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	CHILD AND FAMILY SERVICES AGENCY Approved by: <u>Brenda Donald</u> Agency Director Date: <u>March 26, 2012</u>	REVISION HISTORY: July 13, 2006
	LATEST REVISION: March 26, 2012	

I. AUTHORITY	The Director of the Child and Family Services Agency (CFSA or Agency) adopts this policy to be consistent with the Agency's mission, and applicable federal and District of Columbia laws, rules and regulations.
II. APPLICABILITY	All CFSA staff and contracted personnel (hereafter "employees").
III. RATIONALE	In order to ensure that the conduct of all CFSA employees upholds the integrity of CFSA's Practice Model and mission, and protects the children and families served by the District's child welfare system, based on best practice standards, CFSA requires an organized system of clearly-stated policies and procedures. It is also important that policies and procedures outline CFSA's position on important issues and matters in order to provide comprehensive and uniform guidelines for staff decision-making authority and accountability.
IV. POLICY	CFSA shall develop and implement policies and procedures that are organized into an internet-accessible manual, documenting Agency business practices, uniform guidance, and discretionary authority regarding employee roles, duties, and responsibilities. CFSA policies shall comply with applicable legal requirements, collective bargaining agreements, memoranda of understanding, court orders, training guidelines, and best practice professional standards. Policy development and implementation shall be considered priorities for all CFSA leadership. In addition, senior management shall take proactive measures to reinforce policy to their staff to achieve exemplary child welfare practice standards and outcomes.
V. CONTENTS	A. General Requirements for Policy and Procedure Development B. Executive Policy Team C. Executive Sponsor D. Policy Unit E. Office of General Counsel F. Publication of Policy Documents G. Training H. Policy Reviews and Updates I. Written Requests for Exemptions

VI. ATTACHMENTS	<p>A. Policy and Procedure Development Process Flowchart</p> <p>B. Policy Communication and Distribution Template</p>
VII. PROCEDURES	<p>Procedure A: General Requirements for Policy and Procedure Development</p> <ol style="list-style-type: none"> 1. The development of all CFSA policies and procedures shall reinforce the basic tenets of the Agency’s Practice Model, and comply with all federal and District regulations, including the <i>LaShawn Implementation and Exit Plan (December 2010)</i>. 2. All policy documents shall be internet-accessible via the online CFSA Policy Manual at http://cfsa.dc.gov/ (see # 5.c below for exceptions). In addition, a hard copy of the CFSA Policy Manual shall be housed in a location designated by each administration’s deputy director. 3. The Office of Planning, Policy and Program Support (OPPPS) shall oversee the following general policy-related tasks: <ol style="list-style-type: none"> a. Assignment, research, and drafting of policy documents (See <i>Attachment A: Policy and Procedure Development Process Flowchart</i>.) b. Management, filing, and archiving of finalized Agency policies (including forms and appendices) c. Maintenance and updating hard copy and internet-accessible policy manuals 4. Requests for new policies and procedures, as well as requests for revisions and updates to existing policies and procedures, shall be first vetted by the Policy Unit for applicability (see <i>Procedure D</i>), and then presented to the Executive Policy Team (EPT) for approval (see <i>Procedure B</i>). <ol style="list-style-type: none"> a. All Agency and contracted staff members shall be encouraged by their immediate supervisors to propose new policies or procedures through the chain of command. b. In the case of external stakeholders, requests shall be submitted through the Policy Unit email at cfsa.policies@dc.gov. c. Members of EPT (see <i>Procedure B</i>) shall initiate new policies or revisions when required by statutory or regulatory changes, or based on changes to Agency practice to improve performance, etc. d. Policy changes, revisions, or updates shall also be initiated (as necessary) by the Policy Unit after a periodic review of policies and procedures (see <i>Procedure H of this document</i>). 5. Policies and procedures shall be developed in one of the following forms: <ol style="list-style-type: none"> a. Program policies that address programmatic operations of the Agency, such as the Adoption and Permanent Guardianship Subsidy Policy or the In-Home Services Policy.

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	<p>b. General administrative policies that directly impact the managerial and organizational standards of the Agency, such as the Alternate Work Schedule Policy or the Sexual Harassment Policy.</p> <p>c. HIPAA policies that ensure Agency compliance with federal regulations related to protection of client confidentiality, equipment, and data. These policies are only distributed internally to Agency employees in order to protect certain security issues related to CFSA's Statewide Automated Child Welfare Information System (SACWIS) (known to employees as FACES.net).</p> <ul style="list-style-type: none"> • Due to the confidential nature of some of CFSA's internal HIPAA functions, CFSA HIPAA policies are published only on CFSA's Intranet, and not on the CFSA public-accessible website. <p>d. Administrative Issuances that serve as interim policies, or as guidelines for procedures or protocols. These issuances provide staff and/or contracted service providers with pertinent information concerning modifications and/or revisions to existing policies or procedures. They also establish minimum standards of practice during such time as new policies or procedures are being developed. When a new policy covers the issuance's subject matter, the issuance will be folded into the new policy, and deleted from the hard copy and the online CFSA Policy Manual.</p> <ul style="list-style-type: none"> • All issuances shall be developed under the same guidelines as policies, excepting for the unique numbering process applied to these documents. Individual issuances shall be numbered and identified with CFSA as the prefix, then numbered by year and sequence (e.g. CFSA-05-1, CFSA-05-2, CFSA-05-3, etc.). <p>e. Quick reference guides that highlight pertinent procedures and protocols that are already detailed in existing policies.</p> <p>6. Development of policies and procedures shall involve both internal and external stakeholders (as appropriate to the subject matter). (See <i>Procedures B.2 and C.2 of this policy.</i>)</p> <p>7. All policies shall be finalized within 120 days of assignment; administrative issuances and quick reference guides shall be finalized within 60 days of assignment.</p> <p>a. Executive sponsors may extend dates for finalization of a policy document, based on the policy subject matter, length, or other related complications.</p> <p>b. The Policy Unit supervisor shall revise and update the Policy Priority List accordingly.</p> <p>8. All requests by internal or external stakeholders for a review of a policy document (whether an initial review or a review based on a revision) shall include a timeline for the return of comments.</p> <p>9. Each policy shall be approved and signed by the Director or designee prior to implementation.</p>
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	<p>10. If the Policy Unit or EPT denies a policy initiative request, the Policy Unit shall respond to the requestor with a written explanation for the denial (e.g., the issue is covered by another policy, or the issue will not impact the Agency to the extent that a formal policy is warranted).</p> <p>11. All CFSA staff members are responsible for reading, understanding, and complying with the established, documented policies posted on the CFSA website under the CFSA Policy Manual at http://cfsa.dc.gov/.</p> <p>12. CFSA's Policy Unit shall regularly communicate with the Agency's Contracts and Procurement Administration to ensure that no contracts are drafted in conflict with any Agency policy, and that all CFSA policies are consistent with District and CFSA contractual procedures.</p>
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	<p>Procedure B: Executive Policy Team</p> <p>1. The CFSA Executive Policy Team shall function as a decision-making entity that fulfills the following functions:</p> <ul style="list-style-type: none"> a. Guide the vetting process for all policy initiatives. b. Ensure practice compliance with CFSA's legal, professional, and ethical obligations to the families served by the District of Columbia's child welfare system. c. Provide formal, final approval for all proposed policy initiatives. <p>2. EPT participation shall incorporate a comprehensive selection of individuals to ensure an inclusive approach to the policy development and implementation process.</p> <ul style="list-style-type: none"> a. Required core EPT participants shall include the following CFSA staff (or their designees): <ul style="list-style-type: none"> a. Director of the Child and Family Services Agency b. Deputy directors of all administrations c. Chief of Staff d. Chief Administrative Officer e. CFSA General Counsel f. Deputy Attorney General, Family Services Division g. CFSA Policy Unit staff members b. The CFSA Director or designee shall regularly invite external child welfare stakeholders to participate in EPT meetings. Invitations may be extended to one or more of the following individuals: <ul style="list-style-type: none"> i. Executive Director, Consortium for Child Welfare (CCW) ii. President, Board of Directors, CCW iii. Two representatives from the Director's Youth Advisory Board iv. A foster parent representing the Foster Parent Leadership Group v. A representative from a birth parent advocacy program
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	<ol style="list-style-type: none"> 3. EPT shall meet once a month to review issues and recommendations, and to finalize policy decisions. <ol style="list-style-type: none"> a. EPT’s core members shall consider attendance at the monthly EPT meeting of paramount importance, and make every effort possible to schedule other appointments around this standing meeting. b. In the event that a scheduling conflict is unavoidable, core EPT members shall assign a designee, and inform the Policy Unit supervisor as soon as possible. 4. The following responsibilities apply to all core EPT members: <ol style="list-style-type: none"> a. Role modeling for other EPT participants the importance of preparedness, attendance, and participation in monthly EPT meetings. b. Initiating new policy development as well as proposing policy revisions according to statutory or programmatic changes in practice. c. Assigning executive sponsors to individual policies (<i>see Procedure C</i>). d. Preparing individual schedules to allow for a period of 5 days in advance of the monthly EPT meeting in order to review and to draft focused, thoughtful, content-specific comments to policy documents. e. Reviewing individual policy documents for content accuracy and impact by one or more of the following aspects of CFSA’s practice: <ol style="list-style-type: none"> i. Current legislation ii. Fiscal implications iii. Contract compliance iv. Interagency involvement v. Cross-administration teaming f. Based on the reviewing process identified in item “e” above, making decisions that may require changes in policy, practice, or legislation. g. Providing interim guidance in response to specific policy concerns or issues. 5. EPT decisions shall adhere to all federal and District of Columbia mandates, statutes, regulations and, when applicable, court orders.
	<p>Procedure C: Executive Sponsor</p> <ol style="list-style-type: none"> 1. The executive sponsor shall be responsible for the following general policy-development activities: <ol style="list-style-type: none"> a. Leadership support to the policy specialist assigned for researching and drafting the policy in question (<i>See # 2 following.</i>) b. Regular participation in EPT meetings c. Seeking out interim guidance from EPT (as needed) for any particular policy

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	<ul style="list-style-type: none"> d. Presentation of a policy’s final draft to EPT, including but not limited to the following responsibilities: <ul style="list-style-type: none"> i. Meeting with the policy specialist to ensure that all issues and particulars are addressed prior to initial and final presentation of a policy to EPT, including but not limited to the following steps: <ul style="list-style-type: none"> a) Reviewing and recommending appropriate, documented responses to legal sufficiency reviews b) Drafting written responses to comments or recommendations received after reviews by external stakeholders, including the Center for the Study of Social Policy ii. Providing a concise overview of the policy to EPT and responding to any questions, or directing questions to the policy specialist as needed iii. Determining appropriate responses to legal sufficiency comments or comments from other stakeholders, including the Center for the Study of Social Policies (CSSP) iv. Presenting a well-developed implementation and training plan, including proposed dates for implementation and training, communication strategies (<i>see Attachment B: Policy Communication and Distribution</i>), and monitoring for compliance e. Ensuring that any legislative changes or practice modifications that are specific to the roles and responsibilities of the executive sponsor’s administration are presented to EPT for proposed policy impact <p>2. Executive sponsors shall provide leadership support to the assigned policy specialist (<i>see Procedure D below for roles and responsibilities of the policy specialist</i>), including but not limited to the following activities:</p> <ul style="list-style-type: none"> a. Ensuring that an initial meeting with the assigned policy specialist is scheduled in a timely fashion and addresses the following agenda items: <ul style="list-style-type: none"> i. Review of the proposed policy’s subject matter, or of the proposed revisions to an existing policy ii. Potential internal and external stakeholder involvement in workgroups, including (but not limited to) the possibility of individuals or representatives from the following entities (as appropriate to the policy subject matter): <ul style="list-style-type: none"> a) CFSA program manager, supervisor, and frontline staff of the administration responsible for the policy’s subject matter (e.g., representatives from In-Home or Out-of-Home and Permanency Administrations, Child Protective Services, Placement Services Administration) b) Other CFSA administrations (e.g., Office of Training Services, Fiscal Operations Administration, Child Information Systems Administration, Business Services Administration, and the Contracts and Procurement Administration)
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	<ul style="list-style-type: none"> c) Office of General Counsel (OGC) <i>Note: OGC participation in workgroups may be helpful for input on certain procedures but does qualify as a legal sufficiency review.</i> d) Office of the Attorney General (OAG) e) CSSP f) Foster and Adoptive Parent Advocacy Center (FAPAC) or DC Metropolitan the Foster and Adoptive Parent Association (FAPA) (or their successors) g) Healthy Families/Thriving Communities Collaboratives (HFTC Collaboratives) <ul style="list-style-type: none"> iii. Extent of the executive sponsor’s anticipated involvement with the policy development process, including whether the policy specialist shall interface with a designee for interim decision-making iv. Time lines for completion of the proposed policy v. Policy implementation, including training, fiscal or contractual impact, and monitoring of staff and private agency compliance with the policy and its associated procedures <ul style="list-style-type: none"> b. Assisting the policy specialist with resource support, including but not limited to the following activities: <ul style="list-style-type: none"> i. Access to relevant documents ii. Interfacing with stakeholders iii. Review of policy drafts and responding with comments within an agreed-upon time frame established with the policy specialist iv. Review of issues related to workgroup attendance v. Review of drafted Issues Memoranda vi. Distribution of draft documents to stakeholders
	<p>Procedure D: Policy Unit</p> <ul style="list-style-type: none"> 1. Under the authority and guidance of the Deputy Director of OPPPS, the Policy Unit shall perform all steps outlined in this section as required for finalization of a policy. 2. The Policy Unit program manager shall oversee the general flow of the policy and procedure development process, including compliance with timelines and any mandated federal or local requirements. 3. The Policy Unit supervisor (or designee) shall be responsible for the following policy-related activities: <ul style="list-style-type: none"> a. Co-facilitation of EPT with the Agency director or designee b. Designation of policy assignments, including guidance and support for individual policy specialists as needed c. Maintenance of a policy priority list in consideration of timelines established by any federal or District mandates

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	<ul style="list-style-type: none"> d. Interfacing with internal and external stakeholders as necessary, including OGC for legal sufficiency and CSSP for review of programmatic policies, in order to streamline the policy and procedure development process e. Oversight of policy finalization procedures, including but not limited to the following tasks: <ul style="list-style-type: none"> i. Copy-editing and formatting ii. Signature by the Agency director (or designee) iii. Distribution of policies to staff, contracted staff, and stakeholders (<i>See Procedure F of this policy.</i>) iv. Posting of policies to the online Policy Manual, located on CFSA website (http://cfsa.dc.gov/), as well as inclusion in the hard copy of the Policy Manual v. Updates, revisions, and archiving of policy documents, including both the hard copy and the online version of the Policy Manual f. Annual reviews of policy documents to determine need for revisions or updates, based on legislative, programmatic, or other practice changes <p>4. Upon assignment of a new policy or a policy revision, individual policy specialists shall perform the following tasks:</p> <ul style="list-style-type: none"> a. Review and research of applicable statutes, regulations, current and previous CFSA policies, professional standards pertaining to the subject matter, and other relevant state policies, court orders, and memoranda of understanding that may be related to the policy topic b. Initial contact with the assigned executive sponsor, including the scheduling of the initial meeting within 1 week of the policy assignment, to plan for the policy's development <ul style="list-style-type: none"> i. The policy specialist shall prepare any notes, anticipated timelines, recommended strategies and workgroup members, etc. prior to the initial meeting with the executive sponsor. ii. Ongoing communication with the executive sponsor shall include but not be limited to the following information: <ul style="list-style-type: none"> a) Regular updates on workgroup participation b) Workgroup meeting summary notes c) Addressing any barriers or challenges related to the policy's development d) Proposed implementation and training plans e) Ensuring compliance with all timelines f) Responses to external stakeholder reviews (e.g., OGC, CSSP, or FAPAC)
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	<ul style="list-style-type: none"> iii. Prior to presentation of a policy to EPT by the executive sponsor, the policy specialist shall meet with the sponsor to ensure that all issues or outstanding concerns are well-researched and documented (e.g., an issues memorandum). <ul style="list-style-type: none"> c. Scheduling and facilitating policy workgroup meetings <ul style="list-style-type: none"> i. The policy specialist shall schedule the initial workgroup meeting within 1 week of the initial meeting with the executive sponsor. ii. The agreed-upon workgroup participants shall receive Outlook invitations that outline the parameters of the policy’s subject matter. <ul style="list-style-type: none"> • Policy specialists may elect to schedule a “pre-meeting” with internal stakeholders prior to inviting external stakeholders in order to streamline a comprehensive workgroup discussion. iii. Initial workgroup meetings shall set forth expectations for the workgroup participants, including (but not limited to) the following items: <ul style="list-style-type: none"> a) Timelines for review and completion of the policy b) Building in delays to workgroup meetings if an administration is still developing internal procedures c) Practice barriers and solutions to the barriers d) Future implementation of a policy e) Trainings for CFSA and private agency staff f) Fiscal or contractual impact g) FACES.net impact (i.e., data entry in CFSA’s designated SACWIS) iv. Each workgroup meeting shall include a sign-in sheet. At the end of each meeting, the policy specialist shall forward or copy the sign-in sheet to the executive sponsor. v. Participants in ongoing workgroup meetings shall review and provide feedback, as well as procedural information, related to the policy topic, whether it is a proposed or existing policy. vi. Policy specialists shall draft workgroup meeting minutes and forward the minutes via email to participants and to the executive sponsor. d. Drafting, editing, and revising policy documents, based on discussions and feedback from workgroup participants, peer reviews (<i>see item f in this section</i>), external stakeholders, OGC, and EPT e. Drafting issues memoranda when necessary and submitting such documents to the assigned executive sponsor for review, prior to EPT presentation
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	<ul style="list-style-type: none"> f. Submitting all policy documents for peer review prior to finalization, and prior to submission to the Policy Unit supervisor in preparation for the legal sufficiency review <ul style="list-style-type: none"> i. Policy specialists shall utilize established templates for individual policy documents (e.g., policy, administrative issuance, or quick reference guide). ii. Punctuation, grammar, and sentence structure shall follow the Policy Unit Style Guidelines. iii. Peer reviews shall focus on content, readability, and logical flow. g. Scheduling meetings with OGC (either in person, or on telephone, etc.) as necessary to review comments and legal sufficiency <p>5. From assignment to signature, policy specialists shall plan to finalize all policies within 120 calendar days, and administrative issuances or quick reference guides within 60 calendar days.</p> <p>6. Staff from the Policy Unit shall regularly attend all EPT meetings.</p>
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	<p>Procedure E: Office of the General Counsel</p> <ul style="list-style-type: none"> 1. Prior to finalization (i.e., signature of the director and posting to the online Policy Manual), all policy-related documents shall be vetted for legal sufficiency by the CFSA Office of the General Counsel (OGC). 2. OGC shall review documents and return to the Policy Unit supervisor or policy specialist within 10 business days of receipt. <ul style="list-style-type: none"> a. OGC reviews are designed to protect CFSA from any legal vulnerability related to CFSA practice, and to ensure that CFSA’s policies are consistent with existing local and federal legislative and regulatory requirements. b. More importantly, legal sufficiency reviews shall ensure that all proposed and revised policies protect the safety, permanency, and well-being of children and families served by the Agency, as required by law.
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	<p>Procedure F: Publication of Policy Documents</p> <ul style="list-style-type: none"> 1. Upon finalization of a policy (i.e., the policy has been reviewed by EPT, received legal sufficiency from OGC, and has been signed by the Agency’s director), the Policy Unit supervisor (or designee) shall take the following steps: <ul style="list-style-type: none"> a. File the original signed document in the Policy Unit records file. b. Email a soft copy of the document to CFSA’s Office of Public Information (OPI) and request publication via an “All Staff” email. <ul style="list-style-type: none"> • OPI shall include CFSA-contracted agency staff on all emails publicizing a new or revised CFSA policy, excepting those policies that fall under HIPAA, due to their confidential nature. c. Post the policy document to the CFSA online Policy Manual.
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	<ol style="list-style-type: none"> 2. Upon publication of a policy document, CFSA and contracted-agency supervisors and managers shall be responsible for informing their staff of new or revised policies and procedures. 3. Within 1 week of notification that a policy has been posted online, each policy specialist shall follow up with the assigned executive sponsor to ensure that the implementation and training plans (<i>see Procedure G following</i>) are in effect. <ol style="list-style-type: none"> a. As noted in Procedure D above, implementation and training plans shall be developed during the initial meeting between the policy specialist and the executive sponsor, as well as during workgroup meetings. b. If necessary, policy specialists shall provide program support on a limited basis until the implementation and training processes are completed.
	<p>Procedure G: Training</p> <ol style="list-style-type: none"> 1. The Policy Unit shall partner with CFSA’s Child Welfare Training Academy (CWTA) and the Human Resources Administration (HRA) for training CFSA and CFSA-contracted agency staff on CFSA’s policies and procedures. <ol style="list-style-type: none"> a. According to the subject matter, and upon notification via the “All Staff” publication of a new policy, HRA shall incorporate the new policy’s subject matter for the next scheduled new employee orientation trainings. b. CWTA shall incorporate new policies (when relevant) into the next scheduled cycle for pre-service and/or in-service training for social workers, supervisors, and managers. c. Additional trainings shall be coordinated between the executive sponsor, HRA, and CWTA as needed. 2. CFSA and CFSA-contracted agency supervisors and managers shall be responsible for scheduling refresher trainings as necessary. <ol style="list-style-type: none"> a. Supervisors and managers shall notify CWTA of all refresher trainings conducted by program managers and supervisors. b. Notifications to appropriate staff regarding refresher trainings shall be at least 60 days prior to the scheduled training. c. Upon completion of trainings, supervisors and managers shall forward original sign-in sheets for record management. 3. CWTA shall maintain accurate and secure records of each participant’s training on policies and procedures, including those components included in orientations, on-the-job training and in-service training requirements.

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Procedure H: Policy Reviews and Updates

1. At a minimum, the Policy Unit supervisor shall review all policies and procedures on an annual basis.
 - a. Periodic reviews shall take place within a specified time frame (e.g., over the course of 20 business days at the beginning of the fiscal year, or over the course of a specified timeframe at the end of the calendar year).
 - b. Reviews shall focus on a policy or procedure's consistency with current CFSA practice, as well as support of the Agency's Practice Model and compliance with all current federal and District legislation.
 - c. Within 60 days of the scheduled review, the Policy Unit supervisor shall inform all executive sponsors associated with a policy that the review shall take place, and inquire whether the policy's procedures, including forms, are accurate and consistent with current practice.
2. The Policy Unit shall specifically request scheduled reviews from all programs, in addition to the following administrations:
 - a. OGC staff shall review for CFSA compliance with legal requirements, court orders, collective bargaining agreements or inter-agency agreements and MOUs.
 - b. HRA shall review for compliance with federal laws involving personnel matters, District of Columbia personnel regulations, and collective bargaining agreements.
 - c. Staff from Fiscal Operations shall be assigned to review drafts of Agency policies and procedures for fiscal impact.
 - d. CWTA shall review for compliance with training guidelines.
 - e. The Office of Clinical Practice shall review for currency of any medical guidelines that may influence health screenings performed by CFSA.
 - f. Staff from the Contracts and Procurement Administration shall review for compliance with the District's contract regulations.
3. Individual executive sponsors or administrations that have reviewed policies and procedures shall submit comments and changes to the Policy Unit within 10 business days of the review schedule.
 - a. If an executive sponsor determines that revisions are substantial (i.e., impacting practice or legislation), s/he shall initiate a new policy development process through the Policy Unit supervisor.
 - b. Whenever possible, the Policy Unit supervisor shall assign the policy specialist who originally drafted the policy to proceed.
 - c. The policy specialist shall follow the procedures outlined in this policy, including workgroup meetings, legal sufficiency reviews, etc.
4. Assigned staff from the Policy Unit shall be responsible for ensuring the Agency's director is provided all relevant comments that may sufficiently modify a policy such as to warrant the director's approval and signature on the final draft.

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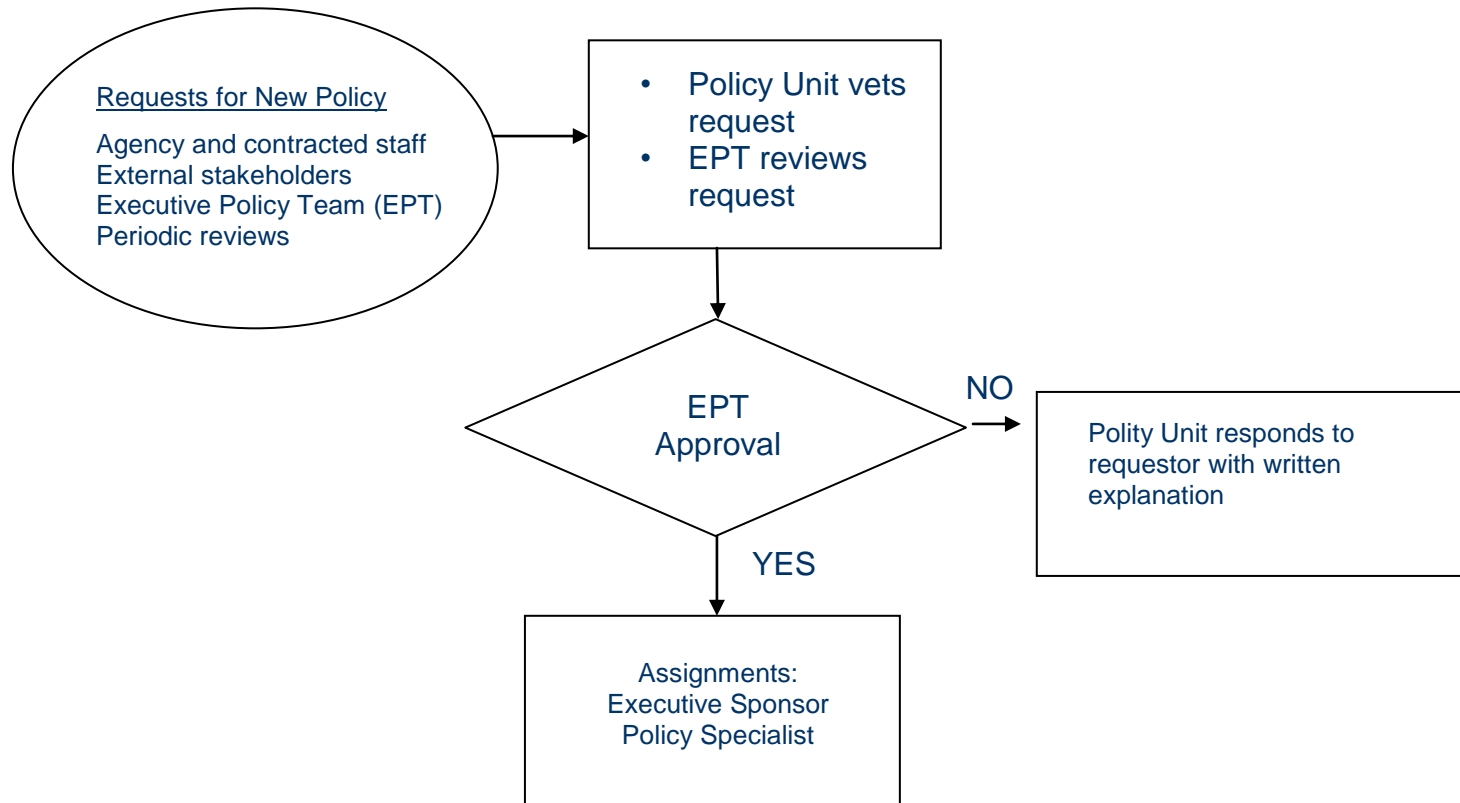
Procedure I: Written Requests for Exemptions

1. CFSA or CFSA-contracted staff may request exemption from compliance with a policy's procedure for a legitimate reason (e.g., medical or legal implications) by submitting a written justification through their chain of command.
2. The supervisor or manager receiving the request shall review the justification and attach additional comments that explain and justify any recommendation approval or denial.
3. The supervisor or manager shall submit the written request and the additional comments to the Agency's director or designee within 3 business days of receipt.
4. The Agency's director shall review the request with any additional comments, and render a decision to modify, deny, or approve the request.
5. Documentation of all written requests, along with the final written decision concerning the exemption, shall be filed with CFSA's Human Resources Administration.

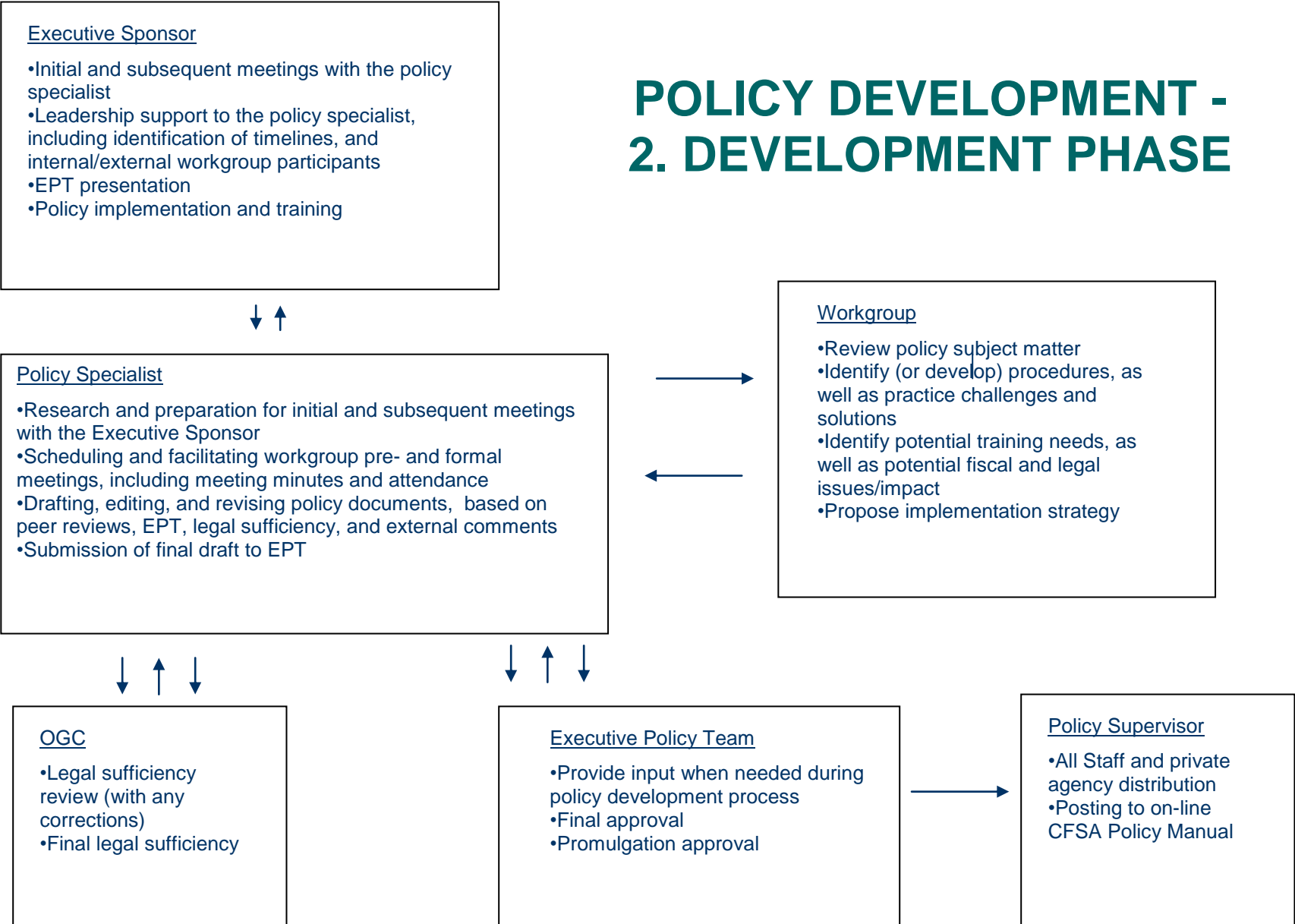
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CFSA's Policy Development Process –

1. Initiation Phase



POLICY DEVELOPMENT - 2. DEVELOPMENT PHASE



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Child and Family Services Agency



CFSA POLICY COMMUNICATION AND DISTRIBUTION TEMPLATE

Communication and distribution plans for CFSA policy are an important component of the policy development process. Executive sponsors must work closely with the policy specialist to draft a plan that is reinforced by recommendations from the policy workgroup and the Executive Policy Team. The template below is designed to help guide the planning process.

Purpose

Determine the purpose of the new or revised policy, and how communication and distribution can best fulfill the stated purpose.

Target Audience

Is the policy subject matter specific to certain employees of the Agency? Are private agencies included in the target audience?

Communication and Distribution Strategies

- Identify the communication and distribution goals and objectives.
- What communication and distribution strategies have been historically successful for CFSA and for private agencies? What are the least effective strategies?
- What strategies would be helpful for this particular policy audience?
- Anticipate obstacles and prepare solutions in advance.
- Identify who will complete the stated tasks for communicating and distributing the policy.
- What is the timeline?
- What follow-up tasks are necessary to ensure that staff is familiar with the new or revised policy?

Evaluation

Consider whether or not the responsible administration needs to evaluate or implement a quality assurance plan for the success of the communication and distribution strategy.

Task Table Template

Task	Responsible party	Necessary resources	Anticipated completion date	Follow up tasks	Actual completion date