

Policy Title: Civility Policy

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Issued by: The Lumpkin Family Foundation



The Lumpkin Family Foundation brings the values and passions of a diverse, multi-generational, geographically disbursed family to a mission-driven, professionally managed organization with ambitious philanthropic goals.

The Civility Policy establishes our commitment to sustain a respectful, mutually supportive culture that empowers us individually and organizationally to produce our best results. Above all, every person who works with or within the Foundation should expect to be treated with honesty, dignity and respect and to reciprocate with similar conduct as guided by this Policy.

The Civility Policy broadens the important yet narrow-scope protections of our Anti-harassment Policy (Revised 12/2016) beyond paid staff to the entire team of participants in our work: Members, Volunteers (including family members under 16 and independent committee members and trustees), contractors and employees. The policy goes deeper than the Anti-harassment policy, outlining behaviors that we believe sustain a high-functioning team operating in a culture of openness and creativity, even – or because of – the rich diversity of our viewpoints and communication styles.

PRINCIPLES

We believe that with intention and the establishment of some simple guidelines, it's possible to create an environment where strong teamwork is more likely to flourish. We believe this because:

1. Guidelines for and actions taken under this policy can strengthen recruitment and retention of a highly qualified and diverse team.
2. Uncivil or disrespectful behavior has an impact beyond the recipient that places the Foundation at risk of low productivity due to reduced morale, diminished loyalty, as well as stress and depression that can lead to increased absenteeism and lowered work performance. Even those who are not the recipient of disrespectful or uncivil behavior may feel the effects of these behaviors directed at others.
3. The policy fosters clear communication, facilitates respectful interactions and yields mutually agreeable outcomes. As we accept diverse approaches and modes of communications, having clear boundaries can ensure such differences never express themselves, or are perceived, as personal in any way.
4. Instances of uncivil communication are often, though not always, the result of frustration, impatience and/or a lack of knowledge regarding appropriate communication methods.
5. Individuals who behave in an uncivil manner often regret the behavior and appreciate support to take responsibility for and improve upon that behavior.

6. While daily human interaction has the potential to result in misunderstanding and even conflict, the Civility Policy reflects our desire to minimize these instances, and to support those involved to develop successful resolutions should such instances occur.
7. Clarifying a process for addressing challenging personal dynamics and creating clearer boundaries in our interactions, puts the greatest possible focus on our common interest of maximizing organizational impact.

TERMS

Civility

Civility is the treatment of individuals and groups with dignity, respect and courtesy in our personal interactions at all times.

Incivility

Incivility includes, and is not limited to:

- rudeness
- yelling or shouting
- intimidation or bullying
- degrading, embarrassing, offensive, demeaning or insulting actions or gestures
- degrading, embarrassing, offensive, demeaning or insulting verbal or written statements, including email and social networking
- attempts to discredit another by spreading false information

Incivility can:

- be subtle or overt
- be a single event or a continuing series of incidents
- be unintended or deliberately directed at another individual
- involve the abuse of authority or position.

Recipient

The “recipient” is the individual who experiences uncivil behavior from a co-worker, supervisor, Member or volunteer, or any other person associated with The Lumpkin Family Foundation.

Respect

Respect is a more involved term than Civility. The practice of Respect calls on us to reflect on our conduct beyond simple personal interactions – to our interactions with our work, our relationships with members of our committees or teams, and to the impact our conduct has on the organization as an organic system. Respectful organizational practice engenders a mutually supportive and healthy environment. The following are examples of the practice of Respect:

- *Following rather than going around clear lines of authority values all team members and keeps communications and problem solving simple and efficient.*
- *Preparing for meetings and appointments, responding in a timely fashion to emails and other communications, and appearing punctually shows appreciation for the time of others and creates an expectation among others for similar standards of courtesy, preparedness and professionalism.*

- *Being honest in our expectations of ourselves and forthright in our ability to deliver – even saying “no” if necessary – reduces our stress and allows us to put energy where it has the greatest value.*
- *Receiving and considering new ideas and perspectives, including critical feedback, with an open mind facilitated with questions to deepen understanding makes for creative problem solving and more rewarding experiences.*
- *Living up to a commitment to participate in any team process incorporates all of these practices and prevents a less-informed perspective than others on the team and the risk of undermining a successful solution caused by intermittent attention. Volunteering to participate in a team process means committing to fully preparing and participating at every stage.*

RESPONSIBILITIES

All Members, employees, volunteers and contractors have a responsibility to act in good faith, ASSUME GOOD WILL, and actively contribute to the creation and maintenance of an organizational culture of respect, civility, inclusion, dignity and understanding. This requires addressing instances of incivility, expressing concerns and promptly addressing concerns.

In all cases, the impact on the recipient and/or the work environment must be addressed. Although incivility may be subjective or unintentional, this does not excuse the behavior.

Board of Trustees

The Board of Trustees is responsible to maintain and periodically review the Civility Policy. Although the Board may choose to delegate the function to a committee, because of the advisory nature of committees, the Board is ultimately responsible to ensure that the policy is overseen, implemented and reviewed. From time to time, the Board of Trustees, or the committee it delegates, may recommend professional development regarding the maintenance of the Civility Policy for any or of the individuals or groups covered by the policy.

Members

All Members shall annually sign the Civility Policy, indicating both understanding of, and agreement to adhere to the policy.

Employees

All employees shall annually sign the Civility Policy, indicating both understanding of and agreement to adhere to the policy.

Volunteers

All Foundation volunteers shall annually sign the Civility Policy, indicating both understanding of, and agreement to adhere to the policy.

President of the Board of Trustees

The President of the Board of Trustees is responsible for monitoring and evaluating the Executive Director’s success in maintaining a culture of civility, and for providing support and resources to the Executive Director as needed.

Executive Director

The Executive Director is responsible for creating and maintaining a positive work culture among and between employees, Members, volunteers and contractors.

The Executive Director is responsible to notify and consult with the President of the Board of Trustees, and the entire Board of Trustees when necessary, should any employee be the recipient of uncivil behavior by a Member, volunteer or contractor.

Recipient of Uncivil Behavior

In any instance in which for any reason, the recipient of uncivil behavior believes it is not practical or possible to resolve the issue directly with the person who behaved in an uncivil manner, the recipient should:

- If an employee, consult with his or her direct supervisor;
- If a Member or volunteer, consult with his or her committee chair or the President of the Board;
- If a contractor, consult with the Executive Director.

In each case above, the person contacted may arrange for the two persons involved to discuss the incident of concern in the presence of the supervising individual. Or, the person contacted may identify and refer specific resources to the recipient for assistance to deal with an experience of incivility. In cases in which it is not possible or practical for the people involved in the incident to have further discussion, the person contacted about the incident shall refer the incident for additional action.

Consequences of Uncivil Behavior

The consequence of uncivil behavior by an employee is determined by The Lumpkin Family Foundation Executive Director. This may range from coaching by the E.D., to referral to additional resources, to change in employment status.

The consequence of uncivil behavior by a contractor is determined by The Lumpkin Family Foundation Executive Director. The E.D. may choose to consult with the President of the Board of Trustees and/or the full Board of Trustees before making a final determination.

The consequence of uncivil behavior by a volunteer or Member can take several forms.

- If the volunteer is not a member of the Lumpkin Family, the consequence is determined by The Lumpkin Family Foundation Executive Director. The E.D. may choose to consult with the President of the Board of Trustees in making that determination. The consequence may range from coaching by the E.D., to referral to additional resources, to a request that the individual step away from his or her volunteer position with the Foundation.
- In the case of a Member or a volunteer who is a member of the Lumpkin Family, behavior is guided by the Lumpkin Family's Constitution and commitment to actions that nurture and support strong relationships through respectful, direct and kind communications.
Uncivil behavior is inconsistent with the behaviors supported by the Lumpkin Family, and is thoughtfully addressed in a manner that supports other aspects of the Family Enterprise including The Lumpkin Family Foundation.

Should a Member or Lumpkin family member behave in a manner described as “uncivil” by this policy, the concern should be voiced to The Lumpkin Family Foundation Executive Director, who, as in the other situations described above, may implement consequences including coaching by the E.D., to referral to additional resources, to a request that the individual step away from his or her volunteer position with the Foundation. The Executive Director may choose to consult with the Foundation President in making this determination. In some cases, the Executive Director may further determine that it is necessary to consult with the Lumpkin Family Council in order to implement a resolution that is most appropriate to the situation and individuals involved.

If, after the above steps have been taken, the recipient of uncivil behavior feels that he or she has not received sufficient support and/or resources for addressing the incident of incivility, that individual should contact The Lumpkin Family Foundation Board of Trustees directly.