GUIDELINES FOR DEVELOPING POLICIES AND PROCEDURES

When developing policies and procedures, it is important to have a process in place for development, approval, review, revision, and education/training. The attached guidelines are a suggested format for developing policy manuals.

1. **Approval Process**
   - Before proceeding too far in the actual writing of policies, it is important to develop the approval process for policies. The director and the board are parties that should be involved in the approval process.
   - The actual process that must be taken should be documented and made available to all those who are writing policies.
   - Establishing a time frame when policies will be reviewed (called a review cycle) should be part of the approval process. The review cycle may be the same for all policies or policies may be divided into groups with semi-annual, annual, and bi-annual review cycles. It is recommended that all policies be reviewed at least bi-annually.

2. **Establishing a Style**
   - First step in setting up policy and procedure manuals is deciding on a format of the system. The size of the organization may dictate the format that is adopted – a single manual or multiple manuals. A single manual works well in a very small organization with a limited number of policies. Multiple manuals work better where there are numerous policies for different categories, generally seen in larger organizations. Whatever format is used, it is important to keep ease of retrieval in mind as the process unfolds.
   - Once the decision is made on single or multiple manuals, the next decision involves identifying the categories. Some suggested categories might include:

By-laws (Board of Directors)	BL
Human Resources	HR
Administration	ADM
Emergency Response Manual	ER
Occupational Health & Safety	OHS
Facilities/Maintenance	FAC
Health Plan	HP

     Additional categories may also be included or sub-categories may be utilized within the manuals.

   - Indexes are extremely useful in assisting users to find policies. Where multiple manuals are implemented, the value of having a "master index" must be weighed against the task of maintaining such a document. It is generally more valuable to organize the manuals in a logical, intuitive fashion with a well-organized index for each manual than to spend time on a master index for all policies.

3. **Policy Numbering**

   - For ease of reference and clarity, all policies and procedures must have a unique identifier or policy number. The following is a suggested scheme for numbering policies.
   - Utilize the categories as a way of distinguishing policies. The abbreviations (seen in part 1) could be used as a starter for the policy number.
   - Assign each letter of the alphabet a range as the following chart indicates:

A	0 – 99	J	900 – 999	S	1800 – 1899
B	100 – 199	K	1000 – 1099	T	1900 – 1999
C	200 – 299	L	1100 – 1199	U	2000 – 2099
D	300 – 399	M	1200 – 1299	V	2100 – 2199
E	400 – 499	N	1300 – 1399	W	2200 – 2299
F	500 – 599	O	1400 – 1499	X	2300 – 2399
G	600 – 699	P	1500 – 1599	Y	2400 – 2499
H	700 – 799	Q	1600 – 1699	Z	2500 – 2599
I	800 – 899	R	1700 – 1799		

Where it is believed that there may be more policies, the spread could be expanded to 1000. However, this decision needs to be made prior to starting the process, as you want to eliminate having to re-number policies in the future.

- For example – a policy in the Occupational Health and Safety section titled "Completing an Incident Report" may be assigned a policy number such as OCH-205 where OCH represents the Occupational Health and Safety section and 205 indicates it starts with C.
- If a policy is deleted, the number is not reissued.
- Each manual should conform to the same numbering system.

4.   Definitions

When drafting, it may be helpful to keep in mind the difference between a Policy and a Procedure.

POLICY
- A written statement that clearly indicates the position and values of the organization on a given subject. It contains rules and tells one what to do. For example:

    An incident report must be completed for any incident which involves staff, volunteers or campers, regardless of whether an injury occurs.

PROCEDURE
- A written set of instructions that describe the approval and recommended steps for a particular act or sequence of acts. It tells one **how to** perform a set of tasks. :

1. The person to whom the incident is reported is responsible to insure an incident report is completed.
2. All parts of the incident form must be completed.
3. The completed incident form is submitted to the director (or designate in the director's absence).
4. A copy of the incident report will be placed in the employee, volunteer, or camper file.

5.   Type Face and Margins

- Choose a font that is easily readable. Arial and Times New Roman are two popular styles. You may choose to use one font for heading/titles and a second font for the body of the policy.
- Titles and headings are generally a larger font size and bolded to stand out from the rest of the text.
- If you choose to use a different font size for the body, select a font no more than 2 points smaller. For example, if the headings and titles are a font size of 12, the main body should be a font size of 10. A font size of 10 or 12 is most commonly used for text.

- All margins should insure ease of reading and space for punching holes or allowing for binding of the policies.

6. Format
- The creation of a master template is one way to insure consistency in the layout of policies especially when more than one individual is responsible for development. Appendix 1 shows a format using footers to record the essential information for each policy. However, this same information could be placed within a header. The Appendix 1 sample also shows the layout and numbering scheme for the policy.

Dates

- Standard format for dates is MONTH/YEAR, e.g., 09/99

7. Grammar

- *i.e. and e.g.* These are both abbreviations for two words, therefore, each letter has a period.
- *etc.* If written within a sentence, precede and follow with a comma.
- *( )* If there is a bracketed statement within a sentence, the period follows the closed bracket, e.g., I brush my child's teeth with the prescribed brush (medium soft).
- If there is a bracketed sentence, the period is inside the closed bracket, e.g. Give your child milk to drink regularly. (My child likes chocolate milk.)

8. Caps and Bold

- The following header titles should appear **bolded:**
  Policy Title
  Policy #
  Section
  Approved by

9. The following text headings should appear in **CAPS** and **BOLDED** with a font of 12:

  – **POLICY TITLE**
  – **POLICY**
  – **PROCEDURES**
  – **GUIDELINES**
  – **REFERENCE**
  – **DEFINITIONS**

10. Writing Style

- Clear
- Concise
- Present tense
- Active verbs
- Use capitals for proper nouns only with consistency. If department names and position titles are capitalized, then capitalize these at every mention.
- Acceptable abbreviations can be used subsequent to writing out in full e.g., Ministry of Environment (MOE)
- References, if used, are placed at the end of each policy
- 24 hour clock is to be used
- If numbers are to be used in the text of procedure, use the number not the word, e.g., (6 not six)

- Use position titles versus individuals' names and /or department names. e.g., Manager, Maintenance

11. Policy and Procedure Format and Content

- Policy statements will not be numbered.
- Procedures will be numbered using a combination of numbers, alphabet, and bullets.
- See following example:

1. Waste must be collected by the kitchen staff after each meal:
   a) Place the waste in a plastic bag:
      - Green for regular waste
      - Clear for recycling
        Paper and plastic must be separated in recycling bags.

12. Layout

The following is the order in which items should appear within a policy document. It is further illustrated in Appendix 1.

- Policy statement
- Procedures
- References - to Legislation, Acts, Bills, By-Laws, other policies and procedures within other Manuals (when applicable) e.g., (see Occupational Health and Safety Policy OHS-1701 Reporting an Incident)
- If definitions are required, these are to be placed after the References at the end of the individual Policy and Procedure.
- Forms

13. Policy Review/Revisions:

- Policy and Procedures should be reviewed on a regular basis following predetermined guidelines. This is the review cycle you would have established at the beginning of this process If no changes are made, the review date then appears in the policy and procedure header. NOTE: All previous review dates should be included.
- When reviewing, if two policies are found to be similar, consider combining them into one. For example, if a policy exists on Handwashing Techniques for Kitchen Staff and a second policy exists on Handwashing Techniques, consider combining the two with a special reference for Food Handlers.
- If a policy is no longer pertinent, it must be deleted from the manual. (The number should not be reissued.)
- Major revisions to Policy and Procedures are to follow the approval process as outlined at the beginning of the document.
- Input from the people who will be expected to follow the policies and procedures is helpful and should be solicited when a review of policies is undertaken.
- The revision date then appears in the policy and procedure header. NOTE: All previous revision dates should be included.

14. Education and Distribution

- Education and training, when required, are a key component in the development and revision of policies and procedures.
- With revisions, emphasis should be placed on changes in the policy to insure staff fully understand the changes.

- It is imperative that all old copies are removed from circulation and replaced with the new version.

15. Archiving

It is important to maintain a copy of all circulated versions of a policy. It should be determined how this will be maintained and who will be responsible to insure that it is attended to.

APPENDIX 1

POLICY TITLE

POLICY:

The purpose of this policy is …
(The statement here is intended to indicate what is to be achieved by this policy. It should not tell you how to do this.)

PROCEDURE:

In order to carry out this policy, the following steps must be taken:
(The information included here is exactly what must be done – there is no room for interpretation or personalizing the procedure).

1. Step 1

2. Step 2
   a) Sub-step 1
   b) Sub-step 2

3. Step 3
   a) Sub-step 1
   b) Sub-step 2
      - Point 1
      - Point 2

4. Step 4

GUIDELINES

(Include any general information that may assist in carrying out the procedure. The same numbering scheme used in Procedures may be applied to this section).

REFERENCES

List here any references pertinent to the policy. A few examples may include:
   - related policy
   - government act or legislation
   - another complete manual
   - book/manual from an external organization

Policy Title:	**Policy Title entered here**		
Policy #:			Page 6 of 7
Section:		Originated:	**Date policy originated**
Approved by:		Revised:	**Actual revision date**
Cross Ref. #:	Identify any other related policies	Reviewed:	**Actual date reviewed**

<div align="center">**APPENDIX 1**</div>

DEFINITIONS

Definitions, where necessary, should be included at the end of the policy. If there are numerous definitions, an appendix to the policy may be more beneficial. If there are definitions that are necessary for a number of policies, then an appendix to the manual listing all of the definitions may be the most efficient method. This appendix should then be referenced in the individual policy.

FORMS

Include any sample forms with the policy for easy reference. The sample form should include the footer, as illustrated here, to insure that it is revised/reviewed when the policy is revised/reviewed.