CATHOLIC CROSSCULTURAL SERVICES

PROGRAM OPERATION GUIDELINE

Version 01 December 2022

CCS Office

55 Town Centre Court, Suite 401 Toronto, ON M1P 4X4

Phone 416.757-7010 • Fax 416.757-7399

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# **Preface**

The purpose of the guidelines is to unify program operation/practice of ALL programs and projects (funded by three levels of Government, Catholic Charities, and other funding sources) delivered in the Toronto and Peel region. If there is any program-specific practice to meet the funding requirement not stated in this guideline, please also include them in the program operation. For RSTP, there will be a separate program operation/guideline.

Managers will support their staff to understand and adhere to the guidelines outlined in this manual. Additional program details will be provided by Managers and Senior Managers as required. If the program or project has a Coordinator or Lead instead of a Manager, the Coordinator or Lead will also resume the Manager’s role stated in the guideline.

It is important to note that updates to this guideline will occur ongoing, and all updates are subjected to the management’s approval. At the last quarter of fiscal year, Program Managers, based on the collected feedback from staff, will discuss their proposed recommendation to improve the guidelines to Senior Manager. The Senior Manager will discuss the suggested corrections, additions, and deletions to the material set out in the Operation Guideline with Director, Programs & Services. The revised draft will be shared with the Executive Director.

All documents (Forms, Procedures and Policy) are saved on CCS’ intranet shared drive.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperation Guidelines**1. Program and Service Delivery** | Original Date: Dec 2022 Revised: Revised:: |

By standardizing program operations and practice, we can encourage consistency in the process to monitor and update programs activities and plan according to program needs and funding guidelines.

## Key Points

* + **Program Managers**
		- Draft program plan based on each program funding agreement on program description and objectives.
		- Last Quarter of Fiscal Year: Develop Annual and Long-term Work Plan
		- Program Managers will work together to draft a set of evaluation/survey/focus group/review questions that all programs can use and, if needed, modify the evaluation process per the program needs.

## Senior Managers

* + - Senior Manager will prepare the final proposed plan/recommendation (include the rationale and analysis including the pros & cons) and discuss with Director, Programs and Services. Based on the discussion, Director will review and approve the proposed plan/recommendation. Director will update Executive Director.

## Planning

Program Managers draft their program plan based on each program funding agreement on program description and objectives, planned activities and intended results (including outcomes).

At the last quarter of each fiscal year, Program Managerswork with the staff team to develop plan and complete before the new fiscal year starts:

* 1. Annual workplan
		+ Plan on meeting the annual expected deliverables, monitoring the progress and action plan in case not meeting the expectation and/or contingency plan, if unexpected happen
		+ If program needs change, draft the proposed plan on how to re-allocate funding resources to address the emerging needs
		+ Value-added component added into the current delivery to enhance services, address emerging needs, and build program uniqueness, evaluation and monitor mechanism
		+ Outreach strategy
		+ Partnership (if any).

This may also include joint activities across CCS programs to enhance and expand ongoing service delivery.

* 1. Long term workplan
		+ Plan on how to expand the uniqueness into new program element or new project.
		+ Pilot the plan (include anticipated timeline) and proposed plan on resources re- allocation.
	2. Funding opportunity

Based on the short and long-term work plan, the Senior Manager will work with the Program Manager on the plan for funding application submission if there is any funding opportunity. The Senior Manager will discuss the proposed plan/idea with Director, Programs & Services.

Once the proposed plan/idea is applicable, the Senior Manager will work with the Program Manager to draft the proposal (narrative, statistic, and budget). If needed, also look for a support letter for the proposal. For the budget, the Senior Manager will confirm with HR and Finance the proposed staff’s job title, salary and benefit rate, and any shared overhead costs.

At least 10 days before the deadline, the Senior Manager will submit the completed proposal draft to Director, Programs & Services for review. Once the draft is finalized, Director will submit it to Executive Director for input and approval for submission.

The Director or designee Senior Manager will submit the proposal; once submitted, a copy of the proposal will be shared with the Director.

* 1. Funding Re-allocation

If there is anticipated funding reduction or need to re-allocate the fund to build on new initiatives in the forthcoming fiscal year, Program Managers will discuss with Senior Managers on the proposed plan on resources re-allocation:

* Identify the top 10 emerging needs/trends in the past 12 months
* Identify the top 10 languages in the past 12 months
* Identify the trend on CLB level, session (PT or FT) for the language classes
* Review and evaluate if current resources can meet the identified emerging needs/trends and languages need.

If unable to meet the emerging changes, then need to use the guideline on planning & determining the position to be eliminated for resource re-allocation: (a) each funded staff performance (b) language needs (c) impact to the service delivery/program. Based on the guideline, prepare the proposed plan on resource reallocation plan including manpower arrangement.

Program Manager discusses the plan with Senior Manager.

Senior Manager will prepare the final proposed plan and the recommendation (include the rationale and analysis including the pros & cons) and discuss with Director, Programs and Services. Based on the discussion, Director will review and approve the proposed plan and the recommendation. Director will update Executive Director.

The People and Culture team will be advised once a decision has been made so that they can provide support with the staffing changes. Program Manager and Senior Manager will notify the staffing change. Senior Manager will support Program Managers to work with the team to implement the proposed plan.

## Program Operation

Refer to each program funding agreement on the program description and objectives, planned activities and intended results (including outcomes).

If there is any program specific practice to meet the funding requirement, please include them into the operation. e.g. LINC Classes follow CLB and PBLA guideline, CNC follows CMS guideline, LINC/ELT/Language training students’ attendance guideline and students’ TTC subsidy guideline.

Refer to the Program logic model and evaluation framework (IRCC-funded programs) as reference. The framework can be used as a reference for all non-IRCC funded programs if the program does not have any.

During the year, if the program delivery does not meet the expected deliverable (i.e. meet 60% or less of the YTD expected deliverables), the Program Manager works with the staff team on:

1. First and the Second month not meeting the expected deliverables
	* Program Manager reviews the files (quantitative and qualitative data) and discuss with the staff team to identify causes and draft an action plan to rectify the situation.
	* Program Manager shares the action plan with Senior Manager.
2. Three consecutive months not meeting the expected deliverables.

Program Manager works with the staff team to draft the contingency plan, including the following:

* Review current status (including the result of the action plan), the reason why still not meeting the expected deliverables.
* Conduct an environment scan to identify the trends and emerging needs.
* Identify the challenges and draft recommendation/strategy to rectify the situation.
* Identify and draft an action plan to foster internal referrals across programs (include timeline and staffing arrangement).
* Identify and outline outreach strategy (include timeline and staffing arrangement).
* The process to monitor the progress and means to modify the strategy.
1. Ongoing not meeting the expected deliverables for six consecutive month or nearly a year.

- Program Manager reviews the situation and discussion the options with Senior Manager. It may include identifying whether there is a need to re- allocate the fund to build other program activities to address different emerging needs. Please refer to the annual work plan that drafted at the last quarter of each fiscal year.

Program Manager shares all the above plan (#i-iii) with the Senior Manager for feedback. The Senior Manager will collaborate with other departments to support the program if needed. Once implemented, the Program Manager updates the Senior Manager on the progress. The Senior Manager will update Director, Programs and Services.

## Virtual Service Delivery

## Services may be delivered in a virtual format when it is of mutual benefit to both the client and CCS, and is within the funder’s approved guidelines. Virtual formats may include video or telephone conferencing in either individual or group formats.

The Program Manager will develop a plan in consultation with the Senior Manager. TheSenior Manager will update Director, Programs and Services.

## Referral system

A referral system is a network providing services to clients from one level of service delivery to another, depending on the needs of the clients.

All program staff act as a case liaison, working with clients to ensure progress towards achieving their goals and assist in revising the plan if needed. Program staff is expected after the referral, to follow up with clients as stated in the general follow up practice, to ensure the referral is useful and meet clients’ needs.

It is important to foster not only internal referrals (across CCS programs and departments), but also external referrals to other service providers. e.g., If providers identify clients’ needs to attend LINC classes, employment support, providers will directly refer client to CCS LINC or employment program. Clients have the option to enroll directly into the LINC/Employment program or access the settlement program.

All referrals (both internal and external) are noted in the monthly report (narrative and statistical). All information will be used as reference to analyze and identify emerging needs, gaps, and trends.

## Follow up practice

Clients, after accessing any CCS programs, are followed up at intervals to ensure clients’ needs and goals are being met and additional support is provided as needed. Regular follow up (Generally it is less than one month, 1-3 months and after 3 months period. In Peel, it is also at 6 months period) will enable Program staff to identify any emerging needs and challenges the client encountered in the settlement process and provide adequate support in a timely manner.

Students complete the levels for LINC, ELT, and Language training and have left the program. Staff will also conduct a check-in to see if other follow-up support CCS can offer to the students.

Program Manager based on their program uniqueness on annual basis prior to the beginning of the following fiscal year, work with the team to review and revise the follow up questions, to ensure all questions are aligned with the program outcome measurement. In addition, Program Managers will review and revise the spreadsheet to capture all findings and data to be included into the monthly report (narrative and statistic).

## Evaluation

Various methodologies will be used to monitor performance and evaluate the program activities. Program Managers will work together to draft a set of evaluation/survey/focus group/review questions that all programs can use and, if needed, modify the evaluation process per the program's needs. This is also used to measure the effectiveness of the services.

Program Managers will compile the evaluation result and also include the plan of action to improve the program delivery in their monthly report and annual program plan.

* *Tracking changes:* Program staff follow-up clients at three intervals after initial services, over the span of 18 months. At each point, Program staff will determine if the clients have completed and/or made progress on the various elements of their settlement action plan. Information collected from clients after 6 months will be used to compare the initial intake and assessment records. The result will be used to measure the services effectiveness.
* *Survey of group activities:* Pre & post knowledge gauging evaluations of group

sessions to assess participants’ knowledge change by attending. Client satisfaction survey: Once clients receive the settlement services, clients are invited to complete the survey. The result of the survey helps to improve clients' services.

* *Bi-annual surveys:* to determine if participants/students have more knowledge/improve English Language & have made changes in their life. Results are used to track the impact of the group activities/class activities and areas for improvements.
* *Annual focus groups:* Invite 8-10 clients share their experience in using our services (include attending the classes) identify how services meet their needs and provide suggestions for service improvement and development.
* *Event (NOW, WIN and summer activities) follow up meeting:* Students discuss how they applied what they learned in their school life and areas for ongoing supports.
* *Partnership Review:* annual review meeting with partner agencies and schools to assess if the partnership is meeting the needs of the partners and the newcomer clients, successes and challenges, outreach plans and areas for future development. This will be conducted either at the end of the fiscal year or end of the project period e.g school year

*Agency-wide – customer satisfaction survey* in which all programs will support the implementation. Program Managers will help staff provide clients’ contact info (already signed consent form) to the Program Communication Liaison to conduct the survey. Program Communication Liaison will be responsible for this survey, including compiling the result.

## Activity Monitor (by funder)

When there is any activity monitor, the Senior Manager will lead the team (Program Manager, Program Coordinator, and Program staff) to work together to prepare for the monitor.

The Senior Manager will update Director, Programs & Services. Director will decide if there is a need to participate in the activity monitoring.

If there is any required information from the funder, the Senior Manager will take the lead to work with the team to draft the responses.

The Senior Manager will update Director, Programs & Services about the activity monitor. Director will update Executive Director.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**2. Tools to serve our clients better (maintaining boundaries)** | Original Date: Dec 2022 Revised:Revised: |

During your interactions with clients, it is important to maintain respectful and professional boundaries between yourself and them. This section features a quick reference sheet to help you do so. If you are unsure of the appropriate course of action, please consult your Program or Senior Manager**,**who will be happy to assist you.

The following are some key ways to maintain service boundaries and serve our clients better.

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| **Tips** | **Additional Information** |
| Use blank paper to work with clients in drafting their letters | * Use blank paper to work with clients in drafting their letters, not using CCS letterhead
* Staff provides guidance to client in drafting the letter.
	+ Assistance is great, but to help clients maintain their confidentiality you should not sign the letter yourself. Client signs the letter. The letter should not indicate your assistance at all.
 |
| Encourage members of a client’s community to sign forms, rather than add your signature. | * + When looking for signatures for sponsorship, immigration, citizenship, or housing applications, or other forms, encourage the client to ask a school principal, doctor, lawyer, pharmacist, or another authorized person to sign these forms.
	+ If necessary, a commissioner can sign an affidavit.
	+ You may lend support in filling out the form, by explaining the form and answer any questions; but cannot sign any application, and you cannot lend your name to the form. (If a form asks, ‘who helped client in completing this form?’ – leave it blank).
 |
| Certified translation agencies (such as MCIS) can provide accurate translations when needed. | * + Online translation services (such as Google Translate) are useful for small scale translations, however any document or text which a client requires translated should be done through a certified agency.
	+ CCS cannot verify a translated document, please guide client to use a certified agency.
 |
| Our job is to facilitate clients understanding their interactions with institutions, but not to provide interpretation services. | * + When facilitating communication between a client and another service provider, self-declare ‘at the beginning’ of the process that Settlement Workers are not certified translators and are only facilitating communication between client and service providers.
 |
| Refer clients to legal clinics and/ or agencies that allow interpreters to accompany the client to help with translations or interpretations. | * + Provide clients with a list of certified interpreters, as CCS staff cannot provide interpretation and/ or translation services on a client’s legal issues.
 |
| When a client needs mediation between themselves and an institution, provide a list of mediation services, or encourage the client to ask the institution to provide one. | * + CCS cannot mediate between a client and any institution. You may inform them of their rights when interacting with institutions but must encourage them to find proper mediation services for anything beyond that.
 |
| Encourage clients to ask schools to arrange interpreters prior to their meeting with them. | * + CCS staff cannot interpret for school/ school board meetings concerning a student’s academic assessment, e.g. interpreting during first language assessments of students (SEPT).
	+ the school should be encouraged to contact certified interpreters listed on the school board website.
 |
| Check with Legal Clinics to see if they can help clients with WSIB, ODSP, and other forms of this kind, and refer clients to these clinics. | * At all times, staff should not keep any clients’ notifications regarding appointments (or other matters) from these institutions.
* If a notice (duplicate) is received, staff should immediately follow up with the institution requesting not to send this notice to CCS anymore.
 |

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| Encourage clients to use their networks to look for references. | * + Except for LINC, ELT, and Language Training where applicable, clients should be encouraged to find references they need outside of CCS.
 |

## REMINDERS:

**Privacy and Confidentiality:**

All staff should respect client’s rights to privacy.

* They should not ask personal questions unless related to services being provided. e.g., Staff will not ask for clients’ gender or marital status if clients seek education-related information.
* It is important for Staff to ask clients if the contact information provided is safe to contact.
* Staff should not discuss confidential information with other case managers in any setting unless privacy is ensured. For example: Staff should not discuss clients in public area such as waiting area, hallways, elevators, and lunchrooms.
* Staff should make sure confidentiality is maintained when information is sent through email, or messages left on answering machines, and no client documents left at photocopier machine.
* Staff should upload client’s information into OCMS and make sure that client’s records are not available to those who do not have authorized access.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**3. Partnership** | Original Date: Dec 2022 Revised:Revised: |

Partnerships are important to develop our services and strategies to meet the existing and emerging needs of newcomers in a cost-effective manner.

To make our settlement services more accessible to newcomers, especially those with limited resources and those isolated at home, CCS has partnerships to deliver services:

1) At offsite locations

CCS delivers one-on-one and group sessions at a variety of non-settlement community locations and organizations. Services include individual case management with assessment and settlement plan, and orientation services along with group information sessions. Group sessions deliver settlement-related information.

2) At CCS locations

If CCS office space is available, Program Managers can establish partnership with non-settlement agencies to offer non-settlement services at CCS locations.

3) Joint projects

To address existing and emerging newcomer needs efficiently and help create a seamless service access experience for clients, in addition to off-site services, CCS established a variety of partnerships or joint project activities.

All partnerships require an MOU to outline both partners’ expectation and deliverables.

**New Initiatives**

As part of the annual workplan, Program Managers will strategize to try new initiatives to cultivate new partners. Guest speakers are not partners. As a start, Program Managers can try out by inviting potential partner to be guest speakers to test the potential.

If any Program Manager or staff who is aware of any potential partnership for any CCS programs beyond their own program, they are encouraged to either discuss directly with the appropriate program manager about the opportunity, or they can discuss with Senior Manager and/or Director, Programs & Services so that it can be followed up.

Once potential partner is identified for specific program elements (including plan to offer off- site services); Program Managers will discuss with Senior Manager about the pros and cons. Senior Manager will discuss the conclusion (outline pros and cons, how in long run benefit CCS) with Director, Programs & Services. Director will update Executive Director.

As part of the process, MOU will be drafted outlining both parties expected responsibilities.

## In the future, if partner agencies request support letter for proposal, Program Managers will propose their thought on this request (including nature of the request, if the nature align with CCS mandate, will it conflict with CCS funded programs etc.) with Senior Manager.

Senior Manager will discuss with Director with recommendation. Director will update

## Executive Director.

Please refer to the task section for details regarding the signing authority.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**4. Outreach** | Original Date: Dec 2022 Revised:Revised: |

Outreach is to ensure connecting newcomers to the best available service that would meet their needs, and to ensure the best representation of CCS. This will enable other organizations to make referrals to CCS’s most suitable program for client at the point of intake.

Refer to each program funding agreement on the communication protocol and outreach guideline to ensure all expectations are followed. Senior Manager supports the Program Manager to lead their program staff to draft their program outreach plan. The Program Communications Liaison is also available to support the outreach process.

**Planning**

Program staff prepare yearly outreach plan to discuss with direct supervisor to reach immigrants in our community, especially the most marginalized. The outreach plan is reviewed and revised periodically based on statistical analysis of responses to our outreach strategy. The plan also includes public events such as fairs/events related to employment, volunteer, health, and community events, as opportunities to promote our settlement services. Program staff present to other non-settlement service providers and/or other CCS programs to promote inclusive services. Please note all these promotion sessions cannot be counted as group session or collect participants’ information to count as one-on-one services.

**Communication**

Program Managers/Program Coordinator/Program lead will work with the Program Communications Liaison to use social media such as Twitter, ethnic media, and websites like settlement.org and CCS website. Information also circulated through the LIP e-blast and on monthly calendars of agencies where we provide itinerant services.

**Tracking**

Program Coordinator/designated staff keep track of opportunities to post updated CCS

information on any government/public related site, e.g., 211, settlement.org etc. With support from Program Managers, Program Coordinator/designated staff will share the feedback, result, and action plan to improve the outreach to the Program Communication Liaison. The Program Communication Liaison will update the in-house outreach inventory list to keep track of all the postings and results (effectiveness). This inventory list will be shared with the Program Manager.

**New Opportunities**

## When Program Manager identifies an organization to which staff would like to reach out to promote a new funding stream or new program under the portfolio, Program Managers will ask other Program Manager/s with existing connection with that organization to introduce and connect.

Senior Manager periodically updates Director Programs and Services about the progress.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**5. Reports** | Original Date: Dec 2022 Revised:Revised: |

Program reports refer to data recording and recording system for programs to capture program outcomes. Findings are used to identify emerging needs and strategize initiatives to address them and for future program plan and expansion. For Financial related report, refer to the Budget management section.

Director Programs and Services and Senior Managers support the program team to follow the reporting guidelines.

**Key Points**

* + **Program Managers**

## Narrative and Statistical Template

* + - Analyze the narrative report to identify gaps and emerging needs/ trends.
		- If the program has a Program Coordinator, the Program Manager will work along with the Program Coordinator on the analysis.

## Senior Managers

* + - Support Program Managers, based on funding guidelines (all programs) to revise the in-house monthly narrative and statistical report template.
		- Second week of the month: Submit the monthly internal report to the Director

of Program & Services.

* + - Complete the final check after an Administrative Assistant compiles all program statistics into the dashboard.
		- Submit the finalized report before the deadline, update the Director.

## Data Collection Practice

* + Ensure that all staff fully understand the importance of inputting ALL data into the CCS in-house data system (Not only ICARE).
	+ No Client data be stored on a USB device or any other CCS Device.
		- All ID documents are scanned and uploaded to OCMS.
	+ If you must save Client information to a local device (not CCS provided or approved device), consult your immediate supervisor first.

## Narrative and Statistical report template

Senior Manager supports Program Managers, based on the funding guidelines (all programs) to revise the in-house monthly narrative and statistical report template. The template will be reviewed and revised annually, usually at the last quarter of the fiscal year, to meet the emerging needs/trends.

Narrative Report capture deliverables progress (including action to catch up with the shortfall), outcomes, outreach, identify and action taken to address needs, challenges and trends, partnership, success stories and others.

Statistical Report capture data to align with the reporting in the narrative report.

Program Managers/Program Coordinator will analyze the report to identify the gaps, emerging needs/trends.

Report both narrative, statistical, referral and success stories (internal- monthly and external- per funding requirement: quarterly, interim, annually). Usually on the second week of the month, Senior Manager submits the monthly internal report to Director Program & Services. Director will prepare the Program Highlight to Executive Director.

The assigned Administrative Assistant compiles all program statistics into the dashboard, and Senior Managers do the final checking. The Director reviews the final draft, and the final document will be saved in the team folder. Director also submits the report to Executive Director.

For the external report, include a schedule (one week before the submission deadline) Program Manager to have the draft report completed and reviewed by Senior Manager. Senior Manager will send the final draft to Director three days before final submission to review and clarify any questions (if any).

Once the report is finalized, Senior Manager will submit the report before the deadline. Once submitted, Senior Manager updates the Director. Director updated ED on the submission.

## Definition of unique clients, group sessions and procedure to keep files

To be consistent across all CCS programs in compiling program statistics, all programs are expected to follow the definition of each category (one-on-one services: new and return clients, subsequent visits/client visit and group sessions).

## One-on-one services

New clients (first time of using the services) + return clients (only report once within the contract period. Count as return clients after 1 year cycle from the first time using the services). In the OCMS, it is grouped as ‘unique clients

e.g. if report total of 100 clients (new + return) being served, this means there are 100 unique client files.

## Subsequent Visit/Client Visit

* + - one client appointment/meeting
		- Not number of services

## Services

- Types of services provided to client during each appointment.

Example:

Client John first time came to CCS for services on Dec 20, 2020. He came back for services on Jan 10, 2021, and on Feb 3, 2021. In the new contract year, he came on Apr 7, 2021, and then another appointment on May 12, 2021. On the May 12, 2021, appointment, Settlement Worker provided 3 types of services to John.

Statistic report in the month as follow:

With the same contract year

1. Dec 2020 report – New client = 1
2. Jan 2021 report – Subsequent Client Visit/Client Visit =1
3. Feb 2021 report – Subsequent Client Visit/Client Visit =1

New Contract year

1. Apr 2021 report – Subsequent Client Visit/Client Visit = 1
2. May 2021 report – Subsequent Client Visit/Client Visit = 1 No. of Services = 3

## Group activities

There are two types of group activities:

* + - Group session – topic specific. Usually run once or twice per month, the min number of participants per group session = 10. Some funded program guidelines may have less number of participant.

The session usually 1.5 – 2 hours with 2 parts (i) Information session and (ii) Q & A

* + - Ongoing session – usually run weekly for a series of few weeks, the min number of participant per ongoing session = 6-8.
			* The session usually 1-1.5 hours with 2 parts (i) Information session and (ii) discussion section: facilitate discussion on the learned information
			* Volunteers recruited to support the discussion section

Supporting document (e-copy or paper) for each session:

* Group session flyer
* Participant (e.g. name, contact info so that staff/volunteer can call to remind the participants to attend the session. After staff confirm the immigrant status of the participant, the information can be used for iCARE upload and/or OCMS file)
* Attendance sheet (each participant needs to sign to confirm his/her attendance)
* Evaluation summary
* Summary about the session, speaker (if any)

## Note – only participants who attended the session will be reported to the monthly report

Each Program Manager’s Responsibilities

* Lead the staff team to follow thoroughly the funding guideline and meet the contractual expectation.
* At the end of each month, Program Manager needs to generate each staff OCMS report (one-on-one and group session) as supporting document for the program monthly report.
* Needs to check each group session has sufficient supporting documents.
* Needs to ensure all statistical report provided by staff are accurate prior to compile and submit the program monthly report to Senior Manager.

## Referral system

A referral system is a network providing services to clients from one level of service delivery to another, depending on the needs of the clients

All referrals (internal and external) are captured in the monthly report (narrative and statistical). All information will be used as reference to analyze and identify emerging needs, gaps and trends. For details, please refer to ‘Program and Service Delivery’ section.

## Data collection practice

OCMS is CCS inhouse data system. Except programs like LINC (use HARTS), RSTP, all

programs’ data need to be uploaded into OCMS. For IRCC funded program statistic will also upload to ICARE.

It is important Program Managers to ensure all staff fully understand the importance of inputting ALL data into CCS in-house data system (not only ICARE). Missing some of the OCMS field area will affect CCS to have a clear picture about the program progress and plan for future growth. If needed, these data will be shared among programs.

Clients’ personal ID document, all staff needed to scan and upload to OCMS. For IRCC funded programs will also upload to iCARE. NO clients’ personal information is saved in any CCS device/USB. (Due to privacy and confidentiality, please refer to Record retention section).

If due to unforeseen circumstance e.g. staff work at partner agency/schools/library and there is problem with the network, if need to save temporary in CCS device, need to consult immediate supervisor first. Once staff is back to CCS location, promptly upload all information into OCMS and then ICARE. Then all the clients’ personal information saved on CCS device have to be deleted.

For LINC, ELT and Language Training, daily class attendance be captured and updated into the HART System. The information is used to monitor the class attendance. For the

CNC, all children daily attendance will use the class attendance template to capture the attendance for inhouse purpose.

Data collected will be used for research, program analysis, service improvement, and future growth.

## Reporting schedule

Reporting schedule includes both internal and external reporting. External reporting

schedule varies pending on funders’ notification or schedule stated in the agreement.

## Impact Story (success story)

Program Managers must use the Success Story template outlined in the Communications Guidelines.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**6. Budget Management -Budget Procedure/Monitor** | Original Date: Dec 2022 Revised:Revised: |

## Program Managers follow CCS Finance guidelines and refer to each program funding guideline on the eligible costs of each program budget.

Each Program Manager is responsible to manage their program (IRCC and non-IRCC funded) budget, updates the Forecast Cashflow and participates in the quarterly periodic review and update of cash flow with their Senior Manager and other Program Managers (sharing the same CA).

At all times Program Managers need to provide detailed update on any staff change via SUTIHR (such as new hire, position vacancy -start date and date the position is filled, staff change from PT to FT, vice versa, staff completed probation and entitle to benefit enrollment) to Senior Manager.

Senior Manager will email all update to Director, Programs & Services and Finance (Finance

Director and Senior Payroll Lead) to ensure all functions involved are updated.

Below process applies to all programs (IRCC and non-IRCC funded).

1. **Forecast Cashflow (FCF**) - Once the next fiscal year program budget is approved, with the support from Senior Manager, Program Managers (either by oneself or work together with other Program Managers, sharing the same CA) will draft the Forecast cashflow (FCF) of the program delivery.

Information about that staff work schedule e.g. period of mandatory laid off etc., will be provided to Finance. Finance will support in drafting the FCF- salary and benefit. Senior Manager will go through the final draft FCF with Director, Programs & Services before sending to Finance. Final FCF will submit to Finance.

## For IRCC funded programs, as part of the funding requirement, FCF will be uploaded to IRCC finance portal for submission.

1. **Monitor FCF**

**Monthly** –Finance sends the monthly salary summary, GL, and claim sheet to Program Managers and Senior Managers at the beginning of each month. Senior Manager ensures Program Managers review all salary monthly summary, GL, and claim and confirms the within a day upon receipt. If Senior Manager or Program Manager is on vacation, will seek the staff who support the program during absence to check and confirm all information not to delay the Finance Department's work.

Once all are confirmed, Program Managers review each program delivery budget (including salary for each funded position) to see if each budget line is overspent or underspent. Then strategize on how to adjust future month spending to adjust.

Program Managers will discuss with Senior Manager about their plan. Senior Manager will submit and discuss the updated FCF with Director, Programs & Services.

**Quarterly** – Program Managers will work with Senior Manager to update the FCF and complete the slippage exercise. Based on the funding guideline, prepare the proposed use of anticipated slippage if there is any anticipated slippage.

The Senior Manager will discuss the proposed use of anticipated slippage with the Director, Programs & Services. When the proposal slippage reuse is finalized, the Senior Manager will submit the proposed slippage reuse to the Funder to seek approval (if needed).

If needed, Senior Manager also consult with Finance (especially on salary and benefit) will submit the proposed re-use of anticipated slippage to seek funder’s approval. Prior to submitting to funder, Senior Manager will discuss the recommendation and seek Director‘s approval on the proposed re-use anticipated slippage plan. Senior Manager will follow up with funders (update/email cc Director).

Once obtain funder approval, Senior Manager will work with Program Managers to submit the updated FCF. Any salary and benefit related, Senior Manager will work with Finance to do the update. The final updated FCF will submit to Director, Programs & Services to review before sending to Finance. Director will update Executive Director if need to amend the signed CA.

Senior Manager will share the finalized updated FCF with Finance. If needed, Finance needs to upload the updated FCF to IRCC portal.

## Financial Monitor (by funder)

When there is any financial monitor, Program Managers, Senior Manager and Director, Programs & Services will work with Finance Department to prepare all the required documents. If any clarification is needed, everyone will work together to draft the responses.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**7. Budget Management - Purchase Procedure** | Original Date: Dec 2022 Revised:Revised: |

During the first three weeks of each month, Program Managers will base on the monthly program budget to do the purchase planning. The purchase plan also includes the in-person protection items e.g., mask and hand sanitizer. During the last week of each month, all receipts, invoices, and reimbursement have to be submitted to Finance upon completion of the approval process (stated in the CCS Finance guideline).

If there is any invoice from partners or consultant, Program Managers need to follow up to receive the invoice. Once it is received, Program Managers need to check and ensure sufficient supporting documents are provided. Program Managers will sign off the invoices, Senior Manager to approve (ensure account coding are correct, meet funding and CCS finance guideline) and send to Director for final approval. Upon approval, per the CCS Finance guideline, the last approver will also send the signed approved invoices to ccsfinance.ca.

Each Program Manager is responsible to keep track of all the invoices being submitted to Finance and the information be used to check the monthly GL. In case any vendor notifies Finance any outstanding unpaid invoice, Program Manager is expected to provide the record as reference to check.

## Procurement Procedure

Procurement procedure to streamline purchase within all programs across all locations. For details, refer to the procurement procedure in the Finance Guidelines.

## Purchase (collective, program specific)

Stationery and program specific purchase, Program Manager follow the procurement procedure for the purchase.

Program Managers will work with their staff to identify the program needs and purchase such as CNC program- children’s book/supply and snack, SWIS- lockers for the NOW and WIN participants, etc. Refer to the procurement procedure for details.

## Capital purchase

* 1. Annual plan- in the last quarter of each fiscal year, Program Manager will base on their future program plan to work with Senior Manager to review if the capital related resources are sufficient for future program development. E.g. device, furniture, space etc. Proposed plan – rationale of the need, plan to source funding will be discussed and included into the plan.

Senior Manager will discuss the proposed plan with Director. Once it is finalized,

Director will update the proposal to Executive Director. If the purchase needs CCS fund, Director needs the Executive Director for approval.

Once approved, Director will support Senior Manager and Program Mangers to follow the procedure stated in the Task section and also the procurement procedure.

Each program does an annual check (Spring or 3rd month before fiscal year-end) to see if any broken capital items. Follow the 'disposal procedure.'

This is to be reviewed at the end of each year.

* 1. Bi-annual review – Program Managers and Senior Manager will have an overall review of plan to ensure it align with the program development long-term plan. Senior Manager will send the update to Director. Director will share with Executive Director. If any action needs to be taken, Director will propose to Executive Director for approval.

## Within the approved budget

For Capital purchase, that is within the approved budget, Program Manager needs to obtain three quotations to compare. Program Manager will present the proposed purchase (identified quote) to seek Senior Manager’s approval (based on the approved budget). Program Manager must seek IT support for any device ad teach related purchase. Program Manager will follow the procedure stated in the Task section and procurement procedure

## Not within the budget

If there is a need to replace furniture or devices, which are not within the approved budget, Program Managers need to follow the procedure stated in the Task section and procurement procedure.

Once completed the procedure stated in the Task section and obtained approval.

Program Managerswill also share the written approval with Finance and IT.

## Procedure to place the order

Once complete the above (within the budget or not within the budget) and have the approved budget, Program Managerswill follow the below procurement procedure to place the order.

## Furniture

Follow the procedure stated in the Task section and procurement procedure, Program Managers review the 3 quotations for furniture replacement. Based on the selected quotation, Program Manager will seek Senior Manager’s approval (based on approved budget) on the proposed purchase. Once approved, Program Manager will work with the staff responsible for the procurement procedure to place the order.

Upon delivery, Program Managerwill code and submit to Finance and update the Capital Inventory

## Device/equipment

* + 1. Follow the procurement procedure, complete the IT request form (include account code, all purchases are based on the approved budget), needed to obtain approval from Senior Manager.
		2. IT will provide the budget range of the device/equipment. Program Manager will check to ensure the fund is sufficient/available in the budget for the purchase
		3. IT will base on the IT request form to place the order.
		4. Upon delivery, IT will provide Program Manager the invoice. Program Manager will code and submit to Finance.
		5. Program Manager will update the Capital Inventory List including disposition. (see record retention and disposition guideline as for reference).

## Procedure to dispose of broken items (Include procedure to Sanitization of electronic devices and equipment)

1. Program Manager will compile a ‘Proposed disposal list’. For non-functioning computer/laptop/printer, Program Manager will consult to IT to confirm if those items should be disposed.

Attached: Proposed Disposal Inventory List template

1. Program Manager will complete the proposed dispose list and send the list to Senior Manger to review. Senior Manager will submit to Director, Programs and Services.
2. If items belong to IRCC, Senior Manager submit to IRCC to seek for approval.
3. Disposal items
	* Broken items – City of Toronto, Solid Waste Management, Drop-off Depots
	* Non-functioning computer/laptop/printer etc –
4. Plan to Sanitization: IT will clean up the hard-drive with open –source data wiping software like DBan.
5. Disposal: After the hard drive is clean, the non-functioning items will be donated to Reboot Canada. If Reboot Canada do not accept the non- functioning items, they will also be disposed at City of Toronto or Mississauga, Solid Waste Management, Drop-off Depots
6. Program Manager will arrange the disposal and will update the inventory list once the task is completed.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**8. Record retention and disposition** | Original Date: Dec 2022 Revised:Revised: |

The purpose of this guideline is to ensure the contractual and operational requirements of our agreement with IRCC with regards to our retention and disposal procedure are met. CCS follows IRCC guidelines on information retention and disposition. In the case of any record evidencing the CA, expected deliverables, the expiration, the agreement, or obligation, we retain a local copy of backup in a secure cloud vault.

This guideline applicable to IRCC and non-IRCC funded programs.

## Key Points

* Client confidentiality is a priority above all else. Client information cannot be used for any purpose outside of its program use.
* Client information is stored within the OCMS & ICARE systems.

o Information which is not stored this way must be kept in locked filing cabinets.

* All information must be made available to IRCC audits and be kept within a standard fitting IRCC criteria.
* All information may be used for reporting purposes.
* Program Managers need to conduct random checks of the client files to ensure all required documentation is in place. The Program Manager will decide the frequency of the random check. Upon completion, the Program Manager will update Senior Manager on the check results and recommendations for future improvement.

## RECORD RETENTION

**Client Information**

Client (include student) who access CCS services and programs.

**Information collected from and about clients is to be used strictly for programming purposes.** The use of personal client information, alone or in aggregate, for secondary purposes must be authorized by the client by obtaining their written consent. Personal client information collected is to be treated as confidential. It cannot be disclosed to anyone other than the client to whom the information belongs, except where authorized by applicable law.

Client information to whom services are provided is kept and maintained in a secured data collection system containing protected information.These security provisions, with system secure (antivirus and firewall) must meet the minimum-security requirements established by IRCC. The information is stored in the password-protected database under the OCMS & ICARE systems. Physical records are stored under the locked cabinet up to 7 fiscal years.

For IRCC funded program, client personal information includes immigration status identifier as an outline on ICARE; client contact info, needs assessment info, settlement action plan, and follow up notes (for LINC/ELT/Language Training also retains students’ exit assessments and/or placement information).

To explain to clients the purpose of collected, used, disclosed, and retained personal client

Information:

* + An electronic or paper version of the ‘Gathering Information’ pamphlet (reference: downloaded from ICARE resources) is provided and explained to clients.
	+ Staff must inform clients of the reason for the collection of the information when clients receive their first service and should then remind the client of this purpose periodically, at reasonable intervals.
	+ A record of these interactions should be kept in the client file. The client’s signed release of personal information, and consent confidential forms are scanned and saved under the OCMS system. Thereafter, service data will be uploaded to ICARE (IRCC funded programs).
	+ If personal client information elements beyond those required by IRCC are collected, they must either meet applicable privacy legislation or obtain the consent of the client to collect this additional information.

Other records not uploaded to OCMS and ICARE are kept in locked filing cabinets, including pilot project participant information, workshops participant surveys (for LINC, also keep a file for student containing general information such as YMCA referral form, intake form, and attendance policy). PBLA binders are kept in the locked cabinet located in the classroom and only contain students' work and assessment.

All this information, regardless of format (e.g. paper or electronic), is made available to representatives of IRCC for inspection, audit, and monitoring. Representatives may make copies and/or take extracts therefrom, ensuring that all protected information is protected as per IRCC departmental policies.

All information is used to prepare for reporting purposes. Reports are submitted to the funder based on the funding agreement, including the annual report, both statistical and narrative, which detail the progress of activities towards and achievement of expected results.

## Capital Asset Record

A capital asset, including furniture and equipment, are recorded in the Capital inventory list (include office location). For mobile equipment, such as laptops and printer, Program Managers ensure staff who receive the equipment understands and signs the ‘sign out form’. These signed forms are kept in the IT department.

If any capital items need to move between office location and room, the Program Manager will update the inventory list after the move.

## RECORD DISPOSITION

Physical and digital records of the contribution agreement, both financial and non-financial, are to be retained by the CCS during the entire term of the agreement and for seven years

thereafter. For clients’ protected information, it is retained only for as long as the clients continue to receive services, after which all written or electronic copies of the record must be immediately destroyed.

When a record (client information and accounting record) is destroyed, care is taken to ensure that all personal and confidential information contained in such records is destroyed permanently and securely. Physical records are shredded and/or data removed from the computer system for the digital record.

Refer to the *Budget Management – Purchase Procedure* for information about how to dispose of broken items.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**9. Communication** | Original Date: Dec 2022 Revised:Revised: |

Communication plays a vital role in our work so that we can support one another to better serve the newcomers. Every staff has a role to play to support the creating of a welcoming environment for clients to access our services.

Staff at the reception desk will be the first point of contact to welcome all arrived clients and guests at each location warmly. At all times, no food or cell phone usage is allowed at the reception desk.

For complete details of CCS’s Communications Policy, please refer to the Communications Guideline or ask the Program Communications Liaison for assistance.The below is a brief overview of our Communications Policy. The Communications Guideline may be accessed on CCS Intranet in the Marketing & Communications folder.

* 1. Communication procedure
* Out of office message - If staff is taking day off, it is important to set up ‘out of office’ - email auto reply and voice message. It needs to include date not in the office and contact info in case senders need immediate support
* Email signature – follow CCS communication protocol on the ‘standardize’ email signature
	+ - See Communications Guidelines for further information
	1. Customer Service

*External*

* Respond to emails or voice messages within two working days (except staff on leave)
* Maintain professionalism at all times; do not share work-related concerns with Clients

*Internal*

* Managers will communicate decisions in a timely manner
* If an immediate response is needed and your Manager is unavailable please reach out to:
	+ Director, Programs & Services for program decisions
	+ HR Senior Manager for HR decisions
	1. Schedule
		+ Clients’ appointment schedule: All program clients’ appointment schedule is posted on the shared drive. It can be accessed by program team members (including Admin staff) so that support can be provided to clients if needed, especially when staff is on leave/not in the office.
		+ For Staff vacation and time off scheduling please refer to the HR Procedures manual
	2. Meeting
		+ Team meeting – monthly team meeting to enable team members to work together to discuss any emerging issues, challenges, trends, and explore options/approaches. To enable senior management can support the program. At least once annually, Senior Managers attend the program team meeting, Director of Program and Services may attend the program manager team meeting.
		+ Individual meeting – monthly meeting to address individual staff needs and issues

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**10. Skill Building** | Original Date: Dec 2022 Revised:Revised: |

Knowledge and Best Practice sharing is essential for all programs to build learning, improve productivity and enhance opportunity to develop.

Staff members and leadership team are expected to share learning from meetings, events and conferences they attend. When staff receive any updated information or learnings from attending external meeting, it is encouraged they share it with everyone at team sharing or email circulation.

Program Managers are encouraged to share their best practice and all other Program Managers are welcome to adopt or modify it to enhance their program delivery.

CCS encourages staff and managers to submit proposals for conferences and attend when possible. As part of our ongoing learning and sharing of best practices, if budget allows or grants or subsidies are available, allow staff time to attend training, conferences, and other events. Refer to the professional development guidelines or reach out to your senior manager when there are questions about it.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**11. Volunteer and student placement** | Original Date: Dec 2022 Revised:Revised: |

Volunteers and student placement serve as an additional workforce to support program activities such as income tax clinics, group sessions, and summer activities.

Volunteer Coordinator works closely with managers to base their program needs to recruit and orient volunteers and students to support.

If a volunteer requests a reference letter confirming their volunteer role please refer them to the Volunteer Coordinator.

Refer to the Volunteer guidelines for further information about our volunteer procedures.

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| **C A T H O L I C C R O S S C U L T U R A L S E R V I C E S**ProgramOperationGuidelines**12. Additional Information** | Original Date: Dec 2022 Revised:Revised: |

To assist the management team in differentiating the tasks completed by Program Managers, Senior Managers, and Directors, a separate Roles and Responsibilities document has been created that includes information about:

* Key Areas of Responsibility
* Onsite Coordination
* Communication
* Funders
* Program Management and Development
* Program Delivery
* Financial
* Space Rental
* Staffing

In addition to this, managers may also refer to the Decision Chart document for further information.