



<b>Category:</b> Administration	<b>Responsible Owner:</b> Director of Finance	<b>Effective Date:</b> May 2023
<b>Policy Number:</b> 1.1	<b>Approval Body:</b> Board of Governors	<b>Policy Name:</b> Policy Framework

#### A. POLICY:

**PURPOSE/COMMITMENT:** The Policy Framework policy sets out the principles by which the College, through its Board of Governors, has determined how to govern its affairs. College policies assign roles and responsibilities, provide guidance for the actions of College community members, facilitate financial sustainability and continuity of decision-making, reduce institutional risk, and promote a clear, open, transparent, and student focused approach to policy development. College policies also promote operational effectiveness which aligns with Columbia College's constitution and bylaws, mission and statement of values, strategic plan, academic plan, and legislative requirements in keeping with a not-for-profit Society and registered Canadian charity.

**SCOPE:** This policy addresses the development, review, and management of Columbia College policies and procedures and applies to all internal and external stakeholders of the College community as required, including students, employees, and external service providers.

**WHEN TO USE THE POLICY:** This policy will be used as a framework in the development and review of all Columbia College policies and procedures to guide members and stakeholders of the Society in making consistent decisions based upon Society values and its governance framework.

#### DEFINITIONS:

**ACT:** Means the College and Institute Act.

**BOARD:** Means the Board of Governors of Columbia College.

**ADMINISTRATION WORKING GROUP:** Means the Principal, Vice Principal Academic, Vice Principal Operations, Assistant Vice Principal, Director of Finance, Director of Student Services, Director of Recruitment & Marketing, Head of High School, Human Resources Manager, and Director Institute for Equity and Advancement in Education.

**APPROVAL BODY:** Means the governing body or position with authority (or delegated authority under this policy) to approve a policy or procedure as defined in the Policy Framework policy.

**CATEGORY:** The category or grouping that the policy and procedure falls into:

- 1.0 Administration
- 2.0 Education
- 3.0 Finance
- 4.0 Marketing and Recruitment
- 5.0 Human Resources
- 6.0 Enterprise Risk Management
- 7.0 Student Services

- 8.0 Technology
- 9.0 Health, Safety & Environment
- 10.0 Governance

**CONSULTATION:** Means obtaining feedback from the College community on the draft policy, prior to approval by the Board of Governors.

**FORM:** Means a template that requires completion as defined by a particular policy and procedure and is denoted with an “F” in front of the policy number.

**INFORM:** Means the provision of timely and balanced information to the Columbia College community.

**POLICY:** Means a Columbia College institution-wide statement of expectation, conduct, or outcome that complies with relevant legislative, regulatory, accreditation requirements, and/or institutional requirements.

**HUMAN RESOURCES (HR) COORDINATOR:** Means the individual who provides coordination and facilitation support for the Principal, Responsible Owners, Board of Governors, and chairs of the Standing Committees and Sub-Committees as they relate to policies, in maintaining accurate and complete policy and procedures on Sharepoint, which is the College’s management information system.

**PROCEDURE:** Means the new or established operational steps to be followed to ensure that the outcomes and parameters expressed in legislation, College constitution and bylaws, employment agreement, and/or policy are achieved.

**RESPONSIBLE OWNER:** Means the person who is assigned by the Principal and is responsible for managing the Policy and Procedure through to approval by the Board of Governors.

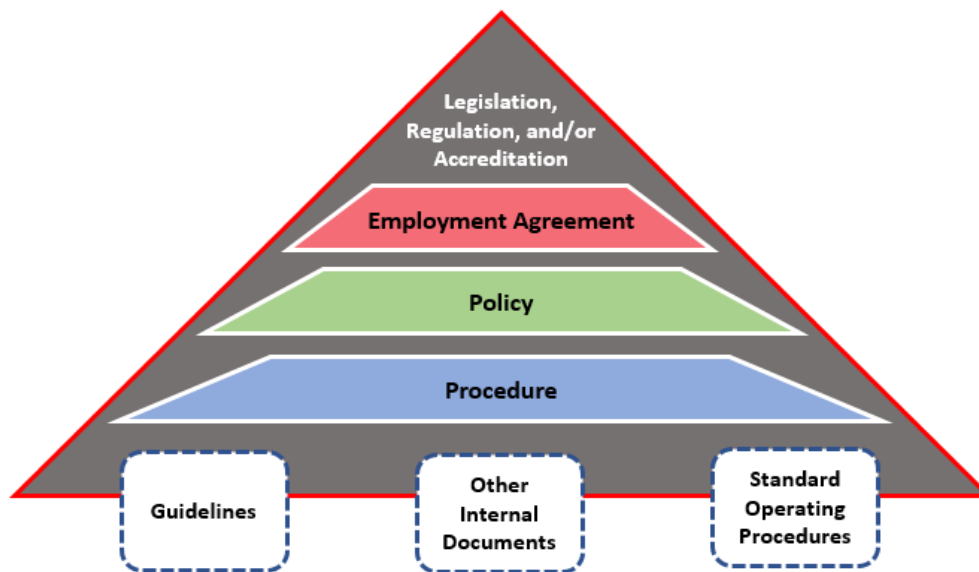
**STANDING COMMITTEE:** Means one of the standing committees of the Board of Governors: Finance Committee (FC), Academic Board (AcBo), or Recruitment, Admissions, and Marketing (RAM) committees.

**SUB-COMMITTEE:** Means a committee approved by the Board of Governors to manage various on-going specialized issues such as the Operational Health, Safety and Emergency Committee (OHSEC), the Operations Committee, the Environmental Committee, the Indigenization Committee, Group RRSP Review Committee, and the IT Review Committee (this list is not exhaustive).

**WORKING GROUP:** Means a group struck by the Principal or designate to facilitate research, completion of a project, or to manage College operations such as the Administrative Working Group.

## **B. POLICY AND PROCEDURE FRAMEWORK**

1. The Policy and Procedure Framework is comprised of the following model of legislative and regulatory compliance bodies, the Employment Agreement, policies and related detailed procedures. It does not apply to guidelines, internal documents, and/or standard operating procedures at a departmental level.



2. The Board of Governors has authority over all College policies and delegates its authority to establish and revise all College policies to the Principal or delegate of the Principal as necessary to ensure a robust suite of policies, procedures, and forms for the College.
  
3. A policy should:
  - i. be aligned with the College’s constitution, bylaws, and mission statement in order to promote strong governance practices.
  - ii. be guided by the responsibilities and commitments as outlined in the strategic plan and the academic plan, in order to incorporate and promote good management practices and academic standards.
  - iii. be concise, relevant, and clear of intent, meaning, and implementation
  - iv. provide broad direction but address specific details when necessary
  - v. comply with relevant legislation and regulatory compliance requirements applicable to the College
  - vi. comply with relevant internal College agreements and standing or sub-committee terms of reference such as the Employment Agreement
  - vii. be developed in consultation with the affected College community
  - viii. assign responsibility and accountability for decisions required under the policy
  - ix. support operational efficiency and financial sustainability
    - x. not overlap or contradict the Employment Agreement and/or other policies
    - xi. contain an appeal process for student focused policies
    - xii. should consider indigenization and equity, diversity, and inclusion principles
  - xiii. be aimed at reducing, mitigating, or managing institutional and residual risk in accordance with the Enterprise Risk Management framework
  
4. The need for a new policy or amendment to an existing policy may be identified by a member of one of the College’s Standing Committees or Sub-committees, by the Administration Working Group, or by any member of the College community in consultation with the Principal. The Principal will assign a Responsible Owner to develop a new policy or amend existing policies.

## PROCEDURES

### New Policies:

1. Once the need for a policy and/or policy and procedure has been identified by the Principal, or identified by a member of the Administration Working Group, a Department Head, or the Chair of a Standing or Sub-committee in discussion with the Principal, the Principal will assign an individual to be the Responsible Owner for the policy development. The Responsible Owner may be responsible for the policy due to their position in the College and therefore accountable for the subject matter covered by the policy, or they may have expertise in that particular area which makes them subject matter experts, even though they may not have specific responsibility for the area.
2. The Responsible Owner will be accountable for development of a new policy from inception to the final policy that the Board of Governors approves. The Responsible Owner will engage with subject matter experts within the College Community and/or external to the College, conduct research, and validate applicable legislation and regulations as needed in order to develop a fulsome policy and procedure. The Responsible Owner will likely be someone who possesses knowledge and expertise in the subject matter area that the policy covers and/or who will be most likely be accountable for management of the day-to-day operational aspect of the area impacted by the policy. The Responsible Owner may be required to attend one or more board meetings to promote the policy, answer questions from Board members, and/or obtain feedback for incorporation into the policy, until the policy is approved by the Board of Governors.
3. The Responsible Owner will obtain a policy template [here](#) and will select the correct category per the Category definitions. It is the responsibility of the Responsible Owner to ensure the new policy does not conflict with existing policies, and that related policies are reviewed to ensure any potential conflicts are identified and resolved and are linked in the appropriate section of the form for easy access.
4. Policy development is an iterative process and the Responsible Owner must review the policy with the Standing or Sub Committee or Working Group that initiated the original request, and/or by any other stakeholder of the College community that the Principal or instigating group deems appropriate, for any additional feedback. Once these comments have been incorporated, the policy should be assessed by the Rights & Responsibilities Administrative Coordinator to determine what impact there may be on students, and will advise if further work needs to be done from a student perspective. If there is a need for the student body to provide feedback on the policy, the Rights & Responsibilities Administrative Coordinator will facilitate gathering the feedback and providing it to the Responsible Owner who will update the policy.
5. At this stage of the policy development, the Principal and/or delegate will ascertain whether it requires a legal review, particularly if the policy includes any governance, human resources, or compliance/regulatory components. The legal services will be selected based on the required expertise needed for the policy as determined by the Principal or delegate. The Responsible Owner will incorporate any changes recommended as a result of the legal review and will confirm with the Principal if the policy requires feedback from the College Community, or if it is ready to be sent to the Board of Governors for approval.

6. If the Principal and/or delegate decides that the policy requires feedback from the College Community, the Responsible Owner will post the policy in PDF file format on Sharepoint in the folder [policies for feedback](#), and advise the HR Coordinator to send out communication to the College community each Monday when there is one or more policies requiring feedback. Policies will only be sent to the College community during weeks one through ten of a semester to ensure all employees have an opportunity to provide feedback and are not on a semester break. The policies will be available for a three-week period during the feedback phase. The folder naming convention will be *Provide feedback by {date}*. An original copy of the Word document must be kept on the College's network drive in the Responsible Owner's files for the purpose of managing version control, prior to inviting the College Community for feedback on the policy. Feedback will be sent to the Responsible Owner via email summarizing comments or suggested changes on or before the deadline as noted by the Sharepoint folder name. After the three-week period is over, the Responsible Owner will consider all of the feedback and will review it with the Principal and/or the Standing or Sub Committee or Working Group that initiated the original request for validation and a determination will be made as to the extent to which the feedback will be incorporated into the policy.
7. If the Principal and/or delegate decides that the policy does not require feedback from the College Community, it is ready for approval by the Board of Governors.
8. The Responsible Owner will request a policy number from the HR Coordinator before submitting the policy to the Principal who will coordinate priority with the Board of Governors and will save the final draft of the policy in Word file format in the Sharepoint folder called [policies for approval](#). If the policy has a corresponding procedure that is separate from the policy and/or a form, these must also be saved in the same folder. The Principal will advise the Responsible Owner the Board of Governors meeting date when the policy will be reviewed to ensure availability of the Responsible Owner to present and discuss the policy. Policies must be submitted no later than the Thursday before the monthly Board of Governor's meeting to ensure they are included in the board package. For information purposes, the Board of Governors usually meets the second Thursday of each calendar month (subject to change).
9. The final approval will always be the Board of Governors. The Board of Governors will review and carry out a motion to approve, or make a request for further drafting, and/or request further legal review if necessary, or make any other request that they deem appropriate in order to ensure the policy is complete, particularly if the policy involves compliance/regulatory elements. If applicable, any feedback from the Board of Governors on the original or revised policy will be incorporated into the policy and re-submitted to the Board of Governors at the next available monthly meeting for approval, as determined by the Principal.
10. Once the policy, procedure, and/or form is approved by the Board of Governors, the HR Coordinator will facilitate obtaining signatures from the policy stakeholders, and will save the approved and signed policies in the Sharepoint folder called [Approved Policies Signed \(PDF\)](#) and will also save a Word version of the approved policy in the Sharepoint folder called [Approved Policies Word \(Original\)](#), in the folder that relates to the policy category (see Category definition).
11. The Principal will determine if the policy should be posted on the College website (external) and will advise the Digital Marketing & Communications Specialist the manner in which it should appear on the website. Approved College policies will be maintained in Word format in order to easily modify them, and in PDF format. The HR Coordinator is responsible for version control, ensuring that the Digital Marketing & Communications Specialist has posted policies that are the

correct version and only when they have been approved by the Board of Governors and have been signed by all stakeholders. Read/write access to the relevant policy folders on Sharepoint is granted to the Administration Working Group, the Human Resources Coordinator, and the Digital Marketing & Communications Specialist only, to ensure consistency and integrity of the information. The HR Coordinator is responsible for keeping a registry of policies which will include the Policy Category, Number, Name, Effective Date, Proposed Review Date, Revision Dates (list), and if applicable the Policy being replaced, which is maintained in an electronic database in the Administration drive in Sharepoint by the HR Coordinator.

12. Policies will be reviewed at a minimum every five years from the date of approval by the Board of Governors or sooner should circumstances warrant an amendment, or as dictated by legislation or as directed by the Board of Governors or the Principal.

### **Review of Existing Policies:**

1. The HR Coordinator is responsible for keeping a registry of all policies. Six months before the review date, the HR Coordinator will notify the Principal and the Responsible Owner of the policy, procedure, and/or form review requirement, and will provide the Responsible Owner with the current approved policy in Word format.
2. The Responsible Owner will review the existing policy, procedure, and/or form, and will summarize their findings and any identified changes necessary to the policy, procedure, and/or form in a Word document. If the changes are substantive, the Responsible Owner will coordinate with the Standing or Sub Committee, the Working Group, or members of the College community as required to ensure all feedback is incorporated. This review will also include an assessment of all relevant legislative and regulatory compliance requirements to ensure all changes affecting the policy are adequately captured. The Responsible Owner will provide an overview of the policy changes to the Principal who will determine if a new legal review is required.
3. The revised policy, procedure, and/or form will be submitted to Principal who will determine the priority for the revised policy to be reviewed by the Board of Governors. The Responsible Owner must also include a written assessment of their review and a brief summary of the changes made if any, and must be available to discuss the changes at the Board of Governors meeting if requested by the Principal.
4. Any changes made to existing policies, procedures, and forms will be assigned a new effective date and review date and the HR Coordinator will update the registry with this information. Once the reviewed and revised policy has been approved by the Board of Governors, the HR Coordinator will obtain signatures on the revised policy (see Step 9 above) and will save the policy, procedure, and/or form to [Approved Policies \(Word\)](#) and [Approved Policies \(PDF - Signed\)](#).
5. The accompanying forms to the policy will have an F before the policy number assigned by the HR Coordinator, while for policies with a separate procedure, a P will be in front of the policy number.
6. Though the HR Coordinator is responsible for monitoring the policy registry and providing the policy to the Responsible Owner for updating, this does not excuse the Responsible Owner from being accountable for ensuring their policies are reviewed on or before the review date and

demonstrating that policies are audited for content every five years or sooner if needed. Policies, procedures, and/or forms that require updating must be completed per the process outlined in the **Writing Policies** section.

7. After each Board Meeting, the HR Coordinator will coordinate with the Principal to confirm which policies were approved, and will validate that the policies were approved by reviewing the most recent Board minutes. Approved policies, procedures, forms, and any accompanying documents will be:
  - a. Sent to the appropriate positions to sign using docusign
  - b. Once the signed pdf's have been received by the HR Coordinator, they will forward them to the Marketing & Communications Specialist for posting to the College Website: [College Policies \(columbiacollege.ca\)](http://CollegePolicies.columbiacollege.ca)
  - c. PDF posted to: [Approved Policies \(PDF - Signed\)](#)
  - d. Word document posted to: [Approved Policies \(Word\)](#)

**LINKS TO SUPPORTING FORMS, DOCUMENTS, WEBSITE:**

[Policy Form.](#)

**REFERENCE TO EMPLOYMENT AGREEMENT CLAUSES:**

The Employment Agreement must be reviewed to determine if there are any clauses that contradict the policy.

**REFERENCE TO BYLAWS:**

The Columbia College bylaws must be reviewed to determine if there are any clauses that contradict the policy.

**RELATED ACTS AND REGULATIONS:**

None

**RELATED POLICIES:**

n/a

**APPROVALS:**

**IF APPLICABLE:**

Choose an item.	Click or tap to enter a date.
<b>Chair (List Committee or Working Group):</b>	Click or tap to enter a date.

**APPROVAL FOR ALL POLICIES:**

<b>Responsible Owner:</b> Linda Ford	<b>May 11, 2023</b>
<b>Principal or Designate:</b> Robin Hemmingsen	<b>May 11, 2023</b>

<b>Chair, Board of Governors:</b> Ana Culibrk	<b>May 11, 2023</b>

<b>Proposed Review Date:</b> May 2025	<b>Dates(s) revised:</b>	<b>Replaces Policy Number:</b>
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