

THE LEARNING EXCHANGE

Policy and Procedure Manual



The Learning Exchange Policy and Procedure Manual is an IFPCA funded project

February 2007

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February 2007

The Learning Exchange gratefully acknowledges:
A Guide for the Development of Policies and Procedures in Ontario's Community Literacy Agencies by Fiona Huebner and Community Literacy of Ontario, Inc.

Policy and procedures of TLE are developed based on TLE's by-laws to establish consistent guidelines and commonly understood expectations in the delivery of excellence in literacy services. All policies, unless specifically noted, apply to all members of TLE, including regular and contract staff, volunteers, students and Board of Directors. Policies are officially adopted after a majority of the Board of Directors passes a motion for their approval. All policy and procedures must conform with and can not contradict TLE's by-laws. Any previous policies, which are not contained in this current policy manual, are considered null and void.

Compliance with all policies is mandatory. Non-compliance can lead to disciplinary action and the eventual termination of involvement and/or affiliation with TLE.

Questions or concerns about the policies and/or their interpretation should be referred to the Board of Directors or Executive Director. All proposed policy changes and revisions must be presented in writing to the Board of Directors for consideration.

ICON KEY

-  Administrative Policy
 - Operational Policy
 - Organizational
-

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THE LEARNING EXCHANGE
Policy and Procedure
Manual

The Learning Exchange Policy and Procedure Manual is an IFPCA funded project

Board of Directors



Administrative Policy

Function of the Board of Directors

The Board is ultimately responsible for making sure that The Learning Exchange (TLE) fulfills its mission.

Board of Directors Overview

BOARD OF DIRECTORS

Members of the Board of Directors have a two-year term. They may only serve two terms in any one position and are elected at the Annual General Meeting (AGM). Board Members work together and do not have individual authority.

Members of the Board are:

- President
- Past-President
- Vice-President
- Secretary
- Treasurer
- Directors

Role and Responsibilities of the Board of Directors

BOARD MEMBERS

Board Members will:

- Be familiar with TLE's by-laws, policies, and mandate
- Attend a minimum of three Board meetings each year
- Participate in one or more committee/s and possibly chair one
- Represent the membership that elects them
- Prepare for meetings by reading background material
- Attend an annual meeting to do strategic planning for the year ahead

Board members have the responsibility to:

- Understand TLE's mission, vision and mandate
- Set policy for TLE
- Ensure effective organizational planning takes place
- Ensure funds are properly managed
- Know the Board's legal obligations and ensure they are followed
- Represent TLE within the region
- Establish the Board as an effective team for making informed and lawful decisions
- Uphold the confidentiality of Board discussions
- Provide leadership in policy making for TLE
- Ensure the continuance of the Board
- Return all TLE materials upon leaving the Board of Directors

PRESIDENT

The President will:

- Chair all Board meetings of TLE
- Serve on TLE's Executive Committee
- Provide leadership to the Board and Executive Director of TLE
- Ensure that TLE's mission statement, vision, and by-laws are followed
- Keep the Board focused on TLE's mandate
- Speak on behalf of, or appoint someone to speak on behalf of TLE
- Ensure that all resolutions of the Board are accomplished
- Prepare and present a report on TLE's activities at the AGM
- Develop, with input from the Executive Director and the Board, the agenda for each Board and Executive Committee meeting
- Sign the official minutes with the Secretary

- Ensure all standing and adhoc committees have a chairperson
- Serve as an Ex-Officio member on any TLE committee

PAST-PRESIDENT

The Past-President will:

- Serve on TLE's Executive Committee
- Lend guidance to Board members
- Provide training to the new President

VICE-PRESIDENT

The Vice-President will:

- Serve on TLE's Executive Committee
- Assume the role and responsibilities of the President in his/her absence
- Oversee and ensure reporting from committees
- Provide training to the new Vice-President

SECRETARY

The Secretary will:

- Serve on TLE's Executive Committee
- Ensure that all Board Members receive proper notice of meetings by working in conjunction with TLE's Administrative Assistant (i.e. through a newsletter, notice Board and/or memos)
- Take attendance at every Board meeting and record all motions
- Ensure that accurate records are kept for TLE and the Board including:
 - ✓ Minutes in an official minute book
 - ✓ Meeting: agendas, reports, budgets, financial statements
- Sign the official minutes with the President
- Ensure that the Operating Manual is available at every meeting for referral.
- Provide training to the new Secretary

TREASURER

The Treasurer will:

- Serve on TLE's Executive Committee
- Work with the Financial Officer
- Chair meetings of the Finance Committee
- Present proposed budgets to the Board for approval
- Ensure that all funds are properly managed
- Review financial policy and procedure
- Ensure the budget and financial policies are followed
- Ensure accurate bookkeeping
- Ensure the bank statements are reviewed on a monthly basis
- Keep copies of the bank statements for one fiscal year
- Review and present financial report to the Board
- Ensure that payroll, payroll withholdings, employer contributions and other debts are settled by their deadlines
- Present the annual financial statements to the membership at the AGM
- Help with developing and monitoring TLE's financial policies
- Provide training to the new Treasurer



Administrative Policy

TLE Committees

All committees (standing or adhoc) are expected to choose a committee chairperson and when necessary prepare a budget proposal for review by the Board. The committee chairperson is responsible for chairing committee meetings, organizing the meetings of the committee, maintaining contact with the Executive Director and Board, and preparing committee reports.

Committees:

- Must adhere to TLE's by-laws and policy & procedures
- Set the mandate for committee work and create a timeline (Adhoc Committees)
- Report to the Board and/or Executive Director
- Evaluate the project/work of the committee
- Can make recommendations to the Board for consideration, in writing
- Prepare articles as needed for the News & Views

Function of the Standing Committees

- Standing committees oversee specific areas of Board business. In order to gain expertise or experience, the Board of Directors may invite/appoint others to a standing committee with the exception of the Executive Committee.

EXECUTIVE COMMITTEE

The Executive Committee will meet as needed. The Executive Committee is authorized on behalf of the Board to make decisions that cannot wait until the next Board meeting. The President will chair the Executive Committee. The evaluation of the Executive Director will be conducted by the Executive Committee and approved by the Board. The Chairperson of any committee may also be invited to attend Executive Meetings on an “as needed” basis.

The Executive Committee consists of the:

- President (chairperson)
- Past-President
- Vice-President
- Secretary
- Treasurer
- Executive Director (ex-officio)

FINANCE COMMITTEE

The Finance Committee will:

- Meet on a regular basis
- Develop all budgets and monitor TLE’s financial policies
- Report and make recommendations to the Board

The Finance Committee consists of:

- Treasurer (chairperson)
- Executive Director (ex-officio)
- Financial Officer
- TLE member

NOMINATIONS COMMITTEE

The Nominations Committee has the sole responsibility for bringing forward a slate of candidates who have the necessary skills and background to serve as Board Members

The Nominations Committee will:

- Plan the elections of the Board to be held at the Annual General Meeting
- Send thank you letter to current Board Members completing term of office and information letter to the other Board Members regarding their status
- Review and follow a standards profile of the skills and qualifications required for the different positions of the Board
- Recruit new members to the Board
- Contact all absent applicants with the election results
- Send a courtesy letter to thank all candidates for their interest in running for the Board of Directors

The Nominations Committee consists of, but is not limited to:

- Two Directors
- Executive Director (ex-officio)

PERSONNEL COMMITTEE

The Personnel Committee will:

- Develop and revise personnel policies and recommend salary guidelines to the Board
- Evaluate the job performance of the Executive Director annually
- Develop and revise staff job descriptions
- Assist the Executive Director with the hiring process of staff
- Review and approve contracts between TLE and core or contract staff

The Personnel Committee consists of:

- Two Directors
- Executive Director (ex-officio)

Function of the AdHoc Committees

AD HOC COMMITTEES

TLE's Board may establish other committees as needed. Ad Hoc committees are struck to achieve specific objectives and are then dissolved. The Board will set the mandate and time frame of each committee.



Administrative Policy

General Guidelines for the Board of Directors

Rules and Standards

ACCESS TO INFORMATION

All Board Members will have equal access at TLE to information such as minutes, reports, correspondence, financial statements and other documents pertinent to the organization. Each Board Member will receive copies of all information one week prior to each Board meeting, including: agendas, minutes of previous meeting and the Executive Director's report. All information, which is considered confidential, will be identified as such. Board members are expected to file and store confidential information with the utmost concern for maintaining confidentiality.

All requests for information or services by individual Board Members will be directed to the President and documented so they can make the same information/service available to the other Board Members.

All Board Members are expected to sign the Code of Ethic & Confidentiality Statements, agreeing to respect the privacy of other Board Members and to maintain the confidentiality of privileged information about students, volunteers or staff.

BOARD ORIENTATION/TRAINING

All new Board Members will be provided with the following:

- Welcome letter
- Names/phone numbers of BOD and staff
- TLE Manual
- Call to Order book
- Past year's minutes

All Board materials, binders, and handbooks are the property of TLE and must be returned, unless an individual is remaining on the Board of Directors.

BY-LAWS

TLE's by-laws will be reviewed as needed, to ensure that they continue to meet current and future needs. Proposed changes will be circulated to the general membership prior to the Annual General Meeting (AGM) as stipulated in TLE's by-laws. Voting on the recommended changes will occur at the AGM.

CODE OF CONDUCT FOR BOARD OF DIRECTORS

Board Members need to demonstrate ethical and professional conduct and adhere to TLE's *Code of Ethics & Confidentiality Statement*.

CONFLICT OF INTEREST

Board Members are trustees of public confidence and securities and must avoid any conflict of interest. They are expected to perform to consistent standards and must not participate in matters where they may directly or indirectly benefit.

Relating to matters under board discussion, a Board Member shall immediately state any actual or apparent business, financial, personal or other affiliation which may cause a conflict of interest. They will abstain from discussion, voting or bringing their influence to bear upon the matter and will not be counted in the quorum. They may be asked to leave the meeting however, Board Members may request that the individual be called upon to answer questions or present a statement of position.

Any person who has any actual or potential personal, philosophical or financial conflict of interest with TLE's activities and programs will not be accepted as a Board Member.

Board Members must:

- Not use their positions for personal interest or to obtain employment within the organization for themselves, family members or friends
- Resign from any Board position permanently in order to be considered for employment by TLE

EVALUATION OF BOARD PERFORMANCE

The Board will:

- Review all written goals and objectives to determine accomplishments
- Set specific indicators of success (i.e. turnout at meetings, involvement, decisions carried out, etc.) for review and comparison each year

MANAGEMENT OF TLE MATERIALS

TLE has an open lending policy for most items at the center and understands that some Board Members may need to keep/bring materials to other locations for work. It is the responsibility of the individual borrowing materials to ensure access to all materials related to any project.

All documents, files, books, computer files/discs, lists, master copies, resources, records, promotional materials, etc. must be clearly marked and easily accessible for pick up and return if needed by TLE. Only authorized individuals as outlined in the Policy and Procedures manual (see *Management of Personal Records*) may have access to confidential students' and volunteers' files. Confidential files may never be removed from the office except by the Executive Director working on TLE business.

MEETING CANCELLATION

Meetings can only be cancelled with the agreement of a majority of Board Members. Wherever possible, a minimum of three day's notice should be given for any change or cancellation of the meeting. In the event of unforeseen weather conditions or if quorum will not be met, the President has the right to cancel the meeting. The President will ensure all Board Members are informed of meeting cancellations.

MISSION/VISION STATEMENT

TLE has a mission and vision statement, which may be reviewed as needed. Any proposed changes to the mission or vision statement must be approved by the Board of Directors and accepted by the membership at the AGM.

NOMINATIONS

In order to ensure consistency in the succession to the Board, a standing Nomination Committee will oversee the recruitment, orientation and evaluation

of potential Board Members. Elections and terms of office will be followed as outlined in the by-laws.

Election and nomination information will be circulated prior to the AGM to the general membership.

Any member in good standing may nominate candidates to the Board following the guidelines for nominations. If an election is required, each candidate will be invited to address the membership at the AGM with a brief presentation on his or her interest and background not to exceed two minutes.

PLANNING

A written Strategic Plan and Action Plan are developed and reviewed regularly to ensure the viability of our organization. Board members and staff participate in the planning and design of TLE's programs. All matters related to council members and council programs will be considered in the strategic planning of TLE.

The Planning Process will include:

- One planning meeting held at the first meeting of the calendar year
- The review of goals, objectives and results
- Writing a timeline/action plan including short and long-term goals

RESIGNATION, DEATH OR REMOVAL OF A BOARD MEMBER

Board members who miss three consecutive meetings without good reason are subject to immediate dismissal from the Board and will be notified of this in writing by the President.

Board members, who do not fulfill their duties satisfactorily, as per the position description, may go through a progressive *Disciplinary Process* to be documented and kept on file that may include a verbal warning, a written warning, suspension and finally removal. The majority decision of the Board of Directors to remove an officer from the Board is irrevocable.

An Officer ceases to be a Board member if:

- By notice in writing to the President or Secretary of the Board he/she resigns his/her office and such resignation, if not effective immediately, becomes effective in accordance with its term
- At a General Meeting a special resolution is passed, he/she will be removed from office; or in the case of death

SUMMARY OF THE LEGAL DUTIES OF THE BOARD OF DIRECTORS

The integrity of the Board of an organization makes for effective and ethical governance. The duty to be loyal is a standard of faithfulness. A Board Member must give undivided allegiance when making decisions affecting TLE. This means that a Board member can never use information obtained as a member for personal gain, but must always act in the best interests of the organization. Board Members are accountable to the public. A Board member's failure to conduct him/herself in a responsible and legal manner could result in legal action against both the organization and the individual Director. When a Board Member is acting in the interest of the organization,

he is said to have a fiduciary relationship. Board Members must ensure that Board decisions are within the mandate set out in the constitution and by-laws, and work to exercise their authority fully, by attending meetings, carefully considering information, and taking seriously their decisions.

The fiduciary obligations of Board Members include the duty to:

- Ensure that all decisions of the Board are lawful
- Act honestly and in the utmost good faith
- Act only in ways that are consistent with the central goals of TLE
- Act with diligence and competence
- Exercise reasonable care when he or she makes a decision as a steward of TLE
- Respect confidentiality
- Acknowledge any conflict of interest

TERMS OF OFFICE (AS SET IN THE BY-LAWS)

To ensure consistency and minimize disruption, only half of the Board members should complete their terms in any given year. If there are more candidates than positions, an election will be held at the AGM by secret ballot.



Operational Policy

TLE Financial Guidelines

The Board is responsible for ensuring the overall financial stability of TLE.

BOARD OF DIRECTORS

The Board will:

- Approve the budgeting process and financial reporting system for TLE as per the Financial Committee
- Ensure that the financial policies and procedures are established and adhered to
- Review and approve all budgets (annual operating and special projects)
- Monitor and approve any expenditure outside of the budget
- Ensure the physical and financial assets are properly managed with appropriate safeguards implemented to prevent fraud or theft of TLE funds
- Approve changes to salary and/or compensation for staff Not allow any one individual to have complete authority over the finances
- Not cause or allow TLE to incur indebtedness

- Receive and review financial reports indicating TLE's current cash position in relation to the approved budgets
- Ensure that the investments held by TLE are secure investments and that they are monitored on a regular basis
- Review mileage policies for travel

EXECUTIVE DIRECTOR

The Executive Director is responsible for effective financial management of TLE.

The Executive Director will:

- Ensure that the budget planning process is initiated prior to the start of the school year
- Plan and prepare annual program budget with Finance Committee for Board approval
- Ensure financial and human resources are sufficient to reflect service and program priorities and expectations
- Approve all expenses
- Not authorize any transactions that will result in any personal liability of the Board of Directors or that will adversely affect the capital and assets of TLE
- Ensure that contributions or funds are used only for the purpose that was designated by the contributor or funder
- Ensure that TLE does not accumulate a deficit
- Initiate purchases of goods and services according to budget allocations and can exceed budget allocations without Board permission up to the amount of \$300.00 with price comparison information where necessary

■
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■ **Financial Controls**
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AUDIT REVIEW

At the AGM, if the Board recommends an annual audit review to the membership, the name of a chartered accountant must be appointed by a formal resolution from the membership.

BANKING SERVICES

TLE will enter into an agreement with a recognized chartered bank that will

provide the banking services needed for not-for-profit organizations.

TLE will ensure that the chartered bank provides the following services:

- Chequing services for required accounts
- A monthly statement showing all debits and credits
- Payment of interest at current rate for all surplus funds held in any special account

BOARD/STAFF EXPENSES

Pre-approved board and staff expenses will be reimbursed if accompanied by proper documentation and if within the limits set by the Board. Expense limits will be set and reviewed annually before the end of the fiscal year.

BUSINESS CONTRACTS

TLE may enter into contractual agreements with individuals, organizations, and/or businesses for services and/or programs. All contracts for service in excess of \$5,000 will require a tendering process, which involves contacting at least three contractors for bids. Existing contracts may be renewed for additional projects, without the tendering process, at the discretion of the Board. All contracts are to be reviewed by the Executive Director for their content and format and must receive approval of the Board before they are signed. Any two of the three designated signing officers will sign all contracts and keep a copy on file. Any changes to contracts must receive the approval of the Board.

CHEQUES

Cheques will:

- Be numbered and used in numerical order
- Be kept in a secure location and maintained on file
- Not be issued to “cash” or “the bearer”
- Be written and attached to the supporting invoices before being given to the signing officers
- Any two of the designated signing officers will sign cheques

DEPOSIT OF FUNDS

A cash receipts journal will be kept identifying the date deposited, source and amount of the funds. A back up of the cheque/s received and deposited

should be kept on file by the Financial Officer.

FINANCIAL STATEMENTS

The financial statements will be presented to the Board for its approval at the AGM within 6 months after fiscal year-end.

INVESTMENTS

Investment income earned will be subject to the same financial controls as all other TLE funds. TLE investments should be secure, short-term, liquid, and fully insured by the Canada Deposit Insurance Corporation.

The Treasurer will:

- Ensure the investments are handled according to policy

The Financial Officer will:

- Consult with the Treasurer regarding purchase and sales of investments
- Make the purchase and sale of investments
- Review the investments monthly and arrange for investments to be redeemed into general revenues as needed, so that TLE's operating costs may be met

MAINTENANCE OF FINANCIAL RECORDS

TLE's financial records will be retained on file for the time specified by our governing legislation.

PAYROLL

Payroll records will be kept current and will be updated on a regular basis. TLE's core staff will be paid on a weekly basis. The pay period runs from Saturday to Friday. Pay-cheques are distributed no later than the following Thursday. Contract employees will be paid as directed in their contract.

Payroll information will include the following:

- Employee's name and address
- Employee's Social Insurance Number
- Employee's taxation code

- Employee's date of birth

SIGNING AUTHORITY

TLE will adhere to the signing authority requirements as specified in the by-laws of the organization. TLE and the bank will maintain a formal list of names, titles and signatures of those individuals who have signing authority and ATM deposit cards. Two of the three authorized Officer's signatures must be on all TLE financial transactions.

Signing Officers will be:

- President
- Treasurer
- Executive Director
- Financial Officer

THE LEARNING EXCHANGE
Policy and Procedure
Manual

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TLE General
Guidelines



Organizational Policy

TLE General Guidelines for all Members

CODE OF ETHICS & CONFIDENTIALITY

The nature of our service is very personal and involves the exchange of private and personal information; all staff and volunteers are asked to respect the importance of confidentiality and must sign TLE's *Code of Ethics and Confidentiality Statement* (see Orientation manual) during the orientation process.

All members of TLE must conduct themselves with dignity and respect the rights of others as outlined. Failure to comply will result in a disciplinary action (Refer to *Disciplinary Process* in Policy & Procedures).

DIVERSITY/MULTICULTURALISM/ANTI-RACISM

TLE promotes equal access to literacy service and to volunteer opportunities. TLE embraces the diversity of the community served, extending service to all cultural and religious groups within the community. We respect the unique background of each individual; it is against TLE policy to promote one's individual beliefs and practices through word or written material of any form. It is the expectation that all staff, volunteers and students will show tolerance and respect for individual differences. Discriminatory behavior will not be tolerated under any circumstances.

DRUGS/ALCOHOL

The abuse, possession or sale of alcohol, drugs or medications by staff, volunteers or students will not be tolerated. Drug and alcohol use is strictly prohibited at any TLE student event and/or activity; anyone under the

influence will be subject to disciplinary action.

EQUALITY

We are an equal opportunity organization.

HEALTH ISSUES

TLE respects the need to maintain the confidentiality of medical and health information concerning all staff, volunteers and students unless it is directly pertinent to the individual's ability to teach, work or learn. Persons with any infectious/communicable diseases must disclose their illness if others will be put at risk.

INCLUSION OF PEOPLE WITH DISABILITIES

While TLE seeks to assist in the literacy development of adults in our community, we are limited in our mandate and resources. Wherever possible, TLE seeks to offer service and opportunities to potential staff, volunteers and/or students regardless of their physical abilities. Within TLE's resources, every attempt to provide appropriate accommodations will be made so that participation in our programs will not be restricted by physical limitations.

As a student-centered organization, we recognize a wide variety of learning styles and learning disabilities. Wherever possible, we will work collaboratively with other community agencies to serve and/or refer individuals with special needs. We reserve the right to refer individuals with special needs, if we feel we do not have the equipment, resources or expertise to adequately serve that person.

WORK ENVIRONMENT

TLE is committed to maintaining safe work environments that respect the self-esteem and dignity of all staff, volunteers and students. Any incident, sexual or other, that causes offence, humiliation, and embarrassment or takes advantage of another person's status, whether in our office or at other meeting sites in the community, will not be tolerated. TLE will not tolerate unwanted comments, gestures, innuendos, contact, threats, jokes, insults or displays directed either at members of the same or opposite sex. Insulting and/or abusive behavior or language will not be tolerated under any circumstances within TLE.



Administrative Policy

TLE Membership General Guidelines

COMMUNICATION

All formal actions taken or public statements made on behalf of The Learning Exchange must be authorized by the Board of Directors or Executive Director. The Executive Director has full authority to represent TLE. Use of TLE's name in affiliation with political or religious activities is not permitted.

COMPLAINTS AND CONCERNS

It is the policy of TLE to respect all concerns and complaints that come forward, to take action immediately and to solve problems cooperatively. All complaints and concerns should be brought to the attention of the Executive Director or Board of Directors.

Formal complaints and concerns should be put in writing and submitted to a Board Member or the Executive Director, who will acknowledge the complaint, in writing within three days, and set in motion action to address the complaints and/or concerns.

CONFLICT RESOLUTION PROCEDURES

A system of mediation and resolution will be applied consistently and respectfully to all individuals in TLE who find themselves in a serious conflict with other individuals within the organization. Where warranted, the *Disciplinary Process* will be implemented.

DISCIPLINARY PROCESS

TLE has a Progressive *Disciplinary Process* that may be followed when unsatisfactory staff or volunteer performance occurs:

- A verbal warning, written warning, or dismissal.
- The issue is brought to the attention of the Executive Director and/or

Executive Committee, who will arrange a meeting with the person/s involved

- The immediate supervisor will issue a verbal or written warning

- A trial period will be set for the employee/volunteer to make the required changes. The length of this trial period will be specified in writing.
- The Executive Director and/or Executive Committee will review the performance during the trial period. If the performance is unsatisfactory, the employee/volunteer will be dismissed.
- Any written appeal from staff and/or volunteers must be submitted to the Executive Director and/or Executive Committee within seven days of dismissal.
- Any written appeal from the Executive Director must be submitted to the President within seven days of dismissal to be brought to the full Board of Directors for resolution within fourteen days of dismissal.

OWNERSHIP RIGHTS OF MATERIALS PRODUCED

All materials produced and/or purchased solely for TLE by any paid personnel (contract or otherwise) become the property of TLE. Authorship and sources will be acknowledged and respected on all materials used by TLE. Materials produced by students and/or volunteers, are considered personal. TLE must obtain permission to publish or reproduce any such documents.

RIGHT TO VOTE

A member in good standing has the right to vote at the Annual General Meeting: Any volunteer, tutor or student who has either attended training sessions, tutorials or has volunteered during the twelve months prior to an AGM is considered a member in good standing.

TRAVEL

Staff, volunteers and students who use their own vehicles to report to work or TLE Centre will be responsible for their own car maintenance, insurance, traffic fines, gasoline and mileage costs. TLE will not be liable for the transportation of any member or staff, to or from TLE or to any other destination.

The mileage rate will be reviewed and set annually at the first Board meeting. Mileage for staff and volunteers will not be paid for travel to TLE Centre. Upon prior approval by the Executive Director, members or staff working on TLE business will be reimbursed for mileage/travel cost outside of their normal daily travel distance to TLE Center at the approved rate per kilometer.

Authorized parking costs will be reimbursed to staff, volunteers, and students

attending outside events.

Original receipts must be attached to a written expense claim and submitted to the Executive Director for approval and reimbursement. The Executive Director must approve and sign travel claims before being submitted to the Treasurer for payment. Travel costs to TLE Centre may be reimbursed to students in need at the discretion of the Executive Director.

THE LEARNING EXCHANGE

Policy and Procedure

Manual

The Learning Exchange Policy and Procedure Manual is an IFPCA funded project

**Volunteers and
Tutors**



Administrative Policy

General Guidelines for Volunteers and Tutors

Role and Responsibilities of Volunteers

VOLUNTEERS

Volunteers will:

- Set goals and plan with the student
- Find and prepare tutoring material that suits the student's ability, goals and interests
- Tutor the student once a week at TLE Centre in subjects that may include reading, writing, numeracy, computer skills and life skills
- Maintain a positive, warm attitude that encourages the student to learn
- Discuss the student's progress with the Executive Director; discuss problems/issues if they arise
- Attend various in-service workshops and tutor discussion groups after tutoring begins
- Inform staff at TLE Centre about changes in meeting times or location
- Complete any necessary tutor reports and keep a record of hours volunteered with TLE

Rules and Standards

VOLUNTEER RECORDS

Personal documents and information will be kept confidential and accessed by the Executive Director and/or support staff only. Information may not be disclosed without permission from the volunteer.

ORIENTATION AND TRAINING

TLE is committed to providing thorough training and support to our volunteers and tutors by offering TLE Basic Tutor Training sessions, including an introductory orientation session, as well as additional workshops throughout the year. Training and Orientation is considered to be part of the screening process.

All volunteers:

- Must adhere to the requirements and duties of TLE Volunteer job description
- Are expected to attend an Orientation session to understand the mission, mandate, background and goals of TLE

All volunteer tutors:

- Must adhere to the requirements and duties of the Volunteer Tutor job description
- Are expected to participate in initial and ongoing training
- Must complete the entire TLE Basic Tutor Training workshops prior to being placed with a student. Exceptions may be considered at the discretion of the Executive Director depending on prior training experience only.

RIGHT TO VOLUNTEER

TLE defines volunteers as those who perform service for others for the purpose of enhancing the cause of literacy. Volunteers give their time and talents freely, without coercion and with no expectation or solicitation of payment in any form.

Volunteers are accepted and encouraged at all levels of the organization, based on their suitability to the various tasks and activities.

We respect the right of the volunteer to refuse an assignment.

SCREENING AND ACCEPTING VOLUNTEERS

TLE reserves the right to accept volunteers based on their suitability for the
Policy and Procedures

duties described in the position descriptions. All volunteers must go through the same screening process and background checking. We accept only volunteers who demonstrate, throughout the selection process, their suitability to the required tasks and TLE reserves the right to refuse to accept the services of any individual.

TLE's Selection Process includes that:

- All volunteer candidates will fill out a Volunteer/Tutor Application form and provide at least two references
- Background checks will be done and references contacted as needed
- Potential volunteer candidates are required to attend an Orientation session
- Completion of training does not guarantee a tutoring match
- A person may not volunteer for TLE once they have been a paid employee as it is considered to be a conflict of interest.

SPECIAL CASE VOLUNTEERS

TLE accepts Special Case Volunteers only when the referring agencies have signed agreements that identify responsibility for managing and caring for the volunteers. Individuals who come forward to offer their services in fulfillment of other obligations, through social service agencies, schools, the justice system or the workplace, will NOT be considered TLE members but will have the title of Special Case Volunteers. They will be subject to the same policies as other volunteers but may have additional requirements as agreed upon with their originating agency.

SUPERVISION

Volunteers are under the supervision of the Executive Director. Volunteers will continually be assessed as to their suitability for working with students.

VOLUNTEER DISMISSAL AND RESIGNATION

Those volunteers who do not adhere to the policy and procedures of TLE or who fail to perform their duties satisfactorily may go through a *Disciplinary Process* that can include any of the following: a verbal warning, a written warning, and finally dismissal if there is no improvement. Continued volunteer absenteeism without notice is subject to inquiry.

Resigning volunteers may be invited for an exit interview with the Executive Director to give insight and feedback regarding their TLE experience.

VOLUNTEER/STAFF RELATIONS

Volunteer involvement in TLE's literacy programs is intended to extend our service delivery for the benefit of students, therefore:

- Sufficient staff and other resources will be made available to support the efforts of volunteers
- Volunteers are to be treated respectfully as integral members of TLE

- Volunteers are not to be used to supplant, replace or take work away from staff except where TLE's policies provide guidelines
- Volunteer activity must not contravene any other applicable employee agreements

VOLUNTEER TUTOR SUPPORT

TLE supports all volunteer tutors with the ultimate goal of supporting the student's literacy goals. The Executive Director or appointed personnel will schedule regular communication with each volunteer tutor and/or student to share constructive feedback, resources and strategies. The meeting will be informal and verbal unless there are specific issues that either party would like to document. TLE reserves the right to monitor and evaluate the work of volunteer tutors.

The Executive Director and/or Volunteer Coordinator may:

- Attend a lesson and/or meeting to observe the tutor and student to offer constructive feedback
- Telephone tutors to discuss work and progress
- Review the tutor's written lesson and/or meeting reports to offer planning and tutoring advice

Tutors are:

- Encouraged to regularly evaluate their own work and progress
- Able to request an experienced tutor to attend a lesson and/or meeting to offer feedback

Section

4

THE LEARNING EXCHANGE

Policy and Procedure

Manual

The Learning Exchange Policy and Procedure Manual is an IFPCA funded project

Students



Administrative Policy

General Guidelines for Students

Rules and Standards

All students are:

- Encouraged to set goals and commit to a realistic amount of time and effort to meet their identified goals
- Expected to commit to the tutoring schedule agreed upon

MANAGEMENT OF PERSONAL RECORDS

All student files will be kept confidential and may be viewed by the individual upon request. Pertinent information to tutoring may also be shared with the individual's tutor. Written permission from the student is required for others to gain access to files or information regarding the student. All student files will be managed and accessed only by the Executive Director and support staff.

THE STUDENT

Students are entitled to:

- A suitable match based on their availability and level (TLE will make every attempt to deal with concerns and, if necessary, make another match)
- Have access to appropriate materials for tutorials

SERVICE AT THE DISCRETION OF TLE

TLE makes every effort to provide equitable access and to find suitable learning environments for adults who seek to become students. If, at any time during the relationship, we have any reason to believe that the student's training goals might not be best served by TLE, we reserve the right to discontinue service.

STUDENT COMMITTEE

We will offer support and funding, based on a proposal and acceptance of the Board, to any students wishing to form a student council with a goal of five members. Once they have five members and have had regular meetings over the period of one year, the Board may consider representation from this council.

Section

5

THE LEARNING EXCHANGE

Policy and Procedure

Manual

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Staff



Administrative Policy

Function of the Staff

The staff is ultimately responsible for making sure that The Learning Exchange (TLE) fulfills its mission.

Staff Overview

FINANCIAL OFFICER

The Financial Officer will:

- Serve on TLE's Executive Committee in the absence of the Treasurer
- Keep accurate bookkeeping
- Properly manage all funds and investments
- Ensure the budget and financial policies are followed
- Obtain, review and reconcile the bank statements on a monthly basis
- Prepare and present financial reports as needed to the Treasurer and Executive Director
- Do the weekly payroll, payroll withholdings, and employer contributions
- Settle all debts by their deadlines
- Organize all meetings of the Finance Committee and prepare the agenda
- Work with the Executive Director to complete financial reports and budgets
- Present proposed budgets to the Finance Committee for approval
- Prepare the annual financial statements
- Help review and monitor TLE's financial policies

EXECUTIVE DIRECTOR (EX-OFFICIO)

The Executive Director will:

- Provide input to policy creation
- Provide relevant information so that the Board is informed and able to make decisions
- Provide professional knowledge and reports on emerging issues
- Ensure that the Board is not drawn into management matters, so that they are able to focus on governance
- Participate actively in a planning process with the Board
- Work with the President to develop agendas
- Bring the concerns of staff, volunteers and students to the attention of the Board
- Prepare regular written reports and circulate to Board Members



Administrative Policy

General Guidelines for Staff

Rules and Standards

- A copy of the Québec Labour Standards (Commission de norme du travail ~ CNT) will be kept on file at TLE office for referral. TLE will make every effort to follow and keep up to date with the labour law standards.

BENEFITS AND LEAVE

Vacation leave is not granted during the probationary period.

Due to budget restraints, if a regular staff member must take a leave of absence or time off for reason of illness, personal matters, or bereavement it is understood the leave will be unpaid and a temporary replacement will be hired in order to fulfill the duties and responsibilities of the position.

If a contract employee must take a leave of absence or time off (as indicated above) it is at the discretion of TLE to extract hours from the original contract to have a replacement fulfill the responsibilities and obligations of the

contract position and meet the deadlines of the job/project. The contract employee will be advised of the number of hours needed to complete the duties during the leave and a written amendment will be attached to the original contract, signed by the contract employee and Executive Director.

EMPLOYEE CONTRACTS

The Executive Director will prepare and sign the employment contracts for staff. The Executive Committee will prepare and sign the employment contract for the Executive Director. A new contract will be prepared annually or whenever there is a major change in employment conditions, status or responsibilities.

EMPLOYEES AS VOLUNTEERS

Paid employees may not serve in a volunteer capacity or hold a vote while employed (or after leave/dismissal) by TLE, as this could create a conflict of interest.

EVALUATION

Regular staff and staff contracts:

Staff will receive an annual performance evaluation in June, conducted by the Executive Director and a member of the Personnel Committee, approved by the Executive Committee. The evaluation of the Executive Director will be conducted by the Executive Committee and approved by the Board. Staff will be asked to review and sign their written performance appraisal, which will then be placed in their personnel files. The employee will also receive a copy.

Project contract staff:

Personnel working on a project contract will receive a project evaluation related to the objectives of the contract in June or at the end of the project, conducted with the Executive Director and a member of the Personnel Committee. The contract employee will supply a project evaluation indicating the successes and areas in need of improvement for similar projects. The contract employee will be asked to review and sign their written project appraisal in duplicate. One copy will be maintained for TLE's records and the other will be forwarded to the contract employee.

JOB DESCRIPTIONS

Each staff member is entitled to a job description. All job descriptions will clearly indicate the duties, responsibilities, and who the immediate supervisor is. All job descriptions must be given final approval by the Board.

MANAGEMENT OF PERSONNEL RECORDS

All staff files will be kept confidential and may be viewed by the individual upon request.

Confidential personnel documents for:

- Staff will be managed and accessed by the Executive Director
- The Executive Director will be managed and accessed by the Executive Committee

Employee files may contain:

- The résumé
- Employment contract
- Performance evaluations
- Records of disciplinary issues
- Any other appropriate documentation
- Note: Time sheets are filed with payroll records and NOT with personnel files, unless they are related to performance and/or disciplinary issues

MANAGEMENT OF TLE MATERIALS

TLE has an open lending policy for most items at the center and understands that some employees may need to keep/bring materials to other locations for work. It is the responsibility of the individual to ensure access to all materials related to any project, contract or job. All documents, files, books, computer files/discs, lists, master copies, resources, records, promotional materials, etc. must be clearly marked and easily accessible for pick up and return if needed by TLE.

All materials, including documents, manuals, etc. obtained while on TLE business at workshops and/or conferences are the property of TLE. Multiple copies of these materials may be borrowed with approval from the Executive Director and returned at the yearend or at the completion of a contract.

RESIGNATION NOTICE

TLE expects:

- The Executive Director to provide the Board with at least two weeks notice of resignation, in writing. The President will acknowledge, in writing, that TLE has received this notice.
- Employees to provide the Executive Director with at least two weeks notice of resignation, in writing. The Executive Director will acknowledge, in writing, that TLE has received this notice.

Staff leaving on good terms may request letters of recommendation from the Executive Director and the Executive Director may request a letter of from

the President.

SALARY ADMINISTRATION

TLE is committed to establishing fair and competitive salaries for all staff positions, within budget constraints. TLE will ensure fair and consistent salary ranges. The Finance Committee and/or Personnel Committee will review all salaries and make recommendations to the Board.

Extra hours for staff will not be reimbursed without prior verbal approval for up to 6 hours and with written approval for 7 hours + by the Executive Director.

STAFF-BOARD RELATIONS

In order to foster good communication and responsive working relations, a staff representative may attend Board Meetings as an observer upon request to the President.

STAFF ORIENTATION

It will be the responsibility of the Executive Director to provide orientation to familiarize new staff with TLE. Orientation for the Executive Director will be the responsibility of the Executive Committee. Each time staff and/or volunteers change their duties; they will be given orientation specific to the new position.

New personnel will sign off that they have read and understood the following basic orientation documents:

- Job descriptions
- By-laws
- The Mission and Vision statements
- Policies and Procedures Manual
- Other key documents may be required for review, such as: funding proposals, financial statements, training manuals, business plan/strategic planning documents, recent minutes and reports. A tour of key program sites to meet staff, volunteers and students will be included in the orientation.

STAFF PROBATION

Staff is subject to a probationary period of three months and performance review with the immediate supervisor and a member of the Personnel

Committee. The probationary review will be based on a series of indicators and tasks that measure the employee's successes and accomplishments, as agreed upon at hiring. Meetings will be documented and reports will be placed in the employee's file.

An Executive Director's probationary review will be conducted by the Personnel Committee or an ad hoc Hiring Committee, and approved by the Board of Directors.

STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

TLE will maintain active membership in appropriate groups and service agencies, in order to provide opportunities for staff and volunteers to liaise and network. Within the constraints of budget and operational requirements, we support and encourage staff to develop knowledge and skills relevant to their present and future positions with the organization. TLE encourages professional development activities, believing that it is a joint responsibility of the employees and the organization. A budget is allocated annually for staff training and development.

TERMINATION OF EMPLOYMENT

The Executive Director and/or Executive Committee will handle any situation, which might result in the dismissal of an employee, in accordance with policy (refer to the *Disciplinary Process* guidelines). Employment can be terminated by TLE at any time during the probationary period for unsatisfactory performance of work with one week's notice in writing, including contract employees.

Any wilful disobedience, misconduct or neglect of duty will result in immediate suspension without notice until the charge is investigated. Results of the investigation may call for reinstatement or immediate termination of employment without notice. TLE reserves the right to terminate employment due to lack of funds or a change in funding. Appropriate notice and payments will be given. Wherever possible, staff input will be sought for consideration of restructuring or reorganizing.

TIME

Staff may not rearrange workdays, hours or schedule without prior approval from the Executive Director. Failure to do so will result in disciplinary action. Staff is expected to work evenings and weekends on occasion for projects, events and/or meetings. In order to accommodate these needs, work schedules may be rearranged with approval from the Executive Director. All approved schedule changes must be submitted in writing to the Executive

Director and posted clearly on the office calendar.

With approval from the Executive Director, staff may request extra time be reimbursed by equal time off in lieu, to be taken within a reasonable time of its accumulation. The Executive Director must seek approval from the Board. Time accumulated beyond the equivalent of one workweek will not be reimbursed with lieu time except in special circumstances and with prior approval.

VACANCIES AND THE SELECTION PROCESS

The Personnel Committee is given discretion to circulate and post any job vacancies as widely as possible. All qualified applicants will be required to attend an interview and undergo the screening process for the specific position, including two satisfactory reference checks. Selection for any position will be based on the candidate's relevant skills and experience for the position as outlined in the job description. A member of the Personnel Committee will confirm all offers of employment in writing.