



Tool: Content of Policies Manual — Governance and Operations

Note: This document is provided for information purposes only. Health professional associations making use of this resource should revise and modify it for use in their specific circumstances.

This tool has been produced for the purpose of providing insight into developing content of a policy manual for the association's elected officials and for the volunteer members and staff involved in the operationalisation of its programmes/projects and activities. The policy manual brings together all the organisational policies and procedures that will guide elected officials, volunteer members and staff in assuming their roles and responsibilities at governance and operational levels. Its content may vary depending on the association's organisational capacity and on whether the association has a Board/Executive Committee Manual (see page 22 of toolkit). The following suggestions are provided for health professional associations that are developing a policy manual for the first time.

Proposed Content

Section 1: General Information about the Association

- Name of the health professional association
- Address of national secretariat (and mailing address if different)
- Contact information, including telephone, fax and email address
- Mission, vision and values
- Main strategic directions
- Structure of the association
- Names and positions of the association's staff

Note: The association's objectives, as described in its governing document, can be included in this section if the association has not yet defined its mission, vision and values.

Section 2: Board/Executive Committee and Other Committees

- Role and responsibilities of the Board/Executive Committee: within and outside the association (lobbying, fundraising, etc.)

- Association's standing committees: terms of reference, selection of members, etc.
- Other committees: terms of reference, selection of members, etc.
- Board/Executive Committee meetings: dates, venues, agenda preparation and content, quorum, structure of the meetings, absences/regrets, recording of minutes, participation of staff in meeting(s), etc.
- Orientation of new Board/Executive Committee members
- Code of behaviour for Board/Executive Committee members
- Travel/reimbursement of expenses
- Strategic plan/annual operational plan: terms of current strategic plan, operational plan, process used, monitoring and evaluation of the strategic plan, etc.
- Policy development and review process
- Links with the media: association's main spokesperson(s), process used when the association is contacted by the media, etc.
- Organisational policies related to conflict of interest, diversity, relationship with industry, volunteer involvement in the association, privacy, sexual harassment, etc.

Note: The above section is meant to supplement the information that is available in the association's governing documents and to provide the elected officials with additional direction as to how they will work together.

Section 3: Membership Management

- Membership categories
- Membership fees
- Annual membership renewal process
- Membership services/incentives

Section 4: Human Resources Management (staff and volunteer members)

- Staff
 - Recruitment/hiring
 - Personnel files
 - Salary payment procedures

- Hours of work
- Statutory holidays
- Benefits (if any)
- Leave (annual, sick leave, etc.)
- Overtime compensation
- Travel/reimbursement of expenses
- Annual performance evaluation
- Training/professional development
- Recognition
- Disciplinary/grievance
- Volunteer Members
 - Recruitment/management
 - Recognition
 - Travel/reimbursement of expenses
 - Disciplinary/grievance

Section 5: Financial Management

- Number of signatories needed for financial transactions
- Authority limits for purchasing and financial transactions
- Budget and reporting process
- Accounting practices
- Annual audits
- Bank account(s)/banking procedures
- Financial codes (if the association has a chart of accounts)
- Payroll
- Physical assets registry

Section 6: Office Procedures

- Security of the national secretariat
- Maintenance/cleaning of national secretariat
- Use of office equipment/supplies (photocopier, scanner, computer, telephone, etc.)
- Use of vehicle (if the association has one)
- Filing system
- Correspondence
- Information technology (Internet, centralized electronic filing system, etc.)