March 2024

Policy & Procedure Center Manual | Procedure for Users

PROCEDURE OWNER:	Office of the President & Chief Operating Officer (OCOO)
PROCEDURE APPROVED BY:	Associate Director, Operations, OP/OCOO
PROCEDURE CONTACT:	Associate Director, Operations, OP/OCOO or wopolicycenter@water.org

Policy Contents

I. Policy & Procedure Center Overview

Purpose

The Policy & Procedure Center serves as a centralized repository for all Water.org policies and procedures. Each document, whether in PDF, Word, Excel, etc., is tracked with relevant metadata, such as the next review date, expiration date, department ownership, and document type.

The Policy & Procedure Center is being managed by the Office of the President & COO and Human Resources Departments. Each Department Head is responsible for identifying a Policy Coordinator to oversee the management of policies and procedures for their department.

This Manual outlines the standard operating procedure for creating or updating, approving, and uploading policies and procedures to the Policy & Procedure Center.

1. Policy & Procedure Center Basics

The Policy & Procedure Center can be accessed through a button called “Policies & Procedures” in the Quick Links section of the main Intranet landing page in Sharepoint.

The Policy & Procedure Center mainly stores two types of documents - Policies and Procedures, which are defined as follows:

- **Policy** - A high-level statement that outlines the guiding principles, goals, objectives, rules and standards that govern decision-making and actions within an organization.

- **Procedure** - Standard Operating Procedure (SOP) or any other document that outlines detailed and specific sequence of steps or actions that need to be followed to achieve a particular task or goal.

The Policies and Procedures Search tab is the main database of all of the policies and procedures currently applicable to Water.org operations. It allows users to search for a document by type, department ownership, region or key word.

The Templates Search tab is the same search functionality as above, but for templates.

The Upload, Metadata Edit, Retire Document, and Pending Documents tabs are for designated staff to manage policies and procedures in the Center.

2. Policy Coordinator Responsibilities

Each fiscal year, Department Heads will designate Policy Coordinators to oversee the management of existing policies and procedures for each specific department.

Policy Coordinators are responsible for:

- Maintaining an up-to-date inventory of active policies and procedures.
- Coordinating the approval process for new policies and procedures that are created in their department
- Coordinating periodic reviews of existing policies and procedures, based on the agreed upon review deadlines.
- Ensuring that existing policies and procedures comply with the standard format and content guidelines.
- Ensuring that existing policies and procedures are uploaded and available on the Policy & Procedure Center.
- Serving as the point of contact for staff with clarification questions on policies or procedures.

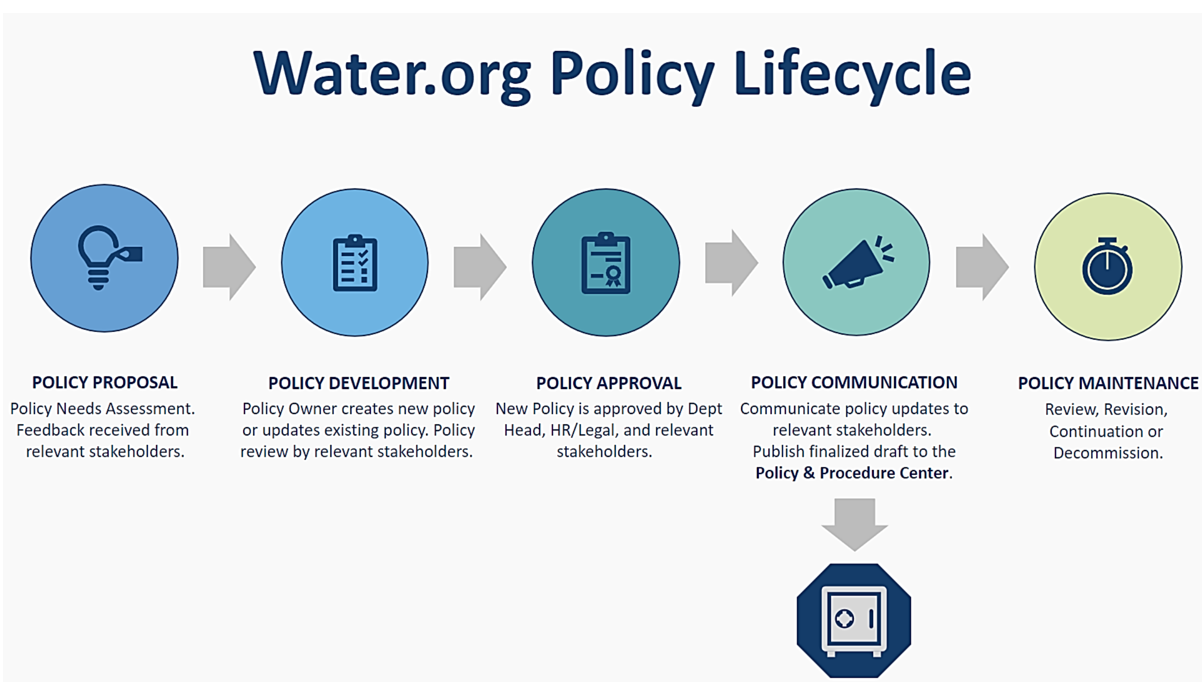
Policy Coordinators may or may not be the actual writers of the policies and procedures.

You may find the current list of Policy Coordinators for each department here.

II. Policy Lifecycle

Purpose

The policy lifecycle refers to the standard stages that guide development and ongoing management of a policy:



3. Policy Proposal

3.1 Department staff considering the creation of a new policy are requested to assess and document the need for the policy, determining its relevance, importance, and alignment with organizational goals, values and legal obligations.

3.2 Department staff is requested to fill out the Policy Needs Assessment Form to capture critical information about a proposed new policy. The final completed assessment requires Department Head approval before creation of the new policy.

3.3 Once the need is determined and approval is secured, the Policy Coordinator is requested to forward (1) the completed assessment and (2) approval from the Department Head to wopolicycenter@water.org to make sure OP/OCOO and HR teams can properly support the development of the proposed policy.

3.4 Upon the submission of the **Policy Needs Assessment**, OP/OCOO and HR will highlight the need for a Legal review of the policy and check for an association with other existing policies. Once OCOO & HR review and provide feedback on the **Policy Needs Assessment**, the Policy Coordinator can coordinate with relevant department staff to draft the policy language using the standard **Policy Template**.

4. Policy Development & Review

4.1 Once department staff completes the drafting of the policy, the Policy Coordinator will submit the policy draft to wopolicycenter@water.org for review and feedback. Upon submission of the policy draft, an HR / OCOO team member will share with the Policy Coordinator and relevant stakeholders a **Policy Review Cover Sheet**, which will be used to track reviewers' comments and final approvals.

4.2 OCOO/HR will complete a review of the policy draft to ensure that it is:

- In alignment with other existing policies in the US or other regions
- In compliance with any relevant regulatory requirements
- Associated policies and procedures are properly identified
- Flagged for additional collaboration with HQ or regional hubs

4.3 OCOO/HR will also ensure that the policy follows proper format and meets content standards:

- Policy is written using the standard Policy Template
- Written in a comprehensive and easy to understand manner for users
- Policy Owner and contact information is clearly stated
- Revision date is updated
- Policy document naming convention is correct (i.e. No date or extra words in title, country/region specified)

4.3 The policy draft will be assigned a review by the Legal department if the following conditions are present:

- When the policy will directly or indirectly affect delegation of authority, independent contractor agreements, or data privacy.
- If the policy affects the eligibility of staff to receive benefits from Water.org.
- If the policy will place Water.org under risk of non-compliance of local laws, rules, and regulations.
- If the policy will directly or indirectly affect the policies on diversity, equity, and inclusion.

4.4 The OCOO/HR team is committed to reviewing and getting back to Policy Coordinators with feedback within **5 business days** after submission is received. Please coordinate with the team ahead of time if you need the policy to be made available to all staff by a specific date or before major holidays.

4.5 The Policy Coordinator is responsible for ensuring that department staff addresses all the feedback provided during the review process by OP/OCOO, HR and Legal Departments, and any other key stakeholders identified.

5. Policy Approval

5.1 The policy will be considered final and in effect once the Chief Operating Officer (COO) approves the policy. OP&OCOO/HR staff will coordinate the approval of a new policy by the COO.

For the COO to review and approve a new policy, the following conditions need to be satisfied and documented in the **Policy Review Cover Sheet**:

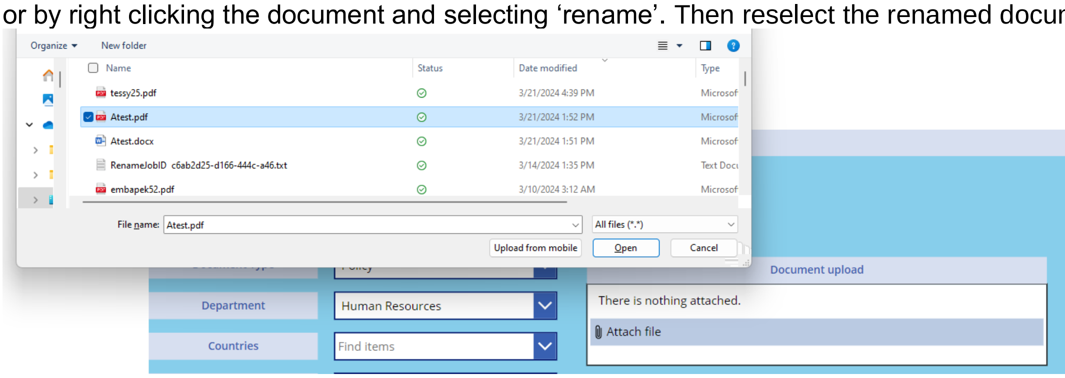
- Department Head approves the final policy draft
- All reviewers (OP/OCOO, HR and Legal (if applicable) departments) fill out a **Policy Review Cover Sheet** with their commentary and approval

6. Submission of a new Policy to the Policy & Procedure Center

Once a new policy is approved by the COO, the Policy Coordinator can submit the policy document to the Policy & Procedure Center, following these steps:

1) Fill out a submission form on the [Upload]() tab with the following required information: Document Type, Department, Country.

2) If the document needs to be renamed, this can be done directly in the explorer window that opens when the document is added, either by selecting the document then clicking again on the name, or by right clicking the document and selecting 'rename'. Then reselect the renamed document:

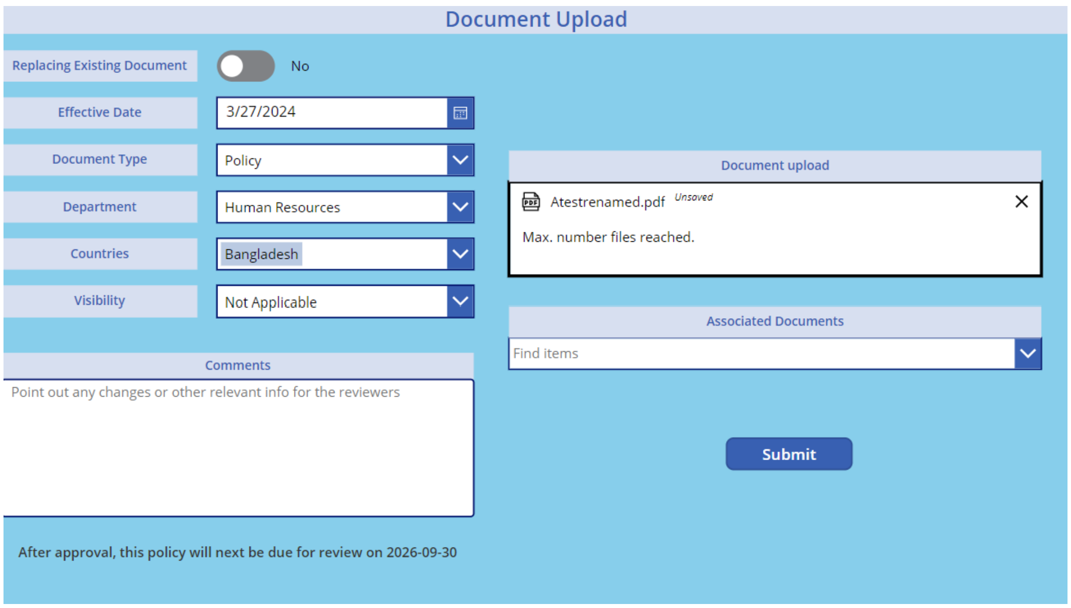


Please follow the following policy naming convention guidelines:

Rule	Application	Example
No "Water.org" in the title	Keep the titles clean and simple without repeating "Water.org" in each	*Sabbatical Policy* *Equity in Requirement Policy*
No "Global" in the title	If the policy applies to all countries, then just use the policy name	*Travel Policy* *Standards of Business Conduct*

Country in parentheses	If a policy applies to a specific country / countries, indicate them in parentheses	*Employee Handbook (Cambodia)* *Corporate Card Policy (US)* *Travel Policy (Peru, Brazil)*
No other elements	Do not include dates, the word “FINAL,” fiscal year, version designations, department name (unless critical), etc.	*Exception: [Name] Department Charter*

3) Attach the PDF version of the document to the form before pressing the “Submit” button, which will only show up once all fields are completed.



4) OCOO/HR team will approve the document to be live on the Policy & Procedure Center and all staff will be able to access it.

7. Communication & Training for a new Policy

7.1 Once a new policy is officially approved, the Policy Owner is requested to partner with the Learning & Development team on communication and training.

Step-by-Step Communication and Training Process for Policies & Procedures:

Phase	Goal	Activities
Preparation Phase	Define Objectives	○ Clearly outline the objectives of the communication and training plan.
	Prepare Resources	○ Develop written materials, training manuals, video tutorials, and Q&A resources.

Announcement Phase (2-4 Weeks Before Changes)	Hold Kick-off Meeting	○ Schedule a kick-off meeting to announce the upcoming changes. ○ Communicate the reasons behind the new policies and procedures.
	Distribute Pre-Announcement Materials	○ Share teasers / pre-reads or initial communications to create awareness. ○ Highlight the benefits of the upcoming changes.
Communication Rollout (1-2 Weeks Before Changes)	Send Official Announcement	○ Host a detailed kick-off meeting or send out a comprehensive communication. ○ Provide initial resources and schedule upcoming training sessions.
	Utilize Written Communication	○ Distribute written materials through emails, memos, or handouts. ○ Highlight key points and direct employees to additional resources.
Training Period (1-2 Weeks)	Conduct Training Sessions	○ Organize interactive training sessions, both online and in-person. ○ Encourage active participation and address questions.
	Host Departmental Meetings	○ Department leaders conduct meetings to discuss specific impacts on their teams. ○ Address team-specific concerns and offer support.
Post-Implementation Phase (Ongoing)	Provide Ongoing Support	○ Continue to offer resources, including training manuals, video tutorials, and Q&A sessions. ○ Establish a dedicated section on the company intranet for ongoing updates and discussions.
	Encourage Feedback	○ Maintain feedback channels for employees to express concerns or seek clarification. ○ Ensure anonymity to foster honest feedback. ○ End User Survey distributed.
Evaluation and Continuous Improvement	Analyze Feedback	○ Review feedback received during and after the implementation. ○ Identify common concerns and areas for improvement.

	Monitor Performance Metrics	○ Track key performance metrics related to the new policies. ○ Adjust training methods based on performance data.
	Implement Continuous Improvement	○ Regularly update training materials based on employee feedback and evolving needs. ○ Foster a culture of continuous improvement in communication and training strategies.

8. Existing Policy Maintenance

Policies should be regularly updated to ensure they are current and applicable:

8.1 **Organizational or departmental changes:** Relevant policies should be reviewed and updated to ensure they align with the changes.

8.2 **Regulatory or legal changes:** Laws and governmental regulations change constantly, which will affect certain policies. Owners of affected policies should be aware of these changes and should begin incorporating pending changes into your policies as soon as possible to align the organization to the new regulations. If you build the regulations into your policies early on, the transition will be much smoother once the new laws go into effect.

8.3 **Incident or policy violation:** After any kind of incident, it is good practice to debrief and make sure the policy had the intended effect, even if the violation still occurred. Examine the details of the incident to see if employees followed procedures properly, and whether there were any gaps in training or problems with employee understanding of the policy. Such an assessment will help policy owners understand if a policy revision is needed.

8.4 All existing policies are to be reviewed for updates at least every 2 years, or on a timeline specifically designated by the Department Head. Policy Coordinators will receive a reminder email from the Policy & Procedure Center 6 months and 3 months prior to the review deadline. The Policy Coordinator for each department is set in the ‘reviewers’ list in the Policy Center SharePoint site.

8.5 In addition to automatically generated reminders, a member of the OCOO/HR team will reach out to the Policy Coordinator and the Department Head **three months** (June) prior to review date.

See table below for the current review schedule:

Department	Frequency	Odd / Even Years	Next Review
Finance	Every 2 years	Even	9/30/2026
Global Impact	Every 2 years	Odd	9/30/2025
Human Resources	Every 2 years	Even	9/30/2026

Insights	Every 2 years	Even	9/30/2026
Legal	Every 2 years	Even	9/30/2026
Marketing	Every 2 years	Odd	9/30/2025
OCEO	Every 2 years	Odd	9/30/2025
OCOO	Every 2 years	Even	9/30/2026
Revenue	Every 2 years	Odd	9/30/2025
Technology	Every 2 years	Odd	9/30/2025

8.6 The Policy Coordinator will work with the relevant department staff to review the existing policy to understand what updates are required and will support the team members in making any necessary changes.

8.7 If the policy needs to be updated, the Department staff will be asked to follow the same approval process outlined in section 4 and 5 for review and approval of policies.

8.8 Please note, the following policies will be automatically forwarded to the Legal Department for a review:

- Travel & Entertainment Policy
- Child Safeguarding Policy
- Standards of Business Conduct
- Independent Contractor Policy
- Partner and Program Data Protection Policy
- Delegation of Authority

8.9 When the new policy draft is reviewed and officially approved, the Policy Coordinator will upload the new policy to the Policy & Procedure Center.

9. Document Edits in the Policy & Procedure Center

9.1 For metadata edits, navigate to the Metadata Edit and select the document to be edited in the searchable dropdown. For document edits navigate to the Upload tab, set the 'Replacing Existing Document' to 'Yes', and select the document to be edited in the searchable dropdown, and upload the edited version. In both cases, the app loads the current metadata of the current document as defaults.

9.2 Once the OCOO/HR approve the policy changes submitted, the metadata changes will be applied, and in the case of document edits, the old document gets automatically retired and renamed as <name>(exp <retirement date>).

10. Policy Document Retirement

10.1 To retire a document, navigate to the Retire Document tab, select the document to be retired in the searchable dropdown, and enter the reason. Optionally, one may set the retirement date to a future date but not to a past one, this is by design. The default is the current day.

10.2 This goes through the approval flow in the same way as document uploads, replacements, or metadata edits.

III. Procedure Lifecycle

11. Development of a new Procedure

11.1 Please assess carefully what new procedures need to be created to support new and existing policies, as well as other critical processes related to the day-to-day operations at Water.org. Whenever possible, try to simplify and consolidate procedure documentation, to make it easier for staff to find the right process information.

11.2 All procedures need to be developed using the standard Procedure Template.

11.3 Whenever possible, please title the document as "Procedure;" when that is not possible, other acceptable names include "Manual", "Protocol" and "Process".

11.4 The Policy & Procedure Center is best used to store procedures that are widely used by staff across the organization and cross-departmentally; the HR and OCOO team will work with Policy Coordinators to determine the best place on Sharepoint to store sensitive, department-specific (e.g. Accounting Procedures, Insurance Mgmt. Procedure) or region-specific procedures.

11.5 Once a Procedure document is submitted through the Document Upload form, it will go through one level of review, conducted by the OCOO/HR team.

This review will ensure that:

- Procedure is written using the **Procedure Template**
- Procedure naming convention is correct (similar to the policy naming convention)
- Associated policies & procedures are identified
- It does not duplicate other existing procedures

11.6 The OCOO team is committed to reviewing and providing feedback on submitted procedure documents within **5 business days**.

12. Approval of Procedure Documentation

12.1 The OCOO/HR team will confirm with the Policy Coordinator that the new procedure document has been approved by the appropriate functional lead, before approving it to go live on the Policy & Procedure Center.

13. Existing Procedure Maintenance

13.1 Every March 30, June 30, and September 25, each reviewer gets an email with the list of documents in their department due for review that coming September 30. This is done by 3 automated flows on an annual schedule.

13.2 The reviewer may then submit an unmodified metadata edit to approve the document as is, or may edit the metadata, or replace the document,or retire the document. All these actions will move on the nextReview to the following deadline (+ 2 years), or retire the document.

13.3 The list of reviewer email addresses is set in the Policy Center list 'reviewers', by the technology team, and uses Policy Coordinators as the default point of contract.

IV. Additional Resources

Associated Policies and Procedures

- Policy Management Framework (policy) outlines the structure, guidelines, and principles for the creation, review, approval, communication, and maintenance of company policies at Water.org.
- Policy Needs Assessment Form
- Policy Template
- Procedure Template

Contact Support

- If you have any questions, concerns, suggestions, or requests for new features, please contact us at wopolicycenter@water.org.