

MANAGING THE OPERATIONS

The Office Manager's Areas of Responsibility

Whether a non-profit operates in a physical office, or informally out of the homes of volunteers, it must still ensure that its day-to-day administration and operations organization can be carried out with no disruptions or delays. It must also ensure this is done so in accordance with all laws, by-laws, policies, and procedures that impact the organization. This template assumes there is an Office Manager only, but some higher level tasks may be done by an ED or the Board, depending on availability of resources.

There are **five** major areas of administrative responsibility when managing day-to-day operations (which, again, may differ depending on the size and/or structure of the organization):

- 1) General Office Administration
- 2) Staff and Volunteers
- 3) Finances
- 4) Facilities and Operation
- 5) Setting up the Organization's Operational Systems (in the case of a new society).

There are many tasks and activities in each of these areas that, at the discretion of the leadership, can be delegated to other staff or volunteers as appropriate; **however the Office Manager maintains responsibility for overseeing and reporting on all delegated activities.**

(NOTE: Other duties may be assigned - for example marketing/communications, bookkeeping, as the organization sees fit)

Managing General Office Administration Office Manager responsibilities	Can be delegated?	How to Delegate?
Ensure all staff and volunteers follow administrative policies and procedures in carrying out their work	No	
Review and update administrative policies as required	No	
Manage organization membership function: process applications and renewals, track membership status, send out information as required	Yes	Admin Assistant or volunteer
Ensure all filing is done correctly, kept up-to-date, and electronic files are backed up regularly	Yes	Admin Assistant or volunteer
Update website content as required	Yes	Admin Assistant or volunteer
Ensure staff/volunteer coverage for all hours office is open to the public	No	
Reply to general inquiries/complaints and direct to appropriate program or service	Yes	Admin Assistant or volunteer
Receive and process all written correspondence and reply if necessary	Yes	Admin Assistant or volunteer
Optional: maintain pamphlet or information racks as required	Yes	Admin Assistant or volunteer
Optional: Manage resource library (lending process, purchase/disposal of items)	Yes	Admin Assistant or volunteer
Optional: Manage booking and use of meeting rooms and/or public access computers	Yes	Admin Assistant or volunteer

When discussing what duties to delegate to the Office Manager, it is helpful to for the Board and/or ED to keep the following questions in mind:

What type of Board do we have? How big is our budget? How simple or complex will our system need be? What special skills does the Office Manager have? What other people resources do we have? ED/staff/other volunteers to help? What are their skill sets? Is there enough work to create new positions, such as volunteer coordinator, or marketing and communications?

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Managing Staff and Volunteers Office Manager Responsibilities (see note below)	Can be delegated?	How to Delegate?
Create, update and dispose of employee HR files as required	No	
Review timesheets and submit for payroll; submit T-4 information	Yes	Paid bookkeeper
Manage requests for and scheduling of holidays and other leave as required	No	
Track employee hours of leave allowed and hours taken	No	
Track volunteer hours contributed	Yes	Volunteer coordinator
Ensure new staff and volunteers are oriented and trained properly	Yes	ED or Board may delegate
Ensure hazard-free workplace; document any injuries that may occur	No	
Process employee travel or expense claims as required	Yes	Admin Assistant or volunteer
Note: Hiring, Firing, Monitoring and Evaluation of employees and volunteers – may or may not be delegated to the Office Manager, based on who the staff or volunteers report to.		

Managing Finances Office Manager Responsibilities	Can be delegated?	How to Delegate?
Manage and report on an administrative budget as delegated	No	
Ensure all vendors are paid in a timely manner	Yes	Admin Assistant or volunteer
Ensure payroll and all payroll deductions are paid in a timely manner	Yes	Bookkeeper/Treasurer
Make deposits of revenue received as required	Yes	Admin Assistant or volunteer
Sign cheques as required, and/or ensure Treasurer signs	No	
Reconcile monthly bank and visa statements; check for discrepancies	Yes	Admin Assistant or volunteer
Reconcile petty cash	Yes	Admin Assistant or volunteer
Issue charitable receipts and track donations	Yes	Admin Assistant or volunteer
Ensure details of ALL financial transactions occurring in each month are coded properly, recorded, and back up documentation is kept	Yes	Paid bookkeeper
Prepare monthly income statement and balance sheet	Yes	Paid bookkeeper
File all original receipts, reports, etc	Yes	Admin Assistant or volunteer
Keep Societies and Charitable status up to date	Yes	Bookkeeper or Treasurer
Provide financial reports to general membership when requested - as per Societies By-laws	Yes	Bookkeeper or Treasurer

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Managing Facilities and Operations Office Manager responsibilities	Can be delegated?	How to Delegate?
Ensure cleanliness of all common areas: kitchen, bathrooms, meeting rooms, reception area, etc is maintained	All of these duties can be delegated to other staff or volunteers. However, the Office Manager coordinates, and is ultimately accountable for, their completion	
Ensure All furniture and office equipment is in good repair; arranging for purchase and or maintenance as required		
Ensures outside premises allows unobstructed access to the building - maintenance and repairs of yard and sidewalks as required		
Ensure phone, fax lines, email, and internet connections remain in service		
Ensure internal computer networks/shared drives are maintained, and all staff and volunteers can access as needed		
Ensure electricity, heat, and water flow is uninterrupted		
Keep master copies of all keys and access codes; manage use of these by all other staff and volunteers		
Ensure any ongoing rental agreements (premises, equipment, etc)continue uninterrupted (may also negotiate agreements if requested)		
Ensures stock of all office, cleaning, and other supplies is available and replenished as required		
Ensure all outdoor and indoor signage is in good repair		

Setting Up Operational Systems (new society only) Office Manager Responsibilities	Can be delegated?	How to Delegate?
Develop and implement administrative policies and procedures for all areas of responsibility (see NOTE below)	No	
Develop all administrative forms as required (time sheets, leave request forms, supplies inventory/ordering etc)	No	
ID and purchase of required furniture/equipment/supplies	All of these duties can be delegated to other staff or volunteers. However, the Office Manager coordinates, and is ultimately accountable for, their completion	
Set up of work stations, public areas, etc		
Set up of computer networks, phone, and fax line		
Set up of hard copy and e-copy general filing systems		
Development of Office stationery and business cards as required		
<p>NOTE: For an excellent guide detailing policy areas to cover, and providing examples, consider investing in 'Model Policies and Procedures for Not-For-Profit Organizations' by Edward J. McMillan, CPA, CAE (2003), available through John Wiley and Sons Publishing</p>		