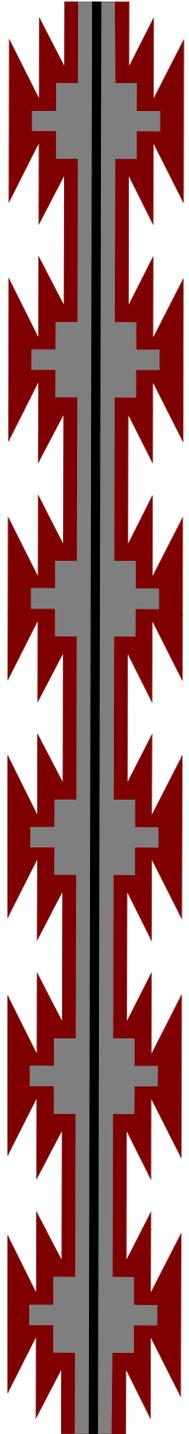


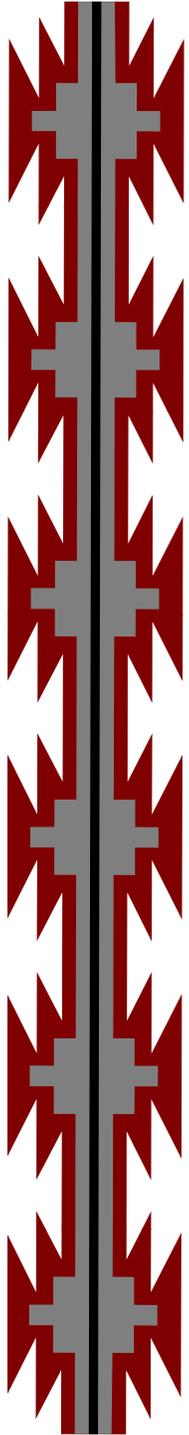
**DEVELOPING  
EFFECTIVE POLICIES  
and  
PROCEDURES**

for **TANF PROGRAMS**

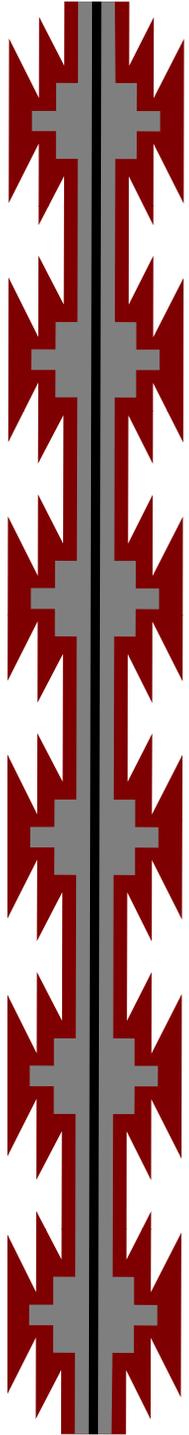
August 2011



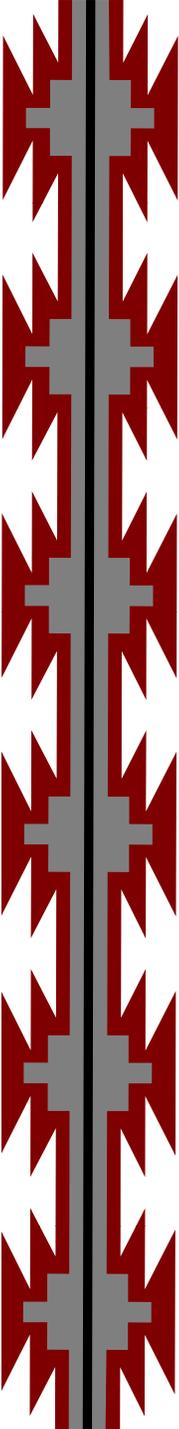
**Why should Tribal TANF  
Programs have written policies  
and procedures?**



- To clarify direction and provide structure
- To provide “smooth” operation
- To provide consistency and ensure fair, equal treatment
- To protect the rights of the program, grantee, Tribe, advisory board , providers, staff, clients.

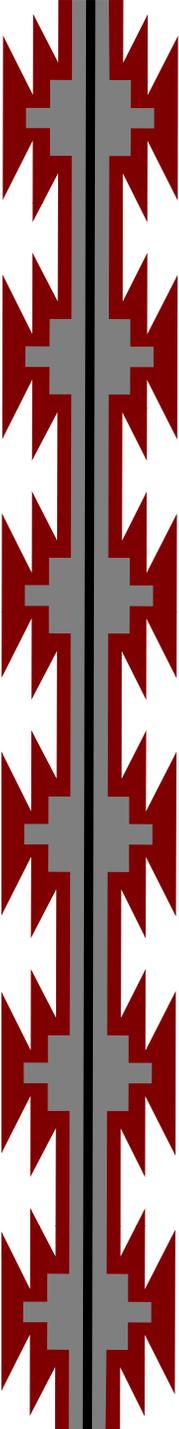


- To use in marketing and client recruitment
- To reduce confusion during emergencies
- To reduce misunderstanding between clients, staff and administrators
- To improve job satisfaction and morale



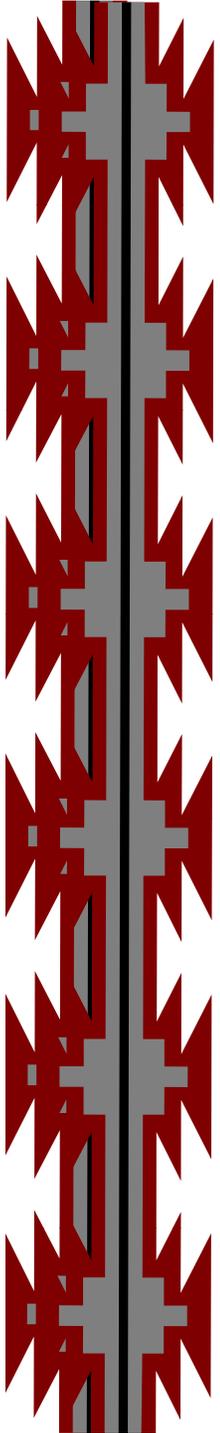
# **POLICY: (Mandated by Law)**

- What is to be done?
- By whom? Tribe, Grantee, TANF Director and/or staff, clients, others.
- Areas of coverage? setting, Tribe, board or advisory group, staff, clients
- Degree? general, flexible but implementable, mandated



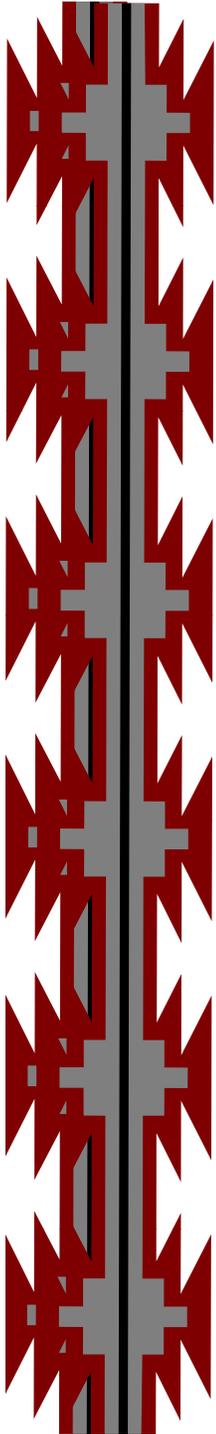
# **POLICIES SHOULD:**

- Conform to all laws, statues and regulations and approved work plan
- Be all inclusive and complete
- Reflect program philosophy and goals
- Be non-contradictory within themselves and with Tribal Policies and Procedures
- Be consistent in their interpretation and follow through but with allowance for revision as necessary
- Be client friendly

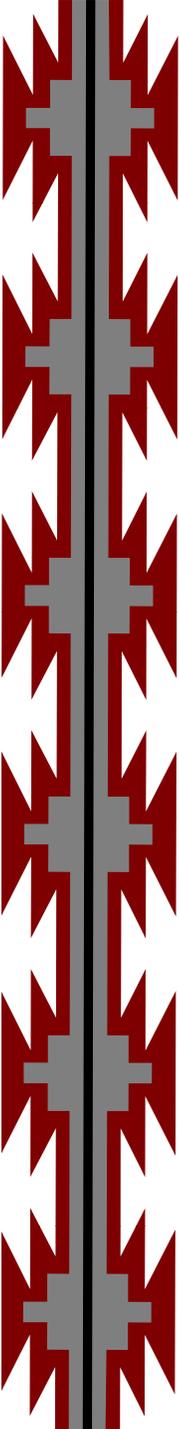


## **PROCEDURE:**

“A procedure is a series of steps to be followed, usually in a specific order, to implement policies.”



- How is it to be done?
- By whom? Director , staff, clients , providers, others
- Categories of procedures
- Degree? detailed for clear and uniform implementation, but with some allowance for freedom and creativity; short rationale; input from staff and program participants when possible



# CATEGORIES OF TANF PROCEDURES

Administration

Staff/Personnel

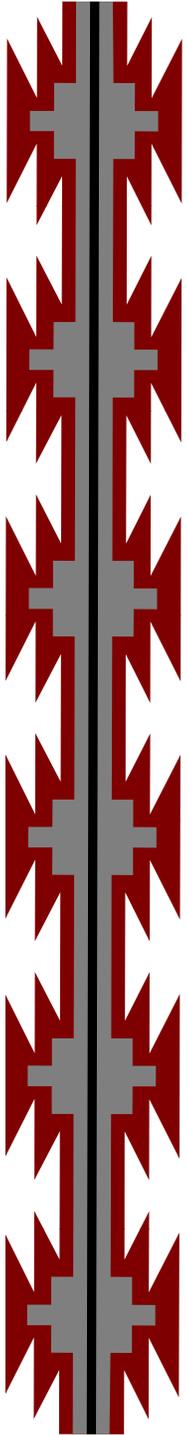
Fiscal

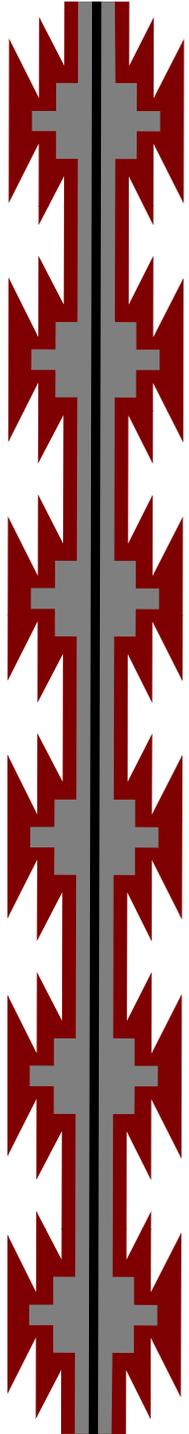
Clients

State/Community

Other

**CHALLENGES  
TO  
DEVELOPING  
EFFECTIVE POLICIES  
AND  
PROCEDURES**





Responsibility without authority

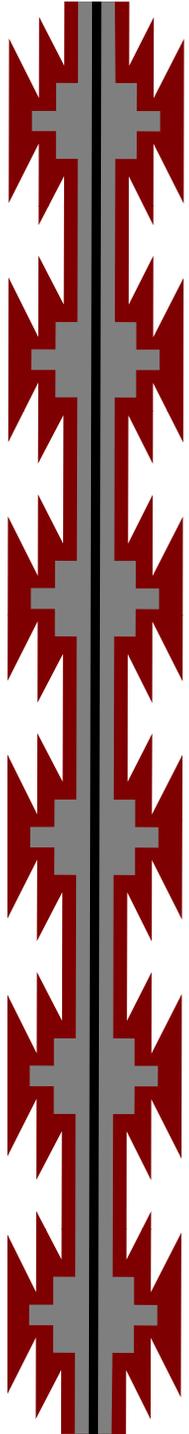
Lack of definite lines of authority

Low participation in decision making

Lack of support

Isolation, lack of networking

Lack of organizational skills

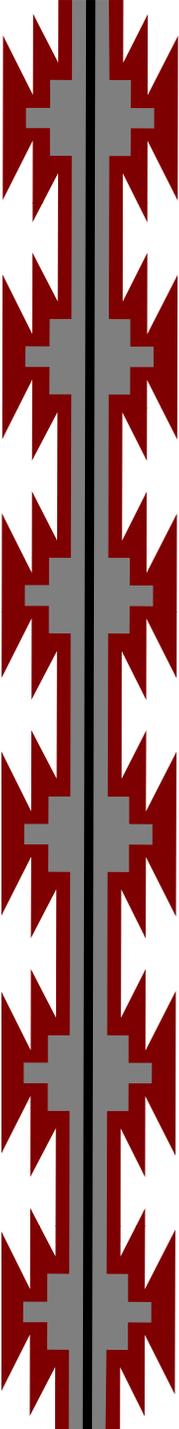


Competition or lack of it

Politics

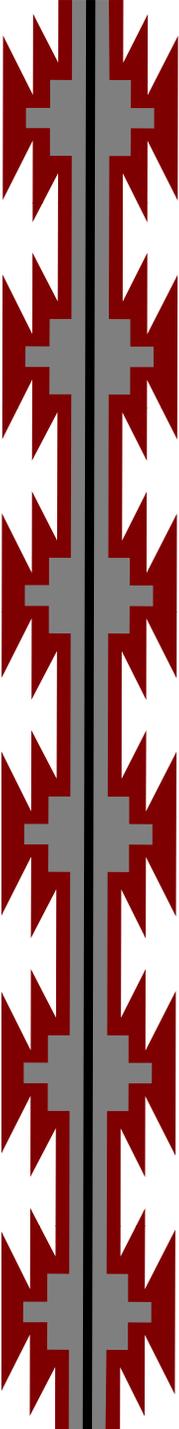
Stress

“Turfdom”



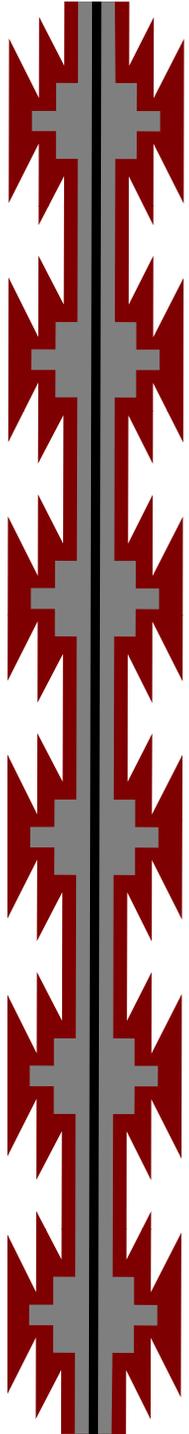
# TIPS TO REMEMBER

- Policies and procedures should be feasible for the program
- The program should have the necessary resources to enforce developed policies and procedures
- Policies can increase a program's liability if the program develops written policies but doesn't follow them, or if the program has “bad policies”

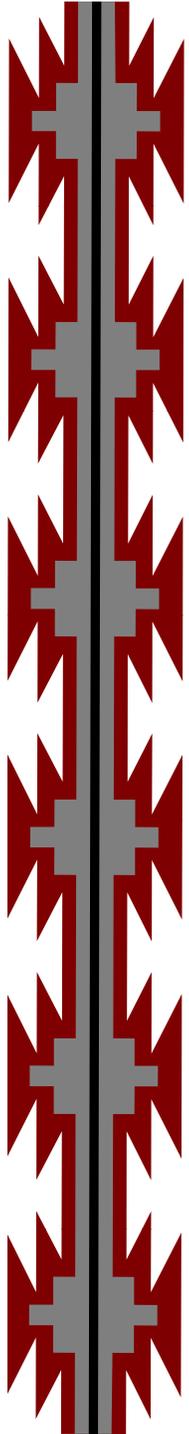


# Additional Tips

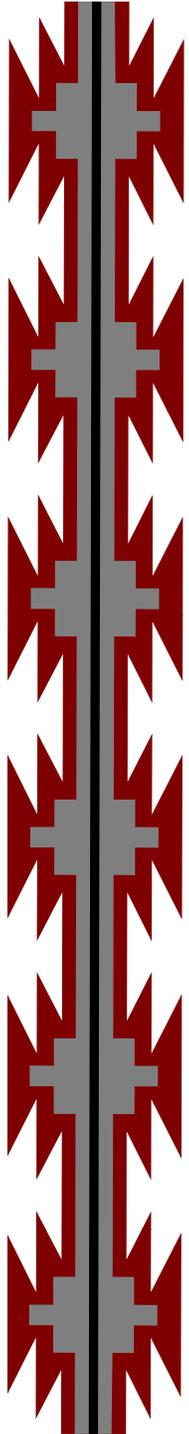
- Keep what you write simple-remember those who read them or have to try and interpret them may not be familiar with your program.
- Make sure they are “family friendly”
- Keep the words clear and unambiguous; if they are over-detailed, they won't be read.... or followed.
- Leave out acronyms.
- Keep them general enough and flexible enough so that the goals of the setting are still met and changes don't have to be made every time a new circumstance arises



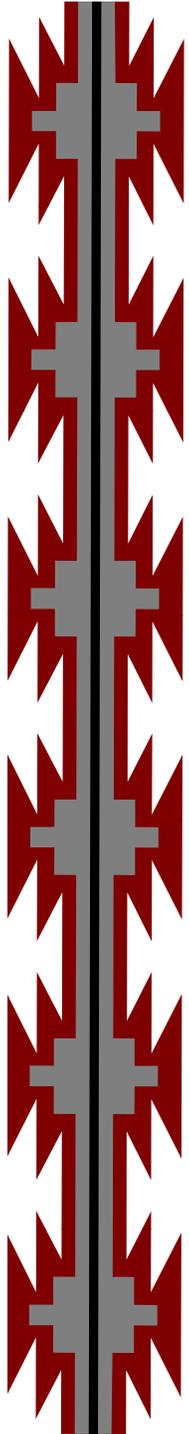
- Activities for procedures should be in sequence—don't leave out a step because you think it is too basic
- Seek staff and perhaps some client input prior to the establishment of procedures.
- Review policies and procedures frequently and amend as necessary. Develop a time line and a process to follow.
- Have someone totally outside of program do a critical read of the policy or procedure for clarity.



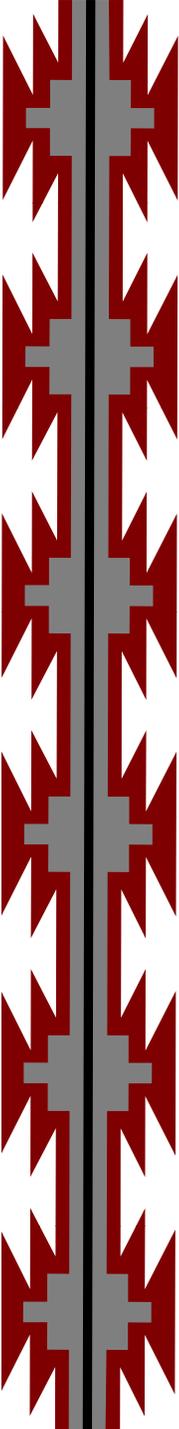
- Ask reviewer (personnel dept., board members, legal counsel, grantee supervisor, and others) to provide written comments by a specific date.
- Approval by a board, grantee, or other supervisor, if applicable, should include the date and an approval signature
- Date all revisions of policies and procedures



# **HOW TO GET STARTED IN DEVELOPING POLICIES AND PROCEDURES?**

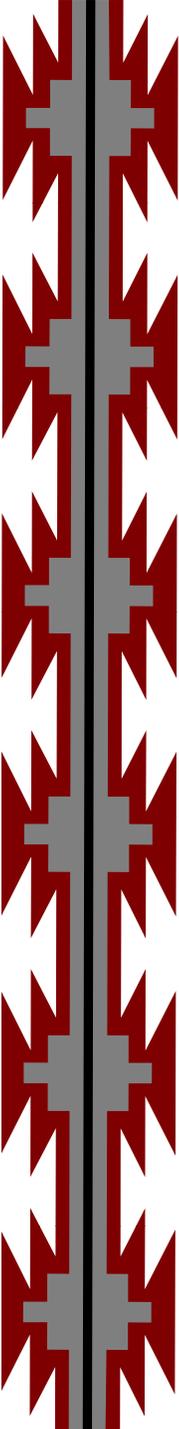


- Select a format
- Follow TANF regulations and other related guidances
- Have staff and participants (if possible) brainstorm a list of topics



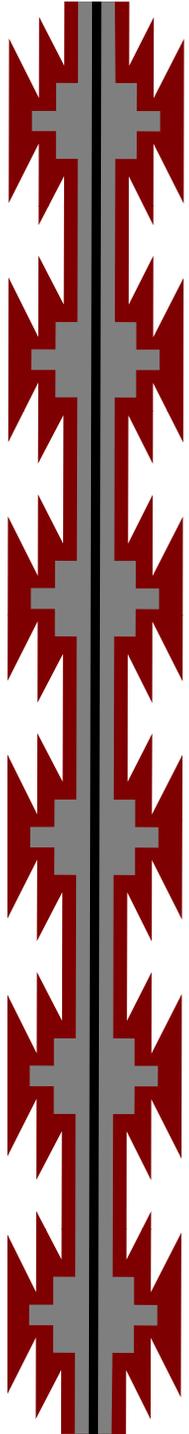
# Organizing Policies and Procedures

- Place the document in a file folder, ring binder, or create a CD (with paper copy.)
- Provide a detailed table of contents with index, page numbers and appendices.
- Include definitions of key terms in the front of the document.
- Include a mission statement and history of the program in front of the document
- List policies first, followed by the procedure
- Include listing of resources.



# Dissemination

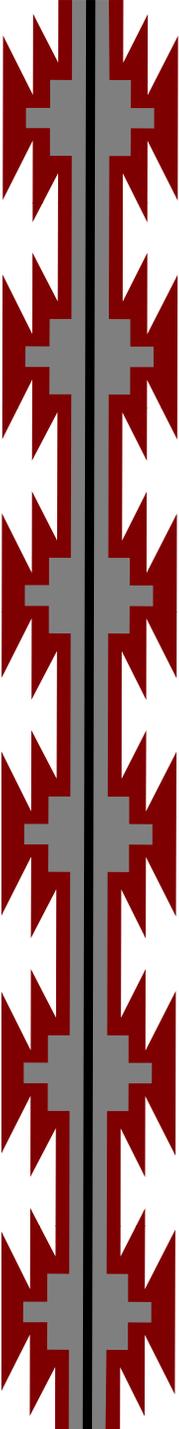
- Who will get a copy?
- Where will the program copies be kept?
- Which policies and procedures should be given to clients/staff/administrators/providers
- How will an orientation or training on the policies and procedures be provided to clients/staff and community/tribal/state partners?



# **Brainstorming Activity**

Categories for  
TANF

**POLICIES and PROCEDURES**



# ADMINISTRATION

Examples:

Establishing Goals, Outcomes and how to measure results

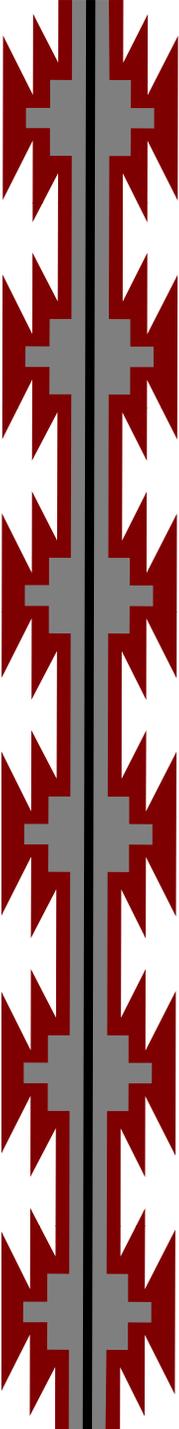
Developing a Code of Ethics

Accountability issues

Internal controls

How to deal with email, Internet materials and other electronic documents

Records management



# STAFF/PERSONNEL

- Must be consistent with Tribal personnel policies and procedures

- Examples:

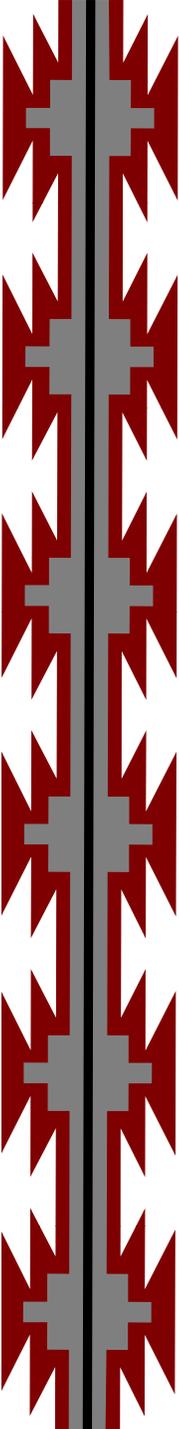
- Recruitment and hiring

- Training and career development

- Discipline practices

- Holiday and overtime compensation

- Grievance



# FISCAL

Examples:

Audits

Handling of underpayments, over payments

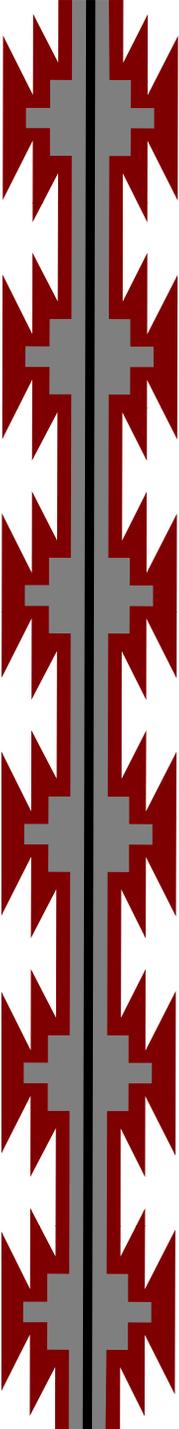
Method of payments

Accountability



# Clients

- TANF program participants:
  - Examples
    - Eligibility application
    - Changes in work, training or income status
    - Responsibilities



# STATE/COMMUNITY

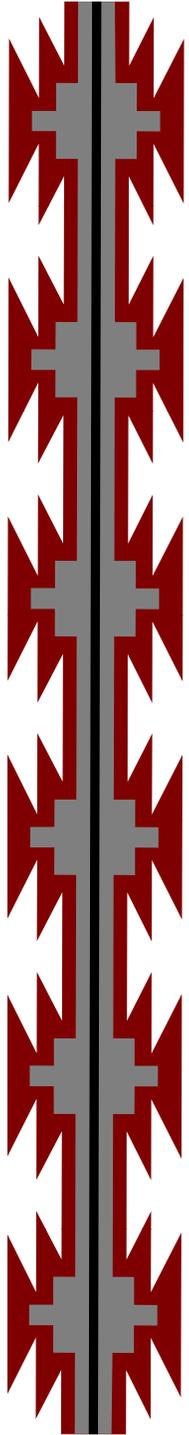
- Collaboration with agencies and individuals at the local and state level

**-Examples**

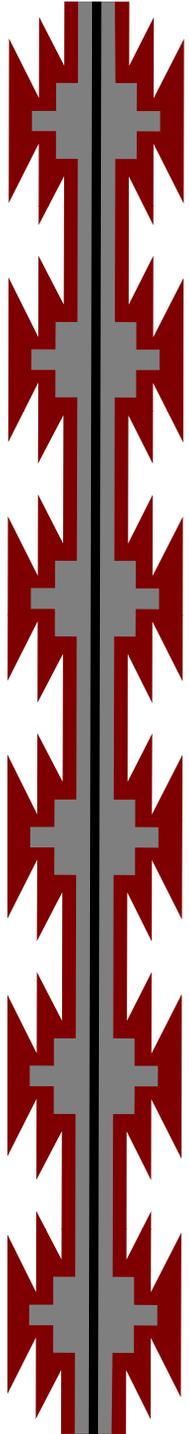
**Dual eligibility**

**Cooperative agreements regarding services, equipment, space, training, etc**

**IGA's**



The Key to developing an  
organized program  
structure is to focus on  
**GOALS and ACTIVITIES**  
rather than specific people  
in the program



## **Resources:**

Developing Tribal TANF Policies and  
Procedures checklist

(Based on Part B: Tribal TANF Plan  
Content and Process, 2008)

# **Contact Information**

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