



Policy Number: PD1.010	Policy Section: Policy and Program Development	Effective: July 15 th , 2009
Title: Policy Development and Implementation		Executive Sponsor: VP, Policy and Program Development Director, Quality Assurance

1. PURPOSE

This policy outlines the principles, authorities, procedures and practice guidelines that direct the development and implementation process for CLBC policies. It clarifies the roles of CLBC and the Ministry of Housing and Social Development (MHSD) in the CLBC policy development process.

2. DEFINITIONS

CLBC Policy Glossary: A central list of commonly used terms and definitions which are utilized consistently throughout CLBC policies.

Executive Sponsor: A member of the CLBC senior management team who has ongoing responsibility for the implementation of a policy.

Governance Policy: CLBC policy that has significance for the CLBC Board of Directors in its governance role to oversee the conduct of the organization's business.

Operational Policy: CLBC policy that provides specific direction, procedures, and practices for staff in both service delivery areas and administrative programs including Communications, Corporate Services, Human Resources, Information and Technology, and Quality Assurance.

Shareholder's Letter of Expectation: An agreement between the Shareholder (Government) and CLBC on the respective roles and responsibilities of each including high level performance expectations, public policy requirements and strategic priorities.

3. POLICY

CLBC policies are based on the vision, mandate, mission and values of the organization.

CLBC policy is directed by and developed in accordance with government expectations. It must reflect broad service standards and policy direction set by MHSD in the Shareholder's Letter of Expectations. CLBC's role is to develop and implement policy in response to this broad direction.

CLBC policy must also be linked with those of other social service and health ministries, especially when policies may affect individuals and families involved in multiple service systems. This will ensure a consistent corporate policy development and implementation approach in government sponsored services.

Policy is developed in consultation with staff, individuals, families, community service providers, and government ministries that are affected by the policy. Policies will be distributed as relevant to individuals, families and the public to help them to better understand what to expect from CLBC, its vision, and its supports and services.

CLBC's policy development and implementation process is based on a consistent set of expectations including identification, approval, development, communication, training and review.

CLBC will evaluate existing policies to ensure that supports and services meet the evolving needs of the people supported and to ensure accountability to them, communities, and government.

4. PROCEDURES

Identification

4.1 Requests for new or revised policy come from various sources including the CLBC Board, Chief Executive Officer (CEO), staff, individuals, families, community service providers and government ministries. Review of requests will consider if the new policy or revision:

- is consistent with CLBC's mission, mandate, vision and values
- is of wide interest and its impact on CLBC staff and operations will be significant
- will be useful and beneficial in providing effective service
- will be congruent with other functions of CLBC
- supports the overall government direction outlined in the Shareholder's Letter of Expectations

Approval

4.2 Governance policies will be reviewed by the CEO and approved by the CLBC Board of Directors.

4.3 Operational policies will be reviewed by the Vice President (VP) of Policy and Program Development to ensure compliance with this policy. All operational policies are approved by the Chief Executive Officer of CLBC.

4.4 Significant CLBC policy initiatives and supporting material will be reviewed with the ministry responsible for the oversight of CLBC to ensure that the objectives of government and direction set in the shareholder letter are met.

Development

4.5 A comprehensive development and implementation plan will be drawn up which identifies resources needed, system capacity, training/orientation requirements, an Executive Sponsor, and financial impacts in conjunction with a strategic communications plan.

4.6 Consultation about policies will be actively solicited as appropriate and practical from individuals, families, staff, community service providers, and government ministries with overlapping mandates. The manner of consultation will vary depending on each specific situation.

4.7 All policy will use a standard format as outlined in the CLBC Policy Template. The headings included in the Policy Template are "Purpose", "Definitions", "Policy", "Procedures", "Documentation", "Practice" and "References".

4.8 The *CLBC Policy Development & Implementation Plan* will be used to document a record of the work completed in association with the development and implementation of the policy.

4.9 Identification and development of accompanying guidelines, tools, standards, information system needs, and forms will be required to support staff with application of the policy.

4.10 All definitions contained in policies will be recorded in the CLBC Policy Glossary to ensure terms are utilized consistently throughout CLBC policies.

Implementation

4.11 New and revised policy will be circulated in an open, consistent, and timely way to ensure that people, both within and external to CLBC, are made aware of it. Policy affecting external stakeholders will be accompanied by a strategic communications plan.

- CLBC staff will receive information on new or revised policies in advance of their public release.
- All related CLBC communications affected by a policy change will be amended when the policy is released.
- MHSD consultation will be included in the strategic communications plan.

4.12 Staff will receive training about the background, rationale, and application of new or revised policy, as needed. The training plan will consider:

- which staff and management should receive the training
- the training delivery method which should be utilized including workshops, conferences, on-line courses, and on the job training
- the ongoing learning needs of staff regarding the application of policy

4.13 When policy is released or revised, it will be dated and a specific person identified as the contact to respond to questions about the policy.

4.14 Policies will be organized within a master policy index and ordered with a numbering system.

Evaluation

4.15 New and revised policy is a part of an ongoing cycle of continuous quality improvement review which considers:

- the purpose, application and associated outcomes of policy
- evidence based best practices
- the utilization of a variety of review measures including surveys, formal reviews, and ad hoc responses to identified concerns
- how evaluation results can form the basis for policy revision

4.16 The Director of Quality Assurance is responsible for the ongoing review of policy efficacy.

5. DOCUMENTATION

CLBC Policy Implementation and Evaluation Plan

CLBC Policy Template

6. PRACTICE

6.1 CLBC policies will be presented using clear, concise language, with similar presentation styles and tone. While acknowledging the diversity of operations and functions within CLBC, the objective is to make the tone, style, language and formatting of policy and guidelines as consistent as possible.

6.2 Most policies include some flexibility in their application, so where possible they should not be rigidly worded. Technical language and acronyms will be used sparingly and only to the extent necessary to explain the policy. Acronyms should be spelled out the first time they are used. Definitions of technical terms will be included where appropriate.

6.3 Where applicable, policies will encourage a culture of local problem solving and creativity to allow for flexible approaches that are responsive to individual circumstances and choice.

6.4 Policy is intended to guide CLBC operations, support good judgment and thoughtful, creative responses to individual circumstances.

7. REFERENCES

CLBC Policy Foundations

CLBC Policy Glossary

CLBC Policy Implementation and Evaluation Plan

CLBC Policy Index

CLBC Policy Template

Shareholder's Letter of Expectations