**Roles and Responsibilities (Program Managers, Senior Managers and Directors)**

The purpose of this document is to outline the primary roles and responsibilities of Program Managers, Senior Managers, and Directors on key tasks. The information contained in this section is an elaboration of the responsibilities listed in the job descriptions. If the program or project has a Coordinator or Lead instead of a Program Manager, the Coordinator or Lead will also resume the Program Manager’s role stated in the guideline.

Additional information can also be found in the Decision Chart document.

| **Topic** | **Director** | **Senior Manager (SM)** | **Program Manager (PM)** |
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| **Key Areas of Responsibility** | * **Ensure seamless, timely, and impactful service delivery across programs at YOUR ORGANIZATION.** * **Work with and support the executive director in strategic leadership, especially in program expansion, innovation, and fund development**. * Ensure programs are meeting funder requirements and reports are submitted on time under the funding agreements and deadlines * Be an advocate and champion for program partnership, cross-collaboration, and staff capacity building. * Provide guidance and support to senior managers and their teams in planning, training, program monitoring and evaluation, and risk management * Identify potential funding opportunities to support and build further YOUR ORGANIZATION services and programs (include support & align with strategic plan) | * Focus on collaboration (smooth operation across programs). * Support Director to explore/obtain potential funding for future development. * Support PMs to build & implement new initiatives/build on strategic program plan, ensure all staff follows YOUR ORGANIZATION policy and operational guidelines and practices. * Support PM to modify activities to address emerging needs. * Responsible for implementation of initiatives that involve collaboration among YOUR ORGANIZATION programs, including financial and HR-related planning & overseeing the progress, * Takes full responsibility for a program that does not have program PM for financial planning, reporting, monitoring, personnel/HR issues | * Focus on effective and efficient program delivery. * Manages all aspects of program delivery, incl. budget, staffing, etc. * Ensures deliverables are met. * Maintains and monitors the progress of partnerships. * Develop, implement, and evaluate strategic program plan (short-term and long- term) to meet emerging needs. * Produces narrative and financial reports. * Collaborate among all YOUR ORGANIZATION programs, jointly implement initiatives. * Oversees day-to-day program management and/or management of YOUR ORGANIZATION location * Coordinate services at various YOUR ORGANIZATION and/or off-site locations. * Support, supervise and give directions to staff and volunteers. Ensure all follow YOUR ORGANIZATION policy, operational guidelines, and practice. |
| **Onsite Coordination** | Provide support per needed especially when Program Manager/Program Coordinator is not on-site | Provide support per needed especially when Program Manager/Program Coordinator is not on-site | Sometimes the Program Manager/ Program Coordinator also help out with the site coordination/ management. The responsibilities are as follows:   * Primary contact with the building management to deal with daily maintenance and facilities issues * Enforce all workplace policies and procedures * Ensure compliance across the worksite * Address and report safety concerns promptly * One of the fire wardens of the site * Mediate and deescalate conflict on-site, e.g., with clients * With the support of admin staff to: * Ensure adequate reception area coverage. This includes coordinating employee schedules or working with other managers on the same site to coordinate their staff team to support. * Perform admin work such support the procurement procedure, coordinating the bulk purchase of materials and supplies (including PPE for common area, agency flyers, etc.), handling any incoming or outgoing mails/delivery, meeting room booking, etc. * Arrange handyman or connect to building management on any repair (minor) * Ensure the reception area, meeting room, and common area are clean and tidy, all posted information is updated * Coordination of meeting room booking schedules   Any updates or issues, the Program Manager/Program Coordinator will discuss with either Senior Manager/Director (depending on which site location). |
| **Funders** | * Contact for funders (new funders and/or current funder for new funding project/ programs) re: proposal * Funding Negotiation- all new and current CA (work with Executive Director; per needed also with SM) and have CA signed. * Current CA amendment: Director works with SM with Funder. Update Executive Director and Finance. * If new multiple year funded project, after two years will review the progress. * Once it is ready, SM will be do the direct contact with funders * Support SM to work with funders (current) on all aspect of the funded program delivery. * Build new partnership on a joint venture as per agency strategic plan. Share it with the Senior Leadership team. * New funder & new funding project: Seek funder's approval on any proposal/issues related to the signed CA., update & cc ED in an email to funder. | * Provide information to support Director on the process: funding negotiation/CA (per needed). * Resource person on program delivery update. * Ensure programs follow and meet all the CA expectations (include guidelines) and YOUR ORGANIZATION policy/guideline. * Contact with funders (current) on all aspect of the funded program delivery. * SM support and/or join Director on funding negotiation. * Before SM connects with Funders (current), SM will seek Director for:   + Input – report, modify planned activities, responds to funder’s questions   + Approval – changes that lead to CA amendment, budget, and hire additional staff etc.   + cc Director on all email correspondence. * Builds new partnerships, explore/initiate and set up avenues for partnerships and collaboration.   ***Program activities (within the CA)***   * Proposed modified current funded activities to address emerging needs. Before submitting to Funder for approval, need to seek input from Director. cc Director on all correspondence. * Funding Activity/Finance monitor, support PMs to prepare and answer questions raised by Funding Officer. * Response to Funding Officer any questions related to the program delivery (before sending to Funder, seek input from Director). cc Director on all correspondence. * Ensure that data, data analysis, and recording systems for programs are of good quality, meet program outcomes and contractual agreements, and comply with YOUR ORGANIZATION policies and procedures. * Update Director on the program delivery progress, trends, and gaps. And recommendation for improvement.   ***Capital Inventory List***   * Support PM to complete the annually updated inventory list (both Program funded & in-house)—proposed disposal list to ensure accuracy. * Program Funded Inventory List & Disposal list: Submit to Funder for approval. * Once approved, support coordinate with PM on the disposal * Ensure PM follow YOUR ORGANIZATION inventory (include device) disposal procedure. * CA with multiple Programs & PMs, SMs will coordinate to support PM to finalize the inventory & disposal list and complete the disposal. * Annual: A copy of the updated inventory list (Program funded & in-house) to Director   and Finance for filing purpose.  ***Proposal/issues that affected the signed CA***   * (Proposal includes rationale and budget) * Seek Director’s approval on the draft proposals (include budget) on: * Proposed use of slippage. * Proposed fund re-allocation. * Proposal to request additional fund. * Propose new activities (affected contractual deliverables) * SM submits the request to seek Funder's approval, cc Director on all correspondence. SM will answer/provide additional information to answer any questions raised by the funder. * SM will update Director on the progress. | * Lead the team to follow and meet all expectations (include guidelines) stated in the CA and YOUR ORGANIZATION policy/procedures. * Prepare information and work with SM to respond to funders. * Maintains ongoing contact re: ongoing service delivery partnership –programming, scheduling, year-end review * Program Activities: * Quarterly basis, to review the program progress and support staff to meet program outcomes, contractual agreement (CA), and pilot initiatives to address identified emerging needs. * Funding Activity/Finance monitor: Prepare and answer questions raised by Funding Officer. Make arrangements for Funding Officer to meet with frontline staff per requested. * Oversee day-to-day program management and ensure monthly reports (narrative and statistics are accurate, and the recording systems/data analysis for programs are of good quality. * Capital inventory list: * Annual submission: updated inventory list (both Program funded & in- house) to ensure accuracy. Proposed disposal list. * Once approved, coordinate the disposal. * Follow YOUR ORGANIZATION inventory (include device) disposal procedure. * Dispose of IT-related inventory. Need to work with IT to complete the deletion of all files and information in the device before disposal. * CA with multiple Programs & PMs, PMs will work together to finalize the inventory & disposal list and complete the disposal. * All IT-related inventory e.g. cell phone, internet stick, laptop, desktop, etc., will be centralized by IT. PM updated the IT-related inventor list into the funded Program and in-house inventory list. * Proposal/issues that affected the signed CA:   Discuss with SM and draft rationale and budget.   * + Proposed use of slippage.   + Proposed fund re-allocation.   + Proposal to request additional fund.   + Proposal new activities (affected contractual deliverables).   + Support SM to answer/provide additional information to answer any questions raised by the funder. |
| **Program Management and Development** | * Provides direction, advice, and support to identify new or recommend revisions to services & programs for improvement and future development. * Ensure the design of programs and services initiatives meet funders' objectives and are consistent with the values, goals, and objectives of YOUR ORGANIZATION. | * Provide coordinated management and leadership to the staff and programs. * Explore & work on potential funding for future development. Support PM in drafting funding proposal if there is funding opportunity. * Explore and work on additional requests (current funded programs) to address identified programs' emerging needs. * Ensure consistency across programs, if needed also work with other SM on the programs and services initiatives. | * Work with SM at the beginning of the fiscal year and review quarterly: * Identify and plan for program development.(Include collaboration across programs). * Staff professional development (per program needs and staff skills development). * Lead the team to follow and meet all expectations (including guidelines) stated in the CA and YOUR ORGANIZATION policy/procedures |
| **Program Delivery** | * Ensure that data and recording systems for programs are of good quality, meet program outcomes and contractual expectations, and comply with YOUR ORGANIZATION policies and procedures. * Provide support, advice, and direction.  Signing:  * MOU ($ Involved: $5,000.00 and under) * Executive Director: MOU ($ Involved: $5,000.00 and over) * MOU (Template) – Senior Management in progress to draft the standard template. | * At the beginning of fiscal year and review annually:   + Standardize data recording and reporting procedure and template (one for Settlement & one for Language & Skill Development)   + Standardize Data analysis process (include making use of the developed dashboard) Provide training and support to PM to follow the process   + Build a sense of team and teamwork among staff and across programs, approach to address staff's concern. * Committee (internal and external): coordinate staff to participate. * Works with other SM and program PMs:   + Report both narrative, statistical, and success stories (internal- monthly and external- per funding requirement: quarterly, interim, annually).   + For the external report, include a schedule (one week before the submission deadline) to have the draft completed and reviewed by SM. SM will send the final draft to Director three days before final submission to review and clarify any questions (if needed).   + Once the report is finalized, SM submit the report. * SM updated Director. Director updated ED on the submission. * Establish and maintain partnerships in support of program development and delivery.  Signing:  * + MOU (no $involved)   + Support Letter (partners)     - Establish Partnership   + (Sign MOU, $ involved)   + Discuss with PM to understand the partnership – purpose, benefit to the programs (both parties), partnered agencies, outreach strategy   + SM discuss with Director and Director to sign the MOU (standard template). MOU includes the payment/invoice schedule/expected deliverables including timeframe.   + SM arranges signed MOU to have a copy to Director and Finance.   + SM manages the payment/invoice and update Finance.   + Work with PM to review the monthly progress report (narrative and statistical) of the partnered activities and the review result. Discuss the next step to improve/further the partnership.     - Support Letter   + SM works closely with PMs to respond to support letter requests from existing partners. (mostly partnered agencies with MOU, excludes occasional group sessions’ guest speaker. In some circumstance, may have exception. PM will provide rationale for SM to consider).   + Guiding principle to approve the support letter request: will not conflict with our funded programs or affected our funding.   + SM signs the support letter.   + In some circumstances, SM may designate PM to sign the support letter.   + Keep a copy on file and also share with PM.   + Update Director     - * Note: * If agencies do not have joint project activities but have potential, both PM and SM discuss the pros and cons. If both SM and PM propose to proceed, SM will discuss the rationale with Director. Director approves and signs the support letter. * Director will update ED. | * Report both narrative, statistical, and success stories, etc. * Internal- monthly and External- per funding requirement: quarterly, interim, annual. * Note- if there is any funder's approval to use the program slippage to deliver additional activities, include all the updates & results in the report. * Work with SM on data analysis (quarterly basis). All findings are to be used to identify emerging needs and strategize initiatives to address them. * Outreach strategy. * Cross program collaboration. * Cross-referral process & procedure. * Cross program support (e.g., admin support to each other per needed). * Establish Partnership   + (sign MOU, $ involved)   + Review the monthly progress report (narrative and statistical) of the partnered activities.   + Conduct a review (annually or more frequently pending on the needs).   + Ensure partners follow budget guidelines (include spending the agreed budget amount).   + If the unspent budget amount is confirmed to be actual slippage, consult an alternate partner plan and seek SM's approval. SM will discuss with Director to ensure it follows the funding guideline/expectation. If needed, Director(or assign SM) to discuss the proposed plan to the funder for approval. |
| **Financial** | * Set plan and identify potential resources (financial and non-financial) opportunities to support and build YOUR ORGANIZATION further * Set parameters and provide direction on program spending to meet Funding guidelines & YOUR ORGANIZATION Finance User's Manual & Financial Policy  Signing:  * + (Per YOUR ORGANIZATION finance user's manual): 3 levels signing procedure.   + Director –final approve and sign off all PM submitted receipts/invoices. | * + - Annual: Support Director to review what's be needed for YOUR ORGANIZATION expansion and improvement; based on the review, will source potential resources (Finance or non-financial) to support.     - Monitor and ensure PM manage program budget (within the approved budget and ensure spending follow the funding guidelines)     - Approve PM's proposed purchase form.     - Support PMs on the procurement process (reference: Funding guideline, procurement procedure & YOUR ORGANIZATION Finance User's Manual)     - Final check (before signing off): * All account coding are correct on each invoice and receipts.  Signing:  * + (Per YOUR ORGANIZATION finance user's manual): 3 levels signing procedure.   + SM- final approve and sign off on all frontline staff's submitted receipts/invoices   + Monthly financial report: * If there is any purchase using YOUR ORGANIZATION credit card, send in the Credit card log sheet to finance at the end of each month. In the submitted receipt, marked ‘paid by YOUR ORGANIZATION credit card’. * Ensure PM submit all receipts and invoice on time * Share GL & monthly salary report with PM to check, confirm with Finance within the day.   + Claim submission: * Support PMs to plan and prepare for the Claim submission schedule (per funding requirement) * Once Finance has prepared the claim report, share the report with the PM and follow up with PMs to confirm all the claims are correct, no missing claim. * Send all (report, cashflow, analysis, etc.) related to the claim to Directorto review before finalizing with Finance. * Confirm with Finance – ready for submission   **Note:** IRCC funded programs (Toronto)   * Based on the claim report, use the standard template, and prepare the Analysis Actual VS FCF (claim period) * IRCC Claim submission, check the following attachment as supporting documents:   + Salary and claim worksheet (all correct)   + Analysis Actual VS FCF (Toronto file only)   + Prepare to answer any questions from a funder if questions arise.   + Cashflow:   + Support PM on the monthly cashflow.   + Coordinate with Finance Dept. (if needed)   + Update Director about the plan and send the update cashflow.   + If the plan involved the proposed use of anticipated slippage, work with PM to draft the rationale and discuss with Director.   + Ensure all proposed plan of using the identified slippage meet Funding guideline.   + If needed to seek funders' approval, SM will follow up with funders (update/email cc Director).   + Upon approval, work with PM to update the cashflow and share the changes with Director and Finance.   + Capital purchase (within approved budget): * Under $1,000 in total: Review PMs' proposal and the 3 quotations and approve the request. * Ensure PM follows YOUR ORGANIZATION procurement procedure for the purchase and financial policy approval process (especially amount range) and funding guideline. * Upon purchase, ensure PM updates the inventory list. * Over $1,000 in total, discuss with Director and Director seek ED final approval (per Finance guideline).   + Capital purchase (not within approved budget): * Support PMs to draft the proposed purchase of a capital item and three quotations and go through the budget/cashflow to see if the proposal is doable and identify the budget line to cover the cost. * Discuss with Director the proposal. * Once the proposal is reviewed, then SM seek the funding officer's approval * Update Director on the result * If the purchase total is $1,000, needs to get ED approval prior to purchase (per Finance guideline) * When submitting the reimbursement, attached the written approval from the funder as a supporting document   + Purchase process: * Follow YOUR ORGANIZATION financial policy approval process (especially amount range, IT guideline). * Once purchased, support PMs to update the inventory list.   **Note:**  If it is the proposed use of slippage (from salary and benefit) for the purchase, this may lead to the revision of the CA/approved budget.  Director (Director based on the situation may assign SM, update/email cc Director) will consult and seek the funding officer for approval. | * + - Manage program budget (within approved budget and ensure spending follow the funding guidelines).     - Purchase:   + PM complete proposed purchase form to seek SM for approval.   + Follow procurement process (reference: Funding guideline, procurement procedure & YOUR ORGANIZATION Finance User’s Manual), ensure all account coding are correct for submission.     - Monthly financial report   + Follow YOUR ORGANIZATION approval process; upon completing the approval process, All receipts and invoices MUST submit to Finance on the ¬last working day of each month.   + If needed additional days on submission, please update Finance on it.   + GL & monthly salary record: upon receipt of the info, check and confirm within the same day.     - Update the cashflow (see below) and send all to SM to review.     - Claim submission: * PMs to prepare for the Claim submission schedule (per funding requirement). * Responsible: * Ensure and confirm all information received from Finance for the claims are correct, NO missing claim (if there is any discrepancy, work with Finance immediately – possible within the same working day) * Work with SM on the Analysis Actual Vs FCF (claim period) * Cashflow * Updated monthly cashflow (identified potential slippage and plan in using per program needs). * Discuss the plan with SM.   Note:   * If the proposed plan (need to seek funder's approval). Upon approval, PM updates the cashflow and sends it to SM. * Ensure all the proposed plan of using the identified slippage meet Funding guideline. * Capital purchase (within approved budget): * PMs propose purchasing a capital item to address emerging needs/replacement (within the budget limit and funding guideline). Follow the procurement procedure to obtain 3 quotations, approval, and purchase. * Follow YOUR ORGANIZATION financial policy approval process (especially amount range) * Once purchased, PMs update the inventory list. * Capital purchase (not within approved budget): * PMs draft the proposed purchase of a capital item to address emerging needs/replacement (within funding guideline) and with three quotations. * Go through the budget/cashflow to see if the proposal is doable and identify the budget line to cover the cost. * Discuss with SM the proposal. * Once the proposal is reviewed, SM will discuss it with Directorand then seek the funding officer's approval * Upon funder's approval, will complete the purchase process: * Follow YOUR ORGANIZATION procurement procedure and financial policy approval process (especially amount range, IT guideline) * Once purchased, update the inventory list   Note:  If it is the proposed use of slippage (from salary and benefit) for the purchase, Director (Director based on the situation may assign SM, update/email cc Director) will consult and seek the funding officer for approval; this may lead to the revision of the CA/approved budget. |
| **Space Rental** | * Signing space rental agreement (with $ involved, within budget) under $5000, - signed by Director, update ED. * If the amount exceeds the limit (over $5,000), it needs to be approved and signed by ED (reference: YOUR ORGANIZATION financial policy approval process). | * Signing space rental agreement for event, activities, off-site services (no $ involved) – SM, Update Director. | **Support in the searching venue and detailed requirements for the space rental****Check the budget to ensure the fund is available for the space rental. If off the budget, support in searching for alternate options.** |
| **Staffing** | * + - Provide feedback on job description * Approve and sign the Employment letter. * If hiring PM position, Director approves the recommendation to hire. * Check the employment letter prepared by HR; Director sign the letter (SM provides Director the position detail). * Update Executive Director if required. | * Hire new/replacement (within approved budget): * SM coordinates the hiring process – PM position. Director joins the interview panel. * Support PM in hiring the frontline positions. Ensure follow the HR policy and Finance policy: Support PMs to review 'what is the required clarification of the hiring' to address the emerging programs' needs, approve the draft job posting. * Approve and sign the Employment letter. * Approve the recommendation to hire (PM provides SM the position details). * Check the employment letter prepared by HR and SM to sign the letter. * SM sign the frontline positions' employment letter. * Update Director. * Proposed use of program slippage within the budget:   + SM will take the lead to coordinate the request. This also applies to extending the current contract employment period or additional hours.   + Support PM to draft the request   + SM seeks Director's approval. Also, check with Finance to confirm the budget calculation is correct.   + SM submit the request of slippage re-allocation to Funder for approval   + SM answer if there are any queries from a funder for clarification   + Once approved, SM share the update to Director   + Update Finance regarding the approval (with written approval as supporting document). * Address staff requests for unpaid leave or vacation carryover: * Discuss with Project Managers and update the Director along with their recommendation. The Director will discuss with the Senior Manager, who may then update and seek approval from the Executive Director. | * Hire new/replacement (within approved budget): * PM coordinates the hiring process – frontline position. Ensure to follow the HR policy, financial policy and based on the funding available to * Review 'what is the required clarification of the hiring' to address the emerging programs' needs.   + - Prepare the job spec list, based on the funding, this includes: * Job title * Hours: Total hours per week, total hours (if it is a project) * Hourly rate * Benefit * Ongoing or contract? If contract, the job period ie. Start date and end date * Responsibilities * Qualification * PM will complete the list and seek SM approval. * Once approved, work with HR to draft job posting (based on the job spec list). * Send the copy of the job posting to SM. * Work with HR to complete the selection process. * Update SM about the hiring progress. * Upon the result of the reference check etc., submit the recommendation to hire to SM for approval. * Proposed use of program slippage within the budget) this also applies to extending the current contract employment period or additional hours. * PM drafted the request include identified slippage amount (from which budget line), what is the requested position & additional hours, and the rationale for the need. * PM discuss the request with SM. SM discuss with Director to seek funder’s approval. * Upon funder’s approval: PMs follow the procedure stated in #a for hire, * Update Finance regarding the approval (with written approval as supporting document). * Staff request to take unpaid leave and vacation carry over, PM will discuss the request (include reason and the requested date) with SM. PM will provide his/her recommendation to SM to consider. |