



Policy Development Process

Policy Development Process

Trustees have the legal responsibility to approve policy. It is the responsibility of the Director and staff to keep the trustees informed, to advise, assist, report, and recommend throughout the Policy Development Process. When Policies are made, it is the responsibility of the Director and staff to develop Policy Directives identifying the specific actions to be taken to attain the Policy's intended outcomes. Working collaboratively, the Board of Trustees, the Director and staff complement each other's efforts.

Stages in the Process	Responsibilities
<p style="text-align: center;">Issue Identification</p> <p>The process of developing a Policy begins by recognizing the need for written information that addresses an issue, goal or task. There are five general sources for policy development:</p> <ul style="list-style-type: none"> ▪ Legislative directives; ▪ The Board's role as an employer; ▪ Issues emerging from staff, trustees or parents and the community; ▪ Matters related to the Board's strategic directions; and ▪ As a result of an existing policy's scheduled review. <p>Issues that may require policy development can be:</p> <ul style="list-style-type: none"> ▪ Directed to the Associate Director by the Board of Trustees; ▪ Recommended by the Policy Working Sub-Committee to the Board of Trustees and referred to the Associate Director; or ▪ Recommended by staff/stakeholders and directed to the Associate Director. <p>For cases where the development of a Policy is legislated by a government body – i.e. the purpose, intended outcomes and timelines are specified - the Policy Development Process may require an expedited, flexible approach. For example, both phases of the Scoping Report could be developed simultaneously and/or the Consultation Stage could be condensed or omitted. The lead person may use a small committee to develop the Policy and take it to: Executive Council for input/direction; the Policy Working Sub-Committee for input/direction; and The Committee of the Whole for approval. Recognizing that the Policy will not undergo a collaborative/consultative developmental process, it is recommended that a review date be established for <u>one year</u> enabling the Policy to be refined as required.</p>	<p>The <u>Associate Director</u> refers issues that may require policy development to Executive Council and assigns responsibility to one member (the lead person) who will:</p> <ul style="list-style-type: none"> ▪ Coordinate the Policy Development Process; and ▪ Assign appropriate staff to assist with policy development.
<p style="text-align: center;">Scoping Report</p> <p><u>Phase One - Policy Development Inquiry</u></p> <p>A report recommending appropriate action based on accompanying rationale is developed for the Policy Working Sub-Committee (see Appendix One):</p> <ul style="list-style-type: none"> ▪ A new policy is required; ▪ An existing policy needs to be revised; ▪ An existing policy needs to be rescinded and replaced by a new policy; ▪ An existing policy needs to be reviewed; ▪ The issue can be incorporated into an existing policy; or 	<p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Develops a report with a recommended action based on stated rationale and takes it to Executive Council for input/direction; and ▪ Takes the report with a recommended action based on stated rationale to the Policy Working Sub-Committee.

<ul style="list-style-type: none"> ▪ A policy is not required. <p>There is preliminary discussion by the Policy Working Sub-Committee.</p> <p><u>Phase Two - Scoping Report</u> Once the Policy Development Process has been initiated, a Scoping Report is written which summarizes a plan for the development of the Draft Policy (see Appendix One). The report articulates:</p> <ul style="list-style-type: none"> ▪ The purpose of the proposed Policy; ▪ The intended outcomes of the Policy; ▪ Matters to be included in the scope of the Policy or Policy Directive and matters falling outside its scope; ▪ The importance of the Policy, impact or implications (including risk analysis as appropriate), alignment with Strategic Directions, and benefits to the organization; ▪ Alignment to the appropriate Pillar Policy and other related Policies and Policy Directives; ▪ An overview of the plan for the Policy's development including a decision regarding the need for consultation and the appropriate size and scope of consultation as required; ▪ Timelines for development; and ▪ Trustee involvement in the development process. 	<p>The <u>Policy Working Sub-Committee</u> reports to the Committee of the Whole for approval to proceed.</p> <p>The <u>Committee of the Whole</u> considers and decides whether or not to initiate the policy development process.</p> <p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Develops a Scoping Report (see Appendix One) and takes it to Executive Council for input/direction. ▪ Takes the Scoping Report to the Policy Working Sub-Committee. <p>The <u>Policy Working Sub-Committee</u>:</p> <ul style="list-style-type: none"> ▪ Provides input; ▪ Finalizes Scoping Report; and ▪ Reports to the Committee of the Whole for approval to proceed with the Policy's development. <p>The <u>Committee of the Whole</u> approves, amends or rejects recommendation to proceed with the Policy's development.</p> <p><u>Corporate Communications</u>:</p> <ul style="list-style-type: none"> ▪ Posts notice of policy development/review on the HWDSB website; ▪ Posts the Scoping Report on the website; and ▪ Invites staff, student leaders, parents and community to give input regarding any key challenges, issues, and opportunities associated with the initiative.
<div style="text-align: center; border: 2px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <p>Draft Policy Development</p> </div> <p>The quality of the Policy is improved by utilizing an inclusive approach. Involving representatives of groups that will use the Policy or be affected by it creates shared understanding, fosters collaboration and helps develop positive relationships. A decision is made regarding the degree of inclusivity based on the:</p> <ul style="list-style-type: none"> ▪ Importance of the Policy; and ▪ Number of people in the organization who will be impacted. <p>The Scoping Report helps guide the development of the Policy. Using the approved template, (See Appendix Three) a Draft Policy is written.</p>	<p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Uses an inclusive process to develop and write the Draft Policy; ▪ Takes the completed Draft Policy to Executive Council for input/direction; and ▪ Takes the completed Draft Policy to the Policy Working Sub-Committee for input/direction and to make a decision regarding the scope of consultation. <p>The <u>Policy Working Sub-Committee</u> considers the Draft Policy and determines the required degree of consultation and whose input specifically is to be sought.</p> <p><u>Corporate Communications</u>:</p> <ul style="list-style-type: none"> ▪ Posts the Draft Policy on the Board's website; and ▪ Invites staff student leaders, parents and community to give input regarding any key challenges, issues, and opportunities associated with the initiative.

Stakeholder Consultation

Consultation affords an opportunity to:

- Develop and strengthen knowledge of the Policy;
- Deepen an understanding of issues;
- Create awareness of the Policy's implications;
- Provide opportunities for input;
- Identify alternative courses of action;
- Build consensus; and
- Develop ownership.

While consultation should involve those parties who can contribute or are affected by the Policy, the appropriate size, scope and duration (often 30 days) of consultation needs to be determined using the following criteria:

- Importance of the issue;
- Time available for consultation;
- Number of stakeholder groups affected; and
- Significance of the impact or implications of the Policy.

For example, a Policy affecting a few stakeholders, but in a significant manner may require just as extensive a consultation as another Policy, which affects many stakeholders, but in a less substantial manner. (See Policy No. 2.02 Public Consultation)

The process used for the consultation will be determined by the nature of the Policy. They may include:

- Public delegations/presentations to the *Policy Working Sub-Committee*;
- Public meetings;
- Facilitated focus groups;
- Advisory committees; and
- Web surveys or opinion polls.

To facilitate consultation, participants need to be provided with:

- A clear mandate;
- Knowledge of the Policy;
- An understanding of the context – i.e. a brief, factual background of the issue;
- Awareness of the Policy's goals and objectives;
- Focus questions to solicit input; and
- Information regarding how their input will be used.

Whatever method is selected, care should be taken to ensure the consultations are characterized by honest, open dialogue and respect for the points of view of all participants.

The lead person and assigned staff:

- Carry out the consultation;
- Collect and collate data;
- Acknowledge and thank stakeholders for their input;
- Analyse the data;
- Make recommendations for revisions to the Draft Policy as required; and
- Develop a written report for the Policy Working Sub-Committee summarizing consultation responses.

Corporate Communications posts the collated data for 30 days with the acknowledgement to those who provided input on the Board's Website.

The Policy Working Sub-Committee may direct the lead person to provide a copy of the report to those who participated in the consultation process to acknowledge and thank them for their contribution.

<p style="text-align: center;">Draft Policy Revisions</p> <p>Based on the consultations, revisions are made to the Draft Policy.</p>	<p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Takes the revised Draft Policy together with a written summary of the data from consultation to Executive Council for input/direction; and ▪ Takes the revised Draft Policy together with a written summary of the data from consultation to the Policy Working Sub-Committee for approval. <p>The <u>Policy Working Sub-Committee</u> recommends next steps.</p> <p><u>Corporate Communications</u> posts the revised Draft Policy on the Board's website for 30 days and notes it in the Policy Tracking Sheet.</p>
<p style="text-align: center;">Policy Approval</p> <p>Upon approval of the Policy Working Sub-Committee, the Draft Policy is taken to the Committee of the Whole for approval.</p>	<p>The <u>Chair of the Policy Working Sub-Committee</u> takes a summary of the development process (stages and chronology), the finalized Draft Policy and a copy of the original Scoping Report to the Committee of the Whole for approval.</p> <p>The <u>Committee of the Whole</u> considers and approves the Policy.</p> <p>The <u>Associate Director</u> sends the approved Policy to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual.</p> <p><u>Corporate Communications</u> posts the approved Policy on the Board's website for 30 days and notes it in the Policy Tracking Sheet.</p>
<p style="text-align: center;">Policy Implementation</p> <p>As required, a Policy Directive is developed containing specific actions that must be taken by staff at various levels of the organization in order to implement the Policy. Often the team assembled by the lead person responsible for development of the Policy is utilized to help develop the Policy Directive. Their knowledge of the Policy, perspective and experience contribute to the development of a clear, reasonable and effective Policy Directive. Often the Policy Directive and the Policy are developed simultaneously.</p> <p>As with the development of the Policy, a collaborative/consultative process creates shared understanding, fosters ownership and helps develop positive relationships. In cases where a Policy Directive impacts particular groups, consultation with those directly affected is especially important.</p> <p>Staff development is often required to facilitate effective implementation. For staff who will use the Policy/Policy Directive or will be affected by it, opportunities should be provided to:</p> <ul style="list-style-type: none"> ▪ Develop and strengthen knowledge of the Policy/Policy Directive; 	<p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Develops a Policy Directive and an implementation plan; and ▪ Takes the Policy Directive and the implementation plan to <u>Executive Council</u> for input and action. <p><u>Executive Council</u>:</p> <ul style="list-style-type: none"> ▪ Provides input; ▪ Approves the Policy Directive and implementation plan; ▪ Takes the Policy Directive to the Policy Working Sub-Committee and the Committee of the Whole for information; and ▪ Assigns appropriate staff to implement the Policy Directive with required staff development according to the plan.

<ul style="list-style-type: none"> ▪ Understand the implications of the Policy/Policy Directive; ▪ Provide opportunities for dialogue to ensure understanding; and ▪ Identify specific actions, responsibilities and time lines required for implementation. 	<p>The <u>Policy Working Sub-Committee</u>:</p> <ul style="list-style-type: none"> ▪ Receives Policy Directives for discussion and may offer suggestions for consideration. ▪ Refers Policy Directives to The Committee of the Whole for information. <p>The <u>Committee of the Whole</u> receives the Policy Directive and may offer suggestions for consideration.</p> <p>The <u>Associate Director</u> sends the approved Policy Directive to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual.</p> <p><u>Corporate Communications</u> posts the Policy Directive on the Board's Website for 30 days.</p>
<div style="text-align: center; border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;"> <p>Policy Evaluation and Review</p> </div> <p>Policies are to be reviewed three years from the date they are approved. In accordance with the Policy's established review date, an evaluation is conducted using the Policy's <i>Progress Indicators</i>. Input is sought from those using the policy or those affected by it in order to collect data that will provide evidence of the degree to which the Policy's <i>Intended Outcomes</i> have been achieved.</p> <p>The review also addresses the following questions:</p> <ul style="list-style-type: none"> ▪ Is the Policy still relevant and aligned with best practice? ▪ Are there new circumstances or needs that require changes in the Policy? ▪ Is there new legislation that the Policy does not address? <p>Small changes to Policies that are required – e.g. new nomenclature, changed regulations, and the need for improved clarity – are incorporated into the existing Policy. A communication strategy is developed for staff who use the Policy or for those who are affected by it to ensure understanding. The strategy addresses:</p> <ul style="list-style-type: none"> ▪ Implications of the revisions to the Policy; and ▪ Specific actions, responsibilities and time lines required for implementation. <p>If the review determines that the existing Policy requires major revisions or needs to be rescinded and replaced by a new Policy, the Policy Development Process is re-engaged.</p>	<p>The <u>Associate Director</u>:</p> <ul style="list-style-type: none"> ▪ Monitors the review cycle of all Policies and refers them to the appropriate lead person to carry out scheduled reviews; and ▪ Sends the revised Policy to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual. <p>The <u>lead person</u>:</p> <ul style="list-style-type: none"> ▪ Conducts the review and takes the results to Executive Council; ▪ Makes recommended revisions and develops a communication strategy; ▪ Refers recommended revisions and the communication Strategy to EC for input and direction; and ▪ Refers recommended revisions and the communication strategy to the PWSC for input. <p><u>Executive Council</u>:</p> <ul style="list-style-type: none"> ▪ Determines if further action is required; ▪ Provides input and direction; and ▪ Assigns appropriate staff to implement the communication strategy. <p>The <u>Policy Working Sub-Committee</u>:</p> <ul style="list-style-type: none"> ▪ Provides input; and ▪ Submits recommended revisions to the Committee of the Whole for approval. <p>The <u>Committee of the Whole</u> considers and approves revisions or refers back to the PWSC.</p> <p><u>Corporate Communications</u> highlights the Policy revisions and posts the revised Policy on the Board's website and notes it in the Policy Tracking Sheet.</p>

Appendix One:

Phase One: Policy Development Inquiry Template

Date: _____

An overview of the issue with a recommendation:

- To develop a new policy;
- To revise an existing policy;
- To rescind an existing policy and replace with a new one;
- To review an existing policy;
- To incorporate the issue into an existing policy; or
- That a policy is not required.

A rationale for the recommendation with reference to applicable sources:

- Legislative directives;
- The Board's role as an employer;
- Issues emerging from staff, trustees or parents and the community;
- Matters related to the Board's strategic directions; and
- As a result of an existing policy's scheduled review.

Phase Two: Scoping Report Template

Date: _____

- The purpose of the proposed Policy.
- The intended outcomes of the Policy.
- Matters to be included in the scope of the Policy or Policy Directive and matters falling outside its scope.
- The importance of the Policy, impact or implications (including risk analysis as appropriate), alignment with Strategic Directions, and benefits to the organization.
- Alignment to appropriate Pillar Policies, other related Policies, Policy Directives, Administrative Memos and legislation as required.
- An overview of the plan for the Policy's development (stages in the approved policy development process) including a decision regarding the need for consultation and details of the consultation process:
 - Stakeholder groups who will participate;
 - How the process will be carried out; and
 - Time required for completion.
- Timelines for development.
- Trustee involvement in the development process.

Appendix Two

Pillar Policies are foundational policies that serve to classify or categorize the organization's Policies and guide the development of specific Policies within their frame of reference. These overarching policies ensure that specific HWDSB Policies, which are statements of intent for action, are aligned with guiding principles.

Pillar Policy Template	
Board Logo	Name of Pillar Policy
Date Approved:	Projected Review Date:
1.0 Purpose	
2.0 Guiding Principles	
3.0 Intended Outcomes	
4.0 Responsibility	
5.0 Definitions	
6.0 Action Required	
7.0 Progress Indicators	
8.0 References	

Purpose: The general goal or aim of the Pillar Policy. It answers the question: "What are the main things the Pillar Policy will accomplish?"

Guiding Principles: The guiding principles are value statements (relevant to the Pillar Policy) that will guide the development of specific Policies within their frame of reference. This ensures that all Policies are principle-based.

Intended outcomes: Specific, attainable, measurable and results-based statement(s) describing outcomes the Policy will attain.

Responsibility: Those responsible for implementation, maintenance and review are identified.

Definitions: Key terms that need to be defined to clarify meaning.

Action Required: Actions to be taken by the Director, members of Executive Council or designated staff.

Progress Indicators: These are the critical factors that will be in place following successful implementation of the Pillar Policy. At the *Policy Evaluation and Review* stage, they enable the organization to determine if the Pillar Policy's intended outcomes have been achieved.

References: A comprehensive list of related documents including acts, regulations, Pillar and other Board Policies, and Policy Directives.

Appendix Three

Policy Template	
Board Logo	Policy Number and related Pillar Policy
Date Approved:	Projected Review Date:
1.0 Purpose	
3.0 Intended Outcomes	
4.0 Responsibility	
5.0 Definitions	
6.0 Action Required	
7.0 Progress Indicators	
8.0 References	

Purpose: The general goal or aim of the Policy. It answers the question: “What are the main things the Policy will accomplish?”

Intended outcomes: Specific, attainable, measurable and results-based statement(s) describing outcomes the Policy will achieve.

Responsibility: Those responsible for implementation, maintenance and review.

Definitions: Key terms that need to be defined to clarify meaning.

Action Required: Actions to be taken by the Director, members of Executive Council or designated staff.

Progress Indicators: The critical factors that will be in place following successful implementation of the Policy. At the *Policy Review and Evaluation* stage, they enable the organization to determine if the policy’s intended outcomes have been achieved.

References: A comprehensive list of related documents including acts, regulations, Pillar and other Board Policies, and Policy Directives.

Policy Development Process – Summary of Roles and Responsibilities

Stages	Policy Working Sub-Committee	Committee of the Whole	Associate Director	Executive Council	Lead Person	Corporate Communications
Issue Identification	<ol style="list-style-type: none"> 1. Refers issues that may require policy development to the Committee of the Whole (CoW). 	<ol style="list-style-type: none"> 2. Refers issues that may require policy development to the Associate Director. 	<ol style="list-style-type: none"> 3. Recommends an expedited Policy Development Process (PDP) for legislated Policies 4. Refers issues that may require policy development to Executive Council (EC) 	<ol style="list-style-type: none"> 5. Assigns responsibility to one member (the lead person) 	<ol style="list-style-type: none"> 6. Accepts responsibility to coordinate the PDP. 7. Assigns appropriate staff to assist with policy development. 	
Scoping Report Inquiry Phase and Scoping Report	<ol style="list-style-type: none"> 4. Recommends actions to the CoW. 9. Provides input. 10. Finalizes the Scoping Report. 11. Makes recommendations to CoW. 	<ol style="list-style-type: none"> 5. Considers and decides whether or not to initiate the policy development process. 12. Approves, amends or rejects the plan for development of the Draft Policy as outlined in the Scoping Report. 		<ol style="list-style-type: none"> 2. Provides input and direction. 7. Provides input and direction. 	<ol style="list-style-type: none"> 1. Develops a report with recommended actions based on stated rationale and takes it to EC. 3. Takes the report with recommended actions to the Policy Working Sub-Committee (PWSC). 6. Develops a Scoping Report and takes it to EC. 8. Takes the Scoping Report to the PWSC. 	<ol style="list-style-type: none"> 13. Posts notice of policy development on the Board's website. 14. Posts the Scoping Report on the website and notes it in the Policy Tracking Sheet. 15. Invites staff, student leaders, parents and community to give input regarding any key challenges, issues and opportunities associated with the initiative.
Draft Policy Development	<ol style="list-style-type: none"> 5. Provides input and direction. 6. Decides the scope of consultation and whose input specifically is to be sought. 			<ol style="list-style-type: none"> 3. Provides input and direction. 	<ol style="list-style-type: none"> 1. Uses an inclusive approach to develop and write the Draft Policy. 2. Takes the completed Draft Policy to EC. 4. Takes completed Draft Policy to the PWSC. 	<ol style="list-style-type: none"> 7. Posts the Draft Policy on the Board's website. 8. Invites staff, student leaders, parents and community input regarding key challenges, issues and opportunities.

Stages	Policy Working Sub-Committee	Committee of the Whole	Associate Director	Executive Council	Lead Person	Corporate Communications
Stakeholder Consultation	8. May direct the lead person to provide a copy of the report to those who participated in the consultation process to acknowledge and thank them for their contribution.				<ol style="list-style-type: none"> 1. Carries out the consultation. 2. Collects and collates data. 3. Acknowledges and thanks stakeholders for their input. 4. Analyses the data. 5. Makes recommendations for revisions to the Draft Policy as required. 6. Develops a written report for the PWSC summarizing consultation responses and recommended changes. 	7. Posts the collated data for 30 days on the Board's website with an acknowledgement to those who provided input.
Draft Policy Revisions	4. Considers and approves the revised Draft Policy.			2. Provides input and direction.	<ol style="list-style-type: none"> 1. Takes the revised Draft Policy together with a written summary of the data from consultation to EC. 3. Takes the revised Draft Policy together with a written summary of the data from consultation to the PWSC. 	5. Posts the revised Draft Policy on the Board's website for 30 days and notes it in the Policy Tracking Sheet.
Policy Approval	1. The chair takes a summary of the development process (stages and chronology), the finalized Draft Policy and a copy of the original Scoping Report to the CoW.	2. Considers and approves the Policy or refers back to the PWSC.	4. Sends the approved Policy to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual.			3. Posts the approved Policy on the Board's website for 30 days and notes it in the Policy Tracking Sheet.

Stages	Policy Working Sub-Committee	Committee of the Whole	Associate Director	Executive Council	Lead Person	Corporate Communications
Policy Implementation	<ul style="list-style-type: none"> 7. Receives the Policy Directive and may offer suggestions for consideration. 8. Refers the Policy Directive to CoW for information. 	<ul style="list-style-type: none"> 9. Receives Policy Directive and may offer suggestions for consideration. 	<ul style="list-style-type: none"> 10. Sends the approved Policy Directive to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual. 	<ul style="list-style-type: none"> 3. Provides input and direction. 4. Approves the Policy Directive and implementation plan. 5. Takes the Policy Directive and the implementation plan to the PWSC and CoW for information. 6. Assigns appropriate staff to implement the Policy Directive with required staff development according to the plan. 	<ul style="list-style-type: none"> 1. Develops a Policy Directive and an implementation plan. 2. Takes the Policy Directive and the implementation plan to EC. 	<ul style="list-style-type: none"> 11. Posts the Policy Directive on the Board's website for 30 days.
Policy Evaluation and Review	<ul style="list-style-type: none"> 8. Provides input. 9. Submits recommended revisions to the CoW. 	<ul style="list-style-type: none"> 10. Considers and approves revisions or refers back to the PWSC. 	<ul style="list-style-type: none"> 1. Monitors the review cycle of all Policies and refers them to the appropriate lead person to carry out scheduled reviews. 12. Sends the revised Policy to superintendents, trustees, appropriate managers and administrators and places a copy in the Policy Manual. 	<ul style="list-style-type: none"> 3. Determines if further action is required. If the Policy requires major revision or needs to be rescinded and replaced by a new Policy, the PDP is re-engaged. If minor revisions to the Policy are required, the lead person is directed to make recommended revisions and develop a communication strategy. 6. Provides input and direction. 11. Assigns appropriate staff to implement the communication strategy. 	<ul style="list-style-type: none"> 2. Conducts the review and takes the results to EC. 4. Makes recommended revisions and develops a communication strategy. 5. Refers recommended revisions and the communication strategy to EC. 7. Refers recommended revisions and the communication strategy to the PWSC. 	<ul style="list-style-type: none"> 13. Highlights Policy revisions and posts the revised Policy on the Board's website and notes it in the Policy Tracking Sheet.