MACH WORKFORCE GUIDE

Military Aviator Coalition for Health

16 JUL 26

Effective Upon Receipt Until Superseded

1. Purpose

This MACH Workforce Guide ("Guide") explains how the Military Aviator Coalition for Health ("MACH" or "the Coalition") works with the individuals who serve it, both as Volunteers and as Contractors. This Guide is intended to be a plain-language, practical companion to MACH's other policy documents, not a substitute for them, and it is written so that a MACH Board member, officer, Volunteer, or Contractor can read and apply it without needing legal counsel to interpret it.

2. Policy Statement

This Guide does not amend, supersede, repeal, or take precedence over MACH bylaws or any MACH policy document. Where any provision of this Guide conflicts with, or is inconsistent with, the MACH bylaws, the bylaws are controlling.

This Guide does not itself constitute a contract, and nothing in this Guide creates a right to a contract, or to the renewal or extension of a contract, for any specific duration. MACH engages Contractors, not employees, to perform compensated work. The terms of a Contractor's engagement, including assigned duties, deliverables, hours, compensation, and duration, are set out in that Contractor's individual written contract, negotiated and executed consistent with Sections 7 and 9 of this Guide. Where this Guide describes MACH's standard practices regarding Contractor performance and termination in Section 8, those practices apply unless a Contractor's individual contract expressly provides otherwise. MACH retains the right to end a Contractor's engagement immediately for a violation of Section 5 of this Guide.

3. Applicability and Definitions

This Guide applies to every individual who serves MACH, whether as a Volunteer or as a Contractor, as those terms are defined below. This is a living document and as such is eligible for and subject to change when directed by the MACH Board.

A. "*Volunteer*" means an individual who serves MACH without compensation, in a role that is narrow and confined to a specific project, event, or task, assigned by the Director, the Board, or both, consistent with Section 6 of this Guide.

B. "*Contractor*" means an individual, other than the Director, a Board member, or a MACH officer, who performs compensated work for MACH as an independent contractor under a Contract, consistent with Sections 7, 8, and 9 of this Guide. The Director, a Board member, and a MACH officer are not eligible to serve as a Contractor. MACH has no Contractors as of the effective date of this Guide; MACH's Board of Directors recognizes that Section 4.15 of the MACH bylaws contemplates the possibility of compensated positions in the future.

C. "*Contract*" means the written agreement between MACH and a Contractor that stipulates the Contractor's assigned duties, deliverables, hours, compensation, and duration, negotiated during the Contract Negotiation Period and approved by the Board before the Contract is let (executed), consistent with Section 9 of this Guide.

D. "*Contract Negotiation Period*" means the period, following a candidate's interview and selection, during which the Director and the prospective Contractor negotiate the terms to be stipulated in that Contractor's Contract, consistent with Section 7 of this Guide.

E. "*Supervisor*" means the MACH officer or Board member to whom a Volunteer is assigned to report, consistent with Sections 6 and 11 of this Guide. A Contractor reports to the Director, consistent with Section 8 of this Guide.

F. Where this Guide refers to an individual, it uses the terms "he/she" or "his/her"; no other terms are used in this Guide.

4. MACH Mission, Vision, and the Five Mission Spaces

Mission Statement

The mission of the Military Aviator Coalition for Health (MACH) is to educate others and advocate for federal legislation that improves the care and treatment outcomes for military and Veteran aviators.

Vision Statement

The MACH Coalition envisions improved military and Veteran healthcare enterprise care for aviators that, in the case of cancer, decreases late-stage diagnoses and aviator deaths. In the case of other Veteran healthcare challenges, the MACH Coalition will identify strategies to improve care then get those into law.

The Five Mission Spaces

MACH organizes its advocacy work into five mission spaces. Each mission space, its decomposed efforts, and its associated science or medical issues are set out in the table below. This table is under development and will be completed in a future version of this Guide.

Mission Space	Decomposed Efforts	Associated Science / Medical Issues
1. Flyer Cancer	*Multiple ongoing studies*	*Cancer causation efforts*
2. Aviator Cancer	*ROTOR Act underway at DHA**	*Initial cancer incidence study*
3. AERO Act	*Development ongoing*	*Flyer retention contract reform*
4. MAST Act	*Locating Congressional sponsor*	*High-G flight physiological effects*
5. ABT[2]	*Legislative action in the 120th*	*Mental health investigative study*

*Defense Health Agency

During orientation, everyone's assigned work will be connected to one or more of these five mission spaces, consistent with Section 7 of this Guide.

5. Workplace Style and Standards of Conduct

MACH's workplace style is independent, productive, accessible, accountable, honest, disciplined, focused, and team-oriented. Every individual serving MACH, whether as a Volunteer or as a Contractor, is expected to embody this style in his/her work.

MACH's cornerstone standard of conduct is this: no lying, cheating, or stealing. A violation of this cornerstone standard is grounds for immediate termination of a Contractor's engagement, or immediate dismissal from a volunteer assignment, notwithstanding any other provision of this Guide. The Director is solely responsible for carrying out any termination of a Contractor's engagement or any removal from a Volunteer's assignment, whether under this Section or under Section 8 of this Guide, for both Volunteers and Contractors.

This Guide does not erect a formal human resources department, and MACH does not intend to become an organization that requires one. MACH's Director, officers, and Board members personally own the formation, supervision, and mentorship of every individual who serves MACH, whether Volunteer or Contractor.

6. Volunteer Assignment and Intake

A. A Volunteer is assigned a specific project, event, or task by the Director, the Board, or both. Each assignment shall include developed objectives, an assigned begin date and end date, specified deliverables, a description of what each deliverable looks like when complete, reporting requirements, and a description of other resourcing the assignment requires.

B. A Volunteer is accountable to an assigned Supervisor, who is a MACH officer or Board member, and shall report to that Supervisor regarding status, updates, progress, performance, requests, and milestone monitoring for the duration of the assignment.

C. Before beginning an assignment, a Volunteer shall read and review this Guide, MACH Data Privacy and Breach Response Policy, MACH Whistleblower Protection Policy, and MACH Records Retention Policy, and shall sign Attachment A, Attestation of Review, consistent with Section 14 of this Guide.

D. Volunteer intake consists of a Zoom call interview and discussion with the Director, followed by an orientation delivered by the Director covering the documents described in paragraph C of this Section and the nature of the assigned project, event, or task.

7. Contractor Engagement and Orientation

A. Following a candidate interview and selection, the Director and the prospective Contractor shall negotiate the duties, deliverables, hours, compensation, and duration to be stipulated in

the Contract during the Contract Negotiation Period. A Contract will not be let (executed) *until it has been approved by the Board*, consistent with Section 4.15 of the MACH bylaws. A candidate who is the Director, a Board member, or a MACH officer is not eligible for a Contract, consistent with Section 3(B) of this Guide.

B. Before a Contractor begins work under a Contract, MACH shall offer, to the maximum extent possible, at least **one** in-person orientation event.

C. The orientation shall include, at a minimum: MACH's history, mission, and vision; MACH's five mission spaces described in Section 4 of this Guide, and how they decompose into efforts and associated science and medical issues; a description of how the Contractor's work connects to those five mission spaces; and an emphasis on MACH's workplace style described in Section 5 of this Guide. Additional orientation elements may be added as the Director determines appropriate.

D. As part of orientation, the Contractor shall complete a homework assignment consisting of reading and reviewing all current MACH policy documents. On the day following that reading assignment, the Contractor shall participate in a multi-hour discussion with the Director covering each MACH policy document and how the duties and deliverables stipulated in the Contract align with the requirements of each document.

E. Before beginning work under a Contract, the Contractor shall sign Attachment A, Attestation of Review, consistent with Section 14 of this Guide.

F. The Director shall keep the Board informed regarding Contractor engagements and Contractor activities, consistent with the Director's duty under Section 6.7(a) of the MACH bylaws to inform the Board of all other matters deemed relevant to Board oversight and involvement.

8. Contractor Performance and Termination

Each Contractor's engagement is governed by that Contractor's individual Contract, consistent with Section 2 of this Guide. The following describes MACH's standard practice.

A. The Director is responsible for measuring a Contractor's performance against the duties and deliverables stipulated in that Contractor's Contract, and for providing the Contractor with corrections and correctives where performance does not meet those stipulated terms.

B. Where a Contractor fails to perform consistent with the duties and deliverables stipulated in the Contract, the Director shall issue a written report documenting the failure to perform and any corrective action required.

C. Where a second written report issued under paragraph B describes a failure to perform that is not related to the failure described in the first written report, the Director may provide the Contractor with additional training addressing that failure, delivered by the Director.

D. Where a second written report issued under paragraph B describes a failure to perform that is a repetition of that failure detailed in the first written report, the Director may, if appropriate, terminate the Contractor's contract or provide the Contractor with additional training and monitoring of the Contractor's performance to enable proper follow-on performance. A termination under this Section does not require advance notice.

E. The Director is responsible for carrying out a termination of a Contractor's engagement under this Section or under Section 5 of this Guide.

F. MACH does not currently offer a benefits package to Contractors.

G. Until such time as circumstances warrant otherwise, Contractors perform work from their desired location.

H. A Contractor's hours, availability, and terms of work are stipulated in that Contractor's contract, consistent with Section 9 of this Guide.

I. A Contractor is expected to maintain appropriate self-insurance for the work performed under that Contractor's contract. MACH does not extend its insurance coverage to a Contractor as a matter of course. Indemnification for a Contractor is governed by Article 8 of the MACH bylaws, consistent with a Contractor's status as an agent of MACH under that Article.

9. Compensation, Travel, and Reimbursement

A. A Contractor's compensation, hours, and pay schedule are negotiated and stipulated within that Contractor's contract during the Contract Negotiation Period, in consultation with the Treasurer (or Director if Treasurer is unavailable or that position is vacant), MACH's accountant, and legal counsel as needed and as available. A Contract's compensation terms

must be separately developed by the Director and approved by the Board at a scheduled meeting before the Contract is let (executed). The Board's decision to proceed constitutes full authorization to implement those terms, consistent with Section 4.15 of the MACH bylaws.

B. Where travel is required, MACH will pay for basic airfare to/from domicile or, where a personal vehicle is used, mileage reimbursement at $0.20 per mile. Per diem costs are capped at $75.00 per day. A request for travel reimbursement is processed consistent with the Reimbursement Procedure described in the MACH Financial Affairs Policy.

10. Technology and Equipment

A. MACH will not assign or issue a Contractor computer, phone, or other information technology device. This extends to any Volunteer.

B. Where a position requires access to a MACH data on a specific information technology system, MACH will provide login credentials to that system on a need-to-operate basis per the terms of the contract or as required by a Volunteer.

C. A Volunteer or a Contractor is expected to be literate and fully capable in the use of office productivity equipment and applications sufficient to support MACH's work, collaboration, production, and communication needs. MACH will not furnish such training, equipment, or software.

11. Grievances

A grievance regarding an individual's work, assignment, or working relationship is handled directly between the individual and, in the case of a Volunteer, his/her assigned Supervisor, or, in the case of a Contractor, the Director. This Guide does not establish a separate grievance office or escalation process.

This Section does not apply to, and does not limit, a report of illegal activity under the MACH Whistleblower Protection Policy or a report of harassment or discrimination under the MACH Anti-Harassment and Anti-Discrimination Policy, each of which is handled consistent with its own reporting procedure.

12. Relationship to Other MACH Policies

This Guide works together with and does not replace MACH bylaws, the MACH Whistleblower Protection Policy, MACH Records Retention Policy, MACH Data Privacy and Breach Response Policy, MACH Board Composition and Governance Policy, MACH Anti-Harassment and Anti-Discrimination Policy, and MACH Financial Affairs Policy. Where this Guide and another MACH policy document address a subject matter but differ, the most restrictive provision will apply. A Contractor is free to engage the Director if a different resolution is sought.

13. Administration and Review

This Guide is administered by the MACH Board of Directors and may be amended by the Board as future circumstances warrant. This Guide will be reviewed annually and will remain in effect until superseded or modified by any other MACH document. This Guide will be publicly visible on the MACH website, www.milaviator.org. Where this Guide is amended, the provisions in effect at the time of a given assignment or engagement shall govern that assignment or engagement. An amended version of this Guide shall apply only to an assignment or engagement commenced after that amended version is in full force and effect, as measured from the date of Board enactment stated at the end of this Guide.

14. Acknowledgment

Each individual serving MACH, whether as a Board member, officer, Volunteer, or Contractor, shall read this Guide and sign Attachment A, Attestation of Review. A Volunteer or a Contractor shall sign Attachment A before beginning his/her assignment or engagement, consistent with Sections 6 and 7 of this Guide. The Director shall receive and file all attestations executed under this Section.

Enacted by the MACH Board on: _____

Attachment A: Attestation of Review

MACH Workforce Guide

I, the undersigned, attest that I have received, read, and reviewed the MACH Workforce Guide, and that I understand and agree to comply with the responsibilities it assigns to my role with MACH. I understand that this attestation is not, and does not create, a Contract or a right to a Contract for any specific period.

Printed Name: _____

Role (Board Member, Officer, Volunteer, or Contractor):
_____

Signature: _____

Date: _____