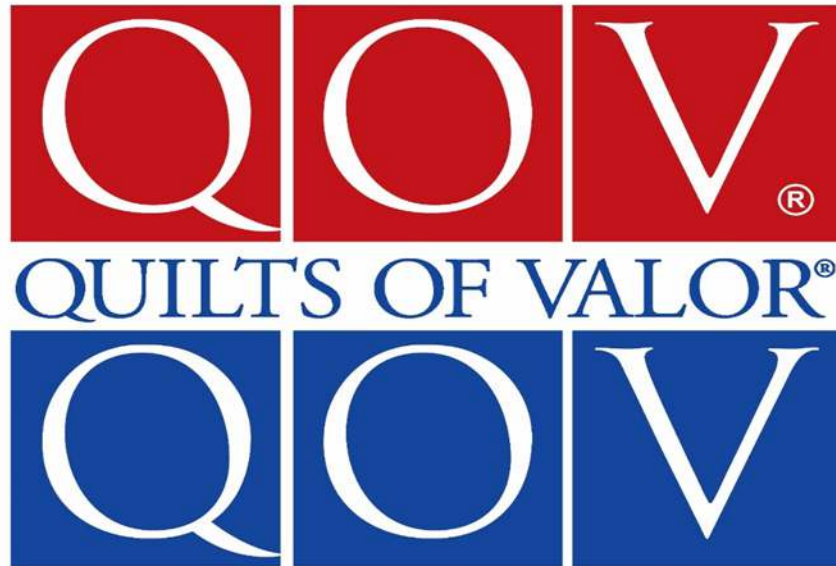


Revision 04/27/2023

# ***Quilts of Valor® Foundation***



## **HUMAN RESOURCE MANUAL**

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## 1. EVALUATION OF THE FOUNDATION

The Board of Directors, working with the Executive Director and representatives from the Executive Staff, Regional, State and District Coordinators (collectively, “Coordinators”) and Group Leaders, will periodically evaluate and assess the direction of the Foundation to ensure that the Foundation remains focused on its mission. The Board of Directors may also request evaluation from individuals or organizations outside the Foundation.

## 2. FOUNDATION STRUCTURE

An organizational chart and contact list can be found on the Foundation’s website at [www.qovf.org](http://www.qovf.org).

## 3. BOARD OF DIRECTORS

The Board of Directors is made up of volunteers and is elected in accordance with the Foundation’s By-laws. The official duties and powers of the Board of Directors are contained in the By-laws. A copy of the By-laws is available from the Executive Director. The functions and responsibilities of the Board of Directors as defined in Section 6.04 are:

- A. Establishing the Foundation’s Mission and Vision Statements,
- B. Hiring Executive Directors,
- C. Establishing policies and procedures,
- D. Approving annual budgets and major expenditures,

- E. Creating and/or disbanding standing or ad hoc committees,
- F. Approving major contracts and agreements,
- G. Maintaining financial stability of the organization,
- H. Protecting tax exempt status,
- I. Acting as the owners of Quilts of Valor Foundation,
- J. Periodically evaluating the Foundation to ensure the Foundation stays focused on its mission,
- K. Periodically reviewing and revising the Member's Policy Manual,
- L. Meeting regularly and keeping records in accordance with the Foundation Bylaws,
- M. Providing guidance to the Executive Director as requested or necessary,
- N. Registering and maintaining registration for the Foundation in all states that require registration for legal fundraising,
- O. Signing a Conflict of Interest Agreement and a Board Agreement,
- P. Raising funds for the Foundation,
- Q. Setting the example of professional behavior at all times,

#### 4. EXECUTIVE DIRECTOR

The Executive Director (ED) is hired by the Board of Directors and serves under the direction of the Board of Directors. The primary role of the

Executive Director is the successful achievement of the Foundation's mission.

#### 4.1. Qualifications

- A. Excellent interpersonal, verbal and written communication skills and an ability to interface effectively with members across diverse backgrounds in a professional manner.
- B. Excellent leadership skills.
- C. Ability to manage multiple projects simultaneously.
- D. Proficiency with computer and web-based business tools as well as web-based social networking applications.
- E. The ability to work independently, provide guidance and advice to others and accept opposing points of view.

#### Functions and Responsibilities of the Executive Director.

- F. Implement the goals of the Foundation as set by the Board of Directors.
- G. Communicate with the Board of Directors regarding activities at all levels within the Foundation.
- H. Recruit, evaluate, develop and discipline (as required) the executive staff.
- I. Identify, negotiate and manage all relationships with potential partners, vendors, supporters and donors. Submit all potential

contracts and memoranda of understanding to the Board for consideration and approval, and report to the entire Board for ratification any contracts and memoranda approved by the Executive Committee of the Board.

- J. Serve as the primary point of contact for complaints and comments from members, staff and the public. Handle complaints in compliance with the Foundation's policies.
- K. Provide direction for the operation of the Foundation to the Executive Staff, Coordinators, Group Leaders and volunteer members.
- L. Regarding the Executive Staff.
  - (1) take responsibility for recruitment, oversight and release of Executive Staff members;
  - (2) Ensure that an effective management team is in place; and
  - (3) Develop, maintain and encourage open and effective communications with meaningful and appropriate feedback.
- M. In consultation with the Board of Directors and the Executive Staff, coordinate the delivery of the Foundation's message.
- N. Monitor the branding, use of the Foundation's logo, content of communications and handle instances of trademark infringement.

O. In regard to budget and finance:

- (1) Keep the Board of Directors fully informed about important developments and achievements of the Foundation's programs;
- (2) develop and direct effective communication with the public and members so that the Foundation's goals and achievements are widely and accurately publicized;
- (3) Direct and oversee sound working relationship and cooperative arrangements with other volunteer groups and organizations;
- (4) Represent the Foundation to current and potential supporting organizations and to the general public;
- (5) Work closely with the Board of Directors to maintain sound financial policies and communicate them to the Executive Staff, Coordinators and local groups; and
- (6) Work with volunteer staff, paid staff and the Board of Directors to develop effective budgets and oversee that the organization operates within budget.

P. Regarding special committee responsibilities:

- (1) Work with the Board of Directors to implement or direct fundraising programs, which may include community outreach,



and development of corporate partnerships to generate revenue and public awareness; and

- (2) Through the Executive Staff or personally, engage state and local volunteers to plan and execute special events and outreach initiatives.

- Q. Implement the core values, policies, and procedures of the Foundation.
- R. Serve as editor of the Foundation's official newsletter.
- S. Welcome new members.
- T. Set the example of professional behavior at all times.

##### 5. VOLUNTEER SERVICES DIRECTOR

The Volunteer Services Director is a paid member of the Executive Staff hired by the Executive Director or Board of Directors to assist in the fulfillment of her or his responsibilities. Specific functions and responsibilities of the Volunteer Services Director are:

- A. Recruiting and supervising Coordinators and Group Leaders.
- B. Communicating with Executive Staff as needed.
- C. Communicating with the Executive Director on a weekly basis or more frequently as needed.

- D. Assisting the Executive Director in communicating the standards, policies, and procedures of the Foundation to all member groups and members.
- E. Assisting the Executive Director in handling personnel or local member group issues.
- F. With the Destination Coordinator, approving and overseeing requests for awards of Quilts of Valor to large groups.
- G. Managing projects as assigned by the Executive Director.
- H. Carrying out other duties as assigned by the Executive Director.
- I. Setting the example of professional behavior at all times.

## 6. EXECUTIVE STAFF

Persons serving in Executive Staff positions are either hired, invited, and/or appointed by the Executive Director to serve as directors, project specialists, coordinators, liaisons or other positions as needed by the Foundation. The Executive Director determines the frequency of Executive Staff meetings, the method of meeting and record keeping for meetings. The Executive Director, working with the Board of Directors, may add or discontinue positions as necessary to meet the needs of the Foundation.

### 6.1. Qualifications

All Executive Staff positions must possess:

- A. Strong communication skills, both written and verbal.
- B. Strong people skills.
- C. Strong organizational and management skills.
- D. The ability to motivate and encourage others.
- E. Computer skills, including word processing, email and spreadsheets and a willingness to gain proficiency in the Foundation's software/management systems, video/phone conferencing, NAMS, and Google Workplace.
- F. Being willing to learn.

## 6.2. Functions and Responsibilities

Under the direction and supervision of the Executive Director, the Executive Staff shall uphold the mission of the Foundation and implement the goals of the Foundation in accordance with policy. The functions and responsibilities of the Executive Staff are:

- A. Implementing the goals of the Foundation as set by the Board of Directors.
- B. Understanding the Foundation's mission.
- C. Represent the Foundation and its mission, serving as an ambassador of the Foundation.

- D. Being familiar with the Foundation's policies and procedures, the Foundation's website and social media accounts, and the duties of other staff members.
- E. Retaining current contact information for other staff members.
- F. Using the QOVF.org e-mail address for all Foundation-related emails.
- G. Implementing the standards, policies, and procedures of the Foundation as described in the policies and procedures of the Foundation and as communicated by the Executive Director.
- H. Establishing, with the Executive Director, ways and means of securing opportunities to help local member groups raise funds in order to increase their ability to make Quilts of Valor.
- I. Reporting to the Executive Director problems such as infringement of trademark use, inappropriate use of Foundation supplies, failure to meet Foundation standards of excellence for Quilts of Valor, or failure to uphold the Foundation's policies and procedures.
- J. Supporting Coordinators, local groups, and volunteers with guidance and training on the standards, policies, and procedures of the Foundation.
- K. Creating and coordinating, with the Executive Director, national-level communications, events, and opportunities for all involved in the Foundation's mission.

- L. Keeping the person to whom they report up to date on their area of responsibility.
- M. Attend Foundation Executive Staff meetings and conferences.
- N. Assist in establishing the Foundation's annual budget if requested.
- O. Refrain from promoting religious or political opinions or their professional career or business.
- P. Carrying out the specific duties of their respective staff positions.
- Q. Responding to inquiries in a timely manner.
- R. Being willing to learn.
- S. Under the direction and supervision of the Executive Director, uphold the mission of the Foundation and implement the goals of the Foundation in accordance with policy.
- T. Setting the example of professional behavior at all times.

### 6.3. Executive Staff Positions

#### 6.3.1. Marketing and Public Relations Director

Under the leadership of the Executive Director, the Marketing and Public Relations Director manages marketing and public relations.

Duties include, but are not limited to:

- A. Coordinating the Foundation's public relations, media (including social media) presence, and marketing of its mission and brand.

- B. Prioritizing media opportunities, preparing presentations and other materials as requested for use by Coordinators, Groups and members.
- C. Promoting public awareness of the Foundation's mission through attention to branding.
- D. Managing communication activities that promote, enhance, and protect the Foundation's brand and reputation.
- E. Development and implementation of a broad range of public relations activities geared toward promoting awareness of the Foundation's mission.
- F. Building relationships with media, donors, and other individuals and organizations that can benefit the mission of the Foundation.

#### 6.3.2. Newsletter Managing Editor

Under the leadership of the Executive Director, who is the Editor of the newsletter, the Newsletter Managing Editor prepares the Foundation's newsletter for publication in an electronic format.

Duties include, but are not limited to:

- A. Establishing a timeline for publication.
- B. Developing a content plan and acquiring content.
- C. Working with Executive Director to establish a story list for each issue.

- D. Communicating with authors, editorial assistants, and layout staff.  
Working with layout staff through final editing and layout stages.
- E. Communicating with Information Technology staff for dissemination of each issue and posting of issue on the Foundation's website.

#### 6.3.3. Special Events Coordinator

Under the leadership of the Executive Director, the Special Events Coordinator manages the foundation's participation in both internal and external programs and events that facilitate the Foundation's mission.

Duties include, but are not limited to:

- A. Obtaining approval from the Executive Director prior to pursuing any program or Foundation participation at any national-level event.
- B. Keeping the Executive Director up to date on programs and events underway.
- C. Working to partner with other Executive Staff and members to promote the successful growth and recognition of the Foundation.
- D. Seeking opportunities for Foundation exposure at national quilting industry events, national events focused on military service members, and state, county, and local level events.

#### 6.3.4. LONGARM COORDINATOR

Under the leadership of the Volunteer Services Director, the Longarm/ Topper Coordinator handles interaction between the Foundation's quilt top makers and its longarm quilters.

Duties include but are not limited to:

- A. Maintaining information about volunteer long armers and their availability status.
- B. Receiving requests from quilt top makers for volunteer longarming. Matching quilt top makers and long armers.
- C. Communicating with volunteer long armers to determine their status for each upcoming month.
- D. Communicating with volunteer members and the Foundation's Executive Staff.
- E. Responding to inquiries from potential volunteer long armers. Developing strategies for new long armer recruitment.
- F. Resolving problems and concerns about quilt tops that may not meet the Foundation's Standards of Excellence.

#### 7. DESTINATION COORDINATOR

Under the leadership of the Volunteer Services Director, the Destination Coordinator handles requests for destinations made via the Foundation's online request form and for Continuing Destinations.



Duties include, but may not be limited to:

- A. Maintaining information about continuing requests from approved destinations overseas and military and Veterans Affairs programs stateside.
- B. Receiving requests for Quilts of Valor placed by volunteer quilters, registered groups, and Coordinators through the QOVF.org website.
- C. Making timely assignments of quilts to continuing destinations, including directions for shipping as needed.
- D. Receiving reports of Quilts of Valor awarded by individuals, groups, and coordinators through the QOVF.org website.
- E. Keeping QOVF.org website count of quilts awarded up to date weekly and monthly.
- F. Maintaining accurate records of assignments and reports.
- G. Communicating with volunteers and staff in a timely manner.
- H. Informing State Coordinators of individual local presentations made within their region to increase their ability to network with individual quilters in their regions.

#### 8. INDIVIDUAL REQUESTS COORDINATOR

Under the leadership of the Volunteer Services Director, the Individual Requests Coordinator coordinates and fulfills requests for Quilts of Valor from individuals for specific awardees.

Duties include but are not limited to:

- A. Notifying a requester within 24 business hours that the request has been received.
- B. Contacting the appropriate Coordinator or local Group Leader to inform them of pending awards of Quilts of Valor and seek their assistance.
- C. If the State Coordinator, local Group Leader, or a volunteer member is not available to award a Quilt of Valor, locating an appropriate person in the awardee's area to present the quilt.
- D. Following up to make sure the award has taken place.

#### 9. INFORMATION DESK COORDINATOR

Under the leadership of the Volunteer Services Director, and in cooperation with the Director of Information Technology, the Information Desk Coordinator fields the Foundation's general inquiries.

Duties include but are not limited to:

- A. Having a thorough knowledge of the content and the location of content on the Foundation's website.
- B. Having a thorough knowledge of the Member's Policy Manual
- C. Answering, in a timely manner, email inquiries that come in via the
- D. Foundation's website.

- E. Understanding the duties of the various members of the Executive Staff in order to direct inquiries to the right person.

#### 10. QUILT BUSINESS RELATIONSHIP COORDINATOR

Under the leadership of the Executive Director and the Volunteer Services Director, the Quilt Business Relationship Coordinator manages the foundation's relationship with quilt businesses nationwide to promote the Foundation's mission.

Duties include, but are not limited to:

- A. Recruiting independent quilt shops nationwide to support Quilts of Valor Foundation by becoming member shops.
- B. Encouraging member shops to form and nurture Quilts of Valor sew groups in their store.
- C. Maintaining an accurate list, by state, of Foundation member shops, complete with address, contact person, and website information.
- D. Working with foundation Information Technology personnel to provide and maintain member shop information on the Foundation website.
- E. Communicating regularly with quilt shop owners via email, phone conversations, and personal contact to provide information about the Foundation's growth, outreach, special programs, and events.

## 11. UNDER OUR WINGS PROGRAM COORDINATOR

Under the leadership of the Executive Director and the Volunteer Services Director, the Under Our Wings Program Coordinator manages the Under Our Wings program to promote the Foundation's mission.

Duties include, but are not limited to:

- A. Increasing Under Our Wings involvement in groups by providing information and support.
- B. Developing presentations about Under Our Wings for use by state coordinators, member groups, and quilt guilds.
- C. Developing and promoting an Under Our Wings program to encourage youth groups to participate, such as 4-H, FFA, youth church groups, military youth and for students who wish to fulfill community service requirements.
- D. Working with the Quilt Shop Relationship Coordinator to encourage member quilt shops to participate in the Under Our Wings program.
- E. Work with Information Technology Director to update and enhance the web pages on the QOVF website that support the Under Our Wings program.

## 12. PROJECT SPECIALISTS

Project Specialists manage an ongoing project or a project with defined beginning and ending dates. Duties will vary from project to project as will

time required. Project Specialists report directly to an assigned member of the Executive Staff depending on the specific project.

### 13. COORDINATORS

Under the direction of the Volunteer Services Director, the primary responsibility of a Coordinator is to communicate the Foundation's mission and core values in his or her geographic area. The State Coordinator oversees the activities of local groups and members within a single state. A District Coordinator is a State Coordinator who oversees the activities of membership for a geographic area within a state. If needed, a state (for example a large state) may have multiple District Coordinators serving it. A Regional Coordinator oversees the activities of District and State Coordinators, Groups and members within the following defined, multistate regions of the United States:

- Southwest: CA, NV, UT, AZ, CO, NM & HI
- Northeast: ME, NH, VT, MA, RI, CT & NY
- Great Lakes: MI, IL, IN, OH, KY & TN
- North Central: ND, SD, NE, KS, MN, IA, MO & WI
- Southern: OK, TX, AR, LA, MS
- Pacific Northwest: AK, OR, ID, MT, WY & WA
- Southeast: AL, GA, NC, SC & FL
- Mid-Atlantic: PA, VA, WV, NJ, DE, MD & Washington DC

#### 13.1. Requirements for All Coordinators

- A. All Coordinators shall: (1) be members in good standing, (2) have completed all required training, (3) abide by the Foundation's

policies, and (4) execute and submit all required forms and agreements, including a signed Financial Responsibility Form and Trademark and Use Form.

- B. Coordinators must be willing to commit at least one year to the position and be available and willing to perform a minimum of ten (10), or in the case of State Coordinators, twenty (20) volunteer hours of work per week.
- C. Coordinators should possess: (1) strong people skills (including the ability to work with diverse individuals, personalities, and work styles) and organizational skills, (2) the ability to motivate and encourage others, and (3) the ability to inspire, train and encourage local leadership.
- D. Coordinators should possess the following experience in Foundation leadership roles: (1) State and District Coordinators – six (6) months experience (or equivalent) as a Group Leader or District Coordinator, and (2) Regional Coordinators – one (1) years' experience (or equivalent) as a District or State Coordinator.
- E. Coordinators should possess good working knowledge and user comfort with computer office systems, word processing, email, and spreadsheets, and a willingness to learn and gain proficiency in the

Foundation's software/management systems, video/phone conferencing, NAMS, and Google Workplace.

- F. In addition to the foregoing, Regional Coordinators should possess (1) group management experience, including experience conducting and moderating meetings, (2) sensitivity to geographical and cultural nuances within a state, and among states in a region, (3) the ability to listen, synthesize information, analyze problems and creation solution options, and (4) the ability to navigate and resolve conflicts.

Functions and Responsibilities. The functions and responsibilities of State and District Coordinators, and to the extent relevant to activities across a Region, Regional Coordinators, are:

- G. Communicate with and train Group Leaders and general membership in the region, state and/or district on standards, policies and procedures, including standards for quilts, award ceremonies, fund raising, handling of donations, trademark use, training for job positions, and being good stewards of the Foundation's mission and name.
- H. Organize a communication network via email, newsletters, phone and/or video chats, and participate in Coordinator meetings as scheduled by the Volunteer Services Director.

- I. Represent the Foundation at public events, conduct award ceremonies, and recruit new members throughout the region, district and state, including by building relationships with guilds, veterans groups and programs, and national societies, such as Daughters of the American Revolution.
- J. Assist in fulfilling requests for awards of Quilts of Valor within the regional/state/district/area in a timely manner, including requests generated through the national registry/website.
- K. Work with other Coordinators to move quilts between states to meet the needs of national requests in a timely manner.
- L. Acknowledge in writing any material or monetary donations given to the district/area, and provide appropriate receipt forms.
- M. Regularly check emails, voicemails and NAMS activities, including assigning new requests to the closest group in the relevant region/district or state and follow up within 48 hours.
- N. Assist in the search for and training of such Coordinator's replacement, if requested.
- O. Assisting and advising member groups in fundraising procedures and compliance with Foundation fundraising and financial policies and, when possible, assisting with such fundraising.



- P. When appropriate, coordinating or helping coordinate Foundation events within their state or region.
- Q. Coordinating, when possible, publicity about the Foundation's activities in their state or region.
- R. Reporting and submitting financial donations, along with donor information, they receive to Foundation Accounting, and submitting expense reports and reimbursement requests to the Foundation's Treasurer.
- S. Acknowledging to donors, in writing, donations given directly to such Coordinators and reporting to the Foundation all such donations received , along with donor information.
- T. Communicating with other Coordinators and Executive Staff members as needed or required.
- U. Reporting to the Volunteer Services Director regarding the Foundation's activities within their area of responsibility.
- V. Setting the example of professional behavior at all times

Functions and Responsibilities. In addition to the roles and responsibilities set forth in Section 13.2 as they relate to a Regional Coordinator's region at large, Regional Coordinators also have the following additional functions and responsibilities:

- W. While working in this role, acting in the best interest of all states in the region, and not just the state which a Regional Coordinator may continue to represent in another Foundation role
- X. Participating in regional and national video/phone conferences as scheduled
- Y. Writing and publishing conference notes for the region from all conferences and writing reports and proposals to be submitted to the executive staff.
- Z. Training and/or mentoring District and State Coordinators with continued follow up and/or check ins [seems to be missing?].
- AA. Monitoring whether the region's volunteers have received mandatory training appropriate for the position, including the basic Foundation mission, goals and Policies and Procedures.
- BB. Guiding the District and State Coordinators and the region's volunteers on Foundation standards for quilts, award ceremonies, fund raising, trademark use and being good stewards of the Foundation mission and name.
- CC. Facilitating the transitions of incoming and outgoing State Coordinators, and temporary acting as an interim State Coordinator for a State in such Regional Coordinator's region during a transition, and pending installation of a new State Coordinator.

#### 14. LOCAL GROUP LEADERS

A Group Leader is an individual designated by a group of members to act on their behalf in their relationship to the Foundation and the community.

Group Leaders are important local contacts for sew groups. They handle the group's simple financial paperwork and often serve as coordinators of the group's activities. Group Leaders are ambassadors for the Foundation in the community, encouraging the participation of quilters in their area, recruiting new volunteer members, and communicating the Foundation's mission to local businesses and agencies that support the group's efforts.

Qualifications of a Group Leader are:

- A. All Group Leaders shall: (1) be members in good standing, (2) have completed all required training, (3) abide by the Foundation's policies, and (4) execute and submit all required forms and agreements, including a signed Financial Responsibility Form and Trademark and Use Form.
- B. Group Leaders must be available and willing to perform a minimum of ten (10) volunteer hours of work per week and commit at least one year to the position.
- C. Group Leaders should have strong people skills, including the ability to work with diverse individuals and personalities, organizational skills, and the ability to motivate and encourage others.

- D. Group Leaders should have general knowledge and user comfort with computer office systems, word processing, email, and spreadsheets, and a willingness to learn and gain proficiency in the Foundation's software/management systems, NAMS, and video/phone conferencing.

Responsibilities of the Group Leader are:

- E. Registering the group at [www.QOVF.org/membership](http://www.QOVF.org/membership).
- F. Maintaining a list of group members and current membership information.
- G. Communicating information to group members about activities of the group and the Foundation.
- H. Serving as the contact person for the group, maintaining a record of transactions by the Group, and make reimbursement requests through Foundation Accounting .
- I. Receiving and keeping a record of the local group's recorded name or account number.
- J. Communicating the financial requirements and fundraising policies and procedures of the Foundation to other members of the group
- K. Submitting all financial donations, including local donations such as those received at a quilting event or in exchange for marketing items, to the Foundation's Accounting Office.

- L. Submitting other information as needed or requested by the Foundation's Accounting Office.
- M. Coordinating reimbursement requests to the Foundation's Accounting Office for reimbursement to the group and receiving reimbursements for the group.
- N. Verifying monthly/quarterly reports from the Foundation Treasurer or Accounting Office of the group's funds available on account
- O. Provide donors with written acknowledgment of their contributions and report all donations received, along with donor information, to the Foundation.
- P. Complying with state and local laws concerning activities that may invoke gaming rules (e.g., raffles).
- Q. Working with Coordinators and appropriate Executive Staff to help fulfill requests for Quilts of Valor in their local area as needed and when possible.
- R. Serve as the contact person for the Foundation's software program of national nominations (NAMS) or appoint a group member to work closely with the Group Leader as a scheduler, and complete all training required to access such program.
- S. Each group should have a person designated and trained to access the NAMS to ensure that the group is aware of any nominations that

have been assigned to that group. After a quilt is awarded, the designated person should ensure that the award is recorded with the Foundation.

- T. Setting the example of fiscal responsibility and professional behavior at all times.
- U. Assisting in the search for and training of such Group Leader's replacement, if requested.

## 15. MEMBERS

A member in good standing is an individual member or group member whose membership is current and who abides by the Foundation's policies and procedures.

All members are responsible for:

- A. Being familiar with the Quilts of Valor Foundation® Member's Manual.
- B. Abiding by the standards, policies, and procedures of the Foundation.
- C. Setting the example of professional behavior at all times.

## 16. TERMINATION OF EXECUTIVE STAFF, BOARD MEMBERS AND MEMBERS

The Foundation's goal and the services it provides to its clients are the basis of all decisions made regarding the termination of any volunteer, staff

member (paid or unpaid), or Board member from service to the Foundation. Except in extraordinary circumstances, including but not limited to a violation of law or financial mismanagement, steps will be taken with the goal that, if at all possible, the situation will be corrected and the person involved continue to work or volunteer, for the Foundation. Those steps are:

Step 1: Counseling and Verbal Warning. For a Board member, the counseling and verbal warning shall be delivered by the President or Vice-President.

Step 2: Counseling and Written Warning by the President or Vice-President. For a Board member, the counseling and written warning shall be delivered by the President or Vice-President.

Step 3: Termination.

## 17. WHISTLEBLOWER POLICY

The Foundation (1) encourages staff and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Organization; (2) specifies that the Organization will protect the person from retaliation; and (3) identifies where such information can be reported.

Encouragement of reporting. The Organization encourages complaints, reports or inquiries about illegal practices or serious violations of the

Organization's policies, including illegal or improper conduct by the Organization itself, by its leadership, or by others on its behalf.

Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the Organization has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the Organization's human resources channels, unless those channels are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.

Protection from retaliation. The Foundation prohibits retaliation by or on behalf of the Foundation against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The Foundation reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports or inquiries or who otherwise abuse this policy.

Where to Report. Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail



the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the Organization's chief executive or Chairman of the Board of Directors; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to the Secretary of the Board of Directors. The Organization will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the Organization may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

#### 18. WEBSITE WORK REQUESTS

Changes to the Website. Requests for changes or additions to the website must be traceable and submitted via e-mail to [helpdesk@QOVF.org](mailto:helpdesk@QOVF.org). The request must include the requester's name, date of the request, specific information about what is being requested and rationale for the request. Information Technology staff will prioritize the request and, when the work is completed, will document that it is completed, the date that it was completed and the date that completion was communicated to the requesting party. The requesting party must then confirm that the work was completed acceptably.

Announcement of Executive Staff Members, State Coordinators and Board Members. Changes in website listings of Executive Staff members, State Coordinators, and Board Members, will be published at the request of the

Executive Director or Volunteer Services Director when new staff provides the required personal information, a short biography and a head shot photograph. The requisite personal information includes a mailing address, secondary email address, phone number and emergency contact. The short biography may include why and how the new staff members joined the Foundation, work and life experiences and what the new staff member hopes to contribute to the Foundation.

#### 19. EMAIL ADDRESSES AND GUIDELINES

Creation of e-mail addresses. Email addresses are created for new staff members by the IT staff upon receipt of notification by Executive Director or Volunteer Services Director. Executive Staff and State Coordinators are required to use the Quilts of Valor Foundation email address provided to them for all Foundation-related activities.

Guidelines for Effective Email. The guidelines below are suggested for effective email:

- A. Use at least 12-point font size and a sans-serif font (e.g., Arial, Calibri, etc.).
- B. Do not write in all capitals.
- C. Proofread and spell-check email before sending.
- D. Use QOVF.org email addresses for Foundation correspondence only.

- E. Keep email threads to one subject, with the subject clearly stated in the subject line.
- F. Use directives in the subject line if action is needed (e.g., “ACTION REQUIRED”).
- G. Avoid creating lengthy email threads. Use “reply all” only when appropriate.
- H. Avoid conjecture, non-related personal opinions, etc. in Foundation email.
- I. Foundation Executive Staff, State Coordinators, and members who have a QOVF.org email address, are to create an email “signature” as described in below.

Email Signatures. Executive Staff members, State Coordinators, Board of Directors members and members and with @QOVF.org email addresses must use the email signature format below so that Foundation email is consistent. Including home and cell phone numbers is optional. Note that all email address names are lower case, which is standard. The format for QOVF.org email addresses is for “QOVF” to be in capital letters (so that “q” is not misread as “g”) and “org” in lower case.

Signature Block example:

Jane Doe

Staff or Volunteer Position

Your Town, Your State (so callers know your time zone)

Quilts of Valor Foundation

T: ###.###.####

C. ###.###.###  
first.last@QOVF.org  
www.QOVF.org  
Visit us on Facebook

The Quilts of Valor® Foundation is a not-profit organization established and operated in accordance with section 501©(3) of the US Internal Revenue Code.

Video Links in Email Signatures. Members who have a QOVF.org address may invite recipients to watch a short video excerpt. The excerpt is from “Quilts of Valor I and II,” the documentaries produced by Iowa Public Television and used with permission. Assistance in embedding the link is available from helpdesk@QOVF.org.

Alternatively, a link to a video or video excerpt produced by the Foundation may be used in a QOVF.org email signature. Videos not produced by the Foundation are not permitted in a QOVF.org email signature.

Suggested wording is: Please take a few minutes to watch a short video about the Quilts of Valor Foundation.