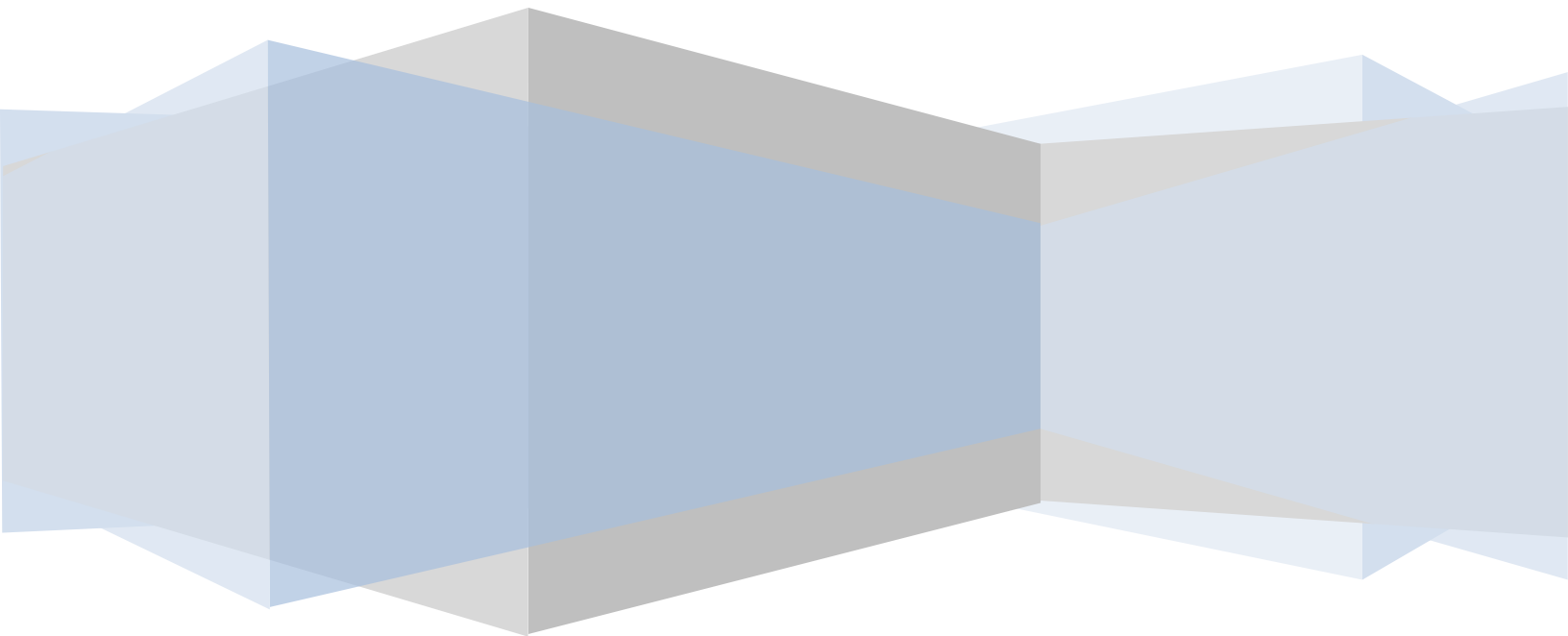




# **Developing Job Descriptions in Ontario's Community Literacy Agencies**



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## Template for Developing Job Descriptions

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Each position in your organization, whether paid or volunteer, should have a written job description that clearly states the responsibilities and key expectations. The job description should be reviewed and revised on a regular basis in consultation with the person in the position and key supervisory personnel.

Service Canada also has online information on how to develop a job descriptions as well as an outline for job. Please visit:

<http://www.hrmanagement.gc.ca/gol/hrmanagement/site.nsf/eng/hr11540.html>

Another informative source of information and examples is the HR Council of Ontario that hosts the HR-Toolkit and has developed planning and development tools in many aspects of human resource. The link to their job description development can be found at:

<http://hrcouncil.ca/hr-toolkit/right-people-job-descriptions.cfm>

Below is a list of some key areas to consider when writing a job description:

- Job Title
- Location
- Objective/Purpose of the Position
- Job Summary
- Supervisor
- Duties and Responsibilities
- Qualifications/Experience/Characteristics Required
- Benefits/Rewards Offered/Remuneration
- Training Offered
- References Required
- Time Commitment (hours) required
- Term (Length of Service)
- Probationary Period (if applicable)
- Working Conditions
- Reporting Relationship
- How Evaluation will be done, by whom
- Review date (when it will next be reviewed)
- Approval Date (when last approved)
- Signatures

## Sample Staff Job Descriptions

The following are samples of job descriptions that can be adapted to suit the needs of your organization's staffing plan.

<b>EXECUTIVE DIRECTOR</b> (reprinted with permission of Quinte Literacy)	
<b>SUMMARY</b>	The Executive Director is a conduit to and/or liaison with the Board of Directors. To do this effectively the Executive Director shall ensure that all programmes are running smoothly and that the Board is kept up to date with any or all activities. The Executive Director is to ensure that staff is doing their respective jobs and adhering to their respective job descriptions.
<b>QUALIFICATIONS</b>	This is a professional position requiring a university degree in Social Services, Education or equivalent educational qualifications, managerial qualifications and/or a combination of appropriate work experience in human relations, education or the business field; the ability to work independently and cooperatively with fellow employees; and, the possession of good communication skills. Bilingualism is an asset. The Executive Director must be bondable.
<b>DUTIES</b>	<p>The duties of the Executive Director are as follows:</p> <ol style="list-style-type: none"> <li>1) Act as liaison with staff and Board.</li> <li>2) Plan, direct, organize and control the management of Quinte Literacy Group with the help of qualified volunteers and support staff</li> <li>3) Be accountable to the Board of Directors and/or duly elected representative of the same</li> <li>4) Administer all operations and participate in setting and developing policy with the Executive Committee, where appropriate</li> <li>5) Confer with the board of Directors as needed. Maintain contact with the President, Executive Committee or other committees of the board where needed</li> <li>6) Prepare for consideration, with support documentation, matters for decision by the Board of Directors for both long and short-term goals and implement the Board's decision(s) as required or where appropriate</li> <li>7) Ensure that all programs have prepared annual program budgets for consideration of the Board or committee thereof and that these budget processes are initiated prior to the start of the fiscal year</li> <li>8) Ensure that financial and human resources for all programs are sufficient to reflect service and program priorities and expectations</li> <li>9) Ensure that budget planning processes are an integral part of the overall service planning process</li> <li>10) Work with the staff to schedule and ensure that the day to day operations at Quinte Literacy are well supervised</li> <li>11) Maintain operations and service standards by effective monitoring</li> </ol>

	<p>12) Keep abreast of developments within other similar services and changes in the educational system and monitor the community, social changes and legislation which may affect the running of Quinte Literacy Group and its program and bring pertinent matters to the attention of the Board</p> <p>13) Assure continuing self-development through active participation in appropriate training programs and other means of self-improvement</p> <p>14) Prepare and deliver presentations to publicize the program</p> <p>15) Maintain a good working relationship with other agencies and community groups and endeavour to achieve the support of the community as a whole</p> <p>16) Bring new financial initiatives to the attention of the Board</p>
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EXECUTIVE DIRECTOR	
<b>POSITION SUMMARY</b>	<p>The Executive Director is responsible for general management. He/she has general supervision over and direction of all operations and staff. His/her performance shall be synonymous with overall program performance.</p> <p>The Executive Director will carry out duties and responsibilities associated with the Literacy and Basics Skills programming functions funded by the Ministry of Training, Colleges &amp; Universities (MTCU) as well as the roles and responsibilities associated with non-profit and volunteer management. He/she will report directly to the Board of Directors.</p>
<b>WORKING CONDITIONS</b>	<p>The Executive Director will work a set number of hours as determined by the Board of Directors. He/she shall be paid on an hourly basis and shall receive benefits as determined by the Personnel Policies. The Executive Director's wages will be reviewed on an annual basis. He/she shall receive increased remuneration based on exceptional performance, successful completion of relevant educational and professional development opportunities, increased responsibilities, or as otherwise determined by the Board of Directors.</p> <p>The Executive Director will be assured of a safe and comfortable work environment and the reasonable support of the Board of Directors.</p>
<b>MTCU FUNCTIONS</b>	
<b>Information and Referral</b>	<p>The Executive Director is responsible for ensuring that learners receive the information they need about the program in a timely manner. The information requested will be provided in clear language in person, by telephone or in writing as appropriate.</p> <p>The Executive Director will also ensure that volunteers, other individuals, referring agencies, community partners, business and other organizations receive appropriate information.</p>

	The Executive Director will ensure that any person or organization requesting information is referred to other programs or agencies as appropriate.
<b>Assessment</b>	<p>The Executive Director will ensure that all prospective learners receive a complete and thorough initial assessment of their skills and abilities. Assessments will be conducted in a non-threatening manner, respecting the learners goals, comfort level and need for confidentiality.</p> <p>The Executive Director will analyze the results of all assessments and make decisions regarding placement in the program or referral of another agency. The Executive Director will transfer the results of assessment to the training plan and discuss training options with the appropriate staff member or volunteer tutor.</p> <p>The Executive Director will also ensure that ongoing and final assessments (where possible) are carried out and that the results are analyzed with a view to learner progress and recorded on the training plan.</p>
<b>Training</b>	The Executive Director will ensure that all literacy training is carried out with respect for the individual and that this training is goal-directed and reflective of the outcomes identified in the learner’s training plan.
<b>Training Plan Development</b>	<p>The Executive Director will be an active participant in the development of all training plans. He/she will be responsible for gathering and preparing initial assessment information. He/she will ensure that the learner is an active participant in the process.</p> <p>The Executive Director will ensure that all training plans are revised and updated on a regular basis.</p>
<b>Follow-up</b>	The Executive Director will ensure that reasonable attempts are made to contact all past learners three months and six months after they leave the program. He/she will review and analyze follow up information with a view to the evaluation of program outcomes and continuous program improvement.
<b>OTHER DUTIES AND RESPONSIBILITIES</b>	
<b>Board of Directors</b>	The Executive Director shall act as a direct liaison between the Board of Directors and program staff. He/she shall provide Board members with the information they need to make timely decisions. He/she shall implement those decisions as directed by the Board. The Executive Director shall be present at all regular Board meetings and at the Annual General Meeting.
<b>Financial</b>	The Executive director will ensure that all financial policies are followed. He/she has authority to spend within the budget limits set annually. He/she shall work with the Treasurer to ensure that all financial reports are submitted to the Board of Directors, MTCU, other funder and auditors as required.
<b>Fundraising</b>	The Executive Director shall be responsible for overseeing all fundraising activities and ensuring that they are carried out according to program policies. The Executive Director shall ensure that all fundraising activities include a promotional component and that all such activities are conducted in an appropriate and ethical manner.
<b>Information Management System</b>	The Executive Director ensures the accurate and timely collection and reporting of statistical information using the IMS. He/she further ensures that the IMS is kept up-to-date and that program staff are appropriately trained. The Executive

	Director also uses the full functionality of the IMS to analyze program activity and take appropriate action to respond to changing ideas.
<b>Literacy Community Planning</b>	The Executive Director will represent the Literacy Council in all matters pertaining to literacy community planning. He/she will ensure that Literacy Services Plans and Business Plans are submitted according to MTCU instructions. He/she will co-operate with the Executive Director and staff at the regional network in all areas of literacy community planning.
<b>Program Administration</b>	The Executive Director is responsible for ensuring the smooth and efficient overall operation and management of the Literacy Council. He/she shall ensure the timely and accurate submission of all reports, documents and other information required by funders and government ministries. He/she shall ensure that accurate records are maintained for all matters relating to the program administration.
<b>Program Evaluation</b>	The Executive Director will work with the Board of Directors to carry out program evaluations as required.
<b>Program Planning</b>	The Executive Director will work with the Board of Directors to strategically plan future directions. He/she will also work with the Board to ensure that plans are carried out.
<b>Staff</b>	The Executive Director shall be responsible for the hiring, supervision, discipline and termination of all program staff. He/she shall ensure that all programs staff receive appropriate orientation and ongoing professional development. He/she will ensure that performance evaluations are conducted at regular intervals. He/she will make recommendations regarding promotions and wage increases to the Board of Directors.
<b>Volunteer Management</b>	The Executive Director will ensure that fair and equitable volunteer management practices are in place and that all policies relating to volunteer management are followed. Further, the Executive Director will ensure that all learners and staff are aware of the value that volunteers bring to the organization.
<b>Other</b>	The Executive Director will be responsible for other duties as required by the Board of Directors, provided such duties fall within the reasonable parameters of the position and within program policies.

## INSTRUCTOR

(reprinted with permission of PTP Adult Learning and Employment Programs)

<b>JOB DESCRIPTION</b>	Instructors are responsible for lesson planning, materials preparation and classroom delivery of programs assigned to them. To ensure programs reflect participant needs and goals, instructors are required to deliver contextual programming and to report regularly on classroom activities and participant progress. Instructors may also facilitate groups in the TEAMWorks component of the program. Instructors are also expected to keep up with changes in the field of adult education, to integrate new programming initiatives into their lesson planning, and together with their colleagues, to maintain through development and innovation programming that achieves the highest standards in adult education practice.
<b>SUMMARY of DUTIES</b>	<ol style="list-style-type: none"> <li>1. delivering classes as assigned using lesson plans, discussions, printed materials, audio-visual presentations, field trips, hands-on projects</li> <li>2. preparing lesson plans and materials that reflect the program's contextual literacy programming</li> <li>3. assessing, tracking and reporting participant progress</li> <li>4. maintaining lesson plans and materials on site</li> <li>5. ensuring lesson plans and materials are prepared in advance</li> <li>6. completing reports and documenting activities as required</li> <li>7. providing student support on an individual basis as required</li> <li>8. creating a safe, friendly and engaging learning environment that fosters independent and group learning</li> <li>9. assisting students to develop employability skills</li> <li>10. preparing monthly reports on individual students when required</li> <li>11. attending meetings as required</li> <li>12. adhering to the organization's policies</li> <li>13. undertaking other tasks as assigned</li> <li>14. this position supervises volunteers on occasion</li> </ol>



<b>INSTRUCTOR</b> (Reprinted with permission of Kingston Literacy)	
<b>PURPOSE</b>	To provide an effective program that addresses the individual training plan goals for each learner in the small group program
<b>RESPONSIBILITIES</b>	<ol style="list-style-type: none"> <li>1. Reporting to the LBS Coordinator</li> <li>2. To deliver an effective learning program               <ul style="list-style-type: none"> <li>• work with each student to establish learning goals</li> <li>• develop and regularly update the training plan for the areas of teaching responsibility</li> <li>• plan and deliver programs that meet the needs of each individual in the group</li> <li>• identify and create resources that help the learner attain his/her goals</li> <li>• assist the student in tracking progress towards his/her goals</li> <li>• maintain records required by MTCU and Kingston Literacy</li> <li>• Keep the LBS coordinator informed of any issues or problems arising within the group</li> <li>• participate in the development of innovative and effective learning activities</li> </ul> </li> <li>3. To assist in the development and delivery of other services of Kingston Literacy               <ul style="list-style-type: none"> <li>• participate in the evaluation of our services and projects</li> <li>• assist with community outreach</li> <li>• attend staff meetings and professional development activities as required</li> </ul> </li> <li>4. To support the day-to-day operation of Kingston Literacy programs as required by activities such as:               <ul style="list-style-type: none"> <li>• contributing to a productive and congenial working atmosphere in the Community Learning Centre of Kingston</li> <li>• Supervising volunteers and project staff when required</li> </ul> </li> <li>5. To fulfill other duties as assigned.</li> </ol>

## TEACHER/COORDINATOR ONE-TO-ONE PROGRAM

(reprinted with permission of Kingston Literacy)

<b>PURPOSE</b>	To coordinate the delivery of the one-to-one program at the Community Learning Centre in Kingston and to provide the lead in the ordering of educational resources
<b>RESPONSIBILITIES</b>	<ol style="list-style-type: none"> <li>1. Support the tutoring services of Kingston Literacy <ul style="list-style-type: none"> <li>• Interview learners and assess their literacy needs</li> <li>• develop training plans and match students with appropriate tutors</li> <li>• develop learning demonstrations and learning activities to meet the needs of learners</li> <li>• teach individuals as required</li> <li>• maintain up-to-date student files and forms relating to the One-to-One program activities as required by MTCU</li> <li>• refer students to other programs when appropriate</li> <li>• coordinate the training of tutors</li> <li>• provide appropriate learning resources and notify other delivery staff of outstanding resources</li> <li>• support tutors in their work with students</li> <li>• carry out ongoing evaluation of the tutoring program at the Community Learning Centre Kingston</li> <li>• provide opportunities for volunteer and students to have input into service development</li> <li>• share in the coordination and development of volunteer and student recognition events</li> <li>• develop and maintain the learning resource areas</li> </ul> </li> <li>2. Assist in the development of services in support of the activities of Kingston Literacy <ul style="list-style-type: none"> <li>• participate in the evaluation of our services and projects</li> <li>• assist with community outreach--displays, publications, information sessions</li> <li>• provide information on the Adult Learning Network programs to the community</li> <li>• provide liaison with the Kingston Association of Volunteer Coordinators</li> <li>• attend staff meetings and professional development activities as required</li> </ul> </li> <li>3. Support the day-to-day operation of Kingston Literacy programs as required by activities such as: <ul style="list-style-type: none"> <li>• contributing to a productive and congenial working atmosphere in the Community Learning Centre Kingston</li> <li>• Supervising volunteers and project staff when required</li> </ul> </li> <li>4. Reports to the Executive Director</li> <li>5. Other duties as assigned</li> </ol>


## ONE-TO-ONE TUTOR COORDINATOR

(reprinted with kind permission of Quinte Literacy)

<b>SUMMARY</b>	<p>The One-to-One Programme provides free literacy training to adults in the community. The primary responsibility of the One-to-One Coordinator is to coordinate this programme. This will be accomplished by coordinating volunteers, learners and the curriculum in such a manner as to provide the most satisfying and efficient work environment for all persons involved. The second responsibility is to enhance public awareness in the community regarding the benefits of adult literacy.</p>
<b>QUALIFICATIONS</b>	<p>This is a professional position requiring a university degree in Social Sciences, Education or equivalent educational qualification, and/or a combination of appropriate work experience in human relations, education, or the business field; ability to work independently and cooperatively with fellow employees; possess good communication skills; bilingualism is an asset. The One-to-One Coordinator must be bondable.</p>
<b>DUTIES</b>	<p>The duties of the One-to-One Coordinator are as follows:</p> <ol style="list-style-type: none"> <li>1) Plan, direct, organize and control the management of the program, either directly or through delegation to qualified volunteers and support staff</li> <li>2) Accountable to the Executive Director and Board of Directors and/or a duly elected representative of the same</li> <li>3) Administer all operations and participate in setting and developing policy with the Executive Committee, where appropriate</li> <li>4) Confer with the Executive Director and the Board of Directors as needed. Maintain contact with the President, Executive committee or other committees of the Board where needed</li> <li>5) Prepare for consideration, with support documentation, matters for decision (i.e. funding proposals) by the Executive Director and Board of Directors for both long and short-term goals, and implement the Board's decisions as required or where appropriate</li> <li>6) Plan and prepare annual program budget for consideration of the Executive Director and the Board, or a committee thereof</li> <li>7) Ensure that budget planning processes are initiated prior to the start of the fiscal year</li> <li>8) Ensure financial and human resources are sufficient to reflect service and program priorities and expectations</li> <li>9) Ensure that budget planning processes are an integral part of the overall services planning process</li> <li>10) Schedule and supervise day to day program operations in all matters to do with learner relations</li> <li>11) Maintain operating and services standard by effective monitoring</li> <li>12) Initiate the development and implementation of new procedures</li> </ol>

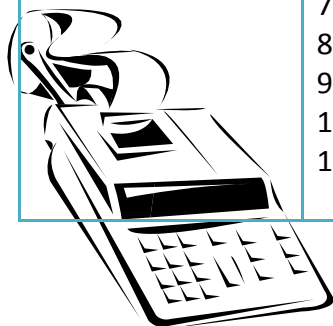
	<p>designed to expedite operations and reduce expenses</p> <p>13) Keep abreast of developments within other similar services and changes in the educational system and monitor the community, social changes, and legislation which may affect the program or its learners, and bring pertinent matters to the attention of the Board</p> <p>14) Assure continuing self-development through active participation in appropriate training programs and other means of self-improvement</p> <p>15) Ensure the continuity of the program by developing management competence and utilizing the specialized talents of subordinates, volunteers and learners</p> <p>16) Prepare and/or deliver presentations to publicize the program</p> <p>17) Maintain a good working relationship with other service/community groups and endeavour to achieve the support of the community as a whole</p> <p>18) Work directly with learners, as a service provider, with regard to assisting the learner to develop the ability to become empowered in the area of literacy</p> <p>19) Set-up and administer or cause to be administered a comprehensive Tutor Training Program</p>
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PROGRAM ASSISTANT	
<b>POSITION SUMMARY</b>	The Program Assistant is responsible for all clerical duties. She/he will help coordinate volunteers, learners and the curriculum in such a manner as to provide the most satisfying and efficient work environment for all persons involved. She/he will also enhance public awareness in the community regarding the benefits of adult literacy. She/he must be self-motivated and be able to work with minimal supervision.
<b>REQUIREMENTS</b>	<p>Must be patient, open-minded, flexible attitude</p> <p>Must be understanding of the student-centred approach to teaching and learning</p> <p>Must enforce confidentiality in all areas of work</p> <p>Must possess basic computer skills</p>
<b>REPORTING RELATIONSHIP</b>	The Program Assistant shall report to the Executive Director.
<b>RESPONSIBILITIES</b>	
<b>Clerical</b>	<ul style="list-style-type: none"> <li>• maintain office filing system</li> <li>• prepare reports, manuscripts, newsletters, etc. as required</li> <li>• Catalogue and update resource library and listings</li> <li>• Assist with maintenance of accurate records of volunteer and learner contact hours</li> <li>• Assist with completion of other forms, records, etc. as required</li> </ul>

	<ul style="list-style-type: none"> <li>• Photocopy and collate reports, learner assignments, etc.</li> </ul>
<b>Reception</b>	<ul style="list-style-type: none"> <li>• Answer telephone and take messages as appropriate</li> <li>• Greet visitors and direct them appropriately</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>• Assist with fundraising and public awareness activities as required</li> <li>• Assist with clerical functions (receipts, thank-you cards, etc.) as required</li> </ul>
<b>Community Awareness</b>	<ul style="list-style-type: none"> <li>• Ensure good public relations image is maintained</li> <li>• Maintain a good working relationship with other service/community groups and endeavour to achieve the support of the community as a whole</li> <li>• Prepare and/or deliver presentations to publicize the program</li> </ul>
<b>Student Activities</b>	<ul style="list-style-type: none"> <li>• Set goals and plan a learning program with the learner and ensure the learner is an active participant in the process</li> <li>• Find and prepare teaching materials that suits the student's ability, goals and interests</li> <li>• Tutor students and discuss their progress</li> <li>• Mark student assignments</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Ensure the accurate and timely collection and reporting of statistical information using the IMS. She/he further ensures that the IMS is kept up-to-date</li> <li>• Ensure that reasonable attempts are made to contact all past learners three months and six months after they leave the program. She/he will review and analyze follow up information with a view to the evaluation of program outcomes and continuous program improvement</li> <li>• assure continuing self-development through active participation in appropriate training programs and other means of self-improvement</li> <li>• Keep abreast of developments within other similar services and changes in the educational system which may affect the program or its learners</li> <li>• Other activities as requested by the Executive Director provided such duties fall within the reasonable parameters of the position</li> </ul>
<b>Working Conditions</b>	<p>All employees are assured of a working environment that is safe and free from bias, harassment and discrimination. All paid employees are governed by the current Personnel Policy as approved by the Board of Directors.</p> <div style="text-align: center;">  </div>

## BOOKKEEPER

<b>JOB DESCRIPTION</b>	To perform the financial record keeping duties of the organization as required including financial reporting to the Executive Director and Board of Directors.
<b>SUMMARY of DUTIES</b>	<ol style="list-style-type: none"> <li>1) The bookkeeper must understand current tax legislation as it applies to non-profit organizations</li> <li>2) Set up accounting system on the computer and organize and maintain a backup system for same</li> <li>3) Set up and maintain separate projects statements and records</li> <li>4) Maintain and update all ledgers and financial records and process all receivables and payables on a timely basis</li> <li>5) Prepare all remittances for auditor, government and funders</li> <li>6) Prepare monthly bank reconciliations</li> <li>7) Prepare all monthly financial reports as required</li> <li>8) Prepare all yearly financial reports as required</li> <li>9) Report to the Executive Director and Board of Directors as required</li> <li>10) Prepare materials for annual audit and budget preparations</li> <li>10) Undertake other duties as required.</li> </ol>



## Sample Volunteer Job Descriptions

VOLUNTEER FUNDRAISER COORDINATOR	
<b>PURPOSE</b>	To plan, organize and oversee all fundraisings events for the organization
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>• will plan fundraising events for the benefit of the literacy agency in cooperation with the Executive Director.</li> <li>• will present a logistics plan of each event prior to the event</li> <li>• will set budgets and fundraising targets in liaison with the Board of Directors</li> <li>• all events will be organized within legal limitations (i.e. lottery licenses, fire regulations, etc.)</li> <li>• will coordinate volunteers / venues / supplier as required</li> <li>• will present themselves professionally to the public/donors as they are the face of the organization</li> <li>• will prepare a final report upon completion of an event</li> <li>• time commitment is approximately 15 hours per month</li> </ul>

VOLUNTEER SPECIAL EVENT COORDINATOR	
<b>PURPOSE</b>	To plan, organize and oversee all social events for the organization
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>• will plan all social events for the benefit of the literacy agency in cooperation with the Executive Director. Will present a logistics plan of each event prior to the event to the Executive Director. Events will not exceed 3-5 events per year</li> <li>• will specifically include events such as the annual Christmas party, annual general meeting and annual book fair</li> <li>• will set budgets in liaison with the Executive Director</li> <li>• all events will be organized within legal limitations (i.e. lottery licenses, fire regulations, etc.)</li> <li>• will coordinate volunteers / venues / suppliers as required and within budget limits</li> <li>• will present themselves professionally to the public/donors as they are the face of the organization</li> <li>• will prepare a final report upon completion of an event</li> <li>• time commitment is approximately 15 hours per month</li> </ul>

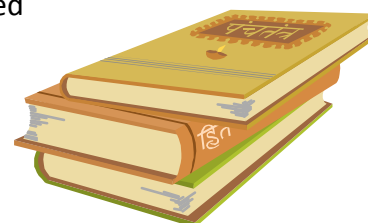
VOLUNTEER PROGRAM ASSISTANT	
<b>PURPOSE</b>	To assist with the duties of the administration of the literacy agency
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>• answer phones and greet walk-in customers with professionalism and courtesy</li> <li>• assist with the clerical duties as requested including making copies, entering data, preparing mailings, running errands, responding to inquiries and helping with other projects that will vary from day to day.</li> <li>• assist with daily maintenance of the office</li> <li>• maintain confidentiality of all client and staff information and records</li> <li>• other duties as required</li> </ul>



VOLUNTEER BOARD TREASURER	
<b>SUMMARY of DUTIES</b>	<p>The treasurer will ensure that all funds and securities are properly managed and that all financial management and reporting obligations set out in the Corporations Act and legal agreements with the government are fulfilled. He/she will:</p> <ul style="list-style-type: none"> <li>• conduct a monthly review of the financial statements</li> <li>• present the monthly(quarterly) financial statements to the Finance Committee and the Board of Directors</li> <li>• Present the annual audited statements to the members of the organization</li> <li>• Assist staff with budget preparation as required</li> <li>• Assist with developing and monitoring financial policies and procedures</li> <li>• Convene/chair meetings of the Finance Committee</li> <li>• Acts as a signing authority</li> </ul>



<b>VOLUNTEER TUTOR</b> (in one-to-one or small group situations) (Reprinted with kind permission of Kingston Literacy)	
<b>PURPOSE</b>	To tutor an adult learner or a small group of learners in reading, writing, and in some cases, basic math.
<b>JOB DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• set goals and plan a learning program with the student</li> <li>• find and prepare teaching material that suits the student's ability, goals and interests</li> <li>• tutor the student once a week at the Centre (in subjects that may include reading, writing, math, computer skills and life skill)</li> <li>• maintain a positive, warm attitude that encourages the student to learn</li> <li>• inform staff at the Centre about changes in meeting times complete weekly tutor reports</li> <li>• discuss the student's progress with the tutor coordinator; discuss problems/issues when they arise</li> <li>• attend various in-service workshops and tutor discussion groups</li> <li>• keep a record of volunteer hours with the Centre</li> <li>• reports to Tutor Coordinator (who matches new tutors and students and provides ongoing)</li> </ul>
<b>REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• patient, open-minded, flexible attitude</li> <li>• willingness to try new and creative ways of teaching</li> <li>• understanding student-centred approach to teaching and learning</li> <li>• good verbal skills; good listening skills</li> <li>• ability to work independently and provide support to student</li> <li>• good basic skills in reading, writing and/or basic math</li> <li>• ability to be on time for weekly appointments</li> <li>• respect for confidentiality</li> <li>• basic computer skills are helpful but not absolutely necessary</li> <li>• completion of tutor training (some tutors may begin tutoring before tutor training is finished depending on their experience, at the discretion of staff)</li> </ul>
<b>TIME REQUIRED</b>	<ul style="list-style-type: none"> <li>• two hours of tutoring per week</li> <li>• planning and preparation: 1/2 hour to one hour per week</li> <li>• long range: one year commitment preferred (minimum of eight months)</li> <li>• 12 hours of basic tutor training; 4-6 hours or workshops after tutoring begins</li> </ul>



<b>BOARD OF DIRECTORS CHAIRPERSON</b> (reprinted with kind permission of Core Literacy Centre, Waterloo Region, Inc.)	
<b>GOAL</b>	The Chairperson of the Board of Directors is responsible for providing leadership to the board and ensuring that the board adheres to its Constitution and By-Laws
<b>DUTIES and ACTIVITIES</b>	<p>In addition to the duties and activities of a general board member, the Chairperson will:</p> <ul style="list-style-type: none"> <li>• chair all board of Directors and Executive Committee meetings, as well as all meetings of the membership</li> <li>• play a key leadership role in the organization</li> <li>• develop, with input from the Executive Director and board members, the agenda for each Board and Executive committee meeting</li> <li>• ensure that all orders and resolutions of the Board of Directors are carried into effect</li> <li>• prepare and present a report on the activities and achievements of Core Literacy for the past year to the members at the annual meeting</li> <li>• act as a signing officer for the organization</li> <li>• play a lead role in supporting fundraising activities</li> <li>• promote the organization in the community and media as an advocate and spokesperson</li> <li>• orient the new Chairperson of the Board of Directors</li> <li>• provide a link between the board and the Executive Director</li> <li>• evaluate the work of the Executive Director in conjunction with the Chair of the Human Resources Committee</li> </ul>
<b>TIME COMMITMENT</b>	The Chairperson of the Board of Directors is elected by the Board of Directors. The Chairperson may serve up to three consecutive one-year terms in this position. The monthly commitment is approximately 5 hours in addition to the commitment of a general board member.
<b>QUALIFICATIONS</b>	The Chairperson of the Board of Directors must have strong leadership and facilitation skills.



## VOLUNTEER BOARD SECRETARY

<b>SUMMARY of DUTIES</b>	<ul style="list-style-type: none"> <li>• The Secretary ensures that minutes of meetings are recorded, signed and secured as required by law</li> <li>• The Secretary is responsible for ensuring that appropriate notices and information returns required to maintain corporate status are submitted as required</li> <li>• Draft minutes are taken by staff and reviewed by the secretary</li> <li>• The Secretary participates in online planning meetings with the Chair, the Co-Executive Directors and whenever possible the other members of the Executive Committee prior to board meetings</li> <li>• Acts as a signing authority of the corporation as required</li> </ul>
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## VOLUNTEER BOARD MEMBER JOB DESCRIPTION

<b>What is the function of the Board of Directors</b>	It is the board that is ultimately responsible for making sure that the organization fulfills its mission.
<b>What are the responsibilities</b>	<ul style="list-style-type: none"> <li>• Understand mission and mandate</li> <li>• Set policy for the organization</li> <li>• Ensure that effective organizational planning takes place</li> <li>• Ensure that funds are properly managed</li> <li>• Know the board’s legal obligations and ensure they are followed</li> </ul>
<b>What are the expectations</b>	<ul style="list-style-type: none"> <li>• Be familiar with the by-laws, policies, and business plan</li> <li>• Be able to attend board meetings each year (locations to be determined annually)</li> <li>• Access to internet and e-mail for communication purposes</li> <li>• Participate in one or more committees and possibly chair one</li> <li>• Prepare for meetings by reading background material</li> </ul>
<b>What is the time commitment</b>	<ul style="list-style-type: none"> <li>• Most board members serve a pre-set term as outlined in the bylaws</li> <li>• The time commitment for a board member will vary according to the roles and a, steering groups, advisory committees, etc. that he/she joins. A minimum commitment of eight hours per month can be expected</li> </ul>

## What are the Legal Responsibilities of a Board?

Under the well-established principles of non-profit corporation law, a Board member must meet certain standards of conduct and attention in carrying out his or her responsibilities. There are many online sources of non-profit law in Ontario that provide overviews of board governance. For more information about the legal responsibilities of a board please visit:

Imagine Canada Non-profit Library - <http://www.library.imaginecanada.ca>

### ***DUTY of CARE***

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinary prudent person would exercise in a like position and under similar circumstances". This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as steward of the organization.

### ***DUTY of LOYALTY***

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interest of the organization.

### ***DUTY of OBEDIENCE***

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rules lies in the public's trust that the organization will manage donated funds to fulfill the mission of the organization.

