



# Employee Handbook

2021

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# I. Introduction

## Welcome to the Maddox Fund

We are pleased to welcome you as a member of the Dan and Margaret Maddox Fund team. We take pleasure in your decision to join us, and hope that your employment with Maddox will provide you with professional fulfillment and a place to serve our Middle Tennessee community.

Maddox is working to create a just and healthy work environment. Welcoming you to our team helps us reach that goal.

We look forward to developing with you!

## Organizational Culture:

The Maddox Fund strives to create an environment where all people and planet flourish. Through observation, we have found that nature teaches us what healthy systems look like and what it takes to sustain them. Maddox looks to nature to teach us how to work and live together.

### *What we learn from water – Bend, adapt and keep moving forward*

From creeks to rivers, water is always moving—but never on a straight course. Streams bend and burble. They respond to floods and droughts adapting to the environment around them. At Maddox we understand the value of assessing the terrain in which we find ourselves and altering course as needed. We are a learning organization, always exploring new possibilities in response to our changing community. Maddox is curious about what lies beyond the next bend and is willing to take risks as we chart a new course. To paraphrase the Greek philosopher Heraclitus, no one can step in the same river twice, because the river is never the same, and neither are we.

### *What we learn from trees – We are stronger together*

From trees, we learn about interconnectedness, as below ground, tree roots are intertwined for strength and survival. When the wind blows, the trees hold each other fast. At Maddox we take our cue from trees, and believe that we are stronger together, rooted in our shared vision, mission and values while reaching for our shared piece of the sky. Like trees, the Maddox Fund believes our well-being is wrapped up in an inescapable network of mutuality – whatever affects one directly, affects all indirectly.

### *What we learn from grasslands – Diversity feeds us*

From grasslands we learn that diversity – indeed, biodiversity – is essential to healthy systems.

As the multiple varieties of grass and wildflowers are cross-pollinated by bees and breezes, Tennessee grasslands show us how symbiotic relationships feed us. Grassland diversity contributes to soil health, water quality, carbon storage and wildlife habitat. The Maddox Fund promotes equity and justice by celebrating diversity, by finding joy in cross-pollinated ideas and by advocating for just systems, ecological and otherwise, when they are threatened. We nurture an environment of belonging for all people.

### *What we learn from animal communities – How to lead and follow*

From geese that trade off leadership roles in flight to coyotes who play with and protect one another, we acknowledge that we can go further together and that no one can be left behind. From animal communities, Maddox is reminded that when we engage our community/partners/staff/board – when we listen to and trust their lived expertise – we thrive. At Maddox we are committed to leading, following, playing and cultivating an open and generous spirit.

### *What we learn from the earth—Seeds grow in fertile ground*

Ideas, like seeds, are fruitful when they rest in rich soil. Maddox believes that the ground we live in requires time and tending with a commitment to the long-term benefits of on-going care. Our organic matter includes trust, honesty, authenticity, grace, forgiveness, generosity, acceptance, joy, sharing, curiosity, humility, passion and justice. We are committed to caring for the soil so ideas can flourish.

Dan and Margaret were most alive walking along creeks, exploring savannahs or sitting in tree stands. They became conservationists by listening to the wisdom of creation and recognizing that all human beings are interconnected, not just with one another, but with all of nature.

## **What does this culture look like in the workplace:**

### *Bend, adapt and keep moving forward*

We approach our work with a sense of curiosity and are committed to learning as an organization and individuals. We listen to our partners and to each other while recognizing that our different life experiences and expertise are part of a healthy workplace. Adapting includes taking risk and failing forward.

### *We are stronger together*

Knowing that we are all interconnected, we strive to take part in creating a more just and equitable community. We do this through collaboration with other organizations and

being present in the community. We nurture relationship and value community involvement. We also recognize our connection to the environment and are working to produce zero waste.

### *Diversity feeds us*

We recognize the importance of diversity and seek it at all levels of our organization – from the nonprofit organizations we partner with to caterers for our meetings. Different cultural traditions and expressions are celebrated and all voices are welcome and essential.

### *How to lead and follow*

Maddox knows that leadership is fluid and that there are times to lead and times to listen. To that end, we foster space for bold ideas by tearing down formal barriers, embedding participatory processes so people feel ownership in the work. We center voices of our nonprofit partners and follow their lead even when we are required to move outside of our comfort zones.

### *Seeds grow in fertile ground*

Maddox knows that creating meaningful change is a long-term and intensive process. We trust our partners and are responsive to their needs. We are also committed to the development of staff. To help create that fertile ground, we reflect on and analyze our work through a lens of power.

## Vision

A world where all young people have an equitable and just opportunity to thrive, learn, and explore nature.

## Mission Statement

To better our community through partnerships that improve the lives of young people and further wildlife conservation.

## Values

- We believe education and knowledge are transformative
- We champion just and equitable systems and policies
- We manage our resources with integrity and transparency
- We honor the voices of marginalized communities
- We engage our work with humility and curiosity
- We celebrate courageous leadership
- We embrace the shared responsibility to better our community and protect our wildlife habitats

## Equity Imperative:

The Maddox Fund is committed to helping create a more just and equitable community. We fulfill this commitment with our partners by recognizing and addressing the systemic injustices that have marginalized communities and continue to leave many people behind. We engage in and reimagine partnerships to advance education, marginalized youth and wildlife conservation.

Undergirding this commitment is the conviction that all human beings are interconnected, not just with one another, but with all of nature – a belief that makes our desire to foster connection and a sense of belonging even more urgent.

### Definitions

**Diversity** – embracing differences in race, ethnicity, national origin, citizenship, age, faith tradition, sexual orientation, gender identity, gender expression, ability or differently abled in order to diminish historic barriers and disadvantages and reduce bias.

**Inclusion**— elevating the values, voices, styles, experiences and identities of people who have continually been marginalized, thereby increasing shared understanding, dignity and the opportunities to belong and succeed.

**Equity**—providing the resources and support needed to help marginalized individuals and organizations thrive, thereby ensuring we can no longer predict advantages or disadvantages based on our differences.

**Justice** - dismantling historic systems that have marginalized our neighbors and creating new liberating systems to take their place.

# II. Co-Employment with G&A Partners

Because the Dan and Margaret Maddox Fund partners with a PEO, you are entering into a unique employment relationship. G&A Partners is a Professional Employer Organization (PEO). The PEO relationship involves a contractual allocation and sharing of employer responsibilities between the PEO and our organization. This shared employment relationship is called co-employment.

As co-employers with the Maddox Fund, G&A Partners contractually assumes substantial employer rights, responsibilities, and risk. Both the Maddox Fund and G&A

Partners are considered your employer for some purposes, but neither party is considered to be "the" employer for all purposes.

G&A Partners assists the Maddox Fund with employee related matters, including employee relations, workers' compensation claims, payroll, and payroll tax compliance. This allows the Maddox Fund to concentrate on the philanthropic side of operations.

Both the Maddox Fund and G&A Partners establish an employment relationship with you. G&A Partners directs and controls in matters involving human resource management and compliance with employment laws, and the Maddox Fund supervises foundation strategy and operations.

The Maddox Fund provides you with the tools, instruments and place of work. G&A Partners assists in ensuring that you are provided with a worksite that is safe, conducive to productivity and operated in compliance with employment laws and regulations. The PEO provides worksite employees with workers' compensation insurance and various employee benefits programs.

Simply stated, we all work together to provide you with the safest and most productive possible workplace.

## III. Compensation

### Compensation Policy

The Dan and Margaret Maddox Fund is committed to compensating employees fairly while being good stewards of the Maddox Fund's resources.

The Operating & Nominating Committee will make annual recommendations to the Board of Directors regarding the compensation of the Executive Director. The Executive Director will make recommendations to the Board of Directors regarding other employee compensation.

The Maddox Fund will consider salary data from the Philanthropy Southeast, the Council on Foundations and local nonprofit sector surveys when establishing salary ranges and compensation. The Fund will also consider its commitment to equity, including salary equity, as compensation is established.

The Maddox Fund will publish salary ranges on all job announcements.

### Overtime

The Maddox Fund will comply with requirements of the Fair Labor Standards Act (FLSA). Non-exempt employees, as defined in that Act, will be paid overtime at one and one-half times their regular hourly rate for hours worked over 40 within a work week. For the purpose of calculating overtime, the standard workweek is Sunday, 12:01 a.m. to Saturday, 12:00 midnight.

Overtime pay is based on actual hours worked. Time off for holidays, PTO or any leave of absence will not be considered hours worked for purposes of calculating overtime.

Overtime must be reported for the day and week in which the time was worked and will not be carried from one week or pay period to another for any reason. Compensatory time will not be given to non-exempt employees in lieu of overtime pay.

Supervisors must authorize/approve overtime hours prior to the work being performed by non-exempt employees. Employees who fail to obtain such authorization may be subject to corrective action.

Exempt employees, as defined by the Fair Labor Standards Act, are not entitled to overtime pay.

## Payment of Wages

Employees of the Maddox Fund are paid semi-monthly on the fifteenth and the last day of the month. Payment will be administered through direct deposit. Paystubs are available to employees electronically.

A regularly scheduled pay date that falls on a federal banking holiday or weekend will be moved to one business day before the regularly schedule pay date.

## Payroll Deductions

The law requires certain payroll deductions from every employee's compensation, including, but not limited to, applicable federal, state, and local income taxes. Social Security taxes also must be deducted from each employee's earnings. The Maddox Fund matches the amount of Social Security taxes paid by each employee. These deductions are made automatically.

When a court-ordered wage assignment or garnishment is issued against an employee's wages, G&A Partners is required to make the deduction as ordered. G&A Partners may also charge the employee a fee, as allowable by law, to administer the garnishment. G&A Partners will comply with all regulations regarding wage deductions.

Subject to certain exceptions, an exempt employee must receive their full salary for any day in which they perform any work without regard to the number of days or hours worked.

Some exceptions to this rule include:

- Workday in which an employee performs no work.
- Employee's absence for one or more full days.
- To offset amounts employee receives as jury or witness fees or military pay.
- Penalties imposed in good faith for infractions of safety rules of major significance.
- Disciplinary suspensions of one or more full days.
- Days that count toward eligible employee's FMLA leave.

If at any time an employee believes their pay has been subject to an unlawful deduction, they should contact G&A Partners immediately.

## Timekeeping

Accurately recording time worked is the responsibility of every non-exempt employee. Federal and state laws require the Maddox Fund to keep an accurate record of time worked. Time worked is all the time spent on the job performing assigned duties. Non-exempt employees should accurately record the time they begin and end their work. They should also record the beginning and ending time of departure from work for lunch or personal reasons. No one has the authority to tell non-exempt employees to work "off the clock."

The supervisor will review, approve, and make appropriate corrections to the time record before submitting it for payroll processing.

# IV. Time away from the Maddox Fund

## Paid Time Off (PTO)

The Maddox Fund recognizes the need for employees to take time away from their regular duties. The Maddox Fund encourages self-care as the well-being of individual employees contributes to the health of the organization. Employees are required to use at least 50% their PTO each year (the balance can be carried over to the following year). PTO is granted to regular full-time and part-time employees. Staff members can carry over up to 100 hours of PTO.

The length of eligible service is calculated on the basis of employment as an eligible employee. Once employees enter an eligible employment classification, they begin to earn or accrue PTO.

Employees accrue PTO according to the following schedule, unless otherwise negotiated:

<b>Years of Service</b>	<b>Months of Service</b>	<b>Full-time Annual Accrual</b>	<b>Part-time (50%) – 20 hours or more Annual Accrual</b>
1 to 5 years of service	12 – 60 months	20 days (160 hours)	10 days (80 hours)
5 to 10 years of service	61 – 120 months	24 days (192 hours)	12 days (96 hours)
10 years or more of service	121+ months	28 days (224 hours)	14 days (112 hours)

To take PTO, employees should request advance approval from their supervisor. Requests will be reviewed based on a number of factors, including employee needs and organizational functioning.

PTO requests should be submitted to the employee’s supervisor a minimum of two (2) weeks in advance and are subject to approval. Supervisors are responsible for accurately reporting accrued time used by each employee, as well as reporting adjustments or corrections to G&A Partners with the normal payroll for each pay period.

Up to 12 days, or 96 hours, of PTO can be carried over from one year to the next. Maddox staff are encouraged to take their vacation time for rest and renewal.

## **Bereavement Leave**

At the Maddox Fund, we want to support employees and help them manage the difficulties related to the loss of a family member. We realize that circumstances, practices and needs vary with each situation and person, to that end the Maddox Fund has a flexible policy to help employees navigate difficult times.

Because this policy is flexible based on each person’s needs and situation, communication between the employee and the supervisor is critical so that we can understand the employee’s needs and develop a response that is appropriate and sensitive to individual situations.

The amount of bereavement leave needed will vary depending on circumstances but will not be less than 5 days for close family members. The supervisor will work with the employee to determine the appropriate amount of bereavement leave, based on the following considerations:

- The significance of the individual to the employee
- The type and length of religious or cultural customs or observations related to the death, including required travel.
- The amount of responsibility and expectation borne by the employee to manage family affairs.
- The impact of the employee’s potential absence on high priority activities or products.

Grieving often continues following the immediate activities related to a loss and can have a significant effect on an employee’s mental health and productivity. Employees are encouraged to use their PTO in these circumstances to help them recuperate and regain their wellbeing. Your supervisor would approve these requests.

## Holidays

At the Maddox Fund, we strive to support the broad range of religious and cultural practices of our employees with a flexible holiday policy. Each year, a fixed number of paid holidays are recognized with full closure of the Maddox Fund’s offices. In addition to these holidays, each employee has three paid “floating holidays” (the equivalent of 24 hours) to be used at their discretion. When employees are using floating holiday days or hours, they are encouraged to identify this on their calendars and colleagues are encouraged to respect these absences by limiting contact and expectations for the employee.

In addition, the Maddox Fund will attempt to make reasonable accommodations for employee observance of religious holidays and sincerely held religious beliefs including time off for religious holidays and accommodations related to dress, rituals and grooming practices. If religious accommodation is desired, the employee is asked to make the request in writing to the employee’s supervisor as far in advance as possible.

The following holidays will be observed by the Maddox Fund:

- New Year’s Day
- MLK Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Eve
- Christmas Day

10 DAYS TOTAL

Holidays falling on a Saturday will generally be observed the Friday before the holiday. Holidays falling on Sunday will generally be observed the Monday following the holiday. If an observed holiday falls during an employee's scheduled vacation, then that day will be treated as a holiday instead of a PTO day.

## Jury Duty

Employees will be granted jury duty leave in accordance with state law, provided they give the Maddox Fund advance notice of their obligation to serve. It is the responsibility of the employee to show summons to their primary supervisor on the first workday following the receipt of the summons. All regular full-time employees will be allowed up to two (2) days off without loss of pay for jury duty. Evidence of jury duty attendance must be presented to the primary supervisor, who must then forward the documentation through the normal payroll process. The employee should continue to report to work on those days or parts of days when excused from jury duty.

## Leave of Absence – Non FMLA

By definition, a leave of absence is a pre-approved leave without pay. Certain personal circumstances may arise which require a leave of absence. An employee may be granted a leave of absence if approved by the Executive Director, and if there is a reasonable expectation that reinstatement will follow the leave. To be eligible for a leave of absence, an employee must successfully complete one year of employment with the Maddox Fund. Generally, a leave of absence may be extended for a period of six weeks. An employee must utilize available accrued paid leave in conjunction with a personal leave of absence, as appropriate.

Each request should be made in writing to the immediate supervisor who, along with the Executive Director, will work to approve the leave. Arrangements will be made for employees on an individual basis. Management will take into account the needs of the foundation, the employee's past performance, attendance records, length of service and the urgency of the request. If the employee uses the leave for medical purposes, the Maddox Fund requires a physician statement certifying the need for a leave.

An employee may not obtain a leave of absence to seek new employment. An employee on leave of absence, other than military service, should submit a letter of intent to return to work to their supervisor no later than 30 days prior to the expiration of the leave.

The Maddox Fund may initiate a leave of absence if it concludes that attendance, quality or quantity of work, safety, or efficiency have been adversely affected by personal circumstances, or that a leave of absence is in the best interests of the employee and the Maddox Fund.

While an employee is on a personal leave of absence, they will not continue to accrue paid leave or receive holiday pay.

Provided the employee returns to work at the time agreed upon, their record of continuous service will not be broken. It should be noted that reinstatement from a non-FMLA (Family Medical Leave Act) qualifying leave of absence is not guaranteed since operational conditions may make reinstatement unreasonable or impractical.

In the event of any conflict between this policy and the applicable law, employees will be afforded all rights required by law.

Employees with disabilities may request additional leave as an accommodation. Leave extensions are subject to management approval and will be administered in compliance with the ADA.

## Leave of Absence- FMLA Qualifying

The federal Family & Medical Leave Act of 1993 (FMLA), as amended, requires employers with 50 or more employees to provide eligible employees with unpaid leave. Should the Maddox Fund employ 50 or more employees within a 75-mile radius, the Maddox Fund will grant up to 12 weeks of family and medical leave during any 12-month period to eligible employees in accordance with this act, and up to 26 weeks of leave in any 12-month period in compliance with the expansion of FMLA under The Support for Injured Service members Act of 2007. At such time as the Maddox Fund is required to comply with the Family Medical Leave Act, additional details regarding the provisions as outlined in the FMLA guidelines will be provided to all employees.

## Parental Leave

The Maddox Fund will provide six weeks of paid Parental Leave for any leave associated with the birth of an employee's own child or the placement of a child with the employee in connection with adoption or foster care. Employees should provide a 60-day notice to their supervisor, when possible. Anything after six weeks will be unpaid unless a PTO balance exists or may be covered under other appropriate policies as paid for by the employee. There is a twelve-week maximum for Parental Leave.

## Military Duty Leave

The Maddox Fund will administer military leave and returns from leave in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). The Maddox Fund must be notified as soon as an employee receives notice to serve. Such notification to the Maddox Fund must include written verification of duty call from military authority, date the leave is to commence and the expected date of return when possible. A military duty leave is an unpaid leave. However, an employee may use any

available accrued time off as compensation during the leave. During a leave of absence, an employee will not accrue any type of leave and will not be eligible for holiday pay.

## Sabbatical

All employees are eligible to apply for sabbatical leave for up to twelve weeks with full pay after ten years of service and every five years thereafter. This benefit is designed to provide staff with an opportunity to be refreshed and energized, and therefore to return to the foundation with renewed creativity. Employees are expected to spend some portion of their sabbatical in an activity that would benefit both personal and professional growth.

### *Eligibility and Terms*

Applications for sabbatical leave will be considered for employees who have shown exceptional service as demonstrated by consistently strong performance evaluations and dedication to the mission and welfare of Maddox Fund.

Staff members are eligible to apply for a sabbatical leave of up to twelve weeks if they are full time employees and have completed ten consecutive years of service to the foundation. The completed years of service will be calculated based on the employee's official start date at the foundation. Employees may add up to four weeks of PTO time to their sabbatical if approved.

The sabbatical period is considered paid leave from the Foundation. Benefits will continue to be paid by the Foundation.

Employees taking sabbatical leave are expected to continue employment with the foundation for a minimum of one year upon their return from sabbatical leave. Employees are prohibited from engaging in full-time employment with another organization during their sabbatical leave period. Any contract work or part-time engagement should be fully disclosed. The sabbatical leave is primarily an investment in the future of the foundation, and the organization wants to reap the benefit of an employee's continued service. Eligibility for a subsequent sabbatical continues to be based on the employee's official start date.

### *Review and Approval of Requests*

The Executive Director will review and approve or deny applications for sabbatical leave from staff. The Executive Committee will review and approve or deny the application for sabbatical leave from the Executive Director. The decision to approve or deny any request will take into consideration the following non-exclusive criteria: the benefit received from the sabbatical, the availability of operating funds sufficient to cover the expenses associated with covering the employee's responsibilities during the sabbatical,

the work pressures facing the foundation, and adequate coverage available during the employee's absence. Generally, no more than one employee per calendar year will be granted a sabbatical. Exceptions will require the consultation with Executive Director regarding coverage for both absences.

Eligible employees who wish to request a sabbatical leave should request approval at least nine months preceding the leave. The foundation's management and the requesting employee must mutually agree upon the dates of the intended sabbatical.

#### *Professional Development Funds*

Employees on sabbatical leave may use professional development resources from the foundation if they are advancing the foundation's mission and job skills upon return.

## V. Benefits

### Insurance

The Maddox Fund cares about the health and well being of both employees and their families. The Maddox Fund will review benefits options from time to time and will share all options available with employees upon completion of the review. Employees with questions regarding their benefit options should speak with their supervisor for additional information.

At this time, The Maddox Fund does not offer a health insurance benefit but does provide funding for the benefits chosen by the employee.

### Workers' Compensation

Employees are covered against certain loss of earnings due to injuries on the job by a workers' compensation insurance policy. No compensation will be allowed for an injury, illness, or death due to willful misconduct, intentional self-inflicted injury, intoxication, willful failure/refusal to use safety devices, or lack of compliance with prescribed safety procedures. The payment of medical bills and compensation payments will be in accordance with all applicable workers' compensation laws. If an employee suffers an occupational injury or illness, the following steps should be taken:

- Any necessary first-aid treatment should be administered.
- If medical attention is required, the employee must be seen by a medical doctor or facility approved by the Maddox Fund, unless in an emergency.
- If medical attention is required, a drug screen may also be required.
- When physically able, the employee should immediately report the injury or illness to their supervisor.

- Both the employee and supervisor must complete the First Report of Accident/Injury form within 24 hours of the injury. The form must be signed by the supervisor and forwarded to G&A Partners Human Resources immediately.

In all instances, the employee must immediately report any injury or illness that occurs while on the job, no matter how slight, to their immediate supervisor. Failure to do so may jeopardize eligibility for workers' compensation. The supervisor must report the incident to G&A Partners Human Resources within 24 hours of the injury.

Neither the Maddox Fund nor its insurer will be liable for the payment of workers' compensation benefits for any injury that arises out of an employee's voluntary participation in any off-duty recreational, social nor athletic activity that is not part of the employee's work-related duties. The Maddox Fund, G&A Partners Human Resources, and the workers' compensation insurance carrier actively investigate claims that appear fraudulent.

## VI. Relationships and Working Together

### Open Door Policy

The Maddox Fund strongly supports an "open-door" policy that allows for effective two-way communication at all levels of the organization. Positive working relationships depend upon mutual understanding of organizational goals and objectives. If an employee is concerned by circumstances regarding their employment, or feels they are not being treated fairly in accordance with organizational values, a means of redress is available in the form of restorative practices. Employees can raise concerns and make reports without fear of retaliation. However, the employee does have the obligation to continue to work normally without interrupting current job responsibilities during this process.

In typical situations, it is expected that employees would raise their concerns in a timely fashion and in the following: (1) directly with the person related to the concern; 2) the Executive Director; 3) G&A Partners at 615-682-4143 or 713-784-1181; 4) the Whistleblower Hotline with Lighthouse Services, LLC, available through any of the following methods:

- Toll-Free Telephone – (855) 400-6009 (not available from Mexico)
- Website – <https://www.lighthouse-services.com/maddoxcharitablefund>
- E-mail – [reports@lighthouse-services.com](mailto:reports@lighthouse-services.com) (must include the Maddox Fund's name with report)

- Fax – (215) 689-3885 (must include the Maddox Fund’s name with report)

Employees should feel free to take advantage of this open-door policy as our shared aim is to resolve situations that make it difficult to work and fulfill the Maddox mission.

## Restorative Practices

The Maddox Fund is committed to restorative practices when responding to interpersonal conflicts, harm or wrong-doing in the workplace. The Maddox Fund is first concerned with harm as a violation of relationship rather than a violation of policy. When we view harm as a policy violation, the obvious response is punitive. When we view harm as a violation of relationships, we have the obligation to restore the relationship by righting the wrong and repairing the harm that resulted to the fullest extent possible. The central focus is caring for the needs of all parties affected by the harm and restoring the relationships essential to a healthy working environment.

It is hoped that the employee will speak directly to the individual with whom they have conflict. If this is not possible, the employees can reach out in the way they feel most comfortable: 1) the Executive Director; 2) G&A Partners at 615-345-9518 or 615-522-5250; 3) the Whistleblower Hotline.

The Maddox Fund will engage restorative practices professionals when facilitation is needed or requested for healing. Restorative practices may include: Circle process, one-on-one conversations/interviews and group conversations. It is hoped that all parties will enter the restorative process with a spirit of humility and curiosity and with a commitment to courageous conversations.

Restorative practices will focus around the questions:

- What happened?
- How are you feeling about what happened?
- Who has been affected by what you have done? In what way?
- What is needed to make things right?

## Performance Expectations

When efforts to resolve conflicts and restore relationships are not effective or are not possible, the Maddox Fund will use a progressive corrective action process ensure healthy and effective work patterns and relationships.

The commitment to restorative practices does not restrict the Fund from corrective action or termination if the Fund believes the harm or unacceptable behavior warrants such a response. If restorative practices does not bring about mutual satisfaction or the parties are not willing to enter restorative practices, the Fund can enter a corrective action process to include:

- **Written warning** – states the performance or conduct that is unacceptable, development of an action plan for improvement, and that continuation of any

unacceptable performance for the same or different reason may result in termination.

- **Termination:** termination of employment with or without notice.

### *Examples of Unacceptable Behavior or Harm*

It is not possible to list every form of behavior that is considered unacceptable in the workplace. The following situations provide examples of events that may result in corrective action, up to and including immediate termination even for a first offense:

- Disrespecting, harassing or violating relationships (staff, board or partners).
- Creating a hostile work environment.
- Using physical force.
- Engaging in discriminatory behavior, microaggressions, overtly racist/sexist/ableist/heterosexist or abusive behavior.
- Sexual harassment.
- Disregarding the Maddox Fund's core values.
- Breaking confidentiality or trust.
- Falsifying time records or hours worked (non-exempt).
- Failing to properly or completely perform work responsibilities.
- Violating any published policy.
- Misusing work time or work resources.
- Misrepresenting or misusing authority.
- Possessing dangerous or unauthorized materials, such as explosives, firearms, or any other instrument or substance intended or used to inflict harm, in the workplace.
- Using abusive, profane, hurtful or threatening language.
- Being dishonest.

## Whistleblower Policy

The purpose of this policy is to maintain an environment where employees, members of the Board of Directors, consultants, volunteers, applicants and grantees are free to raise good faith concerns regarding Maddox Fund's practices, specifically:

- Reporting suspected violations of law on the part of the Maddox Fund, including, but not limited to, state code, federal laws and regulations;
- Providing truthful information in connection with an inquiry or investigation by a court, agency, law enforcement or other governmental body;
- Identifying and reporting internally potential violations of the Maddox Fund's own policies or compromised ethical or business standards.
- Identifying situations where restorative practices are needed within the organization.

### *Procedure*

If any employee, Board of Directors member, consultant, volunteer, applicant or grantee reasonably believes that some policy, practice, or activity of the Maddox Fund is in violation of law, a written complaint must be filed through the Maddox Fund's Whistleblower Hotline with Lighthouse Services, LLC, available through any of the following methods:

- Toll-Free Telephone: (855) 400-6009 (not available from Mexico)
- Website: <https://www.lighthouse-services.com/maddoxcharitablefund>
- E-mail: [reports@lighthouse-services.com](mailto:reports@lighthouse-services.com) (must include the Maddox Fund's name with report)
- Fax: (215) 689-3885 (must include the Maddox Fund's name with report)

Upon receipt of a complaint the whistleblower hotline will forward the complaint to the Board Chair, the Audit Committee Chair, and the Executive Director. If any or all of the individuals designated to receive a complaint are implicated in the alleged violation, the hotline representative will not send the complaint to them but will instead adhere to the following chain of command until at least three independent Maddox Fund representatives are notified: the Board Chair, the Audit Committee Chair, the Board Vice Chair, Treasurer, Secretary or any other Board member.

It is the intent of the Maddox Fund to adhere to all laws and regulations that apply to the organization, and the underlying purpose of this policy is to support the organization's goal of legal compliance. The support of all employees, Board of Directors members, consultants, volunteers, applicants and grantees is necessary to achieve compliance with various laws and regulations. All employees, Board of Directors members, consultants, volunteers, applicants and grantees are protected from retaliation only if they bring the alleged unlawful activity, policy or practice to the attention of the Maddox Fund, and provide the Maddox Fund with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to reporting parties who comply with this requirement.

### *Good Faith*

Anyone filing a complaint concerning a violation or suspected violation of the law must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegation that proves to have been made maliciously, or knowingly to be false, will be viewed as a serious disciplinary offense.

### *Retaliation*

The Maddox Fund will not retaliate against any employee, Board of Directors member, consultant, volunteer, applicant or grantee who, in good faith, has made a protest or raised a complaint against some practice of the Maddox Fund, or of another individual or entity with whom the Maddox Fund has a relationship, on the basis of a reasonable belief that the practice is in violation of a law or a clear mandate of public policy.

The Maddox Fund will also not retaliate against any employee, Board of Directors member, consultant, volunteers, applicant or grantee who discloses, or plans to disclose to a supervisor, any activity, policy or practice of the Maddox Fund that they reasonably believe is in violation of a law, a rule or a regulation mandated pursuant to a law, or is in violation of a clear mandate of public policy concerning the health, safety, welfare or protection of the environment.

### *Handling of Reported Violations*

The full Audit Committee will be informed of any written complaint at the time it is made.

The complaint will be properly investigated by the Audit Committee in a timely manner and a response will be given to the individual making the complaint. If the complaint is made anonymously, the Chair of the Audit Committee will work through the whistleblower hotline feedback process for communication with the anonymous claimant.

All reports will be promptly investigated by the Audit Committee and appropriate corrective action will be recommended to the Board, if warranted by the investigation. The Audit Committee must receive Board approval to retain outside legal counsel, accountants, private investigators or any other resource deemed necessary to conduct a full and complete investigation of the allegations.

If the Audit Committee response is not satisfactory, an appeal may be made to the Executive Committee. If deemed prudent by the Executive Committee the complaint will be considered by the full Board of Directors. The response of the Board of Directors will be final.

After each complaint, the Board of Directors will consider any policy or procedure changes that might prevent future issues or concerns.

### *Confidentiality*

Reports of concerns and investigations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation. Disclosure of reports of concerns to individuals not involved in the investigation will be viewed as a serious disciplinary offence and may result in corrective action up to and including termination of employment or removal from the Board of

# VII. Employee Conduct

## Hybrid Work

The Maddox Fund will consider employee needs and Fund operations when approving an employee for hybrid work benefits. If approved:

- Employees are expected to be on location for 60% of the work week. Hours in the office with other Maddox team members should be sufficient to maintain team cohesion and well-being.
- Employees should provide a safe, quiet and distraction-free home workspace.
- Employees should participate in video conference calls from an appropriate location in the home workspace.
- Employees must provide the same response time to partner and stakeholder emails and phone calls that you would in the office.
- Employee must have the proper equipment to effectively perform your job duties, including internet connection. Maddox may provide additional equipment as the Fund deems appropriate.
- Employees should not construe the hybrid work policy as additional PTO. Employees are still expected to work the weekly hours that their job status requires.

## Confidential Information

During the course of employment, employees and Board of Directors members will have access to confidential information. Confidential information may include, but is not limited to, non-profit partner lists, strategic plans, fundraising plans, Maddox committee and board discussions, financial information, and other related confidential information. This information is critical to the success of the Maddox Fund and must not be divulged.

Employees and Board of Directors members must not discuss confidential matters or release confidential information to any outside party. If in doubt as to whether or not a particular matter or piece of information is confidential, employees should check with their supervisor; assume that it is confidential until doing so.

Non-profit partner information is confidential and will not be shared with any unauthorized outside party, non-profit partner or subcontractor. Non-profit partner information is the property of the Maddox Fund and may not be downloaded or shared with any unauthorized person without prior express approval by the Executive Director. Programs and materials developed by an employee of the Maddox Fund are the property of the Maddox Fund. Any program or material owned by the Maddox Fund may not be in any way, transferred to any other firm, organization, or individual, without the express

written consent of the Executive Director. The protection of confidential business information and trade secrets is vital to the interests and the success of the Maddox Fund.

The Maddox Fund agrees to preserve and protect the confidentiality of the proprietary and confidential information relating to our non-profit partners, including, but not limited to, financial statements, budgets, and other confidential data. The Maddox Fund also agrees to not disclose or disseminate such non-profit partner information to any third party and to not use such non-profit partner information for its own benefit, for the benefit of any of its officers, directors or employees, including leased employees, or for the benefit of any third party, without the prior written consent of the non-profit partner.

## Substance Use and Abuse

It is the Maddox Fund's intention to maintain a drug free work environment that is safe for all employees and conducive to providing superior service to non-profit partners. Whenever use or abuse of controlled substances (such as alcohol, illegal drugs, or other intoxicants) interferes with the workplace, appropriate action may be taken. The Maddox Fund encourages employees needing help in dealing with drug or alcohol abuse problems to seek aid from available counseling or assistance programs.

The following are prohibited and grounds for discharge:

- The unlawful manufacture, distribution, dispensation, possession or use of any intoxicating beverage, intoxicant, illegal drug, or controlled substance on the Maddox Fund's premises, or while conducting business-related activities off the Maddox Fund's premises. This prohibition does not apply to Maddox events that serve alcohol as part of a meal or reception.
- Reporting for work or remaining on-duty while under the influence of any intoxicating beverage or intoxicant, or having in their system any illegal drug or controlled substance at any detectable amount.
- Use prescription drugs illegally (i.e., to use prescription drugs that have not been legally obtained or in a manner/purpose other than as prescribed).
- Use of the Maddox Fund's property for the storage or transportation of any intoxicating beverages, intoxicants, illegal drugs, or controlled substances.

The above prohibitions do not include drugs taken according to a verifiable prescription and taken under the direction of a licensed physician. However, an employee who is taking prescription drugs or other medication which may affect their work safety must notify their supervisor before beginning work. Failure to report such medication will subject the employee to corrective action, up to and including discharge.

The Maddox Fund reserves the right to require drug/alcohol screens as a condition of continued employment if reasonable suspicion exists that an employee's work performance or safety is impaired by the use of drugs or alcohol. Additionally, these

screens may also be conducted in conjunction with any medical treatment required as a result of an on-the-job injury. Results of a positive drug/alcohol screen, refusal to submit to a drug /alcohol screen, or failure to complete a drug/alcohol screen will result in appropriate corrective action, up to and including discharge.

## VIII. Operations

### Contact with the Media

All media inquiries regarding the Maddox Fund and its operations must be referred to the Executive Director. Only the Executive Director is authorized to make or approve public statements pertaining to the Maddox Fund or its operations. No employees, unless specifically designated by the Executive Director, are authorized to make those statements.

### Driving on Organizational Business

If an employee uses their personal vehicle for organizational business (not including commuting) on the Maddox Fund's time, the employee is required to have a current and valid state driver's license and current auto insurance.

Drivers will travel to and from the designated location only. Employees must observe and abide by all traffic laws and traffic conditions. Moving and parking violations incurred while driving on the Maddox Fund's business will be the driver's sole responsibility.

The use of cellular phones, other than "hands-free" phones, is not allowed while driving. Employees must observe state laws in regard to the use of cellular phones while driving.

### Electronic Communications

Employees of the Maddox Fund have access to a variety of forms of electronic media and services, including computers, networks, electronic mail, telephones, printers, and the Internet. These services are made available to employees in order to help them perform their jobs as efficiently and effectively as possible. However, all employees should remember that electronic media and services provided by the Maddox Fund are the property of the Maddox Fund, and their purpose is to facilitate and support the business.

No right of privacy exists for any employee of the Maddox Fund with respect to information placed on the Maddox Fund's electronic media systems by the employee.

Employees are not allowed to use the Maddox Fund's time, equipment, or technology in connection with any of the following activities:

- Engaging in illegal, fraudulent, or malicious activities.
- Obtaining, displaying, copying, transmitting, or otherwise distributing materials that are defamatory, sexually explicit, discriminatory, or otherwise offensive in nature.
- Sending (uploading) or receiving (downloading) copyrighted materials, trade secrets, proprietary financial information, or other forms of information deemed to be confidential to outside parties or unauthorized internal parties.
- Using another individual's account or identity without explicit authorization from the individual and the Executive Director for legitimate business reasons.
- Attempting to test, circumvent, or defeat security or auditing systems.
- Permitting any unauthorized individual to access the electronic media or services of the Maddox Fund.

Specifically, in regard to the Internet, the user must hold harmless the owners, management and employees of the Maddox Fund for any content or information found on the Internet, regardless of whether the user finds the content offensive or incorrect, or the user incurs damages from relying on the information.

## Safety

The Maddox Fund is concerned with the safety of all employees and guests. All employees must observe and abide by safety standards and be safety conscious at all times. Employees are responsible for immediately reporting all accidents and injuries to management, regardless of how minor the occurrences may seem at the time. Employees are encouraged to report all safety hazards. In addition, any unsafe condition or practice an employee observes should be reported to management. Reprisal will not be permitted or tolerated against any employee who reports a workplace hazard or injury.

To prevent accidents or injuries, the following safety standards should be followed:

- Lift heavy objects using the muscles of the legs and not the back.
- When bending, bend the knees while trying to keep the back as straight as possible.
- Keep work and floor areas free from clutter.
- Do not obstruct doorways, hallways, or stairways in any manner.
- Know the location of the fire extinguishers and emergency exits in the building.
- Coffee pots and heaters are to be turned off at day's end to avoid fire hazards.
- Do not work while under the influence of alcohol or drugs. If reasonable suspicion of drug or alcohol use exists or is witnessed, the employee will be immediately escorted from the work premises.
- Do not engage jokes and horseplay that can lead to accidents and are not considered appropriate on-the-job behavior.
- Use tools and equipment for their intended purposes only.
- Use hazardous sprays or liquids only in well-ventilated areas.

## Social Media Policy

The Maddox Fund takes no position on an employee's decision to start or maintain a blog or participate in other social networking activities. However, it is the right and duty of the Maddox Fund to protect itself from unauthorized disclosure of information regarding proprietary or trade secret information. The Maddox Fund's social media policy includes rules and guidelines for organizational-authorized social networking and personal social networking, and the policy applies to all executive officers, board members, management, and employees.

### *General Provisions*

Unless specifically instructed, employees are not authorized to, and are therefore restricted to speak on behalf of the Maddox Fund. Employees are expected to protect the privacy of the Maddox Fund, its employees, and its non-profit partners. Therefore, employees are not allowed to disclose personal employee and non-employee information, or any other proprietary/nonpublic information to which employees have access. Such information includes, but is not limited to, customer information, trade secrets, financial information, and strategic business plans.

Employees that write or present anything online that is proprietary, libelous, harassing, or discriminatory will be subject to corrective action, up to and including discharge. All organizational policies regarding proprietary information and harassment apply to online activity.

Note that these policies and guideline apply only to work-related sites and issues and are not meant to infringe upon employee's personal interactions or commentary online. Nothing in the policy prohibits an employee from exercising any rights available to them under the National Labor Relations Act.

### *Guidelines for Interaction Regarding the Maddox Fund on Social Media*

- The Maddox Fund respects the right of employees to use blogs and social networking sites as a medium of self-expression and public conversation, and it does not discriminate against employees who use these media for personal interests and affiliations, or other lawful purposes.
- If an employee is developing a Web site or writing a blog that will mention the Maddox Fund, or identify that the employee is an employee of the Maddox Fund, the employee must state that any views expressed on the blog or Web site are theirs alone and do not represent the views of the Maddox Fund.
- Employees cannot use blogs or social networking sites to harass, threaten, bully, discriminate, or defame employees or anyone employed with or doing business with the Maddox Fund.
- Use of new social media accounts and digital platforms related to the Maddox Fund should be approved before their use

## Use and Return of Organizational Property

In some cases, employees may be assigned certain tools or equipment which is necessary to properly perform their job. Employees are responsible for all property, materials, or written information issued to them or in their possession/control. Employees may be asked to sign a receipt for such items. Employees must return all property of the employer that is in their possession or control in the event of termination of employment, resignation, layoff, or immediately upon request. Employees may be required to sign a written agreement authorizing payroll deduction in the event that property is not returned. Where permitted by applicable laws, the employer may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. The employer may also take action deemed appropriate to recover or protect its property.

# VIII. Employment

## Americans with Disabilities Act (ADAAA)

The Maddox Fund is committed to complying with all applicable provisions of the Americans with Disabilities Act Amendments Act (ADAAA). It is our policy not to discriminate against any qualified employee or applicant with regard to any terms or conditions of employment because of such individual's disability or perceived disability, so long as the employee can perform the essential functions of the job.

Consistent with this policy of nondiscrimination, the Maddox Fund will provide reasonable accommodations to any qualified individual with a disability, as defined by the ADAAA, who has made the organization aware of their disability, provided that such accommodation does not constitute an undue hardship on the organization. Employees with a disability, who believe they need an accommodation to perform the essential functions of their job, should notify a member of management or G&A Partners Human Resources Representative at 615-682-4143 or 713-784-1181. The Maddox Fund encourages individuals with disabilities to come forward and request reasonable accommodation.

## Anti-Harassment Policy

The Maddox Fund is committed to providing a work environment that is free of discrimination and harassment. The Maddox Fund has established a "zero tolerance" policy regarding any form of harassment. Each person in the organization or on the Board of Directors is responsible for fostering mutual respect, being familiar with this policy, and refraining from conduct that violates this policy. Actions, words, jokes, or

comments based on an individual's race, color, religion or creed, sex (includes sexual orientation, gender identity, gender expression, pregnancy, childbirth or related medical conditions), gender (includes gender identity or expression), national origin, age, disability, veteran status, genetic information, or any other legally protected characteristic will not be tolerated.

As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited. This policy is applicable to all employees, as well as non-employees, visiting or doing business on and off the Maddox Fund's premises. Under Title VII of the Civil Rights Act, two categories of sexual harassment exist:

**Quid pro quo (this for that) harassment** – involves situations where an employee is either promised some sort of employment benefit (i.e., promotion, raise, etc.) in exchange for sexual favors, or is denied some sort of employment benefit (i.e., employment termination, denying a promotion, etc.) for refusing to comply with sexual demands.

**Hostile work environment harassment** – includes conduct that has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive working environment.

The Maddox Fund requires immediate reporting of all perceived incidents of harassment from employees, as well as non-employees, visiting or doing business on and off the Maddox Fund's premises. If an employee believes they are being harassed, if they believe that their employment is being affected by such conduct directed at someone else, or should employees know of an incident of sexual harassment, or any other form of harassment, they are not only encouraged but also expected to immediately report their concerns using the Whistleblower Hotline with Lighthouse Services, LLC, available through any of the following methods:

- Toll-Free Telephone – (855) 400-6009 (not available from Mexico)
- Website – <https://www.lighthouse-services.com/maddoxcharitablefund>
- E-mail – [reports@lighthouse-services.com](mailto:reports@lighthouse-services.com) (must include the Maddox Fund's name with report)
- Fax – (215) 689-3885 (must include the Maddox Fund's name with report)

Complaints of harassment will be investigated as confidentially and timely as possible with the cooperation of all parties. The identity of the employee making the complaint, as well as the identity of the individual accused of harassment, will be kept as confidential as possible. Where charges of harassment are substantiated, appropriate corrective action will be taken.

The Maddox Fund's policy specifically prohibits retaliation against any individual for making a complaint of sexual or other forms of harassment, or for participating as a

witness or otherwise in a harassment investigation. Thus, employees can raise concerns, make reports, and participate in investigations without fear of retaliation.

Supervisors are expected to have a high level of consciousness and must promptly report any potential incidents of sexual or other forms of harassment using the Whistleblower Hotline with Lighthouse Services, Inc.

With respect to sexual harassment conduct, no supervisor, manager or officer shall threaten or insinuate, either explicitly or implicitly, that any individual's submission to or rejection of sexual advances will in any way influence any personnel decisions regarding that person's employment, evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment.

Other harassing conduct in the workplace, whether physical or verbal, committed by employees, supervisors, volunteers, managers, officers, or non-employees is prohibited. This includes, for example, offensive sexual flirtation, advances, propositions, abuse of a sexual nature, graphic verbal commentary about an individual's body, sexually degrading words to describe an individual, and the display in the workplace of sexually suggestive objects or pictures.

In furtherance of this policy, supervisors should not date any subordinate, and employees are discouraged from dating anyone categorized as a non-profit partner. Such relationships can be potentially disruptive to the work environment, may create a conflict or the appearance of a conflict of interest, and lead to charges of favoritism, discrimination, or claims of indirect harassment. While the Maddox Fund has no desire to interfere with the private lives of its employees or their off-duty conduct, where such conduct impacts upon the work environment in a negative manner, the Maddox Fund reserves the right to take appropriate action, at its discretion, to protect its interests.

Anyone engaging in any form of harassment will be subject to corrective action, up to and including discharge.

## Employee Classifications

For purposes of salary administration and eligibility for overtime payments and employee benefits, the Maddox Fund classifies its employees and other workers as follows:

**Regular Full-Time Employee** – A regular full-time employee is an individual whose employment is for no definite term and who is scheduled to work a minimum of 30 hours per week on a regular basis; however employees are expected to work the normal scheduled workweek of 40 hours. Regular full-time employees may be “exempt” or “nonexempt” as defined below.

**Regular Part-Time Employee** – A regular part-time employee is an individual whose employment is for no definite term and who is scheduled to work less than

30 hours per week on a regular basis. Regular part-time employees may be “exempt” or “non-exempt” as defined below.

**Temporary Employee** – A temporary employee’s work assignment is expected to be of limited duration (usually less than six months) to temporarily supplement the workforce or help complete a specific project. Temporary employees are not eligible for benefits.

**Non-Exempt Employees** – Employees who are required to document time worked and be paid overtime (i.e. time and one-half their regular rate of pay for hours worked in excess of 40 in a workweek), in accordance with applicable federal and state wage and hour laws.

**Exempt Employees** – Employees who are not required to be paid overtime, in accordance with applicable federal and state wage and hour laws, for work performed beyond 40 hours in a workweek. Executives, managers, professional employees, outside sales representatives, and certain employees in administrative positions are exempt.

The Maddox Fund reserves the right to change an employee’s status in response to business needs. Employees may request a change in status to accommodate personal circumstances by discussing the request with their supervisor or Human Resources. In all cases, the decision to change the status of any position, if at all, will be based on the department’s workload, available resources, and an employee’s performance record.

## Employment-at-Will

While the Maddox Fund strives to make the employment relationship a mutually satisfying one, the organization can make no assurances, either expressed or implied, concerning the duration of employment. The employee and the Maddox Fund have an employment-at-will relationship. The employment relationship is for an unspecified time period. Either the employee or the Maddox Fund may end employment at any time, with or without reason or notice.

No one at the Maddox Fund, except the Executive Director, has the authority to create an agreement differing in terms from this handbook, and any such agreement must be in writing and signed by both the employee and the Executive Director. Therefore, no statement or promise by a supervisor or manager may be interpreted as a change in policy, nor will it constitute an agreement made with an employee.

## Equal Employment Opportunity

The Maddox Fund commits to providing a work environment that is free of discrimination. It is the policy of the Maddox Fund that all applicants and employees are entitled to equal employment opportunity regardless of race, color, religion or creed, sex

(includes sexual orientation, gender identity, gender expression, pregnancy, childbirth or related medical conditions), gender (includes gender identity or expression), national origin, age, disability, veteran status, genetic information or other protected characteristics as required by local, state and federal law. As such, the Maddox Fund does not discriminate in employment decisions, including with regard to hiring, termination, promotion, transfers, leave of absence, compensation or training. The Dan and Margaret Maddox Fund is an equal opportunity employer.

## Outside Employment

Employees choosing to work outside the Maddox Fund may do so, as long as it does not create a conflict of interest or interfere with their work schedule or performance at the Maddox Fund. Outside employment that affects an employee's attendance, work performance, productivity, or conduct, either directly or indirectly, or that creates a conflict of interest of any kind, is not allowed. Schedules will not be adjusted and special considerations will not be made for employees who have outside employment.

Unless authorized, outside employment that is restricted includes:

- Performing services for, or acting as an agent, officer, employee, director, consultant, partner, or shareholder for any non-profit partner or business entity similar to the Maddox Fund without authorization.
- Receiving personal income or material gain from outside individuals or companies for producing materials or rendering services during working hours, on the Maddox Fund's premises, using the Maddox Fund's property, or at any time while performing services on the Maddox Fund's behalf.
- Promoting a personal business at any time during working hours, while using the Maddox Fund's property, while on the Maddox Fund's premises, or at any time while representing the Maddox Fund.
- Using the name of the Maddox Fund as part of any outside promotional campaign or other business endeavor without express knowledge and approval of the Executive Director.
- Performing outside work in the name of the Maddox Fund.

Employees are to devote their occupational time, attention, knowledge, and skill to the Maddox Fund and should not be engaged in any other business activity which, directly or indirectly, conflicts with or would be detrimental to the services to be performed by the Maddox Fund. Employees are to work exclusively for the Maddox Fund and will render satisfactory services, performing the duties assigned to them, and they are to use due diligence and professionalism in all matters so directed to their attention.

## Work Reflection and Improvement

Work Reflection and Improvement is an ongoing process at the Maddox Fund. The supervisor and employee should have open communication regarding the employee's

work and any concerns the employee may have. Initially, an informal appraisal should occur with an employee following the completion of six (6) months of employment.

Annually, a formal appraisal of each employee's work should be prepared by the supervisor in order to help integrate career planning with the needs and goals of the Maddox Fund. The emphasis is on establishing personal work goals and evaluating progress toward them. An important part of the reflection process is a private discussion consisting of open, two-way communication between the employee and their supervisor. During the annual reflection, employees are encouraged to frankly discuss their own reflections of their work effectiveness, role within the Maddox Fund, and plans for advancement and career development. Written documentation of each appraisal should be signed and dated by both the employee and supervisor and placed in the employee's personnel file. More frequent reflections may be conducted when deemed necessary to help an employee improve their work performance and satisfaction.

If at any time the employee becomes concerned about their progress, or if there are any other matters of concern regarding employment, these should be discussed immediately with the supervisor. This process is extremely important to make the employees' employment with the Maddox Fund a productive and satisfying experience.

## Personnel Files

Personnel files are the property of the Maddox Fund, and access to the information they contain is restricted. Generally, only management personnel who have a legitimate reason to review information in a file are allowed to do so. Supervisors are responsible for documenting any interactions related to employees and forwarding such information to the employee's personnel file.

With reasonable advance notice, an employee may review their own personnel file in the presence of an individual appointed to maintain the files. Employees are not permitted to copy or remove any part of the employee file.

## Separation Procedures

Since employment at the Maddox Fund is based upon continuing mutual consent, either the employee or the employer may end employment at any time, with or without cause or notice, unless stated otherwise by state law.

The Maddox Fund requests employees to give a minimum of a two (2) week notice in writing. When employment is ended in accordance with these procedures, and the employee leaves in good standing, the employee will be paid accrued and unused PTO per the PTO guidelines, if they are eligible.

Employees are responsible for notifying the Maddox Fund of address changes during the calendar year in which termination occurs to ensure tax information is mailed to the correct address.

2017—Approved

2019—Added Sabbatical and Parental Leave Policies

2019—Update organization name

2021—Update

- Added: Culture Descriptions developed by Equity Leadership Team, Restorative Practices and Hybrid Work Policy
- Updated: Sick and Vacation converted to Paid Time Off (PTO)
- Removed: Sections made obsolete by Hybrid Work Policy, current practice and employment law



EMPLOYEE HANDBOOK RECEIPT  
AND ACKNOWLEDGMENT

I, \_\_\_\_\_, have received a copy of the Dan and Margaret

Printed Employee's Name

Maddox Fund Employee Handbook. I understand the co-employment relationship that exists between me, the PEO (G&A Partners), and the Maddox Fund. I understand that G&A Partners is my employer and is responsible for providing me with workers' compensation coverage and overtime pay as provided by law. I further understand that all operational control will be provided by the Maddox Fund.

The guidelines herein are applicable to all employees as of October 1, 2021 and replace all prior published or unpublished policies, guidelines, handbooks, or other publications related to personnel policies. Employees are expected to know, observe, and comply with the policies herein. I understand that management, in accordance with legitimate business considerations, may make exceptions and clarifications to these policies.

This handbook cannot cover every situation or answer every question about employment. I am encouraged to address questions regarding any policy in this handbook, my benefits, or any changes in my benefits with my primary supervisor. The policies, procedures, and other information contained in this handbook are subject to change at any time due to business needs, with or without advance notice. While the Maddox Fund will normally attempt to provide employees with advance notice of any change, I understand that the Maddox Fund reserves the absolute right to alter these policies at any time, and from time to time without advance notice. Management reserves the right to discharge employees for any legitimate business reason.

Nothing in this employee handbook or in any other documents (such as benefits statements, performance evaluations, or any other written or verbal communications) should be construed to create an employment agreement or contract (either expressed or implied) for anything other than at-will employment. Either the employer or the employee may end the employment relationship at any time.

This employee handbook is the property of Dan and Margaret Maddox Fund. I understand that it has been compiled for information purposes and it is to be returned when I leave the employment of this organization.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_