

Crossroads Fund Personnel Policies
Revised and Adopted - September 20, 2004

- I. Statement of Purpose
- II. Equal Opportunity Employment/Harassment Statement
- III. Appointments of Staff
- IV. Employee Status and Benefits Eligibility
- V. Performance Evaluation
 - A. Introductory Period
 - B. Annual Reviews
- VI. Holidays and Leaves
 - A. Holidays
 - B. Vacation
 - C. Personal Days
 - D. Sick Days
 - E. Family & Medical Leave
 - 1. Child Care Leave
 - 2. Family Medical Leave
 - F. Sabbatical Leave
 - G. Funeral Leave
 - H. Jury Duty
 - I. Severe Inclement Weather
- VII. Health/Dental/Life Insurance/Retirement/Other Benefits
 - A. Health Insurance
 - B. Dental Insurance
 - C. Life Insurance
 - D. Retirement Benefit
 - E. Flex Time
 - F. Reimbursement
- VIII. Wages and Salaries
- IX. Expectations of Staff
 - A. Confidentiality
 - B. Conflicts of Interest
 - C. E-Mail and Internet Policy
- X. Disciplinary Action
 - B. Oral Warning
 - C. Written Warning
 - D. Termination of Employment
- XI. Notice, Resignations, Layoffs
 - A. Notice
 - B. Resignations
 - C. Layoffs
- XII. Grievance Procedures
- XIII. Smoking Policy
- XIV. Implementation and Review of Policies

Crossroads Fund Personnel Policies
9/20/2004

I. Statement of Purpose

The purpose of these policies is to clarify the rights and responsibilities of paid staff people and the Board of Directors and to create conditions of favorable employment that are consistent with political perspectives of Crossroads.

These policies govern the practice of the Crossroads Fund in areas of hiring, evaluation of staff, salaries and benefits, grievances, terminations, and other processes involving full-time and part-time employees. There may be additional rights and responsibilities of Crossroads and its employees legislated by State or Federal laws that are not covered in these politics. In these cases, Crossroads and its employees shall abide by such laws.

The Administrative Committee of the Board of Directors has full responsibility for the design, implementation, review, and revision of all personnel policies and procedures. All actions of the Administrative Committee are subject to review by the Board of Directors of the Crossroads Fund.

II. Equal Opportunity Employment/Harassment

The Crossroads Fund is committed to the principle of Equal Opportunity Employment (see attached Equal Opportunity Statement).

Recruitment, hiring, and promotions of staff shall be performed without prejudice with regard to race, religion, color, gender, national origin, age, sexual orientation, disability, ancestry, political affiliation, marital status, parental status, arrest record or source of income. Crossroads does not tolerate harassment of any kind (see attached Sexual Harassment Policy). All employees will receive a copy of the Fund's Affirmative Action Policy.

Crossroads will act in accordance with the Americans with Disabilities Act, which includes persons with HIV/AIDS. In the spirit of Affirmative Action, Crossroads will actively recruit and refer persons of color, lesbians/gays/bisexuals and transgender persons, persons with disabilities, and women for all positions.

III. Appointments

All job positions and salary ranges shall be reviewed annually by the Board of Directors. The Administrative Committee, with input from the Executive Director, will have responsibility for making recommendations to the Board concerning the creation of new positions and appropriate salary ranges.

All regular employees will receive a written job description, stating the purpose and responsibilities of the job, qualifications required, and to whom the employee is accountable.

The Board is responsible for hiring, supervision, and termination of the Executive Director. The Administrative Committee will act as a search and screening body in this process. All other employees will be hired by the Executive Director. The Executive Director supervises all other staff and the day to day administration of the personnel policies; the Executive Director may delegate hiring or supervisory authority as is appropriate.

All regular employees will receive a Letter of Agreement that states the conditions of employment, including the date of employment, name of position, salary, benefits, terms of introductory period, and who has responsibility for supervision of that employee. A copy of Crossroads' personnel policies is given with the letter. The letter will be signed by both parties in duplicate to acknowledge receipt of all the information listed above.

IV. **Employee Status and Benefits Eligibility**

Exempt employees are not covered by the Fair Labor and Standards Act and do not receive overtime pay. To be exempt, at least 80% of a person's work must be executive, administrative, or professional in nature requiring regular exercise of discretion and independent judgment. This includes work which is mainly managerial, supervisory, artistic, or intellectual in scope.

Nonexempt employees perform work other than executive, administrative, or professional work as defined by the Fair Labor Standards Act and must receive extra pay for overtime work as legally required.

Introductory employees have not yet completed six months of employment. Upon demonstrating satisfactory job performance, introductory employees will automatically become regular employees at the end of their introductory period unless given prior written notice to the contrary. The introductory period is covered more thoroughly in section V.A. below.

Salaried, full-time employees work at least 40 hours per week (including lunch) and are eligible for full employee benefits.

Salaried, part-time employees work fewer than 40 hours (including lunch) per week. Part-time employees working 30 hours or more per week are eligible to buy into the Crossroads Fund health benefits plan at the employees' own expense.

Independent contractors are those who are hired as to temporarily supplement the staff or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Independent contractors are not eligible for benefits.

V. **Performance Evaluation**

A. Introductory Period

The purpose of the introductory period is for the employee and Crossroads to determine whether employment in the specific position is desirable. All employees will have an initial introductory period for six months. At the end of this period, a formal evaluation will be completed mutually between the employee and the Executive Director or appropriate supervisor. In the case of the Executive Director the process is

coordinated with the Administrative Committee.. Either party is expected to give a two-week notice of intent to terminate or resign during this introductory period. The Executive Director may choose to provide the introductory employee with two weeks' pay in lieu of notice at any time during the introductory period.

B. Annual Reviews

The Executive Director will be evaluated annually by the Administrative Committee. All other employees will be evaluated by the Executive Director or appropriate supervisor. Annual reviews will be conducted for each employee prior to the end of the fiscal year and in preparation for budgetary planning for the next fiscal year. Evaluations will consist of mutual assessments by the supervisor and the employee, of one another.

Annual reviews will include:

- A review of employee's performance in relation to each provision of his/her job description.
- A mutual agreement as to goals and objectives for the coming year, including organizational goals and professional development goals.
- Salary increases, if applicable.

VI. Office Hours, Working At Home, & Workday Definition

Crossroads' office hours are 9 a.m. to 5 p.m. Monday through Friday. Occasional weekend and week-night work is required of all employees. Employees may, in consultation with the Executive Director, choose their regular office hours, so that both their needs and the organization's needs are met.

Employees may work at home on projects or tasks that can be performed there, with the approval of the Executive Director, as organizational needs permit, and so that the office is open for business.

For the purpose of these policies, one "workday" or "day" equals 8 hours for full-time employees.

VII. Holidays and Leaves

The Executive Director may extend the maximum guaranteed amount of leave on a case-by-case basis after weighing the needs of the employee and of Crossroads. Employees are requested to schedule leaves (such as vacation, personal business, and educational) so to avoid periods of heaviest work load. All leaves must be approved in advanced by the Executive Director. Notification of absence due to sickness or other sudden occurrence must be made by phone at the earliest possible time prior to the beginning or the work day.

A. Holidays

Paid holidays are as follows:

New Year's Day
Martin Luther King Jr. Holiday

Memorial Day
Independence Day
Labor Day

Thanksgiving Day
Day After Thanksgiving
Christmas Day

A paid holiday that falls on a Saturday will be observed on the preceding Friday. A paid holiday that falls on a Sunday will be observed on the following Monday. If a paid holiday falls during an eligible employee's paid absence, (e.g. vacation, sick leave), the holiday will be provided instead of the paid time off that would have otherwise applied.

Two additional days off (making for a total of ten holidays per year) may be taken for other religious or cultural observances and must be negotiated with the Executive Director.

Suggested additional holidays:

Presidents Day
New Year's Eve
Christmas Eve
Lunar New Year
Employee's birthday
Rosh Hashanah

B. Vacation

Vacation time is meant to be taken in the given year.

Full-time employees are entitled to 15 days of vacation in their first year, not to be taken until the completion of the six-month introductory period, except with prior approval of the Executive Director. Full-time employees are entitled to 20 days in the second year and thereafter. Ten days of vacation time may be carried over to the next year allowing for a maximum of six weeks of vacation per year. Vacation accrues on a monthly basis from the first day of the month following the date of hire in a vacation eligible for vacation. Vacation shall accrue on the following basis:

- Year 1 (1st 12 months): 15 days/year, 1.25 days/month
- Year 2 and so on: 20 days/year, 1.67 days/month

Vacations shall be scheduled and coordinated, via staff meetings, as far in advance (at least one week and preferably at least one month) as possible.

Employees may use, prior to accrual, vacation time earned in an anniversary year. If an employee departs the organization prior to accruing such vacation time, it will be deducted from the final paycheck. If an employee becomes ill during vacation they may substitute sick leave for vacation leave; the employee should notify the Executive Director immediately.

C. Personal Days

Regular full-time, and introductory full-time employees, will accrue one personal leave day every four months. Personal leave days can only be scheduled with the prior approval of the Executive Director. Accrued personal days do not carry over into the next anniversary year and are not paid at the time of termination.

D. Sick Days

Full-time employees begin each year with 12 sick days. This leave is to be used primarily for the employee's own illness, or for the illness of an immediate family member, including household members. Sick days must be approved by the ED or appropriate supervisor.

E. Family and Medical Leave

Crossroads provides up to a total of 12 weeks of paid, job-protected leave to employees working 40 or more hours per week for reasons, described below.

Employees must give notice of their intention to take leave immediately. Employees are eligible for this leave at the completion of their introductory period if the needs of the organization permit. The Executive Director must give approval for any family or medical leave.

Crossroads defines “family” to include the spouse, significant other/partner, child, guardian, or parent of the employee.

- 1) child care leave during the first six months after birth, adoption, or foster placement of their child.
- 2) care for a family member who has a serious health condition
- 3) or for a serious health condition that makes the employee unable to perform his/her job. If an employee exhausts all paid time off for personal medical leave, Crossroads will pay 50% of salary for an additional two pay periods.

F. Sabbatical Leave

Sabbatical leave may include time off for academic courses, trips, volunteer work, reflection, or other forms of learning and/or rejuvenation, and must be negotiated and approved with the Executive Director or Board of Directors on a case-by-case basis. This leave may extend a maximum of one month and may not be used consecutively with vacation time. Employees are required to give at least nine months notice of intent to take a sabbatical, to assure adequate planning for covering all work. Employees are eligible to take sabbatical leave after five years of employment, and are allowed one such leave every five years. Employees must agree to return to work and stay at Crossroads for another year following the sabbatical. Failure to do so will result in the employee/former employee reimbursing Crossroads for the sabbatical salary costs.

G. Funeral Leave

Employees will be entitled to five days of paid leave for family members as is defined in section VE. Funeral leave applies to “family” including the spouse, significant other/partner, child, guardian, or parent of the employee. Additional time may be negotiated on a case-by-case basis.

H. Jury Duty

Employees who are appointed to jury duty or subpoenaed are allowed the time off required to perform these duties.

I. Severe Inclement Weather

If the office is closed due to severe weather, regular full-time employees (and regular part-time employees scheduled to work that day) will be paid for that day. The Executive Director shall be responsible for determining whether employees should report for work. In the absence of the Executive Director, the most tenured employee shall make this determination. Employees shall be notified by telephone at the earliest possible time if Crossroads is to be closed.

VII. Health/Dental/Life Insurance/Retirement/Other Benefits

For employees working 40 or more hours per week, Crossroads will provide the benefits listed below. Crossroads Fund Finance Committee will review the benefits package annually to assess affordability for the organization.

For the purposes of this portion of Crossroads policies, “partner” is defined as a spouse or significant other who shares a home as a spouse and/or a significant other.

Part-time employees working 30 hours or more per week are eligible to buy into the Crossroads Fund benefits – health and dental - plan at the employees own expense.

A. Health Insurance

For employees working at least 40 or more hours per week, Crossroads will pay 100% of the health insurance premiums as per instruction given annually by the Board Finance Committee. Partners and children of the employees or their partners may elect to be included in the Crossroads health insurance plan at the expense of the employee.

B. Dental Insurance

Crossroads will provide dental insurance to regular employees working at least 40 hours or more per week. Family or partner coverage, if available through Crossroads’ plan, may be purchased by employees who wish to pay 100% of premiums and related fees to Crossroads monthly.

C. Life Insurance

When life insurance is available and affordable (as assessed by the Finance Committee of the Board) through Crossroads’ group health plan, Crossroads will provide life insurance to regular employees working at least 40 hours or more per week.

D. Retirement Benefit

Crossroads will provide a retirement fund plan for all eligible employees who work at least 40 hours or more per week. Crossroads will contribute a percentage of eligible employees salaries set each year by the Board. Employees are eligible to participate in the plan after one year of employment.

Retirement fund plan contributions are in acknowledgment of the employee’s prior year of service. Therefore, if an employee leaves during the payout process for the prior year, Crossroads must deposit the entire (or remaining) contribution for that employee into their individual retirement fund plan account at the time of the final paycheck.

E. Flex Time/Comp Time

Crossroads Fund will do its best to compensate full-time, salaried staff with flexible work hours for hours worked above 40 hours per week. Staff should consult with the Executive Director about the timing of such time off, to assure that the needs of the organization permit. For hours worked significantly over 40 hours in a week, time-off can be negotiated with the Executive Director.

F. Reimbursement

Crossroads’ employees will be compensated for all expenses incurred on the job such as travel, meals, purchases of supplies, etc. Employees will be reimbursed per current IRS standards for automobile travel that exceeds standard daily operations. Employees must submit receipts and justification to claim reimbursements. Crossroads employees will be reimbursed for out of town travel for travel, lodging and meals provided that no

other per diem is being offered. The Executive Director will review all receipts to assess that expenses are reasonable and within non-profit standards and has the final authority over approval of payment for such expenses.

VIII. Wages and Salaries

The goals of Crossroads' compensation policies will be:

- a. To attract the quantity and quality of personnel necessary for the Fund's operations by setting salary levels that are competitive in the marketplace.
- b. To establish and maintain salary levels that are equitable and reflect duties and level of responsibility.

Salary ranges shall be established in conjunction with job descriptions, and shall be reviewed annually by the Board of Directors. Crossroads will make every attempt to pay all employees a fair and competitive salary in relation to market rates.

On occasion, an employee may take on significant additional job assignments on a short term basis (either in the job title or another's).

Employees receive salary increases at the time of their annual reviews to the extent feasible for the organization and in accordance with employees' annual review.

Employees receive increases that reflect cost of living increases as per changes in the Department of Labor Consumer Price Index for all urban employees in the Chicago metropolitan region, and to the extent feasible for the organization, an additional amount that recognizes merit. The board will approve the annual increase percentage for all employees in the annual budgeting process.

IX. Expectations of Staff

A. Confidentiality

Employees of Crossroads are understood to be representing the organization at all times, and are expected to observe the following policy on confidentiality:

It is the obligation of all personnel to respect and protect the confidentiality of all information routinely collected as part of the internal management of Crossroads. This includes information related to fundraising, grantmaking, confidential board deliberations, and personnel matters. This information remains confidential after departure from Crossroads.

B. Conflicts of interest

All employees are expected to observe the policies of Crossroads concerning conflict of interest, and are required to disclose any affiliation that might present a potential conflict of interest.

C. All employees are expected to adhere to the attached E-Mail and Internet Usage Policy.

X. Disciplinary Actions

The Administrative Committee is responsible for initiating disciplinary actions with the Executive Director. The Executive Director is responsible for initiating such actions with all other employees.

A. Oral Warning

Whenever an employee's performance is judged to be below standard, the employee shall be informed promptly and specifically of such lapse. Following a discussion of the

matter, a specified period of time for improvement or correction shall be allowed before further disciplinary action is taken. Notice of such oral warnings shall be placed in the employee's personnel file.

B. Written Notice for Improvement

If inadequate performance continues after oral warning has been given, the employee will receive a written Notice for Improvement that will include:

1. Specific actions or incidents leading to the Notice, including when they occurred, any witnesses and any other documentation appropriate;
2. Previous history, including oral warnings;
3. Specific criteria by which improved performance will be measured;
4. Signed and dated by the Executive Director (or Board President in the event of Notice to the Executive Director), and signed and dated by the individual receiving such notice.

Such notice shall constitute probation. It will be in effect for one month, and may lead to renewal, return to normal status, or termination. Probation may only be renewed twice in any one year. The Notice shall contain the above information.

At the time of the issuance of such notice, a conference shall be held including the employee, the Executive Director, and a member of the Administrative Committee. If the employee in question is the Executive Director, the meeting shall be held with at least two members of the Administrative Committee. At that time, an additional conference shall be scheduled, three weeks from the date of the original conference at which time it shall be decided whether the employee shall be continued beyond the one month of probationary status, and, if so, whether probation shall be continued or withdrawn.

A copy of the Notice will be sent to the Administrative Committee. Such Notice may be appealed to the Administrative Committee within five days of issuance. The Administrative Committee shall hear such an appeal within ten working days of the grievance being forwarded.

Upon hearing the appeal, the Administrative Committee may exercise one of four options:

1. Mediate the dispute
2. Sustain the Notice
3. Cancel the Notice
4. Immediately terminate the employee

C. Termination of Employment

Any employee may be terminated immediately for the following infractions in the workplace:

1. Willful destruction of property, threats of violence, embezzlement.
2. Physical abuse or sexual harassment
3. The consumption of alcoholic beverages or controlled substances is normally not permitted at Crossroads. Unless the Executive Director has given authorization, drinking/using on the job or showing signs of being under the influence, employees will be sent home immediately, and are subject to disciplinary action, up to and including immediate discharge (see attached Drug Free Workplace statement).
4. Other serious offenses in violation of the mission and objectives of the Crossroads Fund.

A written appeal may be pursued under the grievance procedures.

Terminations due to poor performance shall follow oral warnings and Notice for Improvement, as authorized above. At the time of discharge, a letter shall be given to the employee stating the reasons for discharge, the effective date, amount of vacation accrued, eligibility for unemployment compensation, and grievance rights.

XI. Layoffs, Resignations, Notice

- A. Notice – As Illinois is an “at will” employment state, staff can be terminated at any time during their employment as long as the termination is not discriminatory in nature. They will be notified in writing at least one month prior to termination action, except in cases of gross misconduct, as determined by the Board of Directors. Causes of termination can be negligence, failure to fulfill working agreements, or misconduct.
- B. Resignations – In cases of resignation, staff are expected to give as much advance notice as possible in order to allow for an orderly transition. Full-time employees are expected to submit a minimum of one month’s notice of intent to terminate employment; a six month notice would be preferred. Part-time employees are expected to submit a minimum of two week’s notice of intent to terminate employment. The Executive Director should make such notification to the president of the Board of Directors. All other employees should notify the Executive Director. An employee who resigns his/her position will be entitled to accrued vacation pay for that year (no accrued vacation time will be added), provided that she/he gives the minimum notice.

Layoffs – Layoff means termination due to lack of money or lack of work. Employees laid off will receive one month’s notice, a minimum of two week’s severance pay and one month paid health insurance. (see Section VII – E for retirement benefit)

XII. Grievance Procedures

- A. Definition – A grievance is any question between an employee and the Crossroads Fund concerning the meaning, interpretation, or application of the Personnel Policies; or any issues concerning the terms or conditions of employment which directly affect the grievant in the performance of official duties. This procedure also applies to Affirmative Action policies.
- B. Termination during the first six months introductory period is not subject to grievance procedures.
- C. An employee’s failure to submit a grievance to the next level of this procedure within the specified time limits shall mean that the employee has accepted the last answer given.
- D. Staff persons are expected to make an attempt to resolve differences through informal negotiation between or among themselves before implementing formal grievance procedures.

A grieving employee shall present the grievance orally to the Executive Director within five working days of the event giving rise to the grievance.

If the matter cannot be satisfactorily resolved, the grieving employee shall put the grievance in writing as soon as possible, but within a maximum of five additional working days; and submit copies of the written statement to both the Executive Director and the chairperson of the Administrative Committee.

Upon receipt of the written grievance, the Administrative Committee shall arrange for a mediation session with an additional five working days. This session shall include the grieving employee, the Executive Director, and three members of the Administrative Committee.

The Executive Director shall put into writing his/her understanding of the grievance and comment appropriately, previous to the mediation session. At the end of the mediation session, the representative of the Administrative Committee shall place in writing their resolution of the grievance. The other parties shall sign the document, acknowledging their receipt, and stating that it reflects or fails to reflect their understanding of whether the resolution is acceptable or unacceptable.

In cases where the grievant wishes to appeal the decision of the Administrative Committee, the grievant may request formal arbitration. In such cases, both Crossroads and the grievant must agree on three arbitrators, and their terms of arbitration. Costs, if any, shall be split between the grievant and Crossroads, except that if the arbitration team rules that either side has been capricious in dealing with the grievance, the entire cost may be charged to the capricious party.

XII. Smoking Policy

The Crossroads Fund is a no smoking office.

XIV. Implementation and Review of Policies

As stated throughout, the Administrative Committee has responsibility for implementing these policies, subject to review by the Board of Directors.

The Administrative Committee shall review policies every three years and revise them as necessary.

The Administrative Committee is also responsible for monitoring and reviewing affirmative action policies in conjunction with these personnel policies.

Equal Employment Opportunity Statement

The Crossroads Fund maintains an equal employment policy for all employees and job applicants. An essential part of that policy is, to provide a working environment for all employees, which is free of discrimination, harassment and intimidation either based on race, religion, color, gender, national origin, age, sexual orientation, disability, ancestry, political affiliation, marital status, parental status, arrest record or source of income. Decisions in these and other areas must be job related and based on individual merits and qualifications.

Sexual Harassment Policy

The Crossroads Fund is committed to providing a workplace that is free from all forms of discrimination, including sexual harassment. Each member of management and each employee is responsible for creating and/or maintaining an atmosphere free of discrimination and harassment, sexual or otherwise, and respecting the rights of his/her co-workers. Acts of sexual harassment by employees, supervisors and managers are prohibited conduct and are subject to disciplinary action up to and including termination.

If you experience any job-related harassment based on your sex, your race, or another protected factor, or believe you have been treated in an unlawful, discriminatory manner, promptly report the incident in writing to the Executive Director. The report will be investigated within five working days after it is received. In all cases, people not involved in the alleged harassment or discrimination will conduct the investigation. In addition, everyone who is involved will be given the utmost privacy and protection.

Following the investigation, the Administrative Committee will determine the validity of the report based on the evidence presented. If the report is substantiated, appropriate corrective action will be taken. If the report is not substantiated, the matter will be closed. In either case, however, the Executive Director will advise the complaining employee of the results of the investigation.

The Crossroads Fund prohibits any form of retaliation against any employee for filing a bona fide complaint under this policy or for assisting in a complaint investigation. However, if, after investigating any complaint of harassment or unlawful discrimination, it is determined that the employee has knowingly provided false information regarding the complaint, disciplinary action may be taken against the individual who filed the complaint or who gave the false information.

We recognize that accusations of illegal harassment can have serious and damaging effects on innocent employees. Accordingly, the Crossroads Fund expects all of its employees to act responsibly to create a pleasant working environment free of discrimination.

Drug Free Workplace

It is the policy of The Crossroads Fund to create a drug-free workplace in keeping with the spirit and intent of the Drug-Free Workplace Act of 1988. The use of controlled

substances is inconsistent with the behavior expected of all employees, subjects all employees and visitors to our facilities to unacceptable safety risks, and undermines the organization's ability to operate effectively and efficiently. The unlawful manufacture, distribution, possession, sale or use of a controlled substance in the workplace or while engaged in the Crossroads Fund's business on or off our premises is strictly prohibited. Such conduct is also prohibited during non-working time to the extent that in the opinion of the Crossroads Fund, it impairs an employee's ability to perform on the job or threatens the reputation or integrity of the organization. Employees who violate any aspect of this policy may be subject to disciplinary action up to and including termination.

E-mail and Internet Usage Policy

Computers, computer files, the e-mail system, and software furnished to employees are the Crossroads Fund's property intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization. To ensure compliance with this policy, computer and e-mail usage may be monitored.

The Crossroads Fund strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Therefore, The Crossroads Fund prohibits the use of computers and the e-mail system in ways that are disruptive, offensive to others, or harmful to morale. For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

The Crossroads Fund purchases and licenses the use of various computer software for business purposes and does not own the copyright to this software or its related documentation. Unless authorized by the software developer, The Crossroads Fund does not have the right to reproduce such software for use on more than one computer. Employees may only use software on local area networks or on multiple machines according to the software license agreement. The Crossroads Fund prohibits the illegal duplication of software and its related documentation.

Employees should notify their immediate supervisor, or any member of management upon learning of violations of this policy. Employees who violate this policy will be subject to disciplinary action, up to and including termination of employment.

Internet access to global electronic information resources on the World Wide Web is provided by the Crossroads Fund to assist employees in obtaining work-related data and technology. The following guidelines have been established to help ensure responsible and productive Internet usage. While Internet usage is intended for job-related activities, incidental and occasional brief personal use is permitted within reasonable limits. Employees may not under any circumstances or at any time use the Crossroads Fund's office Internet resources for commercial or personal advertisements, solicitations, propagation of chain letters. All Internet data that is composed, transmitted, or received via our computer communications systems is considered to be part of the official records of The Crossroads Fund and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, employees should always ensure that the business information contained in Internet e-mail messages and other transmissions is accurate, appropriate, ethical, and lawful. The use of e-mail to facilitate the conduct of private commercial purposes is forbidden.

The equipment, services, and technology provided to access the Internet remain at all times the property of the Crossroads Fund. As such, The Crossroads Fund reserves the right to monitor Internet traffic, and retrieve and read any data composed, sent, or received through our online connections and stored in our computer systems. Data that is composed, transmitted, accessed, or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law. The unauthorized use, installation, copying, or distribution of copyrighted, trademarked,

or patented material on the Internet is expressly prohibited. As a general rule, if an employee did not create material, does not own the rights to it, or has not gotten authorization for its use, it should not be put on the Internet. Employees are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights. All material downloaded from the Internet or from computers or networks that do not belong to The Crossroads Fund must be scanned for viruses and other destructive programs before being placed on the organization's computer system. Any computer that is used to access the Internet must have virus protection installed and configured to scan incoming files. Abuse of the Internet access provided by the Crossroads Fund in violation of law or the Crossroads Fund policies will result in disciplinary action, up to and including termination of employment. Employees may also be held personally liable for any violations of this policy. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- * Sending or posting discriminatory, harassing, or threatening messages or images
- * Violating copyright law
- * Sending or posting messages or material that could damage the organization's image or reputation
- * Refusing to cooperate with a security investigation
- * Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
- * Jeopardizing the security of the organization's electronic communications systems

This policy supersedes all previous policies. It is subject to change or revocation at any time without prior notice. This policy applies to all the Crossroads Fund employees, both exempt and non-exempt, as well as to independent contractors or employees of other employers who may be working on our premises.