity. The handbook aims to lay out in plain language and maximum clarity the policies designed to guide us and keep us safe.

We are relying on you to take care of (and challenge!) our students. We take our mission – of supporting you – very seriously. We hope this handbook and Many Minds resources will be helpful supports as you continue the climb with us.

Many Minds, One Mission!



Doug McCurry
Co-CEO and Superintendent



Dacia M. Toll
Co-CEO and President

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EMPLOYMENT RELATIONSHIP

AF's Mission

Achievement First's mission is to deliver on the promise of equal educational opportunity for all of America's children. We know that every child—regardless of race, zip code or economic status—deserves access to great schools. At Achievement First schools, including your school (AF or the School), our students realize their potential and develop the skills they need to graduate from college, succeed in a competitive world, and serve as the next generation of leaders in our community.

Equal Opportunity Employer & Commitment to Diversity

It is AF's policy, consistent with state and federal laws and regulations, to provide equal employment opportunities to all applicants for employment. AF does not discriminate based on an individual's race, religion, color, national origin, ancestry, citizenship, disability, genetic information, marital status, veteran status, sexual orientation, gender identity, gender expression, age, sex, or on any other classification protected by law.

This policy governs all aspects of employment at AF, including hiring, assignments, training, promotions, compensation, staff member benefits, leaves of absence, discipline, discharge, and all other terms and conditions of employment.

AF places a special emphasis on recruiting and retaining talented staff members who share racial and/or socioeconomic backgrounds with our scholars because we believe Black and Latinx staff members and/or staff members who were the first in their families to graduate from college can be powerful role models for our scholars. They can also bring an important perspective that contributes to the positive development of our scholars and strength of our team. As we do this important work with primarily low-income scholars of color, it is critical that we have a diverse team that challenges each other in ensuring we are doing everything we need to do—and doing it in the right way—to ensure we are effectively engaging our families and preparing our scholars to be successful in life.

Americans with Disabilities Act & Reasonable Accommodations

It is AF's policy to comply with all federal and state laws concerning the employment of persons with disabilities and to act in accordance with regulations and guidance issued by the Equal Employment Opportunity Commission (EEOC). Furthermore, it is AF's policy not to discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training or other terms, conditions and privileges of employment.

It is AF's policy to provide reasonable accommodations upon request to applicants and employees who have a qualifying disability under the Americans with Disabilities Act and who are able to perform the essential functions of the job, with or without reasonable accommodations. AF will reasonably accommodate qualified individuals with a disability so that they can perform the essential functions of a job unless doing so causes a direct threat to these individuals or others in the workplace and the threat cannot be eliminated by reasonable accommodation and/or if the accommodation creates an undue hardship to AF. Contact your Director of School Operations or Director of Employee Relations with any questions or requests for accommodation.

Open Door & Non-Retaliation Policy

Staff members are AF's most valuable resource. Our success is dependent upon the innovative expertise and efforts of our staff. We value the importance of each individual and at the same time, we recognize that our success depends on our ability to work together towards common goals.

Our objective is to create an open environment that enables team members to work to their full potential. Staff members are encouraged to examine and discuss issues, share information, offer ideas, and explore and resolve problems as they arise.

As a part of this policy, staff members should not face retaliation for sharing information with their Principal or other members of the senior leadership team.

Anti-Harassment Policy

It is the policy of AF to maintain a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere which prohibits discriminatory practices, including sexual harassment and harassment based on race, color, religion, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap, disability, or any other category protected by law. Harassment, whether verbal, physical or environmental, is unacceptable and will not be tolerated by AF. The purposes of this policy against harassment are to educate all of our staff members about what may constitute harassment, to notify everyone who works here that AF will not condone or tolerate harassment, and to establish a procedure which encourages anyone who feels they have been subjected to harassment to report such conduct to representatives of AF, who will investigate and respond to any report. AF's other grievance procedures do not apply to situations involving the conduct described below or this policy.

Definition of Harassment

Harassment is verbal or physical conduct that denigrates or shows hostility or aversion towards an individual because of race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability, or that of persons with whom the individual associates. For example, racial harassment includes harassment based on an immutable characteristic associated with race (e.g., skin color or facial features). Religious harassment may include demands that a staff member alter or renounce some religious belief in exchange for job benefits; and sexual harassment is defined more specifically below. AF's policy is to prohibit behavior based on a person's race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability that: (1) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (2) has the purpose or effect of unreasonably interfering with an individual's work performance; or (3) otherwise adversely affects an individual's employment opportunities.

Regardless of whether any single instance of improper behavior described below rises to the level of harassment prohibited by law, it is AF's policy that such behavior is inappropriate and offensive, and it will not be tolerated. Examples of behavior that violate this policy and may constitute harassing conduct include, but are not limited to:

- Epithets, slurs, quips, or negative stereotyping that relate to race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap, disability, or any other category protected by law;
- Threatening, intimidating or hostile acts that relate to race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability;
- Written or graphic material (including graffiti) that denigrates or shows hostility or aversion toward an individual or group because of race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability and that is placed on walls, bulletin boards, or elsewhere on AF's premises, sent via e-mail, or otherwise circulated or displayed in the workplace; or

- "Jokes," "pranks" or other forms of "humor" that is demeaning or hostile with regard to race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability.

Definition of Sexual Harassment

As defined by the courts and by the Equal Employment Opportunity Commission, sexual harassment includes unwelcome or unwanted sex based conduct: (1) when a staff member's submission to or rejection of this conduct affects decisions regarding hiring, evaluation, promotion or any other aspect of employment; or (2) when such conduct substantially interferes with an individual's employment or creates an intimidating, hostile or offensive work environment. AF prohibits any inappropriate or offensive behavior including, but not limited to:

- Coerced sexual acts;
- Express or implied demands for sexual favors in exchange for favorable reviews, assignments, promotions, continued employment or promises of continued employment; touching or assaulting an individual's body, or staring, in a sexual manner;
- Graphic, verbal commentary about an individual's body or sexuality;
- Unwelcome flirtations, advances, or propositions;
- Sexually suggestive, or obscene comments or gestures;
- The display in the workplace of graphic and sexually suggestive objects, pictures or graffiti;
- Negative statements or disparaging remarks targeted at one sex (either men or women), even if the content of the verbal abuse is not sexual in nature; or
- Any form of retaliation against a staff member for complaining about the type of behavior described above or supporting the complaint of an alleged victim.

The type of behavior described above as examples of sexual harassment or harassment based on race, color, religion, sex, national origin, gender identity, gender expression, marital status, sexual orientation, age, handicap or disability is unacceptable not only in the workplace, but also in other work-related settings such as business trips or business-related social events.

Individuals Covered by the Harassment Policy

This policy covers all school-based staff members whether or not they are on AF premises, provided that such staff members are conducting AF-related business or are participating in an AF-sponsored event or function. All staff members, regardless of whether or not they are in a protected class, deserve to work in a respectful environment free from harassment and bullying and, as such, are protected by this policy. Any type of harassment, whether engaged in by fellow staff members, managers, or by non-staff members with whom the staff member comes into contact in the course of employment (e.g., service providers or contractors), violates this policy and will not be tolerated. AF encourages the reporting of all incidents of harassment, regardless of who the offender may be.

Reporting & Investigating a Complaint

Our scholars' success is dependent upon every single staff member being able to work effectively, as individuals and as a team. We want every person to work in a professional and productive work environment where everyone upholds AF's values. When a staff member feels uncomfortable or that the boundaries of professionalism have been crossed by a teammate, our hope is that each school has an environment where staff members feel comfortable discussing the issue directly with one another. We value a culture and practice of direct feedback. When someone does not feel comfortable going directly to the source or the direct interaction with the source is ineffective, there is an alternative pathway that staff members may follow to have their concerns addressed.

AF is committed to following the below process with fidelity. Concerns will be handled in a timely, fair, and impartial manner, with a commitment to upholding AF's shared values. This process is subject to the same guidelines outlined in applicable policies within this employee handbook with respect to non-retaliation and anti-discrimination. This process is meant to complement or work in conjunction with any published or required policies or guidelines under AF's Restraint and Physicality policy, Title IX, Title VI, ADA, AF's Code of Conduct, AF's Acceptable Use policy, AF's anti-discrimination policy, any AF health and safety policy, any Mandated Reporting policy, AF's Whistleblowing policy, AF's social media policy, AF's dress code or any policy related to the relationships of AF teammates and scholars.

Process for Reporting Concerns/Formal Complaints

AF has established the following process for school-based staff members to formally share concerns or to file a formal complaint. The organization will treat all aspects of the process confidentially, to the extent it is reasonably possible (see below for additional notes on confidentiality).

Staff members should submit complaints as soon as possible after an incident has occurred. It is strongly preferred that complaints are submitted in writing; however, a verbal complaint can be shared in the event a staff member does not feel comfortable/is unable to put a complaint in writing. Staff members can report a concern or file a complaint with the following individuals:

- Their Director of School Operations (DSO); or
- Their Manager/Coach (who will notify the DSO); or
- Their Principal (who will notify the DSO); or
- Their Regional Director of Operations (RDO).

If a staff member does not feel comfortable speaking any of the individuals listed above, they may submit their concern via email to TalentConcern@achievementfirst.org. This is a confidential email account monitored only by Team Talent Operations.

Process for Investigating Concerns/Formal Complaints

AF has established the following process for formally reviewing and investigating the concerns/complaints of school-based staff members. The organization will treat all aspects of the process confidentially, to the extent it is reasonably possible.

- **Preliminary Review**
 - Upon receipt of a complaint, the DSO (in most cases) will conduct a thorough review of AF policies to determine if the stated complaint implicates a violation of an AF policy as outlined in this Employee Handbook.
 - The DSO will also conduct a preliminary review of a concern/complaint to determine whether there is a reasonable basis to initiate an investigation, which will include an interview with the complainant. The DSO will notify the complainant(s) and the respondent(s) (the individual(s) complained about) in writing of the complaint as well as whether an investigation will be initiated.
 - If after reviewing the concern/complaint, the DSO determines that:
 - **If an AF policy violation has not occurred** but talent management or school culture concerns that are not related to an AF policy has occurred, the DSO will notify the school's Regional Superintendent and the RDO of the concern/complaint. It is the expectation that the Regional Superintendent and the RDO will directly address the talent management and school culture issues, but outside of the investigatory process. Appropriate disciplinary action may be considered as part of this process depending on the nature of the

concern/complaint. Documentation for claims that are not investigated will be kept in the files of the individual who reviewed the claim, the claimant(s) and the respondent(s), and will include the rationale for why the claim was not investigated.

- **If an AF policy violation may have occurred**, the DSO must notify the RDO and the Director of Employee Relations on Team Talent Operations. The RDO and the Director of Employee Relations will determine if other senior leaders (e.g., Regional Superintendent, General Counsel) should become involved and review the complaint, which will then start the investigatory process.

- **Investigation**

- Depending on the nature and circumstances surrounding the concern/complaint, with consideration of the relationship between/among the parties involved in the concern/complaint, the investigation may be conducted by any of the following individuals or pair of individuals: DSO, RDO, Director of Employee Relations, Vice President of Talent Operations, General Counsel, or a senior leader in the organization (e.g., Principal, Regional Superintendent, Vice President of Operations/Chief Operations Officer, Chief Talent Officer). For example, if the concern/complaint is about a Principal (as the DSO reports directly to the Principal), the DSO will not conduct the investigation. Instead, a person outside of the direct line of supervision will conduct the investigation. We believe this will protect the integrity and the impartial nature of the investigatory process.
- During the investigation, the individual(s) conducting the investigation will interview the following people to determine whether the alleged conduct occurred: the complainant, the respondent, and any witnesses/potential witnesses, including without limitation the individuals named by the complainant and/or the respondent. In the event a named witness/potential witness is an AF scholar, a determination will be made on whether it is necessary or appropriate to interview the AF scholar.
- During the course of the investigation, respondents named in the concern/ complaint may be placed on administrative leave with pay without prejudice, asked to work remotely or transferred to a different location.
- During the investigation, the individual(s) conducting the investigation will review the respondent(s)' personnel file for any prior disciplinary action and for any information that could be related to the current investigation or claim.
- Upon conclusion of the investigation, the individual conducting the investigation will submit a written report of their findings to the manager(s) of the respondent and other relevant individuals. If it is determined that a violation of an AF policy has occurred, a review of the investigative report will take place. AF recognizes that false accusations of wrongdoing can cause serious harm to innocent persons. If an investigation results in a finding that the complainant knowingly, falsely accused another person of wrongdoing, the complainant will be subject to disciplinary action, up to and including discharge.

- **Final Review & Consequences**

- The individual(s) who conducted the investigation and the Director of Employee Relations, as well as the General Counsel, if necessary, will conduct a final review of the investigative report and any statements submitted by the complainant or respondent. Senior leaders who manage the respondent, either directly or indirectly, may also be a part of this final review.
- During the final review, it is determined that the investigative findings show that:

- **If an AF policy violation has occurred**, the individual(s) who conducted the investigation will make a recommendation around appropriate disciplinary actions for the respondent, in consultation with the Director of Employee Relations and other Network Support teams as necessary, to ensure consistency and equity across AF. The recommendation will be shared with the respondent's manager(s). The appropriate disciplinary action recommendation will depend on the following non-exhaustive factors: (1) the severity, frequency and pervasiveness of the conduct; (2) prior substantiated complaints against the respondent and their disciplinary history; and (3) the quality of the evidence (e.g., firsthand knowledge, credible corroboration).
 - **If the findings are inconclusive or no violation of an AF policy occurred but potentially problematic conduct may have occurred**, the Director of Employee Relations may recommend appropriate disciplinary actions, preventive actions or talent management solutions to help prevent future concerns/complaints. An outcome letter will be delivered to the claimant(s) and the respondent(s) and it will be placed in the personnel file.
- If the respondent is a school-based staff member, all final decisions are made by the Principal (unless the respondent is the Principal), with input from the School-Based Personnel Committee, which is made up of the following members:
 - Principal
 - Respondent's Manager/Coach
 - DSO
 - Regional Superintendent
 - Director, Employee Relations
 - RDO, if necessary
 - General Counsel, if necessary
- If the respondent is a Principal, the Chief Talent Officer will make a recommendation on the appropriate disciplinary action to the school board, with input from Network Personnel Committee. That recommendation will then be reviewed by the Personnel Committee of the relevant school board, and the board's Personnel Committee will make the final decision regarding the appropriate consequence and response. If the respondent is a Principal, the Network Personnel Committee is made up of the following members:
 - Co-CEO & Superintendent
 - Director, Employee Relations
 - Vice President, Talent Operations
 - Chief Talent Officer
 - General Counsel
 - Chief External Relations Officer
 - Respondent's Regional Superintendent
 - Regional Superintendent Academy Lead
 - Vice President, Special Services, if complaint/concern involves violation of restraint and physicality policy
- Once a final decision regarding appropriate disciplinary action is made, the Director of Employee Relations or the DSO will meet with the complainant and the respondent separately and notify them of the findings of the investigation. If disciplinary action is to be taken, the respondent will be informed, in writing, of the nature of the discipline and how it will be executed. All written disciplinary actions will be kept in the personnel file of the respondent in perpetuity.

Retaliation

In accordance with AF policy, retaliation is strictly prohibited. Any complainant or person who participates in an investigation related to a complaint should notify the DSO or the Director of Employee Relations if they believe they have been the subject of retaliation for filing a complaint or participating in an investigation. The DSO or the Director of Employee Relations shall take adequate steps to ensure that the complainant, and others involved in the investigation, are protected from retaliation during and after the investigation.

Confidentiality

All complaints and corresponding investigations shall be confidential, to the extent possible, and any relating information disclosed on a need-to-know basis. The identity of the complainant may be revealed to the individuals involved in the investigation or review process, but only if it is unavoidable or absolutely necessary in order to conduct the investigation. The investigator(s) will let the complainant know, in writing, if their identity was revealed, in advance if possible. Information pertaining to a complaint or investigation under this policy will be maintained in secure files by Team Talent Operations or the DSO, to the extent permissible under law.

Alternative Legal Remedies

Nothing in this policy may prevent the complainant or the respondent from pursuing formal legal remedies or resolution through local, state or federal agencies or any other appropriate channel.

Employment Categories

Each staff member is categorized as full-time or part-time, and as exempt or non-exempt and certain staff members are designated as temporary staff members. In addition, certain individuals who are not staff members of AF but who nevertheless work on premises, such as independent contractors and staff members of the local school district or board of education, also are expected to comply with the terms and conditions of this Handbook to the extent that the Handbook sets standards of conduct for individuals who work on premises.

Full-Time/Part-Time Categories

AF categorizes all staff members as either full- or part-time. Full-time staff members are regularly scheduled to work 30 hours or more per week. Part-time staff members are regularly scheduled to work fewer than 30 hours per week.

Occasionally, AF does allow for flexible work arrangements or job sharing arrangements for teachers and other school-based staff; however, the vast majority of its staff members are full-time staff members. Any flexible work arrangements must be approved by the Principal and coordinated with Team Talent Operations. Flexible work arrangements for any members of the school leadership team must be reviewed with the Regional Superintendent. The capacity for flexibility will differ by school, and the decision for any request will depend on the individual's experience, performance and whether the job is amenable to a share as determined by the Principal. The pay and attendance bonus are determined by the Principal, based on a percentage of workload calculation. For school-based teams, workload is defined by on-campus hours before, during or after the school day.

The staff member benefit plans applicable to staff members may define "full-time" and "part-time" differently for purposes of determining eligibility for benefits and for purposes of benefit administration. One exception is for staff members on flexible working arrangements approved by the Principal; they are still eligible for benefits and personal and sick days. In such circumstances, the definitions contained in the applicable benefit plans shall govern.

Exemption Categories

In accordance with applicable labor laws, AF categorizes each staff member as exempt or non-exempt for purposes of federal wage and hour laws.

AF pays exempt staff members on a salaried basis. They are expected to spend as much time on task as is required to perform their duties. Exempt staff members do not receive overtime pay, though they may receive other discretionary benefits in compensation for any time commitment required under exceptional circumstances.

Non-exempt staff members are usually paid an hourly fixed wage. Non-exempt staff members are entitled to receive extra pay for approved overtime work, in accordance with both the applicable law and AF's overtime policy. No non-exempt staff member shall be required to work for seven and one-half or more consecutive hours without a period of at least 30 consecutive minutes for a meal, or alternatively, for six or more consecutive hours without a period of at least 20 consecutive minutes for a meal. Such period shall be given at some time after the first two hours of work and before the last two hours.

Temporary Staff Members

From time to time, AF may hire certain staff members on a temporary basis, for a period of up to four months. Unless required by law, temporary staff members are not eligible for the benefits described in this Handbook.

Independent Contractors and Other Non-AF Staff Members

AF also occasionally uses independent contractors, non-AF staff members (e.g., School District/Board of Education staff members), temporary workers through an outside agency or volunteers to perform certain services. Independent contractors and staff members of other entities such as the Board of Education are not staff members of AF and this Handbook does not apply to them, except those provisions required by law, and except to the extent that they shall be required to conduct themselves in accordance with AF's conduct standards, which are outlined by this Handbook. Similarly, they are not eligible for the benefits described in this Handbook.

At-Will Employment

Unless expressly agreed to in writing by the Principal and the Chair of the Board of Directors or such Chair's designee, all AF staff members are employed on an "at will" basis. This means that either you or AF may end the employment relationship at any time, with or without notice. No one at AF, other than with the express written consent of the Principal and the Chair of the Board of Director or such Chair's designee, may enter into any agreement for employment which guarantees employment for a specified period of time and disrupts the "at will" relationship between AF and the employee. AF has the right to revise, modify, or eliminate any policy in the Handbook at any time, except for this policy of at-will employment.

Employment Eligibility

Work Authorization

Under the Immigration Reform and Control Act, each staff member hired must provide certain documentation and complete an "I-9" form demonstrating that they are authorized to work in the United States. Failure to provide such documentation in a timely manner will require discharge of the staff member.

Should a staff member subsequently become unauthorized to work, the law requires that they must be discharged pending receipt of additional documentation demonstrating an extension of the authorization to work in the United States.

Background Check and Fingerprinting

Every staff member will be asked to disclose previous criminal convictions and pending criminal charges. Additionally, every staff member will be subject to fingerprinting and a criminal background check in accordance with applicable state and city laws and regulations and AF policy. Individuals must also comply with any related processing procedures and must provide all required information in a timely fashion. Failure to do so may result in termination.

In New York, AF must have the fingerprint clearance before permitting any staff member (full-time or part-time) to begin working with students.

In Connecticut, new staff members must undergo a background check clearance before working and submit a completed fingerprint card to their Director of School Operations within one month of hire. Occasionally, exceptions may be made to this policy by Team Talent Operations to permit staff members to attend training or work when there are no students present before they have been cleared.

In Rhode Island, applicants who have not previously been employed by a private or public elementary or secondary school in Rhode Island during the past 12 months must undergo a national and state criminal background check, including fingerprinting, prior to or within one week of employment after receiving a conditional offer of employment.

Volunteers and contractors may also be subject to fingerprinting and a criminal background check, particularly if the nature of the work they will perform places them in close proximity to students.

All offers of employment and continued employment are subject to successful completion of any required background checks. If AF receives notice of a conviction or pending charge which (1) may affect job performance, including posing a threat to children or (2) has not been previously disclosed to AF, AF may rescind the offer of employment or terminate the staff member, provided such staff member is notified of the reason and is provided an opportunity to file a response, in writing, with AF.

Staff members have a continuing obligation to inform AF of any arrests, pending charges or convictions after their hiring. Staff members must notify their Director of School Operations in writing. Staff members will be provided an opportunity to explain any incidents. Criminal history record information obtained by AF may be used only for the purposes of evaluating initial employment and continued employment, as determined by a committee made up of the General Counsel and Vice President of Talent Operations or designees (in consultation with an appropriate member of the school leadership team) and shall in no way be used to discriminate on the basis of race, color, national origin, religion, sex, gender identity, gender expression, disability or any other protected class. While AF is concerned with all criminal histories, it is particularly concerned with conduct which indicates that an individual may pose a threat to children or other staff, or affects job performance, or where an individual intentionally withholds or misrepresents information related to arrests, charges or convictions. Criminal history record information will be regarded as confidential as required by law and will be disseminated only on a need-to-know basis.

Maintaining and Updating Personal Data

All staff members are required to complete all applicable federal and state tax withholding forms. Failure to provide a properly completed form will result in your being treated as a single person who claims no withholding allowances. Staff members are responsible for maintaining their own personal data in ADP, our HR database of record. Staff members must update their data by logging into ADP Workforce Now at this website: <https://achievementfirst.okta.com/app/UserHome>. Staff members must also promptly notify the Director of School Operations of any changes in personal data. Examples of staff member personal data includes: marital status, personal mailing addresses, telephone numbers, number and names of dependents, beneficiaries, tax-withholding information, individuals to be contacted in the event of emergency, educational accomplishments, medical

information and other such personal data must be accurate and current at all times. AF will maintain the confidentiality of such information in accordance with applicable law.

Internal Transfers & Departures

Internal Transfers

We are proud of the partnership that exists between Network Support and schools, and staff members are encouraged to take advantage of internal transfer opportunities. We are very interested in keeping talented people in the AF family as their career interests and abilities evolve. All open and anticipated Network Support roles are posted on our public website (www.achievementfirst.org.)

If a staff member is interested in pursuing a role at another school, or is looking at a role at Network Support, the first step is for the staff member to inform their current manager. The hiring manager for the new role must inform the staff member's current manager before any steps are taken in the process. Additionally, a hiring manager may not proactively reach out to any existing staff member with internal transfer opportunities without permission from the staff member's current manager. Glows and grows from the current manager or other relevant staff, performance results and survey results will be requested and shared with the hiring manager. If a staff member is moving forward in a process, they should expect to go through a full-interview. While we may have a sense of current staff member's strengths and areas for growth, it is important that all candidates go through a rigorous evaluation process for a new position. If a staff member is interviewing for a position at another school or Network Support, the time off for interviewing will not count against the attendance bonus but the time off must be approved by their current manager in advance. All efforts will be made to do this on a day that is least disruptive to their current role.

In the case where a staff member switches between schools and/or Network Support and there is no more than a two week period between the transition, the staff members will continue on AF's health insurance program. The employer benefit contribution will be paid by the staff member's destination team. Staff members who participate in the 403(b) program will continue on the same schedule (e.g., their employment period will not restart for the purposes of the program).

Terminations and Resignations

We hope that all staff members have a long and productive career at AF. However, in the event that a staff member resigns or is terminated, there are clear expectations of the departing staff member. Departing staff members may request to make an appointment for an exit interview with the appropriate person to discuss their experience at AF.

All keys, records, files, supplies, equipment, or any other AF property must be returned on the effective date of termination or resignation or upon request by the staff member's manager. If any AF equipment is damaged and parts need to be ordered, outside of the warranty, the staff member will be charged for the replacement.

All staff members will be paid through the last day worked. Staff members are eligible for the attendance bonus only if they complete the school year and meet other eligibility requirements set forth in the "Attendance Bonus" section of the Handbook. Often, a new or returning staff member's offer may start while the school is on a fixed break (e.g., summer break, winter break). If the staff member chooses not to start with the school at the end of their break, the staff member must repay the post-tax amount of any compensation received within 1 week of notifying the school about their decision.

Staff members who have not used all of their accrued personal time are not entitled to the use of that time prior to departing employment.

Staff Member References

All outside inquiries regarding employment references for current or former staff members must be directed to the Director of School Operations. Directors of School Operations will respond to all inquiries by providing dates of employment and job title. Additional information, such as salary, will be disclosed only if required by law, or if the staff member provides advance written authorization. Other staff members may not provide employment references for current or former staff members on behalf of AF.

If you are not a Director of School Operations but you are responding to a request for information about someone with whom you previously worked personally (not on behalf of AF) you should:

- Verify with the organization asking for the reference that the staff member has authorized reference checks and signed a waiver releasing you and AF from any potential liability.
- Provide factual information only.

POLICIES AND PROCEDURES

Hours of Work & Pay

School Work Schedule

Staff members' work schedules differ depending upon position, may vary from time to time, and are set by the Principal and AF policy. Staff members generally work the schedules described below, however the Handbook may not be all inclusive.

Instructional staff works at the School for the days noted in the school calendar as school days, on specifically designated meeting days, as well as any other times that may be required by the School.

Non-instructional staff members work schedules are set by the Director of School Operations and/or Principal. Their work schedules may or may not coincide with the academic calendar.

Unexpected School Closures

Occasionally, school facilities must be closed due to inclement weather and other circumstances. When a facility is closed during a regularly scheduled school day, full-time school-based staff members (hourly and salaried), will continue to be paid for those days. If a school must close for an extended period and the academic calendar changes to compensate for the school closure, school-based staff must be available to work these additional days. So long as the number of days worked does not exceed the original academic calendar, salaried employees will not receive additional compensation or expense reimbursement for any disruption to time-off (e.g., travel plans) on these make-up days.

Instructional Staff Hours of Work

All staff members are required to work the hours set forth below, and to abide by AF's applicable absence and attendance policies, as set forth in a separate section of this Handbook.

The core school day for children at AF schools ranges from 7:00-7:45 a.m. to 3:45-4:15 p.m. (based on bus schedules and other factors), though many students will stay until 5:00 or later daily.

Schools will set the core hours in the day that teachers need to be in the building. Typically, these hours are 7:00 a.m. to 4:15 p.m., though there may be slight variations based on school schedules.

Unless otherwise agreed upon in writing, all instructional staff – teachers, teachers-in-residence, deans, counselors, teacher's aides, and paraprofessionals – need to be in the building during these core hours. Instructional staff will also need to be in attendance for all applicable school functions, such as Report Card nights, parent-teacher conferences, awards ceremonies, etc. Teachers will regularly need to stay after the regular dismissal time for meetings, parent conferences, student tutoring, and other events. It is the expectation of the School that teachers are available for meetings and other professional duties after the regular dismissal time daily and at other times as necessary.

Non-Instructional Staff Hours of Work

During the academic year, non-instructional staff will work different hours depending upon their position and job duties. Non-instructional staff members should contact the Director of School Operations or Principal with questions about work hours.

During the summer, non-instructional staff members work regular hours unless otherwise instructed by the Director of School Operations, Principal or their manager.

Exempt Staff Pay

Exempt staff members are paid salaries because they are expected to work as many hours as needed to perform the work required. Because of this expectation, an exempt staff member's salary is not subject to reduction because of variations in the quality or quantity of the work performed.

AF prohibits deductions from the weekly pay of exempt staff members, except in limited cases. If an exempt staff member believes an improper deduction was taken from their paycheck, they should contact the Director of School Operations. AF will reimburse an exempt staff member for any improper deduction.

Non-Exempt Staff Timekeeping

Accurately recording time worked is the responsibility of every non-exempt staff member. Non-exempt staff members are required to record their work hours daily at the time they begin and end their work. Non-exempt staff members maintain accurate timesheets using the "Achievement First Timesheet" forms provided in AF's main office. Timesheets should be turned into the Director of School Operations every Friday or on the staff member's last day of work each week.

It is essential that all non-exempt staff members actually record their hours of work. Staff members also must log out before they leave for personal reasons. False statements or signing on behalf of another staff member is grounds for immediate dismissal.

Failure to comply with AF's timekeeping rules may lead to disciplinary action, including immediate dismissal.

Newly hired non-exempt staff members will not receive their first paycheck until the third week at AF as there is a lag time in processing timesheets upon hire.

Non-Exempt Staff Overtime Procedure

Only non-exempt staff members are eligible for overtime pay. Non-exempt staff members work on an hourly basis, must keep timesheets, and generally do not have a fixed annual salary. The nature of overtime is that it sometimes is needed with little or no advance notice. Accordingly, staff members must maintain flexibility in order to be available for overtime assignments.

A staff member's manager must approve all overtime before the overtime is worked. Overtime charges must be reported on staff member time sheets and a signature must be obtained from the appropriate manager. Failure to comply with this policy will lead to disciplinary action and AF may not pay non-approved overtime.

Overtime compensation is paid to all non-exempt staff members in accordance with applicable state and federal wage and hour requirements. Overtime is paid at the rate of 1-1/2 times a staff member's equivalent hourly rate for time worked over 40 hours in any workweek. In calculating hours worked for purposes of overtime pay, break periods are considered part of the workday, but lunch periods are not. AF's workweek runs from Sunday through Saturday. If it is necessary to ask a staff member to come in on a weekend day or a school holiday, the staff member will be paid overtime for any time worked over 40 hours in a given workweek. Notwithstanding the foregoing, non-exempt staff members in Rhode Island who are required to work on a Sunday or state-designated holidays (New Year's Day, Memorial Day, Independence Day, Victory Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, and Christmas Day) will be paid overtime pay for those days, regardless of whether the staff member worked over 40 hours in that given workweek.

Compensatory time off is not allowed in lieu of overtime pay.

Attendance Policy & Bonus

The hallmark of an AF school is excellent staff attendance. In general, AF schools average 98% or better staff attendance rates. This means that almost all staff members are absent four or fewer school days and/or required professional development days, with the majority of staff missing three or

fewer days. We take pride in our attendance rates and make a point of recognizing truly excellent attendance.

Definitions

For purposes of this section, the following definitions shall apply:

- **Full Time Staff Member** – Any staff member working 30 hours or more per week or 20 hours or more per week if the employee previously worked 30 hours or more per week for a duration of one year or more.
- **Standard Leave** – The following types of leave are classified as standard leave and will not count against the staff member's attendance bonus (note that your manager may require proof of Standard Leave):
 - Approved leave of absence, including FMLA and military related leaves;
 - Jury/witness duty;
 - Bereavement leave for death of eligible family members;
 - Principal recommended and approved professional development;
 - Holidays/school closings/Days school not in session and no scheduled PD; and
 - Leave due to injury at work.
- **Non-standard Leave** – The following types of leave are classified as non-standard leave and will count against the staff member's attendance bonus:
 - Days taken for illness of the employee or to care for an ill family member; and
 - Personal days.

In exceptional circumstances, a Principal has discretion to allow a non-standard leave day to not count against the attendance bonus (e.g., observance of religious holidays not recognized by AF; however, time taken off to observe such holidays will still be classified as non-standard leave).

A school calendar is distributed to all staff members annually and indicates the national holidays and breaks each School will be closed for staff members. The attendance policy during school closings varies by role and is detailed in the Time Off section. Each AF school may have a slightly different school calendar.

At the end of each academic year, AF awards attendance bonuses to all school-based staff members (teachers, administrators, operations staff, and paraprofessionals) to recognize individuals who have been in attendance during regular school days and professional development days.

The bonus system rewards excellent attendance based on the following formula:

Days Missed	Total Bonus
0	\$1000
1	\$750
2	\$500

Note, these bonuses may be subject to different taxes, per IRS regulations on bonuses. The attendance bonus is based on total days missed during the regular school year, including absences accumulated from half-days and tardies. Half-days count against the attendance bonus as 0.5 days missed and each tardy counts as 0.2 days missed. The regular school year is defined as all school days plus required professional development days. If a staff member is absent due to an approved standard leave day the absence will not count as a day missed. On years in which school is in session on Good Friday, Yom Kippur and Rosh Hashanah, these holidays will be considered non-standard leave days which will count against an employee's total leave accumulation, however those holidays will not count against the staff member's attendance bonus. As stated above, in exceptional circumstances, a Principal has discretion to allow a non-standard leave day to not count against the attendance bonus.

Staff members who join AF after the start of the academic year and meet all the other requirements to be eligible for the attendance bonus shall receive an attendance bonus pro-rated by the portion of the academic year they worked at AF. If a part-time staff member becomes full-time during the academic year, they are eligible to receive an attendance bonus pro-rated by the portion of the academic year the staff member worked full-time.

Only full-time staff members or staff members on flexible work arrangements are eligible for the attendance bonus. The bonus listed above is based on a full-time staff member working at least 40 hour work week. Staff members eligible for the attendance bonus and working less than 40 hours per week shall be paid a pro-rated attendance bonus, as per the following formula: percentage of the workload multiplied by the earned bonus amount for the number of days missed.

Staff members are eligible for payment provided they complete the school year and any other eligibility requirements mentioned above. Staff members do not need to be employed at the time of payout in order to receive the attendance bonus.

Half-Days

Schools will try to be flexible for the rare instance when a staff member needs to arrive after the beginning or before the end of the school-mandated work day. Late arrivals and early departures should be pre-approved by the Principal or his/her manager. Principals will use their discretion to determine reasonableness, but generally such requests should be rare and reserved for special situations. If someone needs to arrive after 9:00 or leave before 1:30 (Fridays included), these absences will be counted as half-day absences. The half day policy will also apply if a staff member needs to leave work for more than 3 hours in the middle of the day. For the purposes of attendance policies and the attendance bonus, two half-days will add up to one full day, even if the total hours missed are more or less than one full day. The attendance bonus will be pro-rated to reflect half day absences.

Tardiness & Late Arrivals

There may be understandable, rare occasions when a staff member is unable to arrive on time, but AF's general expectation is that all staff members should be in the building by each school's designated start time. Excessive tardiness is unprofessional and has negative consequences on both your colleagues and on our scholars. If someone arrives at the school after the school's designated start time, they will be counted as tardy for attendance purposes. Similar to our scholar attendance policy, 5 tardies will result in one absence. Absences based on accumulated tardies and late arrivals will count against the attendance bonus. However, occasional and unexpected delays may cause a staff member to be tardy, so attendance will only be impacted with the 5th tardy. After the 5th tardy, the attendance bonus will be pro-rated to reflect each subsequent tardy. On rare occasions, the work day may start later than normal hours (e.g., snow day late opening, retreat, etc.). In these instances, the Principal will clearly notify all staff members of the expected arrival time.

Non-Teacher Absences

If a non-teaching staff member cannot avoid being late to work or is unable to work as scheduled, they should notify the School as soon as possible, and preferably by no later than 6:30 a.m. on the day of the absence or tardiness. An absent or tardy staff member must speak to the Director of School Operations or Principal on the telephone or leave a message with a number where they can be reached. Staff members who must leave work early are required to notify, and obtain approval from the Director of School Operations or Principal before leaving the School. We ask staff members to try to schedule visits to the doctor and other appointments during days in which school is not in session. Excessive absenteeism or unauthorized poor attendance will lead to disciplinary action, up to and including termination of employment.

Teachers Leaving AF Building

The inflexibility of the time demands of teaching are hard. Especially when it feels like you can't take care of simple life needs. Emergency dentist appointments or the occasional/unavoidable mid-week life responsibility may not happen often. But when they feel impossible to fit in – or that you have to go through a bureaucratic process to do it – then it can have an outsized impact.

Teachers who must leave the building (*i.e.*, when they couldn't schedule the appointment outside of school hours) longer than their prep time allows (plus 30 minutes), must get advanced approval from the appropriate member of the school leadership team (may vary by school). However, teachers can be out of the building during their prep time without tracking that time or counting it as a partial absence. This can include up to ½ hour before or after prep periods if the teacher arranges his/her own coverage – they must simply request the time from their coach or appropriate school leadership team member prior to the relevant school day and provide complete and thorough guidance about coverage, including lesson plans, materials, etc. There are a few important stipulations to this guidance:

- This is intended to allow for occasionally-needed flexibility and it is not intended to be a regular occurrence. If a staff member is arranging coverage regularly or frequently, coming back late, or not making effective arrangements, then a coach or school leader can / should limit future instances to avoid negative impact on student learning. This determination is at the manager or Principal's discretion.
- There may be days (e.g. a testing day or other teammates are out), that staff members are not be able to do this.
- Colleagues / team members are not obligated to take on additional coverage to extend prep times by up to ½ hour. This would be up to colleagues to make these arrangements. Some schools may continue to choose to utilize leadership team members or point people for all coverage arrangements.
- Ultimately, coverage procedures and plans are subject to individual school discretion.

AF recognizes that, on occasion, teachers and administrators will need to leave the building during work hours when they do not have specific classes or managerial duties. There is no system for signing in and out of the building and teachers are generally free to come and go as needed. If you will be out of the building for more than an hour, please e-mail the Principal or member of the Operations team in case someone is looking for you in an emergency. Teachers are strongly encouraged to carry a cell phone when leaving the building during school hours.

Workplace Norms & Staff Member Conduct

AF expects its staff members to be role models for students and generally to comport themselves professionally, especially with respect to communications with students, families, coworkers, and within the community. Certain rules of conduct are applied impartially at all levels of AF to ensure professionalism.

Dress Code, Grooming & Personal Hygiene

All staff members are expected to dress appropriately and professionally. This sets a tone of respect and professionalism for students, parents, and visitors. Staff members are expected to groom themselves and maintain a standard of personal hygiene that will not result in offensive or distracting odor or appearance. If a staff member has a health condition (e.g., an issue that negatively affects their appearance or odor) or has particular garb or grooming required by the staff member's religious beliefs, the staff member should inform their Director of School Operations to determine a reasonable accommodation.

School leaders may choose to modify the dress code for their schools; unless otherwise directed by the School Leader, the dress code is as follows:

- All staff is expected to dress in a clean and professional manner that is appropriate for our scholars to model (e.g., shirt and tie, dress slacks and pants, appropriate length skirts/dresses). Please do not wear shorts, jeans, or flip flops. Please tuck in shirts on all outfits that are meant to be tucked in. Staff members should follow policies applicable to scholars for jewelry (e.g., no large, distracting pieces), hats (e.g., no baseball hats), and other accessories. On Fridays, staff members may wear the AF student uniform instead of the normal professional dress; on Fridays, staff may also wear a college t-shirt, polo, or sweatshirt with khakis.
- If a staff member chooses to wear the student uniform, they should wear it according to the same rules as the students (e.g., shirt tucked in, belt, and khaki pants). Please note that Friday dress is not "business casual" wear in general; it is specifically limited to wearing the regular staff dress code, the student uniform, or the "college casual" (college shirt plus khakis).
- During July, staff may wear the Friday attire daily. In addition, any staff member who is working on days in which school is not in session may wear Friday attire. This includes operations staff who are working during regular school vacations.

Smoking and Drug and Alcohol Use

Pursuant to applicable law and AF's intent to provide a safe and healthful work environment, smoking is prohibited on School property or in the presence of students at any school-sponsored event away from AF (e.g., field trips, school sporting events). Smoking is defined as the use of tobacco cigarettes, marijuana, electronic cigarettes, and/or chewing tobacco. If you have a complaint about violation of this policy, please report it to the Director of School Operations or Principal.

The presence or use of illegal drugs or unauthorized alcohol on school premises will not be tolerated. Illegal drugs, as referred to in this policy, include drugs that are not legally obtainable, as well as drugs that are legally obtainable, but are used for illegal or unauthorized purposes.

The sale, purchase, transfer, distribution, use or possession of illegal drugs, as defined above, and alcoholic beverages, by anyone on school premises is prohibited. Moreover, all staff members, regardless of whether they are on school premises, are prohibited from reporting to work under the influence of alcohol or illegal drugs.

AF reserves the right to require the drug and/or alcohol tests of any job applicant or staff member when there is a reasonable suspicion that a staff member is under the influence of drugs and/or alcohol as set forth below. A staff member's consent to undergo the testing procedures set forth below is required as a condition of employment and a staff member's refusal to consent may result in disciplinary action up to and including termination.

Schools are always prohibited from purchasing alcoholic beverages. During some Network Support-sponsored events held off school premises and after work hours, alcohol may be purchased and consumed by staff members. If alcohol is served at an AF event, a staff member, or other personnel to whom AF delegates the authority, is responsible for checking identification of all attendees who consume alcoholic beverages. Note that possessing or consuming alcohol while on the job is strictly prohibited, so staff members who are on AF's time cannot consume alcohol. Violations of this policy will result in disciplinary action, up to and including termination.

Nepotism

AF permits the employment of qualified relatives of staff members as long as such employment does not create conflicts of interest. Conflicts of interest include any cases where another relative can make decisions on the work responsibilities, salary, hours, career progress, benefits or other terms and other conditions of employment of the other relative.

For purposes of this policy, "relatives" is defined as a spouse, domestic partner, child, parent, sibling, grandparent, grandchild, aunt, uncle, first cousin, corresponding in-law, "step" relation or any member of the staff member's household. Dating relationships between staff members and managers are also covered under this policy. Also, if there is a familial relationship among staff and scholars, staff must keep a strictly professional and unbiased relationship at all times during school hours. For schools, the Principal will be responsible for resolving any conflicts of interest unless the conflict of interest includes the Principal. In these cases, the Regional Superintendent will resolve any conflict of interest involving a Principal. In certain instances, the Board of Directors will be required to determine whether or not a conflict of interest exists (e.g., real estate transactions involving a qualified relative).

AF will use sound judgment in the placement of related staff members according to the following guidelines:

- Two or more individuals who are related by blood, marriage, or reside in the same household are permitted to work within the AF network, provided no direct reporting relationship exists. One relative's work responsibilities, salary, hours, career progress, benefits or other terms and other conditions of employment may not be influenced by the other relative. Staff members who marry while employed, or become part of the same household are treated in accordance with these guidelines. If a conflict arises as a result of the relationship, one of the staff members may be transferred at the earliest practicable time.
- In the event that a transfer is not practicable, the subordinate staff member's work responsibilities, salary, hours, career progress, benefits or other terms and other conditions of employment must be determined by someone outside the chain of command of the more senior staff member. Related employees cannot recommend changes in job function or compensation to AF on behalf of their family member.
- In the event of a lack of candidates, a need for specialized skills, or unique circumstances, the restriction against managing family members may be waived in the best interest of AF as determined by the Regional Superintendent or Team Talent Operations.

Individual schools have separate Conflict of Interest and Nepotism policies in their fiscal policies and procedures. Please see the AF Fiscal Policies and Procedures on Team Finance's Many Minds site for such policies. The above policy is meant to supplement such policies, but in the event of a conflict, the individual school policies shall control.

Personal Relationships

AF believes that an environment where staff members maintain boundaries between romantic and work interactions is most effective for our mission. Although this policy does not prevent the development of romantic relationships between staff members, it does establish very clear boundaries as to how relationships should progress during working hours and within the working environment. Individuals in managerial relationships or other influential roles with respect to other staff members are subject to more stringent requirements under this policy due to their status as role models and their ability to influence others.

Staff members are strictly prohibited from engaging in any behaviors (such as public display of affection) that would in any way be deemed inappropriate or offensive by a reasonable person while anywhere on AF premises, whether during working hours or not. Staff members who allow romantic relationships with other staff members to affect the working environment will be subject to disciplinary action. Failure to change behavior and maintain expected work responsibilities is viewed as a serious disciplinary matter.

Managers and leaders in influential positions are strongly discouraged from dating an individual they directly manage. If their relationship with a direct report or an individual they directly influence does progress beyond a platonic friendship, they must disclose this to their immediate

manager as soon as possible. This disclosure will enable the organization to determine whether any conflict of interest exists. Where potential conflicts or risks are identified, AF will handle the relationship as a familial one, and our Nepotism policy will apply. Failure to disclose romantic relationships or failure to work with AF to resolve such a situation in a mutually agreeable fashion may ultimately serve as cause for termination.

Outside Employment

As a staff member, your primary responsibility is to AF. No staff member may accept outside employment if such employment interferes with their employment at AF. Staff members must notify AF of any outside employment prior to taking such employment. Instructional staff also must comply with AF's policy regarding tutoring students outside of class or otherwise giving them "extra help."

Solicitation/Distribution

In an effort to provide a productive and professional work environment, this policy on solicitation applies to staff members and to non-staff members:

- Staff members may not solicit for any purpose nor distribute literature or materials within the School's buildings or on school property during the staff member's working time or the working time of any staff member being solicited or approached. "Working time" shall not include break periods, meal times and other non-work periods during the day or before or after the work day.
- Staff members may not distribute literature or non-work related materials within the working areas of the School at any time.
- Non-staff members may not solicit, canvas or distribute materials or literature for any purpose within the School's buildings or on School property at any time.
- The School's communication systems (including computer resources and systems such as e-mail) and the equipment used to operate the communication systems are the property of AF and are provided so that the School can conduct its operations involving education and service to students. Use of the School's communication systems, including computer resources, is limited to activities directly relating to the performance by staff members of their duties and responsibilities, and use of the School's communication systems, including computer resources, for non-job-related purposes is prohibited. Communications systems and computer resources are not to be used, for example, to solicit or advocate for commercial ventures, political causes, religious proselytizing, outside organizations or other non-job-related solicitations. Incidental personal use should be kept to an absolute minimum and should not interfere with the performance of a staff member's job duties and responsibilities.

In administering this policy, AF shall comply with all applicable laws.

Use of Personal Vehicles

Staff members are generally prohibited from using their personal vehicles to transport students at any time, whether during school hours or not.

AF does recognize, however, that on very rare occasions, it may be necessary for a staff member to transport a student or group of students. Each School shall maintain a roster of no more than 5 "Designated Drivers" for such occasions. To qualify as "Designated Driver," a staff member must meet and agree to the following:

- Meets the School's Designated Driver Requirements: has a valid driver's license; at least 21 years of age; no moving violations in the past two years; no at-fault accidents with injury in the past 8 years; no DWI incidents in driving history; and no at-fault accidents causing death or permanent injury in driving history.

- Provides proof of personal automobile insurance. Limits of Liability must meet the School's requirements for insurance on personal vehicles used on School business.
- Understands that their personal automobile insurance is primary (the first line of defense) in the event of an accident.
- Agrees to report all accidents involving the use of a personal vehicle on School business, regardless of the amount of damage or the severity of the injury involved.
- Agrees to report all moving violations which occur during the use of a personal vehicle on School business.
- Agrees to report any action that would cause the staff member no longer to meet the School's Driver Qualification Requirements.
- Consents to an Annual Motor Vehicle Report review that the School may conduct to confirm that the staff member meets the Driver Qualification Requirements as defined above.
- Agrees only to transport students whose parents have signed the AF Student Transportation Permission Form.
- Understands that their personal vehicle must pass an annual, documented vehicle safety inspection. Agrees to provide a copy of the annual inspection results to the School, and to keep a copy in the vehicle. Ensures personal vehicle is in good condition and in proper working order, including all lights, tires, brakes, signals, glass and mirrors.
- Agrees to use seat belt restraints for self and passengers at all times during travel.
- Ensures that personal vehicle has a current state inspection sticker.
- Agrees to provide adequate supervision of the students in their care at all times during the trip. Takes most direct route, limiting stops.
- Agrees that no objects shall be placed in the vehicle that could harm any passenger during transit.

Under no circumstances should a staff member who is not one of the School's Designated Drivers transport students. If a staff member violates this policy and drives a student in their personal vehicle, any damages may not be covered by AF's commercial insurance policy and the staff member may be subject to discipline.

Bringing Children to Work

AF realizes that many staff members have family responsibilities and provides benefits, including back-up dependent care and childcare leave, to support staff members with children. Therefore, it is unlikely that staff members would find themselves in a situation where their children would ever accompany them to work. In rare instances where family responsibilities conflict with work commitments, permission to have healthy children on campus may be sought. All requests to bring children to work must be approved in advance by the staff member's manager or Principal. This policy is not intended to substitute for regular child-care.

Before seeking to bring a child to the workplace staff members should also consider the age of the child and the length of time they intend to bring the child to work. A staff member that brings a child to the workplace is responsible for their supervision at all times. The child may not create a distraction or damage school property otherwise the staff member will be asked to remove the child from the school. Since this policy is not a substitute for regular childcare AF expects that a staff member would not request to bring their child to work more than one time per year.

Online Social Media Usage

At AF, we recognize the value of our staff using online social media, such as personal blogs, Facebook, Instagram, Pinterest or Twitter, to share their experiences with friends and families, collaborate with other teachers, and participate in discussions about educational inequity. While there are many advantages to social media, everyone needs to be equally aware of the

implications of using them so that we can make informed decisions about how we share our experiences. Improper usage of social media can put our scholars at risk and undermine AF's collective credibility. Providing guidelines to our staff about how to use social media to avoid these risks will ensure that everyone can leverage the power of these technologies, while also protecting the interests of our scholars.

Each of us has a deep respect and commitment to the communities we serve and to our collective work. As such, when posting online, we ask all staff members to keep our core values in mind and act in the same professional manner expected of them in the classroom. We should consider how our words might be perceived by people in the communities in which we serve, our colleagues and by the broader education community. Inappropriate postings may include offensive posts, posts meant to intentionally harm someone's reputation, discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct. Such postings will not be tolerated and may subject a staff member to disciplinary action up to and including termination. Additionally, it is important to be honest and accurate when posting information or news, and any mistakes should be corrected quickly. We should be open about any previous posts that have been altered. Remember that the Internet archives almost everything; therefore even deleted postings can be searched. We should never post any information or rumors that are known to be false about AF, school leadership, fellow staff members, scholars and their families, parent organizations, other schools or other educational organizations. The intentional posting of false information may likewise subject staff members to disciplinary action.

We understand that many people feel the impulse to turn to social media to vent and express their dissatisfaction with events in both their personal and professional lives. We expect and encourage staff members to provide constructive criticism about AF, which we believe can lead to better results for our scholars. However, staff members can best help strengthen AF by providing honest, direct feedback and suggestions for improvement by directly speaking with their Principal, other instructional leaders, or managers. Nevertheless, if we decide to post complaints or criticism, we should always be fair and respectful, and we should avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, or that might constitute harassment or bullying. Additionally, it is not acceptable conduct to post or otherwise share disparaging, offensive or confidential information regarding scholars or their families, both because it is counter to the AF mission and because it may negatively impact the scholars, families, AF, and the school community. Such actions may subject a staff member to disciplinary action up to and including termination.

Ultimately, each of us is solely responsible for what we post online. Because of our special position in the community, we encourage the use of appropriate privacy settings to control who may access and view our personal use of social media.

We must protect scholar information in a manner that complies with applicable student and health privacy policies, regulations and standards and protects our scholars. In accordance with federal and state laws regarding student privacy, we may not post any content that is considered protected health information or protected student records, including scholar names, images and health information, without a written authorization for the use of the disclosure from the scholar's parent or guardian and Principal.

Definitions: For purposes of the following section, these definitions apply:

- "Social Media" includes, but is not limited to, the various online technology tools that enable people to communicate easily over the internet to share information and resources. Social media can include text, audio, video, images, podcasts, and other multimedia communications currently in existence and which may exist in the future.

- “Technology” includes, but is not limited to, computers, notebooks, the Internet, telephones, cellular telephones, personal digital assistants, pagers, MP3 players, iPod's, USB drives, wireless access points (routers), or any wireless communication device.
- “AF Technology” is that which is owned or provided by AF.
- “Networking Sites” include but are not limited to websites, Facebook, dating sites, Flickr, Twitter, YouTube, LinkedIn, Instagram, Pinterest and Blogs.
- “Official AF Networking Sites” include, but are not limited to any Networking Site created by AF directly promoting and/or related to AF.
- “AF Related Site” is any site that relates to educational and/or extracurricular activities of AF. AF Related Sites do not address official AF business. Rather, an AF Related Site provides a vehicle to provide support and information for school related groups and activities. AF Related Sites include, but are not limited to, alumni sites and parent teacher association sites. AF Related Sites must be authorized by Network Support and the Principal.
- “Personal Networking Sites” include all non-Official AF Networking Sites or non-AF Related Sites.

Official AF Networking Sites: Official AF Networking Sites will be managed by Network Support. Duplicate, unofficial sites are not permitted and shall be reported, and investigated.

Authorization for AF Related Sites: AF's presence on any social media site must be authorized by your Principal. Any AF Related Sites, accounts, or pages existing absent prior authorization will be subject to review, editing, and removal. As appropriate, a recommendation for disciplinary action may result from the unauthorized creation of such a site. To request permission to create an AF Related Site, please contact your Director of School Operations and Principal. All AF Related Sites should have appropriate disclaimer language specifying the views expressed therein are not the views of AF and an explanation of the purpose of the site.

Social Networking & Off-Duty Statements Adversely Affecting Work Operations or Workplace Relationships: “Off-duty” statements refer to verbal, written and electronic communications made by AF staff while off-duty, including but not limited to, social networking which includes all types of postings on the Internet not related to a staff member's employment duties. We respect that AF staff have the legal right to engage in political activities as provided by law and those legal rights are not restricted by this policy.

AF recognizes and affirms the protected rights of AF staff to freely speak as to private matters and as citizens with respect to matters of legitimate public concern on their own time and in non-work areas to the full extent provided by law. Staff statements may adversely impact AF and therefore staff should exercise care when engaging in off-duty statements. Specifically, staff should designate that their off-duty statements are their own and do not represent official communications authorized by AF. Staff should ensure that they conduct themselves in a professional manner that does not adversely affect the workplace or have the potential to adversely affect the workplace. Finally, staff may not make off-duty statements that risk disrupting or interfering with workplace operations and/or undermine workplace relationships or interfere with job performance.

Photos, Audios & Videos: Photos, audio- recordings and video-records may only be publicly displayed on Official AF Networking Sites or AF Related Sites. Authorization, parental consent and pre-approval from your Principal are required for any such postings. Posting of photos, audio-recordings or video- recordings on Personal Networking Sites is strictly prohibited. Any use of photos, video-recordings or audio recordings absent prior authorization will be subject to review, editing, and removal. As appropriate, disciplinary action may result from the unauthorized use of such images or audio.

Personal Student Information: Internet predators and others can use personal information about scholars to contact them with the intent to do them harm. Therefore, while it is fine to write in general about scholars and experiences, it is potentially dangerous to expose personal information that makes a scholar identifiable online, especially a scholar's first and last name, neighborhood, or school name. To protect our scholars, we may not share any personal information about them online.

Privacy: Staff members have no expectation of privacy in AF Technology, the contents of their personal or other files on AF Technology, including e-mail, software accounts, and Internet services. AF Technology may only be used for educational purposes. In addition, all staff members understand and agree that their names, likeness, and photos can be used in any and all AF Related Sites if they sign a release.

Inappropriate Scholar Usage of Social Media: While the primary purpose of this guidance is to inform staff of the implications of their online activities, they may also become aware of inappropriate scholar usage of Social Media. Scholars may engage in behavior online that requires staff intervention or a report to the authorities. Such behavior may include, but is not limited to, posting inappropriate pictures of themselves or others, engaging in threats, intimidation, bullying or harassment, posting offensive language meant to intentionally harm another scholar's reputation, or posts that may create a hostile educational environment on the basis of race, sex, sexual orientation, gender expression, gender identity, disability, religion or any other status protected by law. Any such postings that are brought to the attention of a staff member must be reported to the school's leadership team. Any postings that indicate an imminent threat of harm to any person must be reported to the authorities immediately.

Interacting with Scholars & their Families through Social Media: Staff members may not have online interactions with scholars or scholar's families using Social Media or on Networking Sites outside of the Official AF Networking Sites or AF Related Networking Sites. A Staff Member's Personal Networking Site, online profiles and accounts may not be linked to current or former scholars' or their families' online profiles unless otherwise approved by your Principal.

Alumni Outreach: AF encourages interactions with high school alumni through Team College and by individual staff members in their official capacities. It is important to exercise good judgment in any alumni interactions. Staff members may engage alumni only with their permission, and staff members may not share any information about alumni with any non-AF person or organization. Any communication with alumni by staff members in their official capacity must be related to the educational mission of AF, and is governed by the guidelines set forth above.

Staff Member Misconduct

Unsatisfactory and/or unacceptable staff member conduct includes, but is not limited to, the following examples. These examples are not exhaustive:

- Poor work performance
- Absenteeism and lateness
- Prolonged coffee and lunch breaks
- Being late to work assignments
- Leaving work early without permission
- Violations of policies in this Handbook
- Unprofessional conduct, such as physically or emotionally harming others on purpose

The following infractions are considered to be acts of misconduct requiring immediate disciplinary action, up to and including discharge. These examples are not exhaustive:

- Falsification of your employment records or other school records, including time cards.
- Unauthorized absence from your work area during work hours.
- Sleeping during scheduled work hours.
- Insubordination; failure or refusal to follow the instructions of a manager, including refusal to accept a job assignment or direction.
- Smoking on school premises.
- Harassing or sexually harassing a co-worker or other member of the school community.
- Using corporal punishment or other inappropriate physical interaction with a student.
- Actually or potentially causing emotional or physical neglect or abuse of a student. Use or unauthorized possession of intoxicating beverages or unlawful substances on school premises, or reporting to work under their influence.
- Possession of a weapon on school premises.
- Gambling or possession of gambling devices on school premises.
- Creating or contributing to unsafe conditions by act or omission.
- Lying to a colleague or manager about a work-related issue.
- Physical or verbal abuse of co-workers, visitors or members of the school community.
- Unauthorized use or removal of school property.
- Unauthorized possession, use or copying of school records or disclosure of confidential information contained in such records to unauthorized persons.
- Dishonesty or negligent or deliberate destruction or misuse of property belonging to AF or to any staff member, student or visitor.
- Excessive and/or unexcused absence or tardiness or failure to follow AF's Call-In Procedure.
- Soliciting tips or gratuities.
- Violating conflict of interest policies.
- Use of obscene language.
- Violating other policies in this Handbook.
- Inducing another staff member to commit any breach of the foregoing rules or regulations.

Staff members are often seen as representatives of AF outside of work, so all staff members should maintain a level of professionalism at all times. This includes, but is not limited to, online postings on social networking sites. Staff members may be disciplined for other "common sense" violations of School policies and procedures. Additional guidelines are provided in training and reference materials supplied by AF.

It is important to maintain professional boundaries with scholars at all times. Unlike some schools, AF schools are *not* "no touching" schools. In a joyful and safe environment, there are appropriate times for high-fives, handshakes, hugs, and pats on the back. However, certain conduct will cross these boundaries and is never appropriate.

The rules around physical interactions with scholars are based around good judgment. A general rule is that any physical contact with a scholar should be appropriate in a public setting, including in front of that scholar's parents or guardians. Intimate or affectionate contact such as rubbing a scholar's shoulder for an extended period is inappropriate. With limited exceptions such as bringing a Kindergarten scholar to the bathroom during the first weeks of school, the gender of the staff member and the scholar should not play a role in determining the appropriateness of physical contact. For example, a staff member should not play with a female scholar's hair if the staff member would not engage in similar conduct with a male scholar and vice versa.

Staff members must never use corporal punishment or touch a scholar out of anger nor should there be any appearance of touching a scholar as punishment or out of anger. Staff members should not use physical force to move a scholar against their will (e.g., dragging a scholar who refuses to move, though this is different than gentle touches meant to remind or redirect a scholar). An exception is if the staff member is doing so to prevent the scholar from harming themselves,

another student, the staff member, or another member of the school community. Additionally, staff members trained in physical restraint of scholars in crisis may utilize that training as necessary and appropriate.

Staff members must immediately alert the Principal or Director of School Operations in the event that they observe potentially inappropriate physical interactions between staff members and scholars. Violations of appropriate professional boundaries may result in disciplinary action.

Whistleblower Policy

This policy establishes procedures for the receipt and treatment of staff member complaints regarding wrongful conduct relating to AF schools. The policy has been adopted to: (1) provide staff members with a confidential mechanism to alert AF management of alleged "Wrongful Conduct" (as defined below), (2) ensure that all information regarding such conduct is handled in a professional and thorough manner, and (3) protect staff members from retaliation for bringing such concerns to the attention of AF's senior leadership.

AF requires staff members to observe the highest standards of ethics in the conduct of their duties and responsibilities. Staff members must practice honesty and integrity in fulfilling their job responsibilities and must comply with all applicable laws, government regulations and agency rules and procedures.

- Each staff member is responsible for complying with the staff member standards, and for reporting wrongful conduct or suspected wrongful conduct by other staff members. "Wrongful Conduct" includes, but is not limited to, fraud, theft, embezzlement, mishandling of funds, criminal behavior, questionable accounting or auditing practices or other violations of agency policies or applicable laws. The complainant may submit violations or suspected violations on a confidential basis. Anonymous submissions are acceptable as well. Aligning with the need to execute a thorough investigation, reports of violations or suspected violations will be kept confidential to the extent possible. The Vice President of Talent Operations is responsible for investigating and resolving all reported complaints and allegations concerning violations and, at their discretion, shall advise the Chief Financial Officer or the Chair of the Board of Directors in the event that the complaint concerns an alleged violation by the Chief Financial Officer.
- No staff member shall suffer harassment, retaliation or any other adverse employment consequence as a result of (1) reporting suspected Wrongful Conduct in accordance with the procedures of this policy; (2) providing information, causing information to be provided or otherwise assisting in any investigation, including investigations by local, state or federal governmental bodies, regarding any Wrongful Conduct; or (3) filing, causing to be filed, testifying, or otherwise assisting in a criminal, civil or regulatory investigation or proceeding relating to AF. Staff members seeking retaliation against someone who reports a violation shall be subject to discipline including potential termination. By encouraging and enabling staff members and others to raise serious concerns within AF, the whistleblower policy hopes to initially address the situation internally.
- The Chief Financial Officer and Vice President of Talent Operations shall immediately notify the Chair of the Board of Directors of and the Treasurer of the Board of any reported concerns or complaints regarding the agency's finances, including accounting practices, internal controls, alleged malfeasance or illegal conduct, or auditing issues. After immediately notifying the Board of any such grievance, the Chief Financial Officer and Vice President of Talent Operations are expected to work with the Committee until the situation is settled.
- Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith. Any allegations that prove to be both unsubstantiated and to have been made maliciously or with knowledge of their falsehood will be treated as a serious disciplinary offense.

Expense Reimbursement

Use of Credit Cards

Credit cards will be issued to select staff members, as per the approval of the Board Finance Committee. The Finance Committee will also establish the transaction limits. Credit cards will only be used for business purposes and limited to circumstances where a purchase order or having a vendor bill AF is not an option. In general, credit card use should be primarily for travel and meeting-related expenses such as food. Personal purchases of any type are not allowed. Cash advances are also forbidden.

Each cardholder will be required to sign an agreement indicating that they understand and accept the terms of use. Individuals who do not adhere to the policies and procedures surrounding credit card usage may have their credit card privileges revoked. Any cardholder who uses an AF-issued credit card improperly will be held liable for any and all unapproved/unallowable purchases. Fraudulent use of an AF-issued credit card may result in disciplinary action, up to and including termination.

Please see the AF Fiscal Policies and Procedures on Team Finance's Many Minds site for more detailed requirements around the use of credit cards.

Reimbursable Expenses

We understand there are times when staff members will have to incur expenses on the behalf of AF. In general, reimbursable expenses should be limited to travel expenses. For staff working remotely, reimbursement for travel to an AF location will be subject to manager approval. Any other reimbursable expenses should be approved in advance by the manager. Please check the current AF Fiscal Policies and Procedures on the Team Finance's Many Minds site for the most updated information on reimbursable expenses.

Parking and Moving Violation Fines

Staff members using a vehicle for work should be cautious and safe at all times, and are required to abide by all driving and parking laws. AF will not pay parking or other moving violation tickets (e.g., speeding tickets) for any staff member.

Tuition Reimbursement

In general, AF only reimburses tuition for teachers-in-residence and teachers seeking certification through the Relay Graduate School of Education and principals-in-residence attending the National Principal Academy Fellowship at Relay Graduate School of Education. A limited number of exceptions are made at the sole discretion of the Principal and/or Network Support and all requests for tuition reimbursement must be approved in writing in advance.

Intellectual Property and Staff & Student Data

Curriculum and Intellectual Property Policy

During the course of each staff member's employment with an AF school, the staff member shall have access to and the right to use, reproduce, modify, distribute and disclose materials owned by AF and made generally available to staff members (the "Collection of Materials"), solely for classroom or office use within AF and otherwise for the direct and internal benefit of AF. Following any termination of employment with AF, each former staff member shall have the right to reproduce a reasonable number of copies of materials included in the Collection of Materials only for educational use in a single classroom that the former AF teacher instructs.

As a staff member of an AF school, all staff members are expected to develop curriculum, assessment, educational and other similar materials for the direct and indirect benefit of AF, including use by teachers and the other staff members of Network Support and AF schools in their classrooms and offices. All materials and products created, developed and/or prepared by staff members during the course of their employment with an AF school, including, but not limited to, any forms, software, presentations, rubrics, and curriculum and assessment materials (collectively, the "Materials") are the property of AF and all right, title and interest therein shall vest in AF and shall be deemed to be a "work made for hire" under the United States copyright law and made in the course of your employment with an AF school.

To the extent that title to any Materials may not, by operation of law, vest in AF or that any Materials may not be considered to be work made for hire, all right, title and interest therein are hereby irrevocably assigned by staff members to AF. In accordance with the foregoing, the Materials shall belong exclusively to AF with AF having the right to obtain and to hold in its own name, copyrights, trademarks, patents, registrations or such other protection relating to the Materials as may be appropriate to the subject matter, and any extensions and renewals thereof, and the right to transfer the Materials or grant licenses of the Collection of Materials (and to make modifications thereto) for use, distribution and disclosure solely in his/her own classroom at any educational institution at which they are subsequently employed. All reproductions and copies of the Collection of Materials permitted to be made by the former teacher or staff member shall contain the copyright notice and any other similar markings contained in the original; provided, however, that any reproductions or copies of the Collection of Materials that contain substantial or substantive modifications made by the former staff member shall contain the following additional marking within close proximity of the original copyright notice: "Revisions made with the permission of, but not approved by, Network Support." Reproduction, distribution or disclosure of the Collection of Materials, in whole or in part, in any form or medium, outside the limited scope defined herein without the express prior written consent of AF or its assignee is prohibited.

All staff members will be given copies of this policy before they are asked to create materials in conjunction with their employment at AF.

Confidentiality

Staff members are required to maintain a high degree of confidentiality regarding the privacy of students, families, applicants and other staff members. Staff members, during the course of their employment with AF often have access to and possession of Confidential Information. Confidential Information includes, all information disclosed to you or known by you as a consequence of or through your employment at AF (whether or not obtained during your employment at AF) generally not known to the public. It includes, but is not limited to, non-public information concerning AF's operations, finances, investments, facilities, fundraising, students, applicants, families, alumni, staff members, contractors, officers or trustees, whether such information is in written, graphic, recorded, electronic, photographic or any machine-readable form, or is orally conveyed to you.

Staff members may not discuss or disclose Confidential Information to any non-AF individual or entity, either during employment or after termination of employment, without the express authorization of AF. Staff members may only access or discuss or disclose Confidential Information to staff members on a need-to-know basis. Staff members are strictly prohibited from accessing or altering Confidential Information, including but not limited to student data, after termination of employment without the express authorization of AF; violation of this may result in referral to law enforcement or other remedies permitted under law. AF prohibits staff members from using Confidential Information to further their own interests or the interests of family or friends. No staff member is permitted to remove from AF originals or copies of any school or student records, reports, files or other documents without prior approval except for grading and teaching purposes.

Staff Data

AF's philosophy is to safeguard personal staff information in its possession to ensure the confidentiality of the information. Additionally, AF will only collect personal information that is required to pursue its operations and to comply with government reporting and disclosure requirements. Personal information collected by AF includes employee names, addresses, telephone numbers, e-mail addresses, emergency contact information, equal employment opportunity data, social security numbers, date of birth, employment eligibility data, benefits plan enrollment information, which may include dependent personal information, and school/college or certification credentials. In addition, schools maintain information pertaining to an employee to determine eligibility for employment, promotion, additional compensation, and disciplinary and other adverse personnel actions.

Personal staff information will be considered confidential and as such will be shared only as required by law and with those who have a need to have access to such information. All hard copy records will be maintained in locked, secure areas with access limited to those who have a need for such access. Information used in system applications will be safeguarded. In order to protect confidentiality, only Network Support staff members approved by the Chief Executive Officers and school operations team and leadership team will have access to this data. AF may have to share staff information with third party organizations; however, in these circumstances we have confidentiality agreements and clear protocols in place with these organizations.

From time to time, AF schools and Network Support may share your demographic or other information with both internal and external audiences under reasonable circumstances. These examples include:

- Release of partial employee birth dates. The day and month is not considered confidential and will be shared to recognize staff members on such dates.
- Release of personal telephone numbers, e-mail addresses or physical addresses to school or network leadership, who can only use the information to facilitate AF operations.
- Sharing information with respectable research organizations (e.g., universities, RAND, Mathematica, etc.). We may release information about staff pertinent to the research project (e.g., years teaching, educational degree, etc. in a study seeing the effect of years teaching and educational degrees on student achievement), but individual teacher names would never be included in any report, and all researchers are required to sign a confidentiality agreement. Additionally, to produce certain data sets (e.g., value-added data, interim assessment data, Infinite Campus data, etc.), employees of third-party companies may have access to information about students and teachers.
- Release of certain demographic and other information in order to comply with state and federal agencies or public information records requests. Additionally, AF may partner with third party agencies to assist us in meeting compliance with regulations.
- Release of certain performance data to Teach For America (TFA) Program Directors or other TFA staff for current TFA Corp members.

Student Data

AF and its staff members are required to protect the privacy of student education records in compliance with extensive privacy protections under the federal Family Educational Rights and Privacy Act (FERPA) and its implementing regulations and related state law. FERPA prohibits the disclosure of a student's "protected information" to a third party. This disclosure is prohibited whether it is made by hand delivery, verbally, fax, mail, or electronic transmission. Disclosure also includes the provision of access to the educational institution's career center database of student resumes. For purposes of FERPA, a "third party" includes any individual or organization other than the student or the student's parent(s). With respect to third parties, even if the initial disclosure of protected information is permissible, FERPA limits the subsequent disclosure of the information by the third party.

As such, once an educational institution discloses protected information to a third party, it must ensure that the third party does not itself improperly disclose the information in violation of FERPA.

FERPA classifies protected information into three categories: educational information, personally identifiable information, and directory information. The limitations imposed by FERPA vary with respect to each category.

Because the information is confidential and protected by law, staff members may not share education records with individuals outside AF unless the Principal or Director of School Operations has determined doing so is consistent with the school's FERPA obligations and provides written permission. Staff members must promptly contact the Director of School Operations, Principal or Regional Superintendent should any questions arise regarding requests for disclosure of records.

Responding to Outside Inquiries for Information

All requests for information from the media should be directed to media@achievementfirst.org or Senior Director of Marketing & Communications Amanda Pinto at (203) 726-0168.

All requests for information, including public records requests, from outside agencies and individuals should be directed to info@achievementfirst.org.

School Facilities, Property & Technology Use

Use of school facilities (*i.e.*, auditorium, classrooms) and Network Support office space is limited and can only be used by a non-profit aligned with AF's broader mission. Use of school facilities for purely personal reasons (*i.e.*, for a staff member's for-profit side business) will not be permitted. Staff members wishing to use school facilities or Network Support office space for non-profit organizations in which they are involved must obtain prior approval from the school-site Director of School Operations or, in the case of Network Support, the Chief of Staff or office manager, and must comply with any requirements of said location. AF in its sole discretion can deny any requests for use of school facilities and Network Support office space.

Use of School Property

AF believes strongly in providing staff with all of the tools that are needed to succeed. All materials and equipment are intended for school-related use only and are the property of the School. When using AF property, staff members are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines. Please notify the Director of School Operations, if any equipment or machines appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury.

Staff members are responsible for all AF property, materials, or written information issued to them or in their possession. All AF property must be returned on or before a staff member's last day of work or at any time upon the request of AF. All staff members who fail to return AF property upon termination may be billed by AF in an amount equal to the value of the missing property and, if applicable, cost of retrieval.

Damage to school property which results from a staff member's misuse or neglect may be charged to the staff member. Unauthorized or illegal use of any school equipment, including computers, photocopy and fax machines, etc., is strictly prohibited. Staff members may use their AF computers or laptops for basic personal computing needs during non-school hours, but are strictly prohibited from using their AF computers to perform work for another employer, for activities inconsistent with AF's non-profit mission, or for a profit-making endeavor.

AF Stationery & Supplies

AF's name, letterhead, supplies, copy services, and postage meter are for AF's business and must not be used for personal needs. The reputation and influence of AF can be adversely affected by the way in which the letterhead is used. AF letterhead may not be used for correspondence of a personal nature.

Technology Policy

AF provides electronic information and communications systems to facilitate AF's business needs and interests. These systems include, but are not limited to, individual computers, cell phones, peripheral computer hardware, computer software, network hardware, telephone systems with attendant voice mail service, e-mail service, and Internet access (collectively, the "Systems"). The following terms and conditions relating to the use of the Systems will apply to all staff members.

No Privacy Rights: The Systems and all information contained in them (including computer files, e-mail messages, Internet and Intranet access logs, etc.) shall remain the property of AF. Staff members shall understand that the information contained in, transmitted, or otherwise processed by the Systems is not confidential and that authorized AF personnel shall have unrestricted access to all electronic data stored on the Systems. At any time, with or without notice, this information may be monitored, searched, reviewed, disclosed or intercepted by AF administrators for any legitimate purpose, including but not limited to the following: to monitor performance; to assure compliance with AF's policies; to prevent misuse of the Systems; to troubleshoot hardware and software problems; to investigate disclosure of confidential business or proprietary information or conduct that may be illegal or adversely affect AF or its staff members; and to comply with legal and regulatory requests for information. AF may also gain access to communications that have been deleted from e-mail, the Internet or the Intranet.

Security & Passwords: Authorized staff members and students may use only the Systems to which they have been granted access. Individual users are responsible for maintaining the security of information and accounts assigned to them. Users must protect their passwords and are strictly prohibited from disclosing their passwords to anyone other than an authorized Systems administrator. Staff members must take measures to protect their computer by locking their computer during periods of inactivity and not writing down passwords in conspicuous locations.

Confidentiality: Staff members using the Systems to fulfill their responsibility will have access to confidential or sensitive information including, but not limited to, the contact information for AF staff members, students, and families. Under no circumstances shall a staff member disclose such information without proper authorization.

Acceptable Use General: AF strictly prohibits the use of the Systems in ways that may be abusive, harassing, disruptive or offensive to others or harmful to morale. Staff members may not display or transmit sexually explicit images, messages or cartoons; or transmit or use the Systems in any way that violates AF policy. This includes any communications containing ethnic slurs, racial epithets or anything that may be construed as harassment or disparagement of others based on their race, national origin, sex, sexual orientation, gender expression, gender identity, marital status, age, disability, religious or political beliefs, or on any other characteristic protected by law. AF's policy against harassment and discrimination applies fully to the use of its Systems. As referenced above, it also includes disparaging, offensive or confidential information regarding scholars or their families. Such use is prohibited both because it is counter to the AF mission and because it may negatively impact the scholars, families, AF, and the school community. Such use of the Systems may subject a staff member to disciplinary action up to and including termination.

The Systems should not be used to produce or distribute mass e-mails or "chain mail" or to operate a business or make solicitations for personal gain. Further, no communications should be made that attempt to hide the identity of the sender, or to represent the sender as someone else from AF or another entity.

Intentionally introducing malicious content onto a computer or network is prohibited, along with damaging, bypassing, or tampering with the Systems.

Copyright and Licensing: Users must comply with all applicable copyright laws. Unauthorized copying, sharing, downloading, or distributing of material, such as software, database files, documentation, or articles is prohibited.

Damage, Theft or Loss of Hardware: It is the staff member's responsibility to take the best possible care of all school property, including equipment, laptops, etc. Damaged or lost school property will generally be replaced or repaired without cost to the staff member for the first incident, but staff members may be held responsible for all repair and replacement costs for any subsequent incidents. It is understood that accidents happen, but if a staff member is found to intentionally cause damage to School property, the staff member may be responsible for all repair or replacement costs. Additionally, intentionally damaging AF property may result in disciplinary action up to and including termination of employment.

Software: AF prohibits the unauthorized installation of software. This includes unapproved music download or file sharing software. All software used by staff members shall be reviewed and approved by Team IT, and shall not be copied, transferred, modify, or tampered with by the user. The purpose of this policy is to prevent the introduction of malicious programs that could cause significant disruptions to productivity.

Internet Radio or Video Streaming: AF prohibits unauthorized use of internet radio or video streaming for non-instructional purposes on its systems. Staff members should not play internet radio or download large files, including music, while on school premises, except for instructional purposes.

Student Information System: Authorized individuals may access the Student Information System using *only* the password that AF has issued to them. Users shall not, under any circumstances, share their Student Information System passwords with other authorized or unauthorized users of the system. Please refer to the guidelines on handling student data when accessing the Student Information System.

Network Folders & Shared Server: To facilitate collaboration and the sharing of best practices, AF makes available to its users both local and shared networked folders. Users shall not alter material in shared folders without prior permission from a systems administrator or senior manager. Users shall save files only in the folders to which they have been assigned or given write-access, and shall not attempt to retrieve files from the folders of other users without authorization. Users shall only access and/or alter files in student folders for instructional purposes.

Data Recovery: AF makes every effort to back-up work-related files stored in each user's My Documents folder. This does not include video, pictures, or music files. In the event of catastrophic failure, AF will attempt to restore work-related files and programs only. Users storing personal files and folders on their AF-issued devices do so at their own risk.

Use of Photocopying Equipment: School photocopying facilities are for authorized school purposes only and use of such photocopying equipment shall not be abused, used for unauthorized purposes, used by authorized persons, or contravene applicable copyright or other laws.

Telephone and AF Cell Phones: AF phones are for AF use only. Staff members may be required to reimburse AF for any special charges and for their personal telephone calls, personal text messaging, or fee-based downloads. When making a long distance personal call, please charge the call to your personal telephone credit card or inform the Director of School Operations. Staff members are expected to limit all personal calls and phone usage so as not to interfere with work.

Guest Users: AF strictly prohibits users from connecting personal devices, such as personal laptop or gaming equipment, to the AF network. Vendors, guests, or contractors must sign the AF Guest Use Policy before plugging into a LAN connection.

Violation of the above policies may result in disciplinary action up to and including termination of employment.

Solicitation/Distribution - Technology: The School's communication systems (including computer resources and systems such as e-mail) and the equipment used to operate the communication systems are the property of AF and are provided so that the School can conduct its operations involving education and service to students. Use of the School's communication systems, including computer resources, is limited to activities directly relating to the performance by staff members of their duties and responsibilities, and use of the School's communication systems, including computer resources, for non-job-related purposes is prohibited. Communications systems and computer resources may not be used, for example, to solicit or advocate for commercial ventures, political causes, religious proselytizing, outside organizations or other non-job-related solicitations. Incidental personal use should be kept to an absolute minimum and should not interfere with the performance of a staff member's job duties and responsibilities.

In administering this policy AF shall comply with all applicable laws.

BENEFITS

Health & Welfare Benefits

AF provides a variety of health and welfare benefits to eligible staff members, including, but not limited to, medical, dental, vision, retirement, disability insurance and life insurance programs. Only staff members working a minimum of 30 hours per week are eligible for AF's CARE package, unless otherwise stated or working on a Principal approved flexible work arrangement. Staff members working between 20 and 30 hours are eligible for health insurance benefits only if they have previously met the 30-hour minimum for at least one year. Details of the benefits plans, including all terms and conditions and staff member eligibility requirements, are governed by the applicable plan documents and relevant summary plan descriptions. Copies of these materials are available for review on Team Talent Operations Many Minds site or by requesting them from the Director of School Operations.

AF reserves the right to amend, interpret, modify or terminate any of its staff member benefits programs without prior notice. The Plan Administrator of each staff member benefit plans has the power and authority to construe and interpret the terms of the plan, to make all factual determinations, and to amend or terminate such plans. In the event that there are any conflicts between the actual plan documents and the descriptions provided below, the actual plan documents shall control. Staff members will be notified in writing of any material changes to the plans.

While AF strives to keep benefits strong and costs low, the amount that each staff member will have to contribute for both individual and dependent/spouse coverage and the type of health plan/benefits offered are subject to change. Staff members should refer to the governing plan documents for a complete description of the benefits offered.

Domestic Partner Coverage

Domestic partners are eligible for coverage under any AF insurance plans open to families. Domestic partners are defined as two persons over eighteen years of age that (1) are the sole Domestic Partner of the other, (2) currently share a common legal residence and have shared said residence for at least 12 months prior to application for Domestic Partner coverage, (3) are not married to any other persons, (4) are in a relationship of mutual support, caring, and commitment and intend to remain in such a relationship in the indefinite future, (5) are not related to the other by adoption or blood to a degree of closeness that would bar marriage in the state in which they reside, except for those states that legally recognize such Domestic Partners as a legally valid marriage, (6) are responsible for basic living expenses, (7) can provide proof of beneficiary/health care agent status, and (8) neither party has filed a Termination of Domestic Partnership within the preceding 12 months. Imputed income will be added to any elections, when applicable.

Workers' Compensation

AF provides eligible staff members with workers' compensation benefits at no cost. Workers' compensation covers eligible staff members who are injured or disabled on the job, or who contract an occupational disease in the course of employment. Depending upon the nature of the injury or disease, you may receive cash benefits and payments of all necessary medical expenses as determined by the Workers' Compensation Board. All incidents involving workplace injuries or illnesses must be reported immediately to the Director of School Operations.

COBRA Continuation Coverage

Under applicable laws, some employers sponsoring group health plans are required to offer staff members and their families the opportunity for a temporary extension of health coverage (called "continuation coverage") at group rates in certain instances when coverage under the plan would otherwise end. You will be provided with additional information if you become a participant in AF's health plan and, if applicable, when you experience a "qualifying event," such as termination of your employment.

Time Off

AF understands that there are occasions when staff members need time off to meet serious personal obligations that can only be accomplished during working hours (e.g., graduations, weddings, house closings, etc.) Personal and sick days are provided to full-time staff members or staff members on a flexible work arrangement to enable staff members to miss days of work without adversely impacting their compensation. The number of allowable days listed below is for a full-time staff member working at least 40 hours per week. The number of allowable personal and sick days for staff members working less than 40 hours shall be pro-rated, as per the following formula: percentage of the workload multiplied by the number of allowable personal days. If any staff member does not abide by the time-off policies detailed below, they may be subject to disciplinary action, including termination.

Requesting Personal and Sick Days

Given that we hold our students to high attendance standards, it is critical that our staff members do the same. When a teacher or other staff member working directly with students is out, it creates inconsistencies and stress for students and colleagues. If a teacher or administrator needs to be out for a personal day, they should notify the Principal or the designee at least 2 weeks in advance. Staff can request time off in full or half-day increments. AF will do its best to try to accommodate the staff member's needs. However, the staff member's manager reserves the right to deny such requests. If a staff member needs to take a personal day due to an emergency situation, and cannot provide AF with 2 weeks' notice they must contact the Director of School Operations as soon as the need arises.

If they will be out because they are sick, then the staff member should call the Principal and any other staff member as previously designated by the Principal by 6:30 a.m. that morning (or other time specified by Principal). Teachers should call both the Principal and designated staff on both their cell phones and work phones in order to ensure that the message reaches the school.

We ask that teachers try to schedule doctor appointments and other appointments on days that school is not in session. However, when that can't be accomplished AF will allow teachers to schedule such appointments during teacher prep periods. If a teacher needs to miss a class for an appointment, it is the teacher's responsibility to arrange for coverage for the class by asking teachers who do not teach that block to cover the class. In extreme circumstances, the Principal will make arrangements for coverage. In general, however, teachers are responsible for arranging for teaching coverage for when they will be absent. When notifying Principals or designated individuals about an absence, teachers must gain approval from the Principal for their arrangements for covering class(es).

Because school culture is a collective responsibility and we realize that having an external substitute will impact the entire community, we have a strong preference for "internal" substitution – and we have a collective responsibility to ensure that we miss class only in rare circumstances and that we help to "pick up the slack" when our colleagues are out. Excessive absenteeism or unauthorized poor attendance will lead to disciplinary action, up to and including termination of employment.

Principals have the ability to change the specific times listed above. Please check with your specific school for exact times.

Personal & Sick Days for Full-time Teachers, Counselors, Assistants (who do not work over summer) and Paraprofessionals

- Staff members in this group are granted up to 3 personal days during a school year which amount shall be prorated based on start date.
- Personal days may not be taken adjacent to (that is, directly preceding or following) a school vacation or holiday absent exigent circumstances.
- AF does not separate sick days for these staff members. It is the hope of AF that the number of personal days allotted in a given academic year will provide all staff with sufficient days to account for personal and family illness.
- If a staff member is sick, after having exhausted all personal days, the staff member will be docked one day's pay for every missed day during the academic year beyond 15 days, unless the staff member is on an approved leave of absence. The 15 days will be prorated for teachers, counselors, and paraprofessionals who are hired after the start of the academic year.

Personal & Sick Days for Full-time Principals, Deans, Assistants, College Team Staff and Other Staff Members Required to Work over Summer Break

- While school is in session, staff members in this group may take a maximum of 3 personal days that must be used during the school year and should not be used to extend the summer break. In rare circumstances, additional days may be approved by the Principal or Regional Superintendent. However, in those cases, work days may also be added during the "summer" portion of the school-year.
- These staff members will also be granted "winter break" set forth on each school calendar as paid time off.
- These staff members are required to attend all leader training held at the conclusion of the school year. Additionally, they are required to resume work *prior to* (typically one full week prior to) the commencement of staff training in August. In between, the precise number of days "off" will generally vary between two to three weeks and depend on the state of the school, decisions by the principal, and progress of "readiness" work. Before summer break, Principals should work with their Regional Superintendent to plan for school readiness and to set clear expectations for themselves and their leadership teams. Principals should finalize with their Regional Superintendents by February in order to coordinate summer planning.
- AF does not separate sick days for these employees. It is the hope of AF that the number of personal days allotted in a given academic year will provide our staff members with sufficient days to account for personal and family illness. However, if a staff member is sick, after having exhausted all personal days, they may be docked one day's pay for every additional day missed at the discretion of Principal, Regional Superintendent, Director of School Operations or manager. Note that this does not include employees who are out on approved disability leave.

Personal & Sick Days for Full-time School Operations Staff

- Operations staff members are granted up to 20 personal days during the course of the work year. Said 20 days will be prorated for Operations staff members who start after the start of the academic year. As a rule of thumb, because the school operations staff is so critical to a high functioning school, these 20 personal days should be used at the "least disruptive" times possible so as to minimize disruption to the daily operations of the school. To that end, it is recommended that Operations staff members should plan to take no more than 10 days

during the summer break, an additional 5 personal days while school is in session, and the remaining 5 days when school is not in session (e.g., spring break).

- Only one Operations staff member may be off at any given time while school is in session.
- Operations staff members will also be granted “winter break” set forth on each school calendar as paid time off.
- All personal days, regardless of whether or not school is in session must be approved by the Director of School Operations at least two weeks in advance of the absence. Directors of School Operations must have all personal days approved at least 2 weeks in advance by both the Principal and the Regional Director of Operations. Any requests for time off in excess of two weeks during the calendar year must also be signed off on by the Vice President of Operations.

AF reserves the right to require a doctor's note whenever any staff member is out on sick leave for three or more consecutive days. AF also may require, at its sole discretion, a doctor's note for any sick leave when there is reason to believe that such absence may not be due to a legitimate illness (such as absences immediately preceding or following a holiday, vacation period, or weekend).

Rolling Over of Personal Days

No staff members will be compensated for unused personal days. Personal days may not be transferred to other staff members. There is no “rolling over” of personal days to the next school year.

Sabbatical for Principals & Deans

Principals and Deans required to work over the summer are eligible for a three week sabbatical (or fifteen working days). These three weeks are in addition to the regular 10 days these staff members have off each summer; staff members may use these 10 personal days to extend their leave during the summer to a total of five weeks during the sabbatical summer. Sabbaticals will be earned every four years while in a position where summer work is required (typically only required in a Principal or dean role). This is not necessarily four years after joining AF as other staff members are not required to work during the summer.

All staff members need to consider the school environment before taking a sabbatical so the following guidelines must also be met when finalizing sabbatical plans.

- Sabbatical requests must be reviewed and approved by the Principal and/or Regional Superintendent. In some cases, the school may have to develop a multi-year plan that allows staff members to take sabbaticals without impacting the school performance.
- Staff members must complete their second year in the same role to be eligible for a sabbatical.
- No payments in lieu of sabbatical will be given for summers where sabbaticals cannot be accommodated. However, sabbaticals can be deferred until used. If a staff member doesn't have a chance to use the sabbatical while employed at AF, in a role eligible for sabbatical leave, they will receive a maximum \$3,000 payment following the end of their last academic year regardless of the number of sabbaticals deferred.
- Only staff members returning for the following year are eligible for sabbaticals since this is intended to be a break between two academic years at AF.
- An intention to take a sabbatical must be communicated by February of the academic year. It is the staff member's responsibility to request a sabbatical.
- There must be a minimum of two school leaders per school working over the summer and a maximum of two leaders per school on sabbatical. (Depending on the size of a school, these two factors may or may not intersect.) A staff member may also apply to take a Summer Sabbatical one year early in order to help stagger the sabbaticals of different staff. Staff

members taking an early sabbatical are doing so in the good faith that they plan to work during the summer following the next academic year.

- After taking a sabbatical, a staff member is eligible for another sabbatical after four more years. If a staff member takes a sabbatical early, the next "scheduled" sabbatical would be five years later (instead of four years later).

If a staff member started before August 1, 2009, the teaching years when Summer Academy were required will count towards their next sabbatical unless they received a one-time sabbatical payment as a teacher.

Sabbatical for Operations Staff Members

Operations school staff members required to work over the summer are eligible for a 3 week sabbatical (or 15 working days). These 15 days are in addition to any personal days these staff members have each year. Sabbaticals will be earned every 4 years while in a position where summer work is required. This is not necessarily four years after joining AF as other staff members are not required to work during the summer. The operations sabbatical is fifteen personal days that can be used anytime over the following four years after a sabbatical is earned. For instance, a staff member could take an additional 3 or 4 days of vacation every year or a 3-week sabbatical any time after their 4th year and before the end of their 8th year.

All staff members need to consider the school environment before taking a sabbatical so the following guidelines must also be met when finalizing sabbatical plans.

- Sabbatical requests must be reviewed and approved by the Principal and Regional Director of Operations. In some cases, the school may have to develop a multi-year plan that allows staff members to take sabbaticals without impacting the school performance.
- Staff members must complete their second year in the same role to be eligible for a sabbatical.
- No payments in lieu of sabbatical will be given when sabbaticals cannot be accommodated. However, sabbaticals can be deferred until used. If an eligible staff member doesn't have a chance to use the sabbatical while employed at AF in a role eligible for sabbatical leave, they will receive a maximum \$3,000 payment following the end of their last academic year (pro-rated by the portion of the sabbatical days remaining) regardless of the number of sabbaticals missed.
- Only staff members returning for the following year are eligible for sabbaticals since this is intended to be a break between 2 academic years at AF.
- Flexible sabbatical days taken during the school year will not count against the attendance bonus. If an operations staff member intends to use part of the flexible sabbatical during the school year, these plans must be confirmed with the Principal and Regional Director of Operations by the start of each academic year. Any vacations during the school year need to be planned carefully and well in advance.
- After taking a sabbatical, a staff member is eligible for another sabbatical after 4 more years. If a staff member takes a sabbatical early, the next "scheduled" sabbatical would be 5 years later (instead of 4 years later).

Family and Medical Leave Act (FMLA) Leave and Other Leaves of Absence

AF is committed to helping staff members take the time they need to ensure their well-being and the well-being of their families during critical life events, such as the birth or adoption of a child, or a severe illness or injury. Under FMLA and AF's leave policy, an eligible staff member may take up to a total of 13 weeks of unpaid leave during any 12-month period for one or more of the following reasons:

- The birth and care of the newborn child of the staff member;

- Placement with the staff member of a son or daughter for adoption or foster care;
- Care for an immediate family member (spouse, child, parent, mother-in-law, or father-in-law) with a serious health condition;
- Any qualifying exigency arising out of the fact that the spouse, son, daughter or parent of the staff member is on active duty with the U.S. Armed Forces, or has been notified of an impending call to active duty status; or
- Medical leave when the staff member is unable to work because of a serious health condition.

In addition, an eligible staff member may take up to a total of 26 unpaid weeks of leave in a single 12-month period to care for a military service member, where the staff member is the spouse, son, daughter, parent or next of kin of a covered service member who is recovering from a serious illness or injury sustained in the line of duty while on active duty. This extended military FMLA leave shall run concurrent with the FMLA leave described above.

In addition, any eligible staff member who is based out of Connecticut may take up to a total of 16 weeks of unpaid leave in any single 24 month period for the same reasons as FMLA described above. This leave shall run concurrent with the FMLA described above.

Leave taken in connection with the birth or placement of a child must be taken within the first 12 months of the birth or placement.

An 'eligible staff member' is an individual who has been employed by AF for a minimum of 12 months and who has at least 1,250 hours of service during the previous 12 months. A "serious health condition" is defined as an illness, injury, impairment, or physical or mental condition that involves inpatient care at a hospital or residential medical care facility, absence from work for more than three days for a condition that requires continuing treatment by a health care provider, or a chronic long-term health condition.

Procedures: To request a leave of absence for any reasons that are foreseeable, staff members must give written notice to their manager at least 30 days in advance of the need for leave. If a staff member fails to give advance written notice for foreseeable leave, the leave may be denied until at least 30 days after the date notice is provided. If the leave must begin in less than 30 days, staff members must give their manager as much advance notice as is practicable.

If leave is necessary for planned medical treatment, staff members must attempt to schedule treatment so as not to disrupt the operations of AF. Staff members should consult with their managers prior to the scheduling of treatment. If it is medically necessary for an instructional staff member to take intermittent leave or work a reduced schedule, AF may transfer the staff member temporarily to an alternative position that better accommodates this type of leave. AF will require staff members to provide documentation that supports the leave request.

In the event that the leave is for medical reasons, staff members must provide a completed medical certification by a health care provider as to: (1) the date the condition commenced; (2) its probable duration; (3) appropriate medical facts regarding the condition; (4) in the case of a family member, a statement that the staff member is needed to care for the family member and the expected duration of such need; and (5) in the case of the staff member's own illness, a statement that the staff member is unable to perform the functions of the staff member's position. Medical certification forms are available from AF if a physician cannot provide their own. If a staff member requests intermittent leave or a reduced work schedule, AF also will require certification that such type of leave is medically necessary and verification as to the dates and duration of treatment and of the expected duration of the leave.

Staff members must submit medical certifications within 15 days of requesting a leave of absence in connection with a serious health condition. Failure to provide adequate certification in a timely manner may result in delay of leave. If AF has reason to doubt the validity of the medical certification, it may require that the staff member obtain a second opinion from a health care

provider selected by AF at AF's expense. If this opinion differs from the staff member's certification, AF will require, at its expense, a third opinion that is final and binding.

Requirements for Instructional Staff Members: FMLA leave taken by instructional staff members at the end of one semester and the beginning of the next semester shall be considered consecutive leave, rather than intermittent leave. Summer vacation does not count as FMLA leave.

To reduce classroom disruption, if an instructional staff member is or will be absent more than 20% of the total number of working days in the period for which FMLA is taken, and the instructional staff member is taking intermittent leave or leave on a reduced schedule in order to care for a sick family member or because of his/her own illness, then AF may require the staff member to elect either: (1) to take a leave for specified periods of time or (2) transfer temporarily to an equivalent position that better accommodates recurring periods of leave.

AF may require any instructional staff member who wishes to take leave near the end of the academic period to extend their leave through the end of the academic period as follows:

- If a staff member takes FMLA leave for any reason more than five weeks before the end of the term, AF may require the staff member to continue their leave until the end of the term if the leave requested is at least 3 weeks in duration and the staff member would return to work during the last 3 weeks of the term.
- If the staff member takes FMLA leave for any reasons except his/her own illness and the leave begins less than five weeks before the end of the term, AF may require the staff member to continue taking leave until the end of the term if the leave requested is more than 2 weeks in duration and the staff member would return to work during the last 2 weeks of the term.
- If the staff member takes FMLA leave for any reason except their own illness and the leave begins less than three weeks before the end of the term, AF may require that the staff member continue taking leave, if the leave requested is more than 5 working days in duration.

Staff Member Status During FMLA Leave: During the period of FMLA leave, AF will continue the staff member's group health care benefits under the same terms and conditions as if the staff member was not on leave. Staff members will not accrue paid days off during the leave period.

During the leave, AF may require staff members to report periodically on their status and their intent to return to work. Staff members on leave for their own serious health condition or the serious health condition of a close family member may be asked to submit medical re-certifications from time to time during the leave.

Staff members are not permitted to engage in other employment while they are absent from AF under FMLA leave policy, without prior approval of AF. Violation of this policy may lead to disciplinary action, up to and including termination of employment.

Staff Member Status After Leave: When a staff member returns from FMLA leave, AF will return the staff member to the same position, or to another position that has equivalent benefits, pay and other terms and conditions of employment. AF may choose to exempt certain highly compensated staff members from this requirement.

AF will require staff members on FMLA leave for their own serious health condition to submit, prior to their return, a medical certification from their health care provider of their ability to return to work. Staff members who do not return to work within the approved leave period or 13 weeks, whichever comes first, may be terminated as of the scheduled return date, under appropriate circumstances. Any staff member who fraudulently obtains family and medical leave will be subject to immediate discipline, up to and including termination of employment.

If a member of the school leadership team, operations staff or other staff member required to work over the summer has exhausted all paid leave and/or personal days before or during the summer and does not return to work, the staff member will remain on unpaid leave during the

summer. If a teacher, social worker or other staff member not required to work over the summer has exhausted all paid leave before or during the summer but has signed an offer to return for the following year, the staff member will be paid during the summer vacation.

Pay While Out on a Leave of Absence

AF will supplement an eligible staff member's FMLA and disability insurance benefits, if any, as set forth below. These supplemental policies give an eligible staff member the ability to earn 100% of their regular salary during some or all of their leave period.

Paid Disability Leave: AF provides up to 10 weeks of paid leave at 100% regular salary to an eligible staff member who is absent from work due to their disability, *to the extent that the staff member is deemed disabled by the disability insurance carrier*. To be eligible to receive 100% pay while out on a leave, a staff member must have completed at least one full year of employment at an AF school, must have satisfactorily followed the procedures listed in the above Leave of Absence section and must apply AND be approved for short-term disability insurance benefits with AF's insurance carrier. AF will provide salary continuance for up to 3 weeks (15 working day, or more in extraordinary circumstances) in anticipation of the staff member's timely submission of medical documentation and processing time needed by the insurance carrier. Salary continuance would then resume upon approval by the insurance carrier. All amounts paid as salary continuance, including the first 3 weeks, are contingent upon the insurance carrier finding the staff member eligible. If the insurance carrier does not find the staff member eligible, the staff member may be required to repay all salary continuance as it is contingent on their eligibility. Any short-term disability insurance benefits that the staff member receives (this includes Rhode Island Temporary Disability Insurance (RI TDI)) as well as any workers' compensation benefits, shall be used to offset AF's paid disability leave benefits. Anticipated RI TDI benefits will be deducted from AF's paid disability leave benefit amount.

An eligible staff member is entitled to paid disability leave as follows:

- An eligible staff member who has completed more than one full year of employment but less than 3 years of employment is entitled to up to 8 weeks paid disability leave at 100% regular salary. Any additional paid disability leave for which the staff member may qualify will be paid by the carrier at 60% of salary (pre-tax).
- An eligible staff member who has completed 3 or more full years of employment but less than 6 years of employment is entitled to up to 9 weeks paid disability leave at 100% regular salary. Any additional paid disability leave for which the staff member may qualify will be paid by the carrier at 60% of salary (pre-tax).
- An eligible staff member who has completed 6 or more full years of employment is entitled to up to 10 weeks paid disability leave at 100% regular salary. Any additional paid disability leave for which the staff member may qualify will be paid by the carrier at 60% of salary (pre-tax).

There may be caps placed on the amount of disability payments an employee is entitled to. Please see the summary plan description for exact amounts and additional information. When applicable, paid disability leave runs concurrently with FMLA leave, state mandated laves, and/or paid childcare leave. AF will maintain group health insurance coverage for a staff member on paid disability leave on the same terms as if the staff member continued to work, in accordance with the terms of the plans. Staff members are required to notify AF of the need for paid disability leave no less than 30 days in advance whenever possible, or otherwise as soon as practicable.

In consideration of the overlap that may occur with set breaks longer than one day (e.g., summer, winter, February and spring break) and paid leaves, AF will provide an extension of paid

disability and childcare (alternate and primary) leave up to a maximum of 15 working days. Requests for extensions must be approved by a Principal or manager.

For purposes of this section paid disability leave means any disability leave that has been approved by AF's disability insurance carrier.

Paid Childcare Leave: AF provides paid childcare leave to staff members who have, within the prior one month, accepted a child for adoption, foster care, the staff member or the spouse/partner of the staff member gives birth to or adopts a child. If a staff member adopts or receives multiple foster children at different times in one academic year, they are only eligible for paid childcare leave once in that year.

An eligible staff member who is the primary caregiver of the newborn child or child accepted for adoption or foster care is entitled to paid childcare leave as follows:

- A staff member who has completed more than one full year of employment with AF is entitled to up to 12 weeks of paid childcare leave at 100% of salary.
- A staff member who has not completed one full year of employment with AF is eligible to up to 12 weeks paid childcare leave at 60% of salary.

When applicable, paid childcare leave runs concurrently with FMLA leave, state mandated leave, and/or paid disability leave. AF will maintain group health insurance coverage for a staff member on paid childcare leave on the same terms as if the staff member continued to work, in accordance with the terms of the plans. Except in cases of pregnancy-related complications or comparable emergencies, a staff member must notify AF in writing of their intent to take paid childcare leave at least 90 days in advance. A staff member who takes unforeseen paid childcare leave must notify AF as soon as practicable.

Alternative Caregiver Leave: An eligible staff member who is not the primary caregiver of a newborn child or child accepted for adoption or foster care is entitled to up to 2 weeks of 100% paid childcare leave.

New York Paid Family Leave: Some NY based school staff members may be eligible to take New York Paid Family Leave (NYPFL) for the following reasons:

- Bond with a newly born, adopted or fostered child;
- Care for a close relative with a serious health condition (close relative is spouse or domestic partner, parent or parent-in-law, child or stepchild, grandparent or grandchild); or
- Assist loved ones when a family member is deployed abroad on active military service.

When applicable, NYPFL runs concurrently with FMLA leave. Please note that not all school-based staff members are eligible for NYPFL. To confirm eligibility, please contact your Director of School Operations.

Substitution of Paid Leave: If the FMLA leave is for a staff member's own serious health condition or for pregnancy and childbirth, staff members may be eligible to receive compensation from AF's disability insurance carrier and/or under state sponsored paid disability leave and/or paid childcare leave policies and/or AF's personal day/sick day policy. Any paid time off under these policies will run concurrently with FMLA leave. When receiving pay while out on a leave of absence, a staff member is never eligible to receive more than 100% of their current base salary and any state disability leave benefit must be coordinated with AF's paid leave sources.

Unpaid Childcare Leave: Staff members who have been employed for 12 consecutive months are entitled to 10 hours of unpaid leave during any 12 month period to attend school conferences or

other school-related activities for a child of whom the staff member is the parent, foster parent or guardian. A notice of 24 hours prior to the leave must be given to the Director of School Operations or Principal. This unpaid leave shall run concurrently with any accrued personal days.

Military Leave

Staff members who are members of an Active Reserve Unit or the National Guard and need time off for military leave must notify AF immediately and provide the Director of School Operations with a copy of their orders. AF will provide paid and unpaid leave as set forth below.

Paid Leave: Staff members who are members of an Active Reserve Unit or, the National Guard or member of a state or federally authorized urban search and rescue team will be granted a paid leave of absence without loss of any accumulated leave for authorized training or duty orders. Paid military leave will not exceed 15 days per government fiscal year (October through September). Affected staff members must notify AF immediately and provide the Director of School Operations with a copy of their orders.

Unpaid Leave: An unpaid military leave of absence will be granted to staff members who are absent from work because of service in the United States uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act ("USERRA"). Affected staff members must notify AF immediately and provide the Director of School Operations with a copy of their orders, unless military necessity prevents such notice or it is otherwise impossible or unreasonable.

Continuation of health insurance benefits is available as is required by USERRA based on the length of the leave and subject to the terms, conditions and limitations of the applicable plan for which the employee is otherwise eligible. Staff members may continue their health insurance benefits but are responsible for paying their portion of the health insurance premiums. Vacation and holiday benefits will not accrue during the unpaid portion of a military leave of absence.

Staff members on military leave for up to 30 days are required to return to work on the first regularly scheduled shift after the end of service, allowing reasonable travel time. Staff members on longer military leave must apply for reinstatement in accordance with USERRA and all applicable state laws.

Staff members returning from military leave within 5 years will be placed in the position they would have attained had they remained continuously employed or a comparable position depending upon the length of military service in accordance with USERRA. Staff members will be treated as if they were continuously employed for purposes of determining benefits based on length of service.

In addition, AF will provide unpaid time off to a staff member whose spouse or child is a member of the armed forces of the United States, Active Reserve, or National Guard while deployed during a period of military conflict, in accordance with applicable state law.

Jury and Witness Duty

Upon receipt of a proposed jury summons, juror questionnaire or subpoena to testify, a staff member should notify their manager immediately. Staff members may not volunteer for jury duty.

Staff members presenting proof of court appearance will be paid the staff member's full regular salary. AF may offset any jury duty or witness pay received by the staff member while on paid jury duty or witness leave. Staff members must submit copies of subpoenas or other court notices to the Director of School Operations for verification purposes.

Bereavement Leave

In the event of a death in the immediate family, staff members will be paid at their regular rate of pay for 3 consecutive working days' absence (e.g., Monday/Tuesday/Wednesday or

Friday/Monday/Tuesday), unless otherwise approved by manager/Principal. For staff members eligible for an attendance bonus, these 3 days will not count against the attendance bonus. Should a staff member wish to take additional time off, they may use personal days or take unpaid time off with the written authorization of the staff member's manager. AF reserves the right to require documentation of the death (e.g., death certificate, obituary, documentation from funeral home).

Immediate family is defined as:

- A spouse or registered domestic partner
- A brother or sister
- A son or daughter
- A parent or guardian
- A mother- or father-in-law
- A brother- or sister-in-law
- A grandparent or grandchild

HEALTH AND SAFETY

School Safety

AF is committed to providing the best possible working conditions for all its students, visitors and staff members. To accomplish this, AF shall comply with current occupational health, safety and environmental laws and shall develop the operations, procedures, technologies, and policies needed to provide such conditions. A more extensive School Safety Plan is on file in the office of the Director of School Operations.

Workplace Safety

Staff members are required to immediately report any unsafe conditions or any workplace safety incidents at AF to the Student Services Manager or Director of School Operations. Staff members also are encouraged to raise their ideas, concerns and suggestions with respect to school safety (anonymously, if they choose). AF will not retaliate against staff members who make such reports in good faith.

CPR and Defibrillation

AF recommends that at least 3 individuals at each school be trained in CPR. In addition, all of the following individuals should know who is trained in CPR, and one of the following individuals should be trained in CPR: Director of School Operations, Student Services Manager, and Registrar/Office Coordinator. AF will comply with all state laws regarding CPR and access to defibrillators.

Building Security

The following are practices that can significantly help secure the facilities in which we work daily. It is our expectations that all staff members will adhere to these practices. In addition, each building is unique and the Principal should be consulted for specific security measures.

- External doors should never be propped open, especially during evenings, weekends, and holidays. Staff members who find any doors propped open should shut them immediately.
- Make sure that external doors are locked when you leave AF.
- Lock classroom doors when you are the last one leaving.
- Report damage to any doors, hardware or windows to the Director of School Operations.
- Staff members who are issued keys or keycards to access AF facilities are responsible for those keys. Under no circumstances should the keys be given to unauthorized personnel. Report any lost or stolen keys immediately.
- Make sure that all valuables and computers are properly locked. Students and teachers should never "let in" strangers. Follow appropriate visitor's policies.
- All visitors must check in at the main office and wear a visitor's tag.
- Anyone who sees an unescorted, unfamiliar visitor without a visitor tag should escort them to the main office for further assistance and/or immediately alert a school leader (e.g., the Director of School Operations).
- Staff members, volunteers and other adults are not permitted to use the bathrooms designated for scholars during school hours (or before or after school hours if scholar use that bathroom).

Fire Drill/Evacuation/Lockdown/Shelter-In Procedures

AF conducts fire and other emergency drills in accordance with applicable state and local laws. All staff members are expected to participate in such drills, as building and safety personnel

require. Knowing the best way out during an emergency will ensure a quick and safe exit for all AF family and friends, as will quickly following lockdown and shelter-in procedures.

Personal Belongings

AF is not responsible or liable for personal property that is lost, stolen, or damaged while on AF premises or at AF events. In the interest of safety and security, AF reserves the right to search all bags and containers brought onto AF premises or to AF events, at any time.

Workplace Violence

AF is committed to providing an environment free from acts or threats of violence. In keeping with this commitment, AF has established a strict policy that prohibits any staff member from threatening or committing any act of violence in AF, while on duty, while on work-related business, or while operating any vehicle or equipment that AF owns or leases. AF will not tolerate staff members who make threats, engage in threatening behavior, or commit acts of violence against staff members, students, or visitors.

Student Health & Safety

School Nurse

A school nurse is available at posted hours. These hours are typically posted on the nurse's office door (or are available from the Director of School Operations). If a student is injured, the instructional staff member in charge must bring them to the nurse. In a medical emergency in school, the nurse should be notified immediately (and, as necessary and appropriate, emergency services).

Only the nurse may determine if a child must go home for medical reasons. In the event that a nurse is not present, AF must receive permission from a child's parent or legal guardian to allow the child to go home for medical reasons.

Medication Administration

Only registered nurses and physicians, who have proper authorization and training, are permitted to administer medication of any kind (including over-the-counter medication such as Tylenol, Motrin, cough medicine, herbal remedies, etc.) to students. Furthermore, students may not have prescription or non-prescription medication in their possession without the express written consent of the school's medical staff.

In the absence of the nurse, a staff member who is authorized and has received training in safely administering medications from a nurse or licensed physician may administer oral, topical, inhalant, or injectable medications. No medication (prescription or non-prescription), however, should be administered to any student without the written order of a licensed physician, licensed dentist, advanced practice registered nurse or physician assistant, and the written authorization of a parent or guardian. The administration of medications as prescribed shall be recorded on the Individual Student Medication Form. As each form is completed, the nurse will file it in the student's cumulative health record.

Psychotropic Medication

Staff members are prohibited from recommending the use of psychotropic drugs for any child. For the purposes of this policy, the term "recommend" shall mean to directly or indirectly suggest that a child should use or would benefit from psychotropic drugs.

Nothing in this policy shall be construed to prohibit a planning and placement team or individualized education program team, or medical staff, from discussing with parents and/or guardians of a child the appropriateness of consultation with, or evaluation by, medical practitioners,

or to prohibit school personnel from consulting with appropriate medical practitioners with the consent of the parents and/or guardians of a child.

Suspected Student Abuse or Maltreatment

AF is committed to providing a safe and nurturing learning environment for its students. It is AF's policy and obligation to comply with all relevant federal, state and local laws with respect to the prevention, reporting and investigation of student abuse. In New York, Connecticut and Rhode Island, staff members are mandated reporters under State law.

When a staff member suspects or believes that a child has been sexually abused or exploited, physically abused or neglected, or has been placed in imminent risk of serious harm, the employee shall immediately upon having reasonable cause call the local child protective services organization and/or inform the Principal, an AF Social Worker, the Dean of Students or other appropriate school leader, regardless of the suspected perpetrator, including whether it be a parent, legal guardian, fellow staff member or another student or child.

In Connecticut, the Department of Children and Families has established a 24 hour Child Abuse and Neglect Hotline at (800) 842-2288 for the purpose of making such oral reports.

In New York, call the New York State Central Register (SCR) of Child Abuse and Maltreatment Mandated Reporter Hotline at (800) 635-1522.

In Rhode Island, call the Department of Children, Youth & Families Hotline at (800) 742-4453.

For further information regarding staff members' obligations and best practices, please reference the school's required mandated reporter trainings and/or available resources online.

Blood-borne Pathogens Policy

Consistent with federal OSHA requirements and to protect the well-being of staff members, AF has adopted a plan for mitigating the harmful effects of exposure to blood-borne pathogens known as the Occupational Exposure to Blood-borne Pathogens Plan.

The purpose of this plan is to limit occupational exposure to blood and other potentially infectious bodily fluids where exposure to these materials could result in infection, illness, or death of staff members. The policy is designed primarily to limit exposure to hepatitis B (HBV) and human immunodeficiency virus (HIV).

The policy covers all staff members at AF, but particularly those who could reasonably anticipate coming into contact with blood or other potentially infectious materials as a result of performing their job duties.

Staff members may elect to receive the Hepatitis B vaccine at no cost. Information on the Hepatitis B vaccine can be obtained from the Director of School Operations.

Procedure Following an Exposure Incident

Hazards are defined as blood, or any fluid, or item that has been contaminated by blood or bodily fluid. When a hazard occurs, the following steps will be taken by all staff members:

- Proper hand washing must be done prior to putting on non-latex gloves, and after the removal of the gloves;
- Put on provided non-latex gloves prior to handling the hazardous material;
- Notify the AF school nurse of the incident, and arrange for medical and post-exposure evaluation and follow-up. The nurse will assist the staff member in completing a staff member's Report of Injury. A copy will be maintained in the staff member's personal records. A copy will be furnished to the physician examining the staff member;
- Notify the nurse or custodial staff of the incident for disposition of the hazardous waste and disinfection of the site;
- In the event of an accidental exposure (torn gloves, no gloves, etc.), proper hand washing procedures must be followed;

- Remove all jewelry;
 - Wet hands with running water;
 - Apply liquid soap, and lather well;
 - Wash hands well under running water, so that water drains from wrist to fingertips;
 - Dry hands well with paper towels and discard;
 - Turn off water faucets, wipe surfaces surrounding sink with clean paper towel and discard.
- In the event that 5 or more people have been involved in an occupational or accidental exposure, the nurse will notify the Director of School Operations and the Bureau of Health.

Any exposure incident must be reported following the guidelines on the "Accident Form." This report should be filled out by the person in charge at the time or by the Director of School Operations.

Removal and Clean-Up Procedures

The following clean-up precautions will be taken:

- Wear non-latex gloves;
- Mop up spill with paper towels or other absorbent materials;
- Wash the contaminated area well with cleaning solutions for blood borne;
- Dispose of gloves, soiled articles and supplies, or other waste in sealed, double plastic bag.

For the disposition of contaminated waste products, the following procedures will be taken:

- Put on latex gloves;
- Use the provided cleaning solutions to secure spill hazard;
- Place all contaminated supplies, including gloves and other barriers, (except for needles and sharp objects) into a doubled plastic bag, and then properly seal the bag;
- Bodily waste, such as urine, vomit, feces, should be disposed of in the toilet, preferably by the building custodial staff that is trained in such clean-up;
- Avoid handling contaminated laundry except when absolutely necessary. Articles of laundry identified as contaminated should be placed in a plastic bag and given to the student to take home to be laundered or disposed of by the parents or guardians.

PERFORMANCE EXPECTATIONS & EVALUATION

Teacher Career Pathway (TCP)

TCP is how AF evaluates and promotes our teachers. TCP is about helping teachers be the best they can be – for our scholars. Regardless of where they are in their career, they can own their development. For AF's newest folks, TCP is about setting the bar for excellence so they know what makes a great teacher. For our teachers who have been in the classroom for a while, TCP is a way to identify strengths and areas of growth – and to push their coach to develop you in these areas. And for teachers who want to be in the classroom for the long-term, TCP is a career pathway where they will be recognized and rewarded.

TCP provides helpful feedback for growth in the form of Student Assessment Measures (SAMs), Comprehensive Evaluations, and Peer, Leader, Family, and Student Surveys. Stage Advancement along the pathway is based on performance in these feedback areas. AF sees stage advancement along the pathway as an enormous milestone in a long-term career path; it takes time, as well as outstanding performance to become a Distinguished or Master teacher.

For all policies related to the Teacher Career Pathway, please visit the [TCP Portal](#) on Many Minds.

Non-Teacher Staff Member Evaluations

Every year, all other school-based staff members (School Leaders, Operations team members, etc.) will have a Professional Growth Plan (PGP) completed with their manager.

Problem Solving Procedures

Any staff member wishing to complain formally about a procedure, action, or directive of another staff member or manager, including Title IX or Title VII issues, should notify their manager or the Principal at the staff member's discretion, as soon as possible after such procedure, action, or directive has occurred. The Principal shall investigate and arbitrate complaints or designate the Director of School Operations to investigate and arbitrate all such complaints. In the event that the complaint involves a procedure, action, or directive of the Principal or in the event that the complaint is not resolved to the staff member's satisfaction, the staff member may file a written complaint with the Regional Director of Operations, which shall then investigate and arbitrate the complaint. If the complaint is still not resolved after the Regional Director of Operations review, the Vice President of Talent Operations shall investigate and arbitrate the complaint or appoint the Regional Superintendent to arbitrate.

If the staff member feels that AF has violated their Human Rights as governed by the Equal Employment Opportunity Commission, the staff member may reach out to the appropriate state or federal employment discrimination enforcement agency, many listed in the Appendix, to file a claim.

Staff Member Certification

AF must employ certified school-based staff members in order to receive state and federal funding and remain in good legal standing with the governing bodies that authorize us to operate public charter schools. Certification laws vary by state. In rare and specific instances, AF may be able to retain uncertified staff members without consequence. Without key revenue streams and legal authorization, we cannot deliver on our mission to provide all children with access to a great education.

AF strongly believes that we can balance the goals of our mission to place the highest caliber educators with our scholars while working within the appropriate legal parameters. Our organizational core value of "Whatever It Takes" does not permit us to accept that this is an either/or situation. Traditional certification is a viable path for almost all of our teachers and school leaders.

For the good of the organization and our scholars, all AF teachers, Deans and Principals must assume professional responsibility and accept accountability for becoming and staying appropriately certified. AF will work together with the rare staff members for whom traditional certification it is not a viable path to find individual solutions.

Unless otherwise agreed upon in writing between the staff member and AF, the costs of gaining certification, including the costs of all tests, courses, or application fees, are the responsibility of the individual staff member.

While assuming professional responsibility at the individual employee level lies at the heart of AF's organizational stance on certification, as a network we recognize that the path to certification is not always a simple one. To support our teachers and school leaders in completing necessary certification work, AF will work during the onboarding process to provide new hires with detailed information on and resources for certification including pointing them down specific certification paths and providing clear timelines for them to follow.

Once on-boarded, AF will not regularly prompt teachers and school leaders to take the necessary action. Rather, we will check in with staff members approximately once or twice a year on their certification statuses to track progress and ensure we have a shared understanding of expectations and responsibilities.

AF educators are expected to proactively and expediently take any and all steps they need to take to become or stay certified without further prompting or oversight.

In addition to being clear about how we will support our staff in pursuing certification, we feel we must be equally transparent about the consequences for staff members who do not assume appropriate professional responsibility.

Though AF hopes to never find itself in this situation, due to the legal and financial ramifications of maintaining uncertified staff members, we will be forced to give teachers and school leaders who disregard their professional responsibility for certification no salary increase for the subsequent school year despite what they may otherwise have merited.

Further, while certification status will never impact teacher's movement through AF's Teacher Career Pathway, AF schools retain the right as at-will employers to not renew, demote, or terminate teachers or schools leaders on a case-by-case basis who allow their certification to lapse and/or are not making sufficient progress towards becoming properly certified.

APPENDIX I: LAPTOP POLICY ACKNOWLEDGEMENT

I understand that all laptop computers, equipment, and/or accessories that AF has provided to me are the property of Achievement First.

I understand that it is my responsibility to take the best possible care of all laptop computers, equipment, and/or accessories that AF has provided to me.

As an AF employee, I agree generally to exercise appropriate professional judgment and common sense when using my laptop computer.

I will return the equipment to AF in the same condition in which it was provided to me, subject to normal deterioration from use.

I will not install any additional software or change the configuration of the equipment in any way without prior consultation with Tech Support.

I will not allow other individuals to use the laptop computer and/or related equipment and accessories that have been provided to me by AF.

I will not connect personal laptops and/or electronic devices to Achievement First's network.

I understand that a violation of the terms and conditions set out in the policy will result in the restriction and/or termination of my use of any AF laptop computers, equipment, and/or accessories and may result in further discipline up to termination and/or other legal action (including seeking payment for lost or damaged AF property).

APPENDIX II: HARASSMENT COMPLAINT CONTACTS

A. AF School-based and Network Support Contacts:

School	DSO	RDO
AF Amistad High	Kyle Wood	Chelsea Mancini
AF Apollo Elem	Amari Thomas	Heather Gayle
AF Apollo Middle	Kirsten Wunn	Erin McGonegle Crespi
AF Aspire Elem	Sam McGaffin	Melissa Zurlinden
AF Aspire Middle	Naiema Carolina	Petrina Hospedales
AF Bridgeport Elem	Florisca Carter	Tsehaia Brown
AF Bridgeport Middle	Dominique Marshall	Tsehaia Brown
AF Brooklyn High	Brittany Clay	Chelsea Mancini
AF Brownsville Elem	Daisy Aulet	Janine Fraser
AF Brownsville Middle	Arian Halsey	Erin McGonegle Crespi
AF Bushwick Empower Elem	Yvonne Williams	Janine Fraser
AF Bushwick Empower Middle	Edijah Williams	Janine Fraser
AF Bushwick Elem	Yvonne Williams	Janine Fraser
AF Bushwick Middle	Edijah Williams	Janine Fraser
AF Crown Heights Elem	Melissa Cantave	Janine Fraser
AF Crown Heights Middle	Petrina Hospedales	Erin McGonegle Crespi
AF East Brooklyn High	Tyler Burrell	Chelsea Mancini
AF East New York Elem	Melissa Zurlinden	Amelia Hanley
AF East New York Middle	Ernesto Soto	Josh Alfred
AF Endeavor Elem	Breanna Walker	Melissa Zurlinden
AF Endeavor Middle	Josh Alfred	Erin McGonegle Crespi
AF Hartford Elem	Susan Campbell	Tsehaia Brown
AF Hartford Summit Middle	Karaugh Prugar	Latasha Williams
AF Hartford High	Latasha Smith	Tsehaia Brown
AF Illuminar Elem	Shawna Melton	Andrea Summers
AF Illuminar Middle	Ezra Gonzalez	Andrea Summers
AF Linden Elem	Heather Gayle	Janine Fraser
AF Linden Middle	Thaysha Menardy	Petrina Hospedales
AF North Brooklyn Prep Elem	Emily Spine	Erin McGonegle Crespi
AF North Brooklyn Prep Middle	Kwame McLeod	Erin McGonegle Crespi
AF Providence Elem	Kelley Fournier	Andrea Summers
AF Providence Mayoral Middle	Salvador Pellerano	Andrea Summers
AF University Prep High	Kim Wong; Brittany Clay	Chelsea Mancini
AF Voyager Elem	Anika Locklear	Janine Fraser
AF Voyager Middle	Leisel Renaud	Erin McGonegle Crespi
Amistad Elem	Melissa Izzo	Tsehaia Brown
Amistad Middle	LaShell Rountree	Tsehaia Brown
Elm City Elem	Michael Lengle	Andrea Summers
Elm City Middle	Karin Gould	Chelsea Mancini
AF Network Support	Director, Employee Relations Christi George	VP, Talent Operations Kyoung Lee

B. State and Federal Employment Discrimination Enforcement Agencies:

CT Commission on Human Rights and Opportunities
WEST CENTRAL REGION OFFICE (if alleged discrimination occurred in New Haven)
Rowland State Government Center
55 West Main Street, Suite 210, Waterbury, CT 06702-2004
Phone: (203) 805-6530
Fax: (203) 805-6559
TDD: (203) 805-6579

CT Commission on Human Rights and Opportunities
SOUTHWEST REGION OFFICE (if alleged discrimination occurred in Bridgeport)
350 Fairfield Avenue, 6th Floor, Bridgeport, CT 06604
Phone: (203) 579-6246
Fax: (203) 579-6950
TDD: (203) 579-6246

CT Commission on Human Rights and Opportunities
CAPITOL REGION OFFICE (if alleged discrimination occurred in Hartford)
999 Asylum Avenue, 2nd Floor, Hartford, CT 06105
Phone: (860) 566-7710
Fax: (860) 566-1997
TDD: (860) 566-7710

Rhode Island Commission for Human Rights
180 Westminster Street, 3rd Floor, Providence, RI 02903
Phone: (401) 222-2661
Fax: (401) 222-2616

The New York State Division of Human Rights
One Fordham Plaza 4th Floor, Bronx, New York 10458
Phone: (718) 741-8400
TDD: (718) 741-8300

US Equal Opportunity Commission
131 M Street NE, Washington, D.C. 20507
Phone: (800) 669-4000
TTY: (800) 669-6820