

# **Policies & Procedures: The Writing Process**

By Wynette Kent

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In this module you will:

- Learn the importance of setting up and reviewing internal controls and policies and procedures (P&P)
- See the value they will bring to your CWJC<sup>®</sup>/CMJC<sup>SM</sup> site
- Understand the protections P&P provide
- Decide what you need to include in your P&P manual
- Set up a plan for periodic review
- Find sample outlines for setting up P&P

This module comes to you from a former site coordinator who shares your heart for the ministry and knows the struggles you face daily. Thinking of creating and maintaining a policies and procedures manual can seem like a huge obstacle that pales in comparison to meeting the urgent needs of participants.

However, the importance of the task cannot be emphasized enough. Begin with small steps and pray with confidence that God will provide you with the vision, persistence, and organizational skills to see your P&P manual become a reality!

I will be praying that He will send you just the right people and tools to accomplish the task! May God continue to bless you in your work!

## 2. Definition and Relevance of Internal Controls and Policies and Procedures

### What is a Policy? What's a Procedure? Why are they Important?

As you can see from the definitions below, a **policy** is an overriding plan or course of action that provides structure, oversight, and accountability to an endeavor.

A **procedure** is way of doing something or a course of action that follows an established plan or policy that has already been set in place.

Policy—(1) a plan or course of action, designed to influence and determine decisions, actions, and other matters; (2) a course of action, guiding principle, or procedure considered to be expedient, prudent, or advantageous.

Procedure—(1) a manner of proceeding: way of performing or affecting something. 2) an act composed of steps; course of action. 3) a set of established forms or methods for conducting the affairs of a business, legislative body, or court of law.

*American Heritage Dictionary, 1976.*

**Policy Maker**—a person who is qualified or authorized to devise policies; high official.

*The World Book Dictionary, Barnhart and Barnhart, 1992.*

**Establishing written policies and procedures** that are documented, updated, and followed brings structure for a site and assists in decision-making in the crucible of day-to-day operations. Thorough, well-maintained P&P also offer strength to the advisory council or board of directors (BOD), **enhancing program effectiveness and increasing ministry sustainability.**

The *policy makers* for a CWJC/CMJC site are primarily the board of directors or advisory council and also certainly include the site coordinator, who will also consult with the volunteer leadership staff of the site in seeing that policies and procedures are written.

P&P are also sometimes called **internal controls**—the controlling plans for the internal management of a business or endeavor.

Operating a CWJC/CMJC site requires a constant balance between providing ministry and running a small business of sorts, similar to the issues faced by churches.

Please note the following information from a training manual, *Building Capacity/Building Communities: Tools for Building a Successful Community Based Organization* made possible by a grant from the U.S. Dept of Health and Human Services Compassion Capital Fund in conjunction with the Foundation for Community Empowerment, 2003. (pp. 1–3, 22).

*Organizational **capacity** is the mix of capabilities, knowledge, and resources needed for an entity to be effective. Although the requirements and details may vary somewhat across the for-profit, nonprofit, and faith-based sectors, the primary elements of capacity are leadership, management, and infrastructure. **Capacity building** refers to any activity that strengthens an organization's ability to better fulfill its mission through increasing or improving its capacity (to do its mission).*

**Example:**

*Just as a city's infrastructure (roads, bridges, sewers, etc.) keep the city functioning, an organization's infrastructure needs to be strong and adaptable to meet the organization's needs as it grows and changes.*

*Infrastructure: the systems that keep an organization running, such as financial management and reporting, record keeping, facilities, technology, and fundraising.*

*Investing time and a leadership team's attention and efforts to help the entire organization run more effectively takes time away from carrying out the mission; but when done well, it **yields a great return on investment**, such as better program effectiveness, increased sustainability, and stronger communities.*

*The CBO/FBO should employ standard business practices, policies, and procedures that ensure the **efficient operation of the organization, protect its integrity, and provide maximum service to the community and kingdom.***

Maintaining strong operational procedures helps to increase the **capacity** of a CWJC/CMJC site to provide ministry and service to those in need.

### 3. Establishing a Policies and Procedures Team

Your advisory council or BOD may have a P&P committee set up in its bylaws. If not, you will want to establish a committee or task force for this purpose. The governing body is the group that is ultimately responsible for oversight of the ministry; thus the committee will probably be initiated on that level.

You will want the committee to consist of people with a background in the legal, small business, personnel, and financial realms, among others. Most likely the committee will also include the site coordinator.

### 3.1 Consider the ministry of the site and the business of the site

The P&P committee will focus primarily on the overarching policies and procedures that relate to **managing the business of your site**. The committee may receive the task of writing, updating, and maintaining the P&P manual.

In matters relating to **delivering the ministry of the site**, you will want to determine if you need an additional subcommittee to focus on issues relating directly to participants, volunteers, mentors, etc. This subcommittee might consist of site leadership with knowledge of personnel issues, conflict resolution, and so forth.

After its creation, the manual needs a thorough **legal review** before it is given final approval by the governing body of your site, your advisory council, or BOD.

This training module addresses many topics and considerations in establishing P&P for a CWJC/CMJC site; however, each site is unique in many ways, including:

#### **Site Model**

- one-on-one
- classroom

#### **Sponsorship**

- group
- local church
- association
- partnership
- community

#### **Management**

- advisory council or board of directors
- site coordinator and/or executive director
- all volunteer, volunteers plus staff, or multiple staff people

#### **Operational Procedures**

- mentoring only
- mentoring plus training
- training plus stand-alone classes
- considerations surrounding the use of facilities
- other unique considerations

As you can see, areas of need for policies and procedures will differ between sites. You will want to charge your P&P committee or team with thinking carefully about **establishing the areas of need** for your P&P.

You may also want to tie P&P directly to your site's plans for implementing the eight key elements of CWJC/CMJC.

**Ask yourself: What current and/or new volunteers might be willing and able to serve on a team to assist our site in documenting our P&P?**

### 3.2 Collect and document current standard operating procedures

You may want to begin by collecting the standard operating procedures that you know are already in place. Some of them are written, while others exist only in your head or in the heads of other CWJC/CMJC site volunteers.

- 1) Begin to write down the things that are in your head and the heads of others.
- 2) Gather existing papers that designate current operating procedures
- 3) Ask someone on your advisory council or BOD to do the same thing at the governing-board level.

When you place these documents in a file or a notebook, you'll find that you already have some P&P in place! **Why don't you stop for a minute now and get started?**

#### **Next**

1) As you study the remainder of this module, begin to jot down the areas that you feel are most important to address now.

#### **Then**

2) Write down the things that you know need to be documented within the next six months or so and begin to think about who might be able to help see your goals come true!

#### **Finally**

3) Set a goal for those things you will address at a later date. Who knows? Someone else may catch the vision and come along to help you complete the manual before you know it!

4. Elements in Establishing, Maintaining, and Reviewing P&P
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From the beginning, **set a method for maintaining and reviewing** the manual. Think of it as a living document, in need of correction and updates as time passes.

The conscientious site coordinator, executive director, and board of directors will make certain that a plan is in place for evaluating, updating, and maintaining the P&P manual.

For ministry areas: After each training session? Quarterly? Yearly?

For business matters: Yearly?

You may want to:

- Plan to have updates ready for the BOD or advisory council's annual meeting
- Set special meeting(s) of the P&P team for extenuating circumstances that require approval at an earlier time

You may also want to keep a running record of the dates P&P are initially approved and then when they are revised (see section 9, Sample P&P Manual).

## 5. Delivering the Ministry of the Site

Many of us who are called to CWJC/CMJC desire to focus the great majority of our attention on ministry to the participants. However, reality requires safeguards for the participants, site coordinator, volunteers, and teachers. Attention to these important areas also helps to ensure the long-term viability of the site.

So, if your gift set starts and stops in areas like shepherding and mercy, without extending to the business areas of the ministry, please remember that God has given others the gift of administration. Many of them are probably working in your governing board and/or site now. Pray that God will send you gifted administrator(s) who are ready and willing to assist you.

The following suggestions will help you get started but are not an exhaustive list of ministry areas. Also, **please note that a careful review of the 2006 CWJC/CMJC National Certification Training Manual includes many forms and suggestions that will prove very beneficial to you as you work through sections five and six of this training module.**

Some areas you will want to consider:

### 5.1 An introductory section with CWJC/CMJC background

- ❖ Mission Statement
- ❖ CWJC Eight Key Elements
- ❖ Statement of Faith
- ❖ Fulfillment of Purpose
- ❖ Brief History
- ❖ Organizational Chart

### 5.2 Objectives and Evaluation

- ❖ What are the objectives you are trying to accomplish at your site (including salvation and self-sufficiency of participants, participants' response to mentors, etc.)?
- ❖ How often and in what ways will you evaluate your effectiveness?
- ❖ How will you proceed to make changes to your program and to your P&P manual as you see the need arise?
- ❖ Who sets up the covenants? How are the covenants reviewed/ evaluated? Who maintains the files to see that they are current? Who has access to them?
- ❖ How will you ensure that assessments are done in a timely manner?

### 5.3 Personnel

- ❖ Who will lead your site and who will assist the leader(s)?
- ❖ How will their reporting structure work?

5.3 Personnel, continued

- ❖ Who will conduct reviews of work done—site coordinator, executive director, volunteers, mentors, instructors, office assistants, prayer coordinators, etc?
- ❖ Who oversees the covenants of the site personnel?
- ❖ Will someone maintain a record of volunteer service and hours—if so, who and where?
- ❖ How will **initial and ongoing** training/staff development occur—for CWJC/CMJC, state, etc?
- ❖ Are job descriptions, expectations in place? How will problems be addressed? By whom?
- ❖ Do you plan to set up guidelines for someone of the opposite sex who interfaces with participants as an instructor or other volunteer?
- ❖ Are the site coordinator, office coordinator, and/or others able to make purchases up to a certain dollar amount without the prior approval of the advisory council or BOD?
- ❖ See section 6.6 for other Personnel-related topics

5.4 Participant Management, Acceptance, and Interaction

- ❖ What is necessary for admittance to the program—application, interview, maturity, educational level, willingness to make changes, etc.
- ❖ How will you maintain the privacy rights and confidentiality needs of participants?
- ❖ Where will you keep confidential records? Who has access to them?
- ❖ Are volunteers expected to report known drug/alcohol use to the site coordinator?
- ❖ How would suspected neglect, physical, or sexual abuse of a participant and/or children/grandchildren be handled and/or referred?
- ❖ Is transportation provided for participants who need it?
- ❖ Is child care subsidized or offered on site? If offered onsite, see state, county, local requirements.
- ❖ How are referrals to other agencies made?
- ❖ Are emergency assistance funds ever available? If so, who makes decisions, requests them if necessary, and how are they distributed to participants?

5.5 Participant Training Policies (including covenants)

- ❖ When are covenants signed and for what time-period?
- ❖ How does the participant/mentor relationship work? When do they meet and when are covenants signed?
- ❖ What is your attendance policy? How will it be administered?
- ❖ What is the requirement for completion of training? Graduation and/or exit from the program?
- ❖ What behavior policies do you intend to establish—clothing, language, conflicts, smoking, etc? If participant is dismissed for any reason, is the mentor relationship also terminated?

5.6 Computer Lab Policies

- ❖ Are participants assigned to a particular computer?
- ❖ Do participants and others who use the computer lab sign in and out and of the lab?
- ❖ What, if any, restrictions will you place on use of the Internet?
- ❖ Are food and drink prohibited in the lab?
- ❖ Who will delete all participant documents and check the computers after each training course?
- ❖ Are participants given a set number of sheets of paper during the duration of training?
- ❖ Who monitors to see that no one takes advantage of site equipment and supplies?
- ❖ Who maintains computer hardware, software and internet security software?

6. Managing the Business of the Site
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The items in section 6, more than any other section, are considered the **internal controls** of doing the business of providing ministry to the community.

### 6.1 Advisory Council/Board of Directors (BOD), Committees, and Task Forces

- ❖ See that the advisory council or BOD is governed by its own set of bylaws that establish officers, job descriptions, committees, task forces, meetings
- ❖ How will you recruit new advisory council/BOD members?
- ❖ Who will train them?
- ❖ Who will establish the expectations under which they operate?

### 6.2 Participant Assistance

- ❖ What assistance, if any, will your site provide to participants? Who will make final decisions? If necessary, who makes requests to an outside source? How is it delivered to the participant?
- ❖ What is your policy regarding volunteer assistance to participants (volunteer assistance to participants is greatly discouraged, but are there any circumstances under which it's okay?)

### 6.3 Record Keeping

- ❖ What records are kept and who collects/maintains the records—volunteer hours, covenants, info for CWJC/CMJC annual reports, donor database, grants, staff records, site evaluation, participant outcomes tracking, etc?

### 6.4 Collaboration with other Agencies/Individuals (Churches, Landlords, Copier companies, etc.)

- ❖ What is your official and/or legal relationship with other entities? Who oversees these agreement(s) and maintains their integrity while protecting the interests of the site?

### 6.5 Technology

- ❖ Who acquires and maintains hardware and software to ensure that the information and technology infrastructure is in place to support site operations and planning?
- ❖ Who sets up computer policies for office computers/printers, laptops, etc?
- ❖ Who conducts ongoing maintenance? What is the backup plan if ongoing maintenance hasn't occurred or if emergency assistance is needed?
- ❖ Who provides computer training for office personnel when needed?

### 6.6 Personnel

- ❖ Who establishes personnel policies and agreements and sees that they are followed?
- ❖ For staff and/or volunteer personnel, are job descriptions and expectations in place for all personnel?
- ❖ How does initial and ongoing staff training and development occur?
- ❖ Who is monitoring labor laws and tax payments and reporting, if applicable?

### 6.7 Risk Management

*Definition: "Doing ministry (or doing business) puts an organization at risk. Risk is the possible deviation from what you expect to occur, and risk management is a discipline for dealing with that uncertainty. Effective risk management increases the probability of being successful in your ministry and maintaining public confidence."*

*(2006 CWJC/CMJC National Certification Training Guide, 3.13).*

Consider the following broad topics in assessing your site's risk.

- Conflicts of interest
- Crisis plans that are periodically updated by BOD (and are shared with participants)
- Procedures for reporting sexual, physical, emotional abuse, and violent behavior toward children or others
- Procedures for addressing sexual harassment

- Plans for addressing drug and alcohol issues
- Conflict management
- Volunteers
- General administration
- Finances

### 6.8 Finances

- ❖ Who is responsible for receiving money and depositing it in the bank? Who writes checks? Who balances the checkbook? How are these duties distributed so that proper checks and balances of handling money are in place?
- ❖ Who writes requests for any grants? If awarded grant money, how is it tracked to make certain it is spent as delineated by the funder?
- ❖ Who files the form 990, if applicable [for 501(c)(3) sites only]
- ❖ Is a legal audit done at least once every five years [for 501(c)(3) only]?

### 6.9 Legal Issues

- ❖ Is legal counsel accessible to the site?
- ❖ Are background checks done on volunteers? On participants?
- ❖ What types of insurance does the site need?
- ❖ If the site has paid staff, who does the tax reporting? The BOD or advisory council treasurer?
- ❖ If the site is a 501(c)(3), who makes certain the nonprofit status is in good standing?
- ❖ If the site is a 501(c)(3), who keeps the BOD insurance contract current?
- ❖ Who verifies that a legal audit occurs every five years?
- ❖ Who verifies that there are no legal obstacles in the areas of BOD, financial management and reporting, and human resources?
- ❖ Who sees that staff members have a working understanding of current employment, equal opportunity, labor, compensation, and related laws, regulations, practices and adheres to them?

### 6.10 Facilities

- ❖ Who monitors the rental agreement with the church, agency, FBO (faith-based organization), or CBO (community-based organization) where the site is housed if not owner of its own property?
- ❖ Who monitors necessary facility and liability insurance?

## 7. Organization Improvement Plan

The suggestions in this training module may seem overwhelming and exhausting to you. If they do, you're not alone!

But remember, "God did not give us a spirit of timidity, but a spirit of power and love and self-discipline" (2 Tim. 1:7). With your knowledge of your site, His Spirit's guidance, and the help of others, you have the POWER to create and maintain a P&P manual.

Continue to pray that God will send workers of the harvest with the gifts you need to create and maintain a P&P manual. Remember, your site will reap yields of higher efficiency and productivity in delivering ministry and managing its business when your P&P manual is used to its best advantage!

**And so, if you haven't done so yet, NOW is the time to...**

- Establish a P&P committee, task force, or team
- Gather existing P&P and think carefully about what to include
- Document unwritten current standard operating procedures, and make notes as to how these operating procedures can be made stronger.
- Write down the things you'd like to see documented within the next six months.
- Consider things to be documented within the next year.
- Think about the best ways to ensure that these procedures are used and updated and set up a timetable.
- Find someone to hold you and the site accountable to meet your goals

**Guess what—you have created an organization improvement plan. But, more importantly, YOU'VE WRITTEN A P&P MANUAL!**

**8. Resources and Recommended Reading List**

The 2006 CWJC National Certification Training Manual

- Risk Management, 3.11-3.14.
- Job Descriptions 2.7 and Forms 6, 12.
- Policy Examples, Forms 84-89

P&P templates, available online from Copedia.net for \$75.

**9. Sample P&P Manual Pages**

*Please note that the examples below come from three CWJC sites in two states and are therefore not parallel in terminology or practice, although all are in compliance with CWJC key elements and practice.*

9.1 Sample P&P Table of Contents

**The Organization** .....  
**Mission Statement**.....  
**CWJC Eight Key Elements**.....  
**Statement of Faith**.....  
**Fulfillment of Purpose** .....  
**Brief History** .....  
**Organizational Chart**.....  
Personnel.....  
**Ministry Level Volunteers**.....  
Board of Directors.....  
Board Leadership Circle .....  
Task Forces .....  
Advisory Council .....  
**Staff** .....  
Executive Director .....  
Site Coordinator .....  
Assistant Site Coordinator .....  
**Site Level Volunteers** .....  
Leadership Team.....  
Financial Coordinator .....  
Prayer Coordinator.....  
Training Coordinator .....  
Participant Management Coordinator .....  
Mentor Training Coordinator.....  
Mentor Support Coordinator.....  
Career/Job Development Coordinator .....  
Volunteer Coordinator .....  
Other Coordinators.....  
Mentors .....  
**Personnel Policies**.....  
Staff.....  
Volunteer.....  
Mentor.....  
Programs .....  
**Participant Policies** .....  
**Volunteer Policies**.....  
**Ministry Operations Policies**.....

9.2 Sample Personnel Policies

*Please note that the policies below are from a site with an executive director and four site coordinators who manage the site operations with volunteer "coordinators" under them. See 1. DEFINITION, below.*

**9.2.1 POLICIES FOR COORDINATORS AND VOLUNTEERS**

1. **DEFINITION:** The term "coordinator" shall refer to Christian community volunteers occupying any coordinator's position approved by the board of directors which will be established for the purpose of carrying out the ministry of the XXX Christian Women's Job Corps. CWJC Coordinators shall be under the direction of the appropriate site coordinator(s).
2. **CONFIDENTIALITY:**
  - a. CWJC staff shall respect participant's right to privacy.
  - b. CWJC information completed by participants and volunteers is considered confidential with the exception of drug and alcohol use. Suspected drug or alcohol use will be reported to the executive director and/or site coordinator(s).
  - c. Confidential material is to be secured in a locked cabinet within a locked room.
3. **REPORTING ABUSE:**
  - a. Suspected neglect, physical or sexual abuse, on a participant's child/children, is to be reported to the appropriate state agency and executive director and/or site coordinator(s).
  - b. Appropriate referrals shall be made on victims of physical, sexual, or emotional abuse.
4. **PRIVATE LOANS:**
  - a. Monetary loans between staff and participants are prohibited.
  - b. Report any participant's needs to the executive director and/or site coordinator(s) for referral to appropriate community agencies.
5. **BACKGROUND CHECKS:**
  - a. References are required for coordinators.
  - b. Background checks shall be made on all coordinators.
6. **INCIDENT REPORTS:**
  - a. Documentation by coordinators and volunteers of violations by participants, that are deemed to be behavioral problems or detrimental to the program such as violation of any rules or policies, accidents, or injuries, are to be investigated and reported to the executive director and/or site coordinator(s). They are to be handled in the best interest of the participant and CWJC program.
7. **APPROPRIATE ATTIRE:**
  - a. Staff shall dress in a manner that is consistent with a Christian witness and lifestyle.
8. **VOLUNTEER HOURS:**
  - a. Staff shall keep record of hours of volunteer service and record it in the Staff Log Book.
9. **CONFLICTS:**
  - a. Problems that arise between participants, coordinators, and volunteers are to follow the principle of Matthew 18:15-16.
10. **SMOKING:**
  - a. Smoking on church property is prohibited.
11. **SOLICITING:**
  - a. Soliciting for funds is prohibited.

## 9.2.2 POLICIES FOR PARTICIPANTS

**1. DEFINITION:** The term “participant” shall refer to any woman enrolled in Christian Women’s Job Corps. The participant shall be under the guidance and direction of the CWJC ministry designed for her specific needs.

**2. ENROLLMENT:** The participant shall

- a. Participate in an interview with the executive director and/or site coordinator(s)
- b. Complete a written application and necessary forms
- c. Exhibit the emotional maturity and educational background to successfully participate in CWJC Program
- d. Exhibit the willingness to make changes in behavior that will result in personal spiritual growth

**3. ATTENDANCE:**

- a. A certificate of achievement shall be given to a participant who has not missed more than 18 hours of class time and met with her mentor on a regular basis (or at the discretion of the executive director and/or site coordinator(s)).
- b. Regular attendance is expected. Credit will be given for class time only (6 hours Monday through Thursday and three hours on Friday).
- c. Having three unexcused tardies shall be counted as one day absent. Having four unexcused tardies requires meeting with the executive director and/or site coordinator(s).
- d. Mandatory attendance during the first week of class is expected; otherwise, the participant shall have to wait until next available session.
- e. Participant must provide own transportation.

**4. REPEATING A SESSION:**

- a. Committee composed of the executive director, site coordinator(s), instructor, and/or education coordinator will determine whether a participant would benefit by repeating a session.
- b. A participant may request repeating a session if she feels inadequate about her learning.
- c. Tutors may be assigned when needed.

**5. USE OF CWJC EQUIPMENT:**

- a. CWJC equipment and materials shall remain on site at all times.

**6. APPOINTMENTS:**

a. A participant who must cancel an appointment with her mentor must notify the mentor before the appointed time. The mentor will note excessive cancellations or failure to meet with her.

**7. APPROPRIATE ATTIRE:**

- a. A participant shall dress in a manner that is appropriate for a learning and working environment.
  - Wearing of body piercing jewelry, with the exception of 2 pairs of earrings, is prohibited in the working and learning environment.
  - All visible tattoos shall be covered.

**8. LANGUAGE:**

a. A participant shall communicate with appropriate language during her enrollment at CWJC.

**9. CONFLICTS:**

a. Problems or conflicts arising with CWJC staff, instructors, mentors or other participants shall be conducted according to the principle of Matthew 18:15–16.

**10. SMOKING:**

a. Smoking is prohibited anywhere on ministry center property.

**11. DRUG/ALCOHOL ABUSE:**

a. Participants must remain drug and alcohol free during the program session.

**12. SOLICITING:**

a. Soliciting for funds will be prohibited.

**13. CWJC BENEFITS:**

a. A participant or graduate must remain in compliance with the policies and procedures of CWJC and continue to be a respectable representative in good standing of the organization in order to receive the benefits associated with being a participant or graduate.

CWJC of XXXX

Revised 3-23-07

I, \_\_\_\_\_, wish to participate in the Christian Women's Job Corps, a ministry of WMU. In exchange for my being allowed to participate in this program, I agree that neither I nor anyone on my behalf will make any claims against Christian Women's Job Corps, any sponsoring organization, or their agents, employees or volunteers. I release any claim which I now have or which I may later have for any loss, injury or damage in any way arising from my participation in the program and any related activities. This release and agreement shall apply regardless of whether the loss, injury or damage was caused in any way by any act or omission, including negligence, of the parties in this agreement.

I understand that neither the Christian Women's Job Corps nor any of its sponsoring organizations have made any promises, guarantees or warranties about the success of the program or that my participation in the program will lead to satisfactory employment.

**I have carefully read this release and agreement. I understand that it is a release of liability and a contractual agreement. I agree that I have signed this release and agreement of my own free will.**

\_\_\_\_\_  
*Merea Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Witness Signature*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Date*

9.4 Sample Ministry Operations Policies
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### 9.4.1 Annual Evaluation Policy—Executive Director

At the time of the executive director's anniversary date, the director will call a meeting with the director of missions. For this meeting the director will provide a list of accomplishments for the year and a list of goals and objectives for the coming year.

After shared discussion, the director of missions will give comments to include desired recommendations for program focus, direction, and mission emphasis.

Further recommendations could include salary, travel, hours, continuing education expenses, benefit packages and compensation. Recommendations require the vote of the full board.

Policies, Executive Director Evaluation  
Approved June 2005

### **9.4.2 Home Visit Safety Policy**

1. The initial home visit will be done by the site coordinator. The coordinator will seek a volunteer to accompany her on the visit.
2. The site coordinator will accompany the mentor on her first home visit with the merea.
3. If either the site coordinator or mentor has any safety concerns following their initial visit, the mentor will make the next visits with her merea in a public setting.
4. When making a home visit, the mentor will leave her purse and all personal items in her vehicle.
5. A mentor or volunteer should never enter an unlocked premise without being personally greeted by the merea or a well known member of her family.
6. In the event that the mentor sees any drug related paraphernalia or weapons while making a home visit, the mentor is to leave the premises immediately and contact the site coordinator. An incident form must then be filled out and filed with the coordinator.
7. In the event that the mentor witnesses any violence in the home, the mentor is to leave the premises immediately. If imminent danger is present, the mentor should call the police. If the mentor senses the possibility of violence, the arrival of an estranged spouse, for example, she should leave the premises immediately and contact the site coordinator to discuss further action. An incident report must then be filled out and filed with the site coordinator.
8. As a mentor, you are required by law to report abuse.
9. The mentor will journal time, dates, and details of home visits.

**Policies, Home Visit Safety  
Approved June 2005**

### **9.4.3 Ministry Purchasing Policy**

Understanding that CWJC is governed by the executive board, the

following allowance was given for flexibility and continuity of ministry:

The executive director is allowed to make purchases of \$250 or less.  
Purchases over that amount are to be referred to the budget committee.

**Policies, Ministry Purchasing  
Approved March 2000**

#### 9.4.4 In-kind Donations Policy

XXX/CWJC is a not for profit 501 © (3) ministry in association with the Xxxxxx Baptist Association. Donations and gifts make up a large portion of the ministry's resources.

##### Solicitation of Funds

Donations will be sought through the following means:

- The monthly newsletter or addition to the Xxxxx newsletter
- A direct mail-out at year's end
- Church visits (with prior approval)
- Xxxxxx Baptist Association meetings (with prior approval)
- Individuals who have shown an interest in giving to CWJC
- The executive board

##### Destination of Funds

Financial donations may be made to:

Xxxxxx Baptist Association (XBA)  
0000 HWY XX  
City, ST xxxxx

XXX/CWJC  
P.O. Box xxx  
City, ST xxxxx

Memo: Christian Women's Job Corps

##### Misc. Policies

Advance arrangements for in-kind donations should be made by telephone to the office (000-000-0000) or through the site coordinator. A time convenient for all concerned will be set for delivery to the site office.

Tangible in-kind donations will be acknowledged with a letter. Financial contributions of \$250 or more will be acknowledged with a letter and a receipt within 30 days of receiving the donation. Receipts for other financial contributions will be made available upon request.

A list of current needs will be available through the XXX/CWJC office and will be published on occasion in the monthly Xxxxxx newsletter.

**Policies, In-kind Donations  
Approved August 2000**

#### 9.4.5 Volunteer Safety Policy

Xxxxxx Baptist Association Christian Women's Job Corps strives to make sure all volunteers are safe while engaged in activities on behalf of said site. In an attempt to adequately meet the safety needs of our valued volunteers, we will:

1. Instruct all volunteers in the home visit policies and procedures. A volunteer's signature on a copy of the policy indicates her intention to adhere to the policy.

2. Instruct all volunteers in the fire, earthquake, and tornado procedures adopted by the site.
3. In an attempt to ensure volunteer safety, no volunteer should be alone at the site after dark. If such an occasion is unavoidable, doors to the site should be locked and admittance denied to any individual not a part of the said CWJC site.
4. Instruct all volunteers in the Steps for Immediate Assistance, posted in the site office and near the association office's phone, which provide procedures for securing needed medical care and police intervention.
5. XXX/CWJC expects all volunteers to notify the site coordinator in the event there is a breach of safety.
6. The site will provide incident report forms. In the unlikely event that an incident needing medical attention or police involvement occurs, the incident form must be filled out by the volunteer. The report will be discussed with the site coordinator and subsequently filed at the site office.

**Policies, Volunteer Safety  
Approved June 2005**