



Work Instructions

Atlanta Community Food Bank

Business and Professional Conduct Guidelines

REVISION: Initial

EFFECTIVE DATE: March 1, 2007

Position “Guiding” this document’s use: Chief Operating Officer

Authorized by: Board of Directors (February 13, 2007)

Decision Making Classification or Chart of Approval Reference: O-12

Related Procedures or Work Instructions: Consolidated Policies, Employee Handbook, Decision Making Guide, “What It Means to Be A Member of the Food Bank Team – 2005”

PURPOSE: To provide organization stakeholders – particularly employees and Board members – with a world-class set of guidelines and standards for how this non-profit business will be conducted. These guidelines are integrally related to other behavior-directing documentation, including values, policies, operational procedures, and work instructions.

By adopting this set of standards, the ACFB will clarify to all parties, internal and external, the guidelines that will govern its conduct and demonstrate its commitment to responsible practices in all of its operations. As such, these standards will be reviewed on an ongoing basis for legal, ethical, organizational, and other changes and will be published as least annually for certification. In addition, all employees, Board members, and Advisory Board members will review the guidelines at the beginning of each calendar year to certify their compliance and understanding of the Business and Professional Conduct guidelines of the ACFB.

SCOPE: All members of the organization (employees, Board, Advisory Boards) when they are performing their duties and roles on behalf of the organization

MATERIALS: Reference resources, including “Up to Code: Does Your Company’s Conduct Meet World-Class Standards,” Lynn Paine, Rohit Deshpande, Joshua D. Margolis, Kim Erci Bettcher: Harvard Business Review, December 2005.

I. Introduction

These guidelines supplement other organization documentation that describes the Food Bank’s desired ethical culture. A broad description of that culture, adopted by employees in 2005, is:

We maintain a high level of **integrity** in all our activities and relationships, both internally and externally.

We promote **mutual respect** among staff and constituents as an effective way to further our mission. We use mutual respect to promote responsibility, fairness, trustworthiness, and caring.



Work Instructions

Atlanta Community Food Bank

Values:

Diversity

- We are an organization made up of diverse people serving a diverse community
- We celebrate the ways we are different from each other
- We give courteous consideration to the views of others even if we do not agree
- We work together with an openness to listen to each other when we have disagreements
- We respect & appreciate the contributions of each employee

Safety

- We provide training and resources to promote safety in all aspects of work
- We develop and implement procedures that serve to protect personnel, property, and the community

Staff Development/Continuous Improvement

- We take advantage of learning opportunities that help us perform our jobs most effectively
- We seek to find new and innovative ways to do our work that will add value to the organization

Business Commitments:

Excellent Customer Service
Honesty
Technology & Innovation
Community Building
Dedication

Caring/Helpfulness
Creativity
Efficiency
Professionalism

Leadership Principles:

Financial Stewardship
Servant Leadership

Format of ACFB Business & Professional Conduct Guidelines

Based on a global review of best-practices in business conduct standards, members of the Atlanta Community Food Bank are further guided by the following chart that organizes 93 behavior/performance standards, grouped within 8 underlying ethical principles and a second-level set of other key ethical concepts. Each standard is also identified in terms of its application to one or more of the following Food Bank 8 constituencies:

- 1) Employees
Investors
- 2) Board
- 3) Donors/In-kind contributors
- 4) Suppliers/partners
- 5) Program Customers (including Partner Agencies)
- 6) Competitors
- 7) Overall ACFB Organization
- 8) The Public



Work Instructions

Atlanta Community Food Bank

Because rapid changes in the non-profit and corporate sectors constantly present new ethical and legal issues, no set of standards should be considered the absolute last word under all circumstances. Food Bank members who have questions about interpreting or applying these guidelines have the responsibility for consulting their supervisor or other organization leaders, including ACFB legal counsel. A violation of any ACFB guidelines can result in disciplinary action, including dismissal and criminal prosecution.

II. ACFB Business & Professional Conduct Guidelines

A. FIDUCIARY PRINCIPLE: Act as a fiduciary for the organization and its supporters. Carry out the organization’s business in a diligent and loyal manner, with the degree of candor expected of a trustee

Key Concept	Constituency	Standard
Diligence	Organization	<ol style="list-style-type: none"> 1) Promote the Food Bank’s legitimate interests in a diligent and professional manner 2) Maintain the organization’s economic security and stability 3) Safeguard the organization’s assets and resources and ensure their prudent and effective business use 4) Refrain from excessive or lavish expenditures or use of resources
Loyalty	Organization	<ol style="list-style-type: none"> 5) Use position and organization resources only for organization purposes – not for personal gain 6) Disclose potential conflict between personal and organization interests (see Policy – 03 (Governance – Conflict of Interest) 7) Refrain from activities involving actual conflict of interest, such as self-dealing and competing with the Food Bank 8) Refrain from receiving excessive gifts and entertainment 9) Refrain from pursuing for personal benefit opportunities discovered through position or organization resources



Work Instructions

Atlanta Community Food Bank

B. PROPERTY PRINCIPLE: Respect property and the rights of those who own it. Refrain from theft and misappropriation, avoid waste, and safeguard the property entrusted unto us.

Key Concept	Constituency	Standard
Protection	Organization	10) Protect organization assets, including confidential and proprietary information, donor information, funds, resources and equipment
Theft	Organization	11) Do not misappropriate organization resources through theft, embezzlement, or other means
	Competitors	12) Respect the property rights, including those regarding intellectual property of other organizations that directly or indirectly compete with ours for resources - including partner agencies, other hunger-relief and non-profit organizations

C. RELIABILITY PRINCIPLE: Honor commitments. Be faithful to your word and follow through on promises, agreements, and other voluntary undertakings, whether or not embodied in legally enforceable contracts

Key Concept	Constituency	Standard
Contracts	Suppliers/Partners	13) Pay suppliers and partners on time and in accordance with agreed-upon terms
Promises	All	14) Honor promises and agreements, including verbal promises
Commitments	All	15) Fulfill implicit and explicit obligations to all constituents, including verbal commitments



Work Instructions

Atlanta Community Food Bank

D. TRANSPARENCY PRINCIPLE: Conduct business in a truthful and open manner. Refrain from deceptive acts and practices, keep accurate records, and make timely disclosures of material information while respecting obligations of confidentiality and privacy.

Key Concept	Constituency	Standard
Truthfulness	All	16) Be honest and respect truth in all activities. Hold other members of the organization accountable for fulfilling these guidelines and report non-compliance to organization leaders
	Suppliers/partners	17) Record transactions (meeting minutes, documents, etc) in a fair and accurate manner 18) Avoid reciprocal dealings 19) Deal with suppliers, vendors, and other partners honestly
Deception	Program Customers	20) Avoid deception and misleading statements and omissions in customer-related activities such as marketing, sales, and research
	Competitors	21) Do not acquire commercial or program-related information by dishonest or unethical means
Disclosure	All	22) Make timely disclosures of relevant financial and non-financial information
		23) Engage in transparent accounting and financial reporting
		24) Understand the organization's management process and authority to make commitments
	Investors	25) Avoid initiation of media inquiries of the organization; understand the organizations channels of communications, including communications with the media
	Program Customers	26) Provide the Board and others with a financial investment with relevant, accurate, and timely information
	27) Give partner agencies and other program participants adequate health and safety information, warnings, and signage/instructions	
	28) Give reasonable notice of operational changes	



Work Instructions

Atlanta Community Food Bank

		likely to have a major effect on employees' livelihood
Candor	Employees	<p>29) Communicate in an open and honest manner, subject to legal and privacy constraints</p> <p>30) Communicate and consult with segments of the community affected by environmental, health, and safety impacts of the enterprise</p>
Objectivity	All	31) Adhere to independent auditing and financial-reporting standards

E. DIGNITY PRINCIPLE: Respect the dignity all people. Protect the health, safety, privacy, and human rights of others; refrain from coercion; and adopt practices that enhance human development in the workplace, the marketplace, and the community

Key Concept	Constituency	Standard
Respect for the Individual	All	32) Respect the dignity and human rights of others
	Employees	33) Adopt work practices that respect employees' dignity and human rights
	Suppliers/partners	34) Prevent discrimination and harassment in the workplace
	Public	35) Prefer suppliers and partners whose employment practices respect dignity and human rights
Health & Safety	All	36) Support and protect human rights within the Food Bank's sphere of influence
	All	37) Protect human health and safety
	Program Customers	38) Ensure that products and services sustain or enhance program/customer and beneficiaries health and safety
	Employees	39) Protect employees from avoidable injury and illness in the workplace
Privacy and		40) Provide a work environment that is free from substance abuse
	Program	41) Respect program/customer's and investors'



Work Instructions

Atlanta Community Food Bank

Confidentiality	Customers & Investors	privacy 42) Protect confidential customer and investor information
	Employees	43) Respect employee privacy 44) Protect confidential employee information
Use of Force	Employees	45) Abstain from directly or indirectly using forced or child labor
	Public	46) Ensure that security personnel respect international standards on the use of force
Association & Expression	Employees	47) Recognize employees' right to free association and collective bargaining
	Suppliers/Partners	48) Prefer suppliers and partners whose work practices respect international labor standards on free association and collective bargaining
	All	49) Respect cultures of all constituents
Association & Expression (cont)		
Learning & Development	Employees	50) Assist employees in developing skills and knowledge 51) Create employment opportunities and a work environment that enhance human development
Employment Security	Employees	52) Safeguard employment and employability



Work Instructions

Atlanta Community Food Bank

F. FAIRNESS PRINCIPLE: Engage in free and fair competition, deal with all parties fairly and equitably, and practice nondiscrimination in employment and contracting

Key Concept	Constituency	Standard
Fair Dealing	All	53) Deal fairly with all constituents; avoid reciprocal dealings
	Program Customers	54) Treat Program participants/customers fairly in all aspects of transactions
	Employees	55) Offer fair and reasonable compensation
	Suppliers/Partners	56) Deal fairly in all activities, including pricing, licensing, and contracting
Fair Treatment	Employees	57) Practice nondiscrimination and provide equal employment opportunity
	Suppliers/Partners	58) Provide equal opportunity to suppliers owned by minorities and women
		59) Prefer suppliers and partners whose employment practices respect international labor standards on nondiscrimination
Fair Competition	Competitors	60) Engage in free and fair competition
	Suppliers/Partners	61) Refrain from colluding with competitors on prices, bids, output, or market allocations 62) Refrain from seeking or participating in questionable payments or favors to secure competitive advantage 63) Require suppliers and partners to refrain from bribery and improper payments
Fair Process	Employees	64) Do not retaliate against employees who report violations of law , company standards, or organization business conduct guidelines.



Work Instructions

Atlanta Community Food Bank

G. CITIZENSHIP PRINCIPLE: Act as responsible citizens of the community. Respect the law, protect public goods, cooperate with public authorities, avoid improper involvement in politics and government, and contribute to community betterment.

Key Concept	Constituency	Standard
Law & Regulation	All	65) Obey applicable laws and regulations
	Investors	66) Do not obstruct legal rights of Board members or funding supporters
	Competitors	67) Adhere to competition laws
	Public	68) Adhere to environmental laws and standards 69) Adhere to the letter and spirit of tax laws and make timely payments of tax liabilities
Public Goods	All	70) Do not condone or participate in bribery or other forms of corruption 71) Protect and, where possible, improve the natural environment
	Program Customers	72) Promote sustainable development 73) Ensure that products and services sustain or enhance the natural environment
	Suppliers/Partners	74) Prefer suppliers and partners who observe applicable environmental standards
	Public	75) Do not use lack of scientific certainty as a reason to postpone cost-effective measures to address threats of serious damage to the environment
Cooperation with Authorities	Program Customers	76) Cooperate with public authorities to address threats to public health and safety from the organization's activities and services
	Employees	77) Cooperate with employee groups, government, and others to address employment dislocations created by business decisions
Appropriate Political Involvement	Public	78) Recognize government's obligation and jurisdiction concerning society at large 79) Avoid improper involvement in political activities and campaigns; insure views and political support activities are represented as individual and not those of the organization



Work Instructions

Atlanta Community Food Bank

Civic Contribution	All	<p>80) Contribute to the economic and social development of local communities and the world</p> <p>81) Develop and share (as generously as prudent) innovations in technology, products, processes, and practices</p> <p>82) Support the not-for-profit sector</p> <p>83) Support employee involvement in civic affairs</p> <p>84) Take a leading role in preserving and enhancing the physical environment</p>
	Public	

H. RESPONSIVENESS PRINCIPLE: Engage with parties who may have legitimate claims and concerns relating to the organization’s activities, and be responsive to public needs while recognizing the government’s role and jurisdiction in protecting the public interest.

Key Concept	Constituency	Standard
Addressing Concerns	Investors	85) Respect Board and contributors’ owners requests, suggestions, complaints, and formal resolutions
	Customers	86) Offer products and services whose quality meets or exceeds customers’ requirements
	Employees	87) Provide timely service and remedies for customer complaints 88) Engage in good faith negotiation in cases of conflict (see employee Conflict Resolution Plan) 89) Respond to employees’ suggestions, request, and complaints (see Decision Making Principles and Decision Making Guide)
Public Involvement	Public	<p>90) Collaborate with community groups and support public policies that promote economic and social development</p> <p>91) Cooperate in efforts to eliminate bribery and corruption</p> <p>92) Support and protect democratic institutions</p> <p>93) Support diversity and social integration</p>