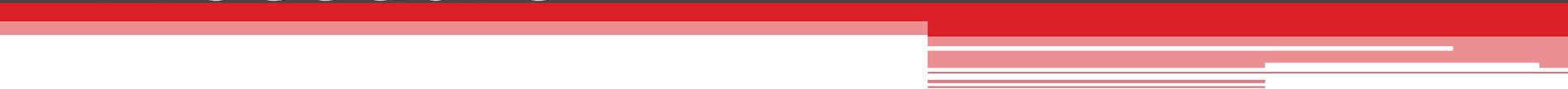
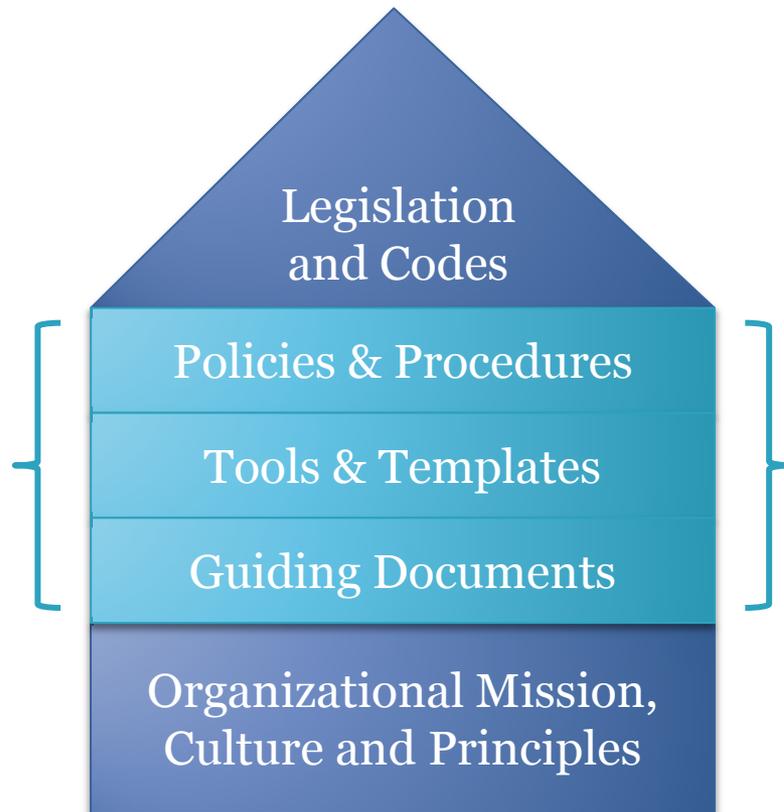


Human Resources Policy and Procedure



Documenting the Relationship
Between Your Organization and
Its Staff Team

Key Aspects of Human Resources



The Big Picture: Policy & Procedure in your Organization

ORGANIZATIONAL

- Guiding P & P
- Internal P & P
- External P & P

HUMAN RESOURCES

- Employee Manual
- Other Tools and
Templates Used

GOVERNANCE

- Board Policy
Manual
- Board Procedures

VOLUNTEER

- Volunteer Manual
- Volunteer
Management

Policy and Procedure

The Basics

What is a Policy?

- Generally, a rule or set of rules to guide decision-making and insure equality and consistency in the workplace
- Adopted by a Board or governance body, like a Steering Committee

Why are policies important?

- Help make sure you are meeting your legal responsibilities and hence avoiding employment claims
- Communicates organizational:
 - Values & Standards
 - Rights and responsibilities of employees
 - Expectations for how things are done
 - Acceptable best practices
 - Direction to managers on how to be consistent, fair, transparent, and predictable (no surprises)

What Would You Do?

As a manager, you notice that every time you walk by one of your staff members desks, she constantly seems to be on Facebook, Twitter, or Blackberry Messenger. At a supervision meeting, you let her know that you are concerned with the amount of time she is spending at work accessing these sites for personal use. She replies that she is only on those sites for work use—doing outreach to youth—and not for personal use at all.

- What issues or concerns does this scenario raise?
- What possible policies and procedures could come into play in this scenario?
- What should the next steps of the supervisor be?

<http://www.youtube.com/watch?v=4GnzyQ5DIas&feature=related>

What Would You Do?

- Hamda is hired at your organization to implement a new one-year long program: she develops a program from start to end; including a name, program curriculum, flyers, presentation materials, and an evaluation manual. The Ladies On The Move program is highly successful, unfortunately, the funder decides to not re-fund the program and you are unable to renew Hamda's contract. A month later, you are out in the community and see a flyer for the Ladies On The Move program. You realize that the location on the flyer has been changed to another youth organization. You call the number on the flyer and quickly find out that Hamda now works at another youth agency and is running Ladies On The Move there.
- What issues or concerns does this scenario raise?
- What possible policies and procedures could come into play in this scenario?
- What should the next steps of the organization be?

Features of a Policy

Format:

- Well organized
- Clear language
- Appealing to the eye

Material:

- Legal content
- Fair and flexible
- Relevant content

Policy Content

- Every policy should include the following:
 - Policy name
 - Effective date of policy and any revision dates
 - Purpose of the policy
 - Main policy statement
 - Definitions of key concepts or terms
 - Eligibility or scope
 - Organization staff position responsible for monitoring policy

What is a procedure?

- A sequence of actions or operations which have to be executed in the same manner in order to always obtain the same result under the same circumstances
- Procedures or protocols are generally developed and adopted by senior executive officers

Why are procedures important?

- Help make sure you are meeting your legal responsibilities and hence avoiding employment claims
- Provide step-by-step instructions on how to carry out a policy
- Tell staff what to do in different scenarios (eg. an emergency)
- Strengthen your organizations reputation and infrastructure

Features of a Procedure

Format

- Well-organized
- Detailed and clear language
- Appealing to the eye

Material

- No 'legal content' required
- Procedure should be simple to undertake with easy to understand instructions

Components of a Procedure

- Steps: what to do and how to do it
- Guidance: who to go to for help, what resources to access
- Tools and templates: directly provide or provide access to the templates and tools necessary to complete the procedure

Policy & Procedure

- **FYI's New Employee Orientation:**
 - Example of how a policy and procedure work hand in hand.

Please find this example in the right-hand navigation bar of the Human Resources Policy and Procedure Toolkit page.

What Would You Do?

- Read the sample policy on Dress Code:
<http://hrcouncil.ca/hr-toolkit/dress-code.cfm>
- Devise a procedure on how to deal with staff members who breach the dress code

Employee Policy Manual

A thick red horizontal bar spans the width of the page. Below it, on the right side, are several thin, parallel white lines that create a decorative, stepped effect.

The Essentials for a Youth-Led Organization

What is an Employee Policy Manual?

- Includes Human Resources as well as organizational policy and procedure
- Outlines the behaviours and responsibilities of employer and employees
- Should be reflective of organizational size and culture, as well as the corresponding laws

Keep in Mind

- Preparation, transparency, open communication = prevention
- Effective policies and practices, consistency, equity = A healthy workplace that supports the work of employees
- Increased P & P in place = Decreased Risk



It's far easier to set clear expectations and guidelines **first** than to wait until there is a crisis or conflict to try to set or enforce guidelines and expectations.

Starting Points for Your Manual

- Revisit your organization's code of conduct & core values or competencies—*often can form basis of certain policies.*
 - (Don't have these? Check out our toolkits on [Organizational Culture and Staff Management](#))
- Don't re-invent the wheel! Use other organizations' policy and procedure templates that are compatible with your organization—*But revise to reflect your organization's values & mandate.*

Employee Policy Manual: What to Include

- Your organization's guiding statements and principles
- Reference to legislation that forms the basis of your policies & procedures
- How the manual will be learned/distributed/shared for current and new staff
- Review Process
- Policies and Procedures
- Acknowledgement Form

Activity: Where to start?

- Make a list of what you would include in your Employee Policy Manual.
- Now take a look at the examples and samples provided.
 - What policies are missing from this Manual?
 - Are any of these policies unnecessary?
 - What policies are new to you?

Employee Policy Manual: The Essentials

- Essential policies and procedures to have in place:
 - Hiring
 - Employee information and privacy
 - Hours of work
 - Overtime compensation
 - Vacation
 - Holidays
 - Leaves of sickness and other reasons
 - Evaluation
 - Discipline
 - Termination

Staff Code of Conduct

A First Step to Creating Shared
Guidelines for Staff

What is a Staff Code of Conduct?

- A simple set of rules and guidelines that outline how staff should behave while at work or representing the workplace
- Set expectations for how staff should treat each other, the space, the clientele ...
- Can be set down in one-two pages for easy reference

Staff Code of Conduct: What to Include?

- Think about simple things that come up frequently like dress code, late policy, etc...
- Assess your organization, revisit past issues between staff or between staff and participants—is there need for additional policies and procedures?
 - Be proactive!

Looking for More Practice?

- Check out the right hand sidebar of the Human Resources Policy and Procedure Toolkit page to access more opportunities to practice identifying where policy and procedure may be needed or beneficial.

Document! Document! Document!

- Your procedures should have corresponding templates, where necessary, to document incidents related to policy and procedure
- These documents need to be filed so you have a paper trail
- Check out the right hand sidebar of the Human Resources Policy and Procedure Toolkit page to access

Policy and Procedure

The Development Process

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Developing Policy & Procedure: A Sample Process

- Needs Assessment (SWOT Analysis)
- Scope
- Draft
- Review and Revise
- Approve
- Review regularly

Determining Needs and Scope

- Conduct a formal or informal needs assessment to determine which policies need to be put in place for your organization to function effectively
 - Try a SWOT Analysis: strengths, weaknesses, opportunities, threats
- Scope: Determine which policies and procedures will be included at organization's current state
 - What's necessary for an organization of your size?

Drafting and Reviewing Policy and Procedure

- Assign one (or a team of) staff, board member, or volunteer to draft policies for the designated policy issues
 - Need supports? Contact us at FYI to learn about our [Skilled Volunteer Matching Service!](#)
- Review as a team—ask for feedback from staff and volunteers, community, stakeholders

Approval

- Revise and bring to Board or governance body for approval
- Ensure that you have a review date or cycle in place at the time of approval so you can make changes and respond to new circumstances
- Regular review process should involve staff and volunteers

Policy and Procedure



Interpretation Policy
and Creating
Consensus

The Challenges of Interpretation

- Policies often interpreted differently by different staff
 - Context can determine how we understand policy
 - Cultural norms can influence how we understand policy
 - Sometimes personal perspective or bias influence how we understand policy

Suggested Activities for Clear Interpretation

- Create consensus among staff
- Balance consistency with flexibility—context does matter, but treat everyone the same
- Make note of how policies have been understood and revise policy at review point to specify desired meaning

Check out this video about clarity and expectations:

<http://www.youtube.com/watch?v=zBdq2rSSBng&feature=related>

Exploring the Challenges of Interpretation

- Revisit the sample policy on Dress Code:
<http://hrcouncil.ca/hr-toolkit/dress-code.cfm>
 - What words have flexible meaning?
 - How would you define these terms?
 - What effects will this have on how your policy is understood, implemented, enforced?
- Where do you think difficulties could arise in implementing the policy?

Policy and Procedure



Implementing Policy and
Procedure in Your Organization

The Challenges of Implementation

- Interpretation can affect implementation
- Responsible staff may not be prepared to enforce policy and procedure; Be the “bad guy”
- P&P may not be implemented equally across the organization—apply to staff regardless of position, volunteers, and youth
- Change is harder for some to adapt to - especially when there is a lot of change at once

The Implications of Implementation

- Feeds into your staff selection—regardless of position or relationship, responsible staff must enforce equally across the board
- Develop a simple complaint process so staff, volunteers can express opinion over enforcement

Sharing With Staff

- A current and approved Employee Policy manual provided to every staff
 - Host an orientation for each new staff member
 - Provide time to read and ask questions
 - Employee Acknowledgement
 - Have a copy to revisit
- Review when changes are made
 - Hold staff training or departmental reviews

Social Media Policy: A New and Evolving Challenge

- Watch the following YouTube clip
 - <http://www.youtube.com/watch?v=GufTuZ3-YRo>
 - What are some of the benefits and risks associated with using Social Media in your organization?
 - What would be the purpose of creating a social media policy at your organization?
 - What are areas you would want your social media policy to cover?
 - What other policy areas in your organization does social media impact?

An Example of Social Media Policies: Coca-Cola

- Coca Cola's Social Media Policy:
<http://www.coca-colacompany.com/stories/online-social-media-principles>
- <http://www.youtube.com/watch?v=G6R161hDAH4>

For additional supports, check out the link on the right hand sidebar of the Human Resources Policy and Procedure Toolkit page

Quiz: Human Resources Policy and Procedure

1. What is the purpose of human resources policy and procedure?
2. What should be reflected/captured in your policy and procedure?
3. What is the difference between policy and procedure?
4. What should be included in an Employee Policy Manual?
5. What are some of the challenges of implementing policy and procedure?

Are you in need of additional supports?

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