

## Introduction

**Mission Statement:** To teach and promote English language and literacy skills needed by adults for daily life in Southeastern Manitoba.

**NOTE OF THANKS**

This manual is based on the excellent resource **A COLLECTION OF POLICY AND PROCEDURE TEMPLATES FOR ADULT LITERACY SERVICE PROVIDERS** developed by *Literacy Link South Central* (<http://www.nald.ca/library/learning/template/cover.htm>).

We express our appreciation for this template which provides the foundation to our *Policy and Procedure Manual*.

**FOREWORD**

This manual is for all staff, learners, volunteers and board members of the agency. This manual outlines all the policies and procedures of the agency.

The Board of Directors has ultimate authority and final responsibility for the adoption of these policies. As the employing body, the board engages the chief operating officer, herein referred to as the executive director, and obligates to the executive director the final responsibility for all aspects of personnel administration, according to policies approved by the board of directors.

The Policies and Procedures contain general statements of agency policy and should not be read as including the fine details of each policy, nor as forming an express of implied contract, nor as promising that the policies discussed in it will be applied in all cases. The agency reserves the right to add, revoke or modify policies.

As used in this manual the words “shall” or “will” are to be construed as mandatory and the word “may” as permissive and the feminine gender shall be construed to include the masculine gender.

Employees, learners and volunteers having questions about the Policies and Procedures shall consult with their immediate supervisor.

**GOVERNANCE STATEMENTS**

**BOARD OF DIRECTORS:** The purpose of the board is to guide the affairs of the Corporation through setting and maintaining policy and over-all direction. The board ensures proper financial management of the Corporation and supervises the executive director. The board of directors refrains from involvement in the day-to-day running of the agency. The responsibility for the management of the day-to-day operations of the agency is delegated to the executive director.

**EXECUTIVE DIRECTOR:** The board of directors appoints the executive director. The executive director is responsible for the day-to-day operations of the agency.

**COMMITTEES:** The Board may establish committees from time to time, as needed.

**PUBLIC REFERRAL:** Employees of the agency direct any member of the public wishing to contact the board of directors to the executive director. The executive director may arrange communication with the board of directors, as appropriate.

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## WHAT IS A POLICY?

### Policies:

- Tell the organization **WHAT** is to be done
- Are generally set by a Board of Directors
- Are statements based on collective values, judgement, and fundamental principles of management experience in the governance and organization of all members of the Board
- Generally provide both vision and inspiration to the organization
- Permeate all aspects of an organization

(Source: Marketing and Management Consultation, Brockville, Ontario [www.cybertap.com/tdc/policy/htm](http://www.cybertap.com/tdc/policy/htm))

### Characteristics of a “Good” Policy

- It is philosophically based and reflects values. It states what is believed, valued and desired
- It is a general statement of a Board’s beliefs on a certain matter
- It tells why certain things are wanted
- It constitutes a clear basis for the development and implementation of regulations and procedures
- It provides positive direction to the Board and staff, but does not, and should not, prescribe the methods for arriving at the result
- It permits Board and staff to interpret in such a way as to adjust for changing conditions without making any basic changes in policy
- It provides a standard for evaluating the performance of Board and staff

(Source: Adapted from National Capital Freenet Statement of Values)

When writing policy statements the language used should be plain, clear, explicit and concise. The present tense should be used whenever possible although the future tense is acceptable. It is better to use “active” words in an imperative or directive tone.

## WHAT IS A PROCEDURE?

### Procedures:

- Tell the organization **HOW** a policy is to be carried out
- Are generally defined and carried out by the administrators
- Are tools used to assemble, create and operate the organization responding to the Board’s policies
- Can be and are often specific to certain aspects of an organization

(Source: Marketing and Management Consultation, Brockville, Ontario [www.cybertap.com/tdc/policy/htm](http://www.cybertap.com/tdc/policy/htm))

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**POLICIES AND PROCEDURES MANUAL:**

The agency will institute and maintain a “Policy and Procedure Manual” which will:

- **Codify the policies and procedures of the agency**
- **Document these policies and procedures in an accessible, readable, and amendable manner.**

**All agency employees and volunteers will take their direction from, and comply with, the policies and guidelines contained in the *Policy and Procedure Manual*.**

**All agency employees will be able to suggest new policies and/or procedures or revisions to the existing policies and procedures using the “Manual Update” form provided in the Policy and Procedure Manual.**

A “Policy and Procedure Manual”, developed, implemented, and maintained properly, becomes the foundation of consistency and professionalism. It is important for employees of the agency to have input into the decision making process of the agency. Many of the policies and procedures are directed towards the employee and since the employee is in a position, on a day to day basis, to assess the impact, validity and practicality of agency policies and procedures it will be beneficial for the employee to have the opportunity to make suggestions regarding these policies and guidelines.

Procedures:

1. **CREATING and APPROVAL PROCESS**

The policies are set by the board of directors.

2. **AMENDMENT PROCESS**

- a. Suggested changes may be made by the board, executive director, staff, learners and volunteers in written form.
- b. Suggested changes are given to one’s supervisor.
- c. These suggested changes are then considered and discussed by the board who then votes on them.

3. **REVIEW PROCESS**

- a. Policies will be reviewed annually by the board in the Spring Board Meeting.
- b. Or as required throughout the year.