

# **Mission Africa**

## ***Financial Policies and Procedures***



**Mission Africa (MA) is committed to responsible financial management. The Board of Directors, Administrators and staff work together to ensure all financial matters are addressed with care, integrity and in the best interest of the organization.**

These policy and procedural guidelines are designed to:

1. Protect the assets of Mission Africa.
2. Ensure the maintenance of accurate records of Mission Africa's financial activities.
3. Provide a framework of operating standards and behavioral expectations; and
4. Ensure compliance with federal, state, and local legal reporting requirements.

The Executive Director of Mission Africa is responsible for administering these policies and ensuring compliance with procedures that have been approved by the Board of Trustees. Exceptions to written policies may only be made with the prior approval of the Finance Committee. Changes or amendments to these policies may be approved by the Board of Trustees at any time. A complete review of these policies shall be conducted every two years.

**Adopted by the Board of Trustees: May 6, 2021**

# MISSION AFRICA - FINANCIAL POLICIES & PROCEDURES

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## **1. GENERAL PURPOSE**

The purpose of this Financial Management policy is to establish guidelines for the Board of Trustees (“the Board”) and Mission Africa staff about standards and procedures to be applied when developing financial goals and objectives, making financial decisions, and reporting the financial status of the organization. In addition, these policies will provide guidelines to allow for an effective management of the organization’s funds. Mission Africa is a 501(c) 3 nonprofit organization with the mission of empowering families in Washington State and villages in Africa through education, healthcare, and poverty alleviation.

## **2. FINANCIAL STATEMENTS**

Mission Africa’s financial statements shall be prepared on the accrual basis in accordance with Generally Accepted Accounting Principles (“GAAP”), and in accordance with standards of accounting and reporting established for non-profit organizations.

## **3. PRESENTATION OF FINANCIAL STATEMENTS**

The presentation of the Financial Statements shall follow the recommendation of the Financial Accounting Standards No. 117, “Financial Statements of Not-For-Profit Organizations” (SFAS No. 117).

## **4. FINANCIAL RESPONSIBILITIES & OPERATIONS**

The Board oversees the general financial administration of Mission Africa and relies on the Executive Director and Business Manager for the day-to-day operations and financial decisions. The Board delegates this oversight responsibility to the Finance Committee. This responsibility is shared through delegation with the Executive Director, who with the assistance of his/her staff, is responsible for preparing financial reports for the board officers and outside agencies.

The Executive Director oversees the following: Budget  
Administration.

Risk Management Accounting

Operations Personnel

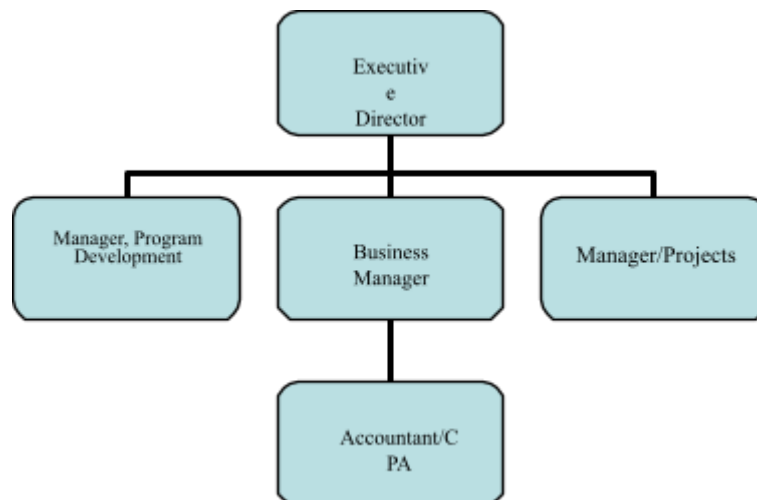
Accounts Payable Fixed Assets

Tax Reporting  
Financial Statement Preparation  
External Reporting of Financial Information Bank  
Reconciliations  
Reconciliation of Sub-Ledgers  
Compliance & Government Reporting  
Audits  
Contracts Insurance

Financial Reporting/General Accounting/Auditing

The Board of Trustees formulates financial policies, and delegate administration of such policies to the Finance Committee and Executive Director for implementation but reviews operations and activities on a periodic basis.

### Organization Chart



### 5. THE FINANCE COMMITTEE

The Finance Committee is responsible for the oversight and coordination of the following:

- Annual budget presentation for Board approval
- Presentation of periodic financial statements
- Management of investments
- Selection of the outside auditors
- Annual financial report
- Internal controls
- Financial policies

The Board Treasurer of Mission Africa shall serve as the Chair of the Finance Committee. The Finance Committee is staffed by the Business Manager and other staff as assigned. The long-term financial objectives of Mission Africa are reviewed and approved by the Finance Committee following the recommendations of the Executive Director and the assigned staff.

### **Roles and responsibilities for Finance Head vs. Executive Director vs. Board Committee**

The general and daily financial management and reporting of Mission Africa are implemented by the Executive Director and the Business Manager. Mission Africa's Executive Director acts as the primary fiscal agent, implementing all financial policies and procedures. The assigned Business Manager recommends expenditures and revenue objectives for Mission Africa in accordance with the Board-approved long-term plans and develops and maintains the annual budget in cooperation with the management team and other Board committees.

## **6. ACCOUNTING AND RECORD-KEEPING**

### **General Ledger and Chart of Accounts**

#### **Introduction**

The general ledger is defined as a group of accounts that supports the information shown in the major financial statements. The general ledger is used to accumulate all financial transactions of Mission Africa and is supported by subsidiary ledgers that provide details for certain accounts in the general ledger. The general ledger is the foundation for the accumulation of financial data and reports.

Mission Africa currently outsources its accounting functions to an external Accountant and relies on the firm for the recording of accounting transactions and financial reporting in accordance with generally accepted accounting principles and procedures for Nonprofits. The Accountant uses Intuit QuickBooks as the accounting system for maintaining the organization's books.

#### **Policy**

Mission Africa has established a chart of accounts to accumulate all financial transactions of the organization. The chart of accounts includes fund/account codes for general ledger activity and organization/account codes for subsidiary ledger entries.

#### **Chart of Accounts**

The chart of accounts is the framework for the general ledger system, and therefore the basis for MA's accounting system. The chart of accounts consists of account titles and account numbers assigned to the titles. General ledger accounts are used to accumulate transactions and the impact of these transactions on each asset, liability, net asset, revenue, expense and gain and loss.

Mission Africa's chart of accounts is comprised of six types of accounts:

1. Assets
2. Liabilities
3. Net Assets
4. Revenues
5. Expenses
6. Gains and Losses

### **Distribution of Chart of Accounts**

All MA employees involved with account coding responsibilities or budgetary responsibilities will be issued a current chart of accounts. On a monthly basis, as the chart of accounts is revised, an updated copy is distributed to these individuals by the Accountant.

### **Control of Chart of Accounts**

MA's chart of accounts is monitored and maintained by the Accountant. Responsibilities include the handling of all account maintenance, such as additions and deletions. Any additions or deletions of accounts should be approved by the Finance Committee or Executive Director.

## **7. FISCAL YEAR OF ORGANIZATION**

Mission Africa's fiscal year begins January 1st and ends December 31st. Any changes to the fiscal year of the organization must be ratified by majority votes of MA's Board of Trustees.

The Executive Director, with the oversight of the Finance Committee, shall have the direct responsibility for the accuracy of MA's accounting records.

The Executive Director is responsible for the preparation of the Chart of Accounts, Reporting Formats, Accounts Payable Processing, Payroll processing, Cash Receipts input, and provides relevant documentation to the Accountant for input into the General Ledger. The Executive Director is also responsible for the annual filing of Form 1099, Form 5500, and Form 990, as applicable and when due.

## **8. LEASES AND OTHER CONTRACTUAL AGREEMENTS**

Leases and other contractual agreements are negotiated and executed by the Executive Director.

All leases approved by the Executive Director are subsequently presented to the Finance Committee for ratification through the budgeting process. The following rules also apply:

- Leases will correspond to the fiscal year whenever possible.
- Copies of all leases will be maintained in the Executive Director's office.
- The Executive Director is authorized to develop and enter into contractual agreements with vendors, bankers, and third parties for the purpose of MA's general operations.
- The Finance Committee shall review such agreements and make recommendations when necessary.

## **9. NOTES, LOANS, ETC.**

All notes, loans, and other indebtedness to be contracted in the name of the Mission Africa (except open accounts and all other routine banking transactions), shall require the signatures of the Chair of the Board, or the Treasurer of the Board and the signature of the Executive Director, unless otherwise specified by the Board or established in the current management policies and procedures.

#### **10. REVENUE GOALS AND REPORTS**

The responsibility for reaching Mission Africa's budgeted revenue goals on a yearly basis is shared by the Executive Director and the Board of Trustees. The Executive Director, in conjunction with the Manger of Development & Membership, the Program Manager, and the Business Manager, develops and proposes revenue goals and submits them to the appropriate Committees for review and recommendations prior to submitting them to the Board for discussion, and eventual development and approval of the annual budget.

With the assistance of the Business Manager, the Program Development Manager prepares a report on the financial status of fundraising activities for each Development Committee meeting and on the financial status of membership activities for each Membership Committee meeting. Similarly, the Program Manager prepares a report on the financial status and activities of program activities for each applicable Committee.

The Finance Committee reviews monthly revenues and expenditures and if necessary, makes recommendations to the Board and the Executive Director.

The Finance Committee and Executive Director shall continuously plan for the long- term financial stability of the organization in accordance with the long-term plans which will be reviewed periodically and adjusted when necessary.

The Finance Committee shall use due diligence in overseeing the investments of Mission Africa's funds, by establishing and monitoring an investment strategy that gives proper recognition to risk and return.

#### **11. BUDGETING PROCESS**

The Executive Director, the Business Manager, and the Treasurer shall be responsible for presenting to the Finance Committee and other Board Committees an annual operating budget draft sixty (60) days prior to the end of the fiscal year and a proposed budget thirty (30) days prior to its submission to the Board of Directors.

The Executive Director and the Business Manager in conjunction with the management team will coordinate the internal preparation of the budget draft, which will be then presented to the appropriate committees for review. Each staff member shall solicit budget requests and recommendations from the various Board committees for which they are liaison. The Executive Director and the Business Manager shall consider these recommendations when creating the annual budget. The Finance Committee shall review and approve the recommended budget revenues and expenditures for the fiscal year budget and submit the final budget for approval to the Board.

#### **12. EVENT BUDGETS**



All the Mission Africa special events shall require the preparation of a budget. An event budget shall be prepared by the Staff member(s) responsible for the event and submitted to the Business Manager prior to the implementation of the event. Event expenditure advances will be provided upon the approval of the event budget. The Annual Conference Budget will be developed by the Executive Director, Business Manager and other committees or staff members as requested.

### **13. AUDIT**

Mission Africa will have an audit of its financial statements completed by a firm of Independent Certified Public Accountants. the fiscal audited year shall be January 1 through December 31 of each year.

Under existing rules, a Single Audit must be performed following the requirements of the Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) if a nonfederal entity expends \$750,000 or more of federal awards, including loans. In addition to federal Single Audits, some states and local jurisdictions may have their own requirements, which could trigger an audit for as little as \$100,000 in federal and state fund expenditures. The Executive Director and the Business Manager shall have direct responsibility in overseeing the implementation of the Annual Financial Audit.

The Executive Director and the Business Manager shall recommend to the Finance Committee for approval the selection of a firm to perform the annual audit. In addition, the Chair of the Finance Committee and the Finance Committee shall assist when necessary in the audit preparation and report the results to the Board. A representative of the audit firm shall be invited to attend the annual presentation to the Finance Committee and shall be required to make a presentation to the Board if the audit report is other than unqualified, or if the auditor's report material weaknesses in internal controls or reportable conditions.

### **14. INTERNAL FINANCIAL STATEMENTS**

**The Business Manager shall prepare and present Monthly Financial Statements in a format approved by the Finance Committee. The Financial Statements shall include information about all MA's funds and cash position as of the end of each month and quarter.** The Financial Statements will be submitted by the Business Manager to the Executive Director, and by the Executive Director to the Treasurer monthly by the 15th of the month, for the preceding month. The Financial Statements shall also be submitted to the Board on a quarterly basis, 30 days before the close of the quarter, or as directed by the Chair of the Board of Trustees.

The Business Manager shall also prepare Monthly reports for the Program Administrator and Director of Development and Membership, including a P & L statement for reviewing the accuracy and propriety of revenue and expense transactions made to the Mission Africa accounts for which they have responsibility. These reports shall show monthly and year-to-date revenues, expenditures, and net revenues by account. Additionally, they present the original annual budget and revised budgets for these accounts.

## **15. INCOME PROCEDURES**

All contributions shall be recorded in accordance with GAAP, with specific attention to standards FASB 116 and 117 and/or subsequent standards. Contributions are recorded as pledged or received in accordance with FASB 116, and must be credited to the appropriate revenue lines as presented in the annual budget and coded with the appropriate account number as designated in MA's Chart of Accounts.

All checks received by the MA's shall be recorded and deposited with due diligence in the appropriate accounts by the assigned staff.

Cash and checks exceeding One Thousand Dollars (\$1,000) shall be subject of dual control executed by the receiver and the assigned staff for finance or any two (2) other authorized staff members.

## **16. REVENUE**

### **Revenue Recognition Policies**

Mission Africa receives revenue from several revenue streams or purposes, which are recognized and categorized on the financial statements.

### **Definitions**

The following definitions shall apply with respect to the policies described in this section:

### **Contribution – *Corporate Governance and Donations Policy***

Mission Africa will not accept any donations, membership fees or contributions with any formal or informal restrictions, limitations or covenants placed on their use or upon the policies and programs of Mission Africa. All monetary and in-kind support will be used exclusively to support the mission of Mission Africa. Acceptance of a donation by Mission Africa establishes no responsibility or relationship to the donor except for financial disclosure requirements, including IRS reporting. Donors are not permitted to utilize the Mission Africa's name or logo without permission. All potential donors will be informed of this policy prior to their donation.

**Promise to Give** – A written or oral agreement to contribute cash or other assets to Mission Africa.

### **Distinguishing Contributions from Exchange Transactions**

Mission Africa receives income in the form of contributions, revenue from exchange transactions, and income from activities with characteristics of both contributions and exchange transactions. MA considers the following criteria, and any other relevant factors, in determining whether income will be accounted for as contribution income, exchange transaction revenue, or both:

1. Mission Africa's intent in soliciting the asset, as stated in the accompanying materials.
2. The expressed intent of the entity or person providing resources to MA (i.e., does the

resource provider state its intent is to support MA's programs or that it anticipates specified benefits in exchange).

3. Whether the method of delivery of the asset is specified by the resource provider (exchange transactions) or is at the discretion of MA (contribution).

4. Whether payment received by MA is determined by the resource provider (contribution) or is equal to the value of the assets/services provided by MA, or the cost of those assets plus a markup (exchange transaction);

5. Whether there are provisions for penalties (due to nonperformance) beyond the amount of payment (exchange transaction) or whether penalties are limited to the delivery of assets already produced and return of unspent funds (contribution); and

6. Whether assets are to be delivered by MA to individuals or organizations other than the resource provider (contribution) or whether they are delivered directly to the resource provider or to individuals or organizations closely connected to the resource provider.

### **Accounting for Contributions**

Mission Africa recognizes contribution income in the period in which MA receives unrestricted assets in nonreciprocal transfers, or unconditional promises of future nonreciprocal asset transfers.

Unconditional promises to give shall be recorded as assets and increases in temporarily restricted net assets (contribution income) of MA in the period that MA receives evidence that a promise to support the organization has been made. Unconditional promises to give that are to be collected within one year shall be recorded at their face value, less any reserve for uncollectible promises, as estimated by management.

Unconditional promises to give that are collectible over time periods more than one year shall be recorded at their discounted net present value. Accretion of discount on such promises to give shall be recorded as contribution income in each period leading up to the due date of the promise to give. The interest rate that shall be used in calculating net present values of unconditional promises to give is the risk-free rate of return, compiled based on an average of rates applicable to the current year.

When support in the form of volunteer labor is received, Mission Africa shall record contribution income and assets or expenses, if one of the following two criteria is met:

1. The contributed service creates or enhances a non-financial asset (such as a building or equipment), or
2. The contributed service possesses all three of the following characteristics:
  - a. It is the type of service that would typically need to be purchased by MA, if it had not been contributed,
  - b. It requires specialized skills (i.e., formal training in a trade or profession), and
  - c. It is provided by an individual possessing those specialized skills.

Contributed services that meet either one of the two preceding criteria shall be recorded at the fair market value of the service rendered.

Contributions of non-cash assets (artifacts, food, clothing, etc.) shall be recorded at fair market value as of the date of the gift. The value assigned to such non-cash assets shall be determined

by MA's Business Manager. Values provided by donors shall be considered in establishing these valuations, however, the final value used for accounting purposes shall be the value determined by MA. Further, it is the policy of MA not to certify any valuation of non-cash assets provided by donors. If necessary, a third-party professional evaluator may be called upon by the Executive Director to establish a valuation.

## **Receipts and Disclosures**

Mission Africa and its donors are subject to certain disclosure and reporting requirements imposed under the Internal Revenue Code and the underlying Regulations. To comply with those rules, MA shall adhere to the following guidelines with respect to contributions received by the organization.

For any separate contribution received by MA, it shall provide a receipt to the donor. The receipt shall be prepared by the Business Office. All receipts prepared by MA shall include the following information:

1. The amount of cash received and/or a description of any non-cash property received.
2. A statement of whether Mission Africa provided any goods or services to the donor in consideration, in whole or in part, for any of the cash or property received from the donor, and
3. If any goods or services were provided to the donor by MA, a description and good faith estimate of the value of those goods or services.

## **Disclosures of Promises to Give**

As stated earlier, MA shall record an asset and an increase in net assets for unconditional promises to give. In addition, in connection with its annual financial statements, MA shall prepare a schedule of unconditional promises to give that discloses the annual amounts to be collected in each of the next five years, and a total amount due thereafter, less the amount representing interest because of discounting long-term promises to give to net present value.

In connection with conditional promises to give, which shall not be recorded on the financial statements, MA shall nonetheless prepare a similar schedule of future payments for disclosure in the organization's annual financial statements.

## **Gift Acceptance Policy**

Mission Africa may accept charitable contributions of all types of assets from any type of donor, with the following exceptions:

1. Contributions of non-liquid assets or assets possessing legal or other characteristics rendering the asset difficult to sell or convert to liquid assets, as determined by the Executive Director and the Business Manager.
2. Contributions with donor-imposed restrictions that provide excessive control to the donor over future uses of the donated asset(s), as determined by the Executive Director.
3. Contributions with donor-imposed restrictions that violate or involve uses that go beyond MA's current mission statement and tax-exempt purposes, as determined by the Executive Director; and
4. Contributions from donors involved in businesses or activities that are deemed inconsistent with Mission Africa's mission.

## **FINANCIAL OPERATION PROCEDURES**

### **1. INTERNAL CONTROL STRUCTURE**

The Executive Director and the Business Manager will have the primary responsibility of executing all financial matters. All members of the fiscal management team will work together to make certain that all financial matters of the organization are addressed with care, integrity, and in the best interests of the organization.

The Executive Director is responsible for administering adopted policies and ensuring compliance with procedures that have been approved by the Board of Directors. Exceptions to written policies may only be made with the prior approval of the Finance Committee. Changes or amendments to these policies shall be conducted by the Finance Committee and approved by the Board at least once a year.

Any violation of these policies and procedures is cause for termination or removal and, depending upon the nature of the infraction, civil and/or criminal prosecution.

#### **Internal Control Procedures**

Mission Africa has adopted several internal financial controls. These procedures are set up to strengthen MA's internal control structure to safeguard the organization's assets. The internal financial controls consist of the following:

***Segregation of Duties:*** A hierarchical structure of authority and responsibility has been developed at Mission Africa. Tasks are divided and allocated to guard against one individual having the ability to make an accounting error (either knowingly or unknowingly). This protects the organization from any potential fraud or misappropriation of funds. In situations where there are an insufficient number of employees to achieve this because of budget constraints, a compensating control has been created at the organization.

***Restricted Access:*** Physical access to valuable and moveable assets is restricted to authorized personnel.

***Document Control:*** To ensure that all documents are captured by the accounting system, all documents must be initialed and dated when recorded and then filed appropriately.

***Records Retention:*** To provide an accurate and auditable record of all financial transactions, the organization's books, records, and accounts are maintained in conformity with generally accepted accounting principles. Records will be maintained for the periods sufficient to satisfy IRS regulations and other legal needs as may be determined. Record retention requirements are reviewed annually with legal counsel and independent auditors to determine any necessary changes.

***Processing Controls:*** These are designed to identify any errors *before* they are posted to the general ledger. Common processing controls are the following: (1) Source document matching; (2) Clerical accuracy of documents; and (3) General ledger account code checking.

**Reconciliation Controls:** These are designed to identify any errors *after* transactions have been posted and the general ledger has been run. The process involves reconciling selected general ledger control accounts to subsidiary ledgers. Reconciliation is completed by the Business Manager and approved by the Executive Director.

**Annual Independent Audit:** Financial statements audits are not currently required to be performed by Mission Africa ed annually by an independent audit firm selected by the Board of Trustees on the recommendation of the Finance Committee.

**Security of Financial Data:** Mission Africa's accounting software is accessible only to the Executive Director and the Business Manager. Individual ID codes and passwords are in place for every user and limit their access and functionality depending on their role. All other hard copies of financial data, when not in use, will be secured in a closet or cabinet at the office.

**Risk Assessment:** This is designed to identify, analyze, and manage risk relevant to the preparation of accurate financial statements. It includes mitigating risks involving internal and/or external factors that might adversely affect the organization's ability to properly record, process, summarize and report financial data.

### **Accounting Cycle**

The accounting cycle is designed to accurately process, record, summarize, and report transactions of Mission Africa. The organization accounting records, and related financial reports are recorded and reported on the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when services are incurred, or goods are received. The component bookkeeping cycles fall into one of five primary functions:

### **Revenue, Accounts Receivable and Cash Receipts**

Key tasks in this area include:

- Processing cash receipts
- Making deposits
- Recording cash receipts in the general ledger and subsidiary records
- Performing month-end reconciliation procedures
- Processing general ledger integration for private donations/revenue
- Processing wire transfers into accounts

### **Purchases, Accounts Payable and Cash Disbursements**

Key tasks in this area include:

- Authorizing the procurement of goods and/or services
- Processing purchases (credit card, check, reimbursement)
- Processing invoices
- Issuing checks
- Recording checks in the general ledger and in cash disbursement journals
- Performing month-end reconciliation procedures
- Year-end reporting: Preparing 1099 forms.

- Processing wire transfers out of organization accounts.

## **Payroll**

ADP, an outside service provider, will perform the payroll process. Their responsibilities include calculating appropriate amounts for taxes to be remitted to the Federal, State and City government agencies and voluntary and/or statutory deductions that may or may not require remittance to retirement plan trustees, child support agencies, etc.

Key tasks in this area include:

- Obtaining and gathering payroll information
- Preparing payroll checks and depositing payroll taxes
- Submitting information to ADP for processing
- Performing quarterly reconciliation
- Preparing quarterly payroll tax returns
- Preparing W-2s, the W-3, and other annual payroll tax returns

## **General Ledger and Financial Statements**

Key tasks in this area include:

- Preparing monthly journal entries
- Reconciling bank accounts and other general ledger accounts
- Reviewing general ledger activity and posting adjusted journal entries
- Producing the financial statements
- Producing the annual budget

The general ledger process consists of posting the period's transactions to QuickBooks (the accounting software), which produces the financial statements. The Business Manager reconciles bank and debit card accounts, enters payroll, and reviews the general ledger.

## **Financial Reporting**

By the 15th of each month, the following key financial statements are produced:

- 1) Balance Sheet
- 2) Income Statement
- 3) Statement of Cash Flow
- 4) Profit and Loss
- 5) Statement of Functional Expenses
- 6) Profit and Loss Comparison by month

## **2. PROCESSING CASH RECEIPTS AND REVENUE**

### **Processing and Recording Cash Receipts**

The Business Manager is responsible for recording cash receipts as well as various other functions.

The Business Manager sorts all mail. Any mail addressed to a specific staff member should be stamped as "Received" with the date, and transferred, unopened, to the



addressee. Any mail addressed generally to the organization that is not a credit card statement or bank statement may be opened by the Business Manager, Executive

Director or designated staff. All documents contained within should be stamped as “Received” with the date and the initials of the person who opened the mail and transferred to the most appropriate individual. Magazines and catalogs addressed generally to organization do not need to be stamped but should be transferred to the most appropriate individual.

In the case of credit card or bank statements, the unopened envelope should be stamped as received by the designated office staff with the date. The envelope should then be transferred to the Business Manager. Any credit card or bank statements must be marked “Reviewed by” (with initials and date) and “Approved by” (with signature). The credit card or bank statements should then be transferred immediately to the Business Manager for review, payment, and filing.

The Office Manager may open mail that appears to contain a check and is addressed generally to the Mission Africa. Once opened by the Office Manager, all checks must be stamped immediately in the designated endorsement area with “For Deposit Only”, then photocopied, and recoded to the daily check log. The receipt of the check must be logged in Check Log, maintained as an ongoing Excel file. The Excel file will be printed and handed to the Business Manager who then records the transaction into QuickBooks. The Business Manager will reconcile the Excel Cash Receipts Log with the Cash, check and Credit Logs and Transfers Binder to ensure that all check receipts have been accounted for and the end of the month and give the Executive Director a formal report. Any correspondence accompanying the check should also be retained. The check, check copy, and any accompanying documents should be transferred in a secure manner to the Executive Director.

Whenever reasonably possible, the Office Manager or Business Manager will deposit all checks on the day received. At the latest, checks must be deposited no later than the next banking day. Checks that cannot be deposited immediately will be placed in a locked location. Before depositing a check, the Business Manager will prepare a deposit slip, copy it, and staple this to the copied check and the internal deposit log which must be signed by two employees. When deposited, a deposit receipt with bank-endorsed proof of deposit will be obtained for each check.

Deposits may be recorded either as invoices or as general ledger entries. After the check has been deposited, the Business Manager records the receipt of funds in the accounting system, organized by check number, date and name. If an invoice has already been created, then the deposit will be applied against the outstanding invoice(s). If not, a sales invoice is created, recognizing the revenue in the correct month(s). If the cash is not yet earned, it will be applied against the deferred revenues/unearned income general ledger account.

The Business Manager prints a Cash Receipts Journal to show the transaction as posted in the accounting system. This (or a document showing an invoice has been paid) is attached to the front of the copy of the check, copy of deposit slip, deposit receipt with bank-endorsed proof of deposit, and any correspondence that arrived with the check. Together, these documents comprise the Cash Receipts Packet for the respective transaction, with the Cash Receipts Journal on top. The Cash Receipts Packet is sent to the Executive Director for approval. The Executive Director verifies the QuickBooks entry reflects the same data as the copied check and proof of deposit, and initials and dates all documents to indicate approval. Once signed, the Business Manager files the Cash

Receipts Packet in the Cash Receipts and Transfers Binder, separated by bank account and in date order. All cash receipts and authorized transfers between accounts starting on January 1st and Ending December 31st will be maintained in each fiscal year's Cash Receipts and Transfers Binder.

### **Accounts Receivable Aging**

Accounts receivables outstanding are aged on a thirty, sixty, ninety, and over-ninety-day basis. The Business Manager should review the accounts receivable aging monthly, determine which invoices are collectible, follow the necessary requirements based on the type of funding, and select which items to collect. The Business Manger must present to the Finance Committee an aging Account Receivable report that he deems uncollectable to be written off so the committee may present it to the board for removal from the books.

## **3. PROCESSING PURCHASES**

### **Background**

Mission Africa records expenses on the accrual basis of accounting, consistent with generally accepted accounting principles.

Mission Africa adheres to the following objectives:

1. Procurements will be completely impartial based strictly on the merits of supplier and contractor proposals and applicable related considerations such as delivery, quantity, quality, etc.
2. MA will make all purchases in the best interests of the organization and its funding sources.
3. MA will obtain quality supplies/services needed for delivery at the time and place required.
4. MA will buy from reliable sources of supply.
5. MA will obtain maximum value for all expenditures.
6. MA will deal fairly and impartially with all vendors.
7. MA will be always above suspicion of unethical behavior; avoid any conflict of interest, related parties or even the appearance of a conflict of interest in MA supplier relationships. The organization's conflict of interest policies is described in its bylaws.

### ***Competitive Bidding Procedure***

- ***Contracts and/or purchases under \$10,000.00*** - MA will use sound business practices when procuring goods and services for amounts less than \$10,000.00.
- ***Contracts and/or purchases greater than \$10,000.00*** - MA will seek price quotes from at least three vendors and awards the contract to the responsible vendor offering the supply or service needed for the lowest price. The Business Manager is responsible for soliciting these quotes, and the Executive Director provides final approval. Award may be made to a vendor other than the low bidder in circumstances where the higher bid demonstrates best value to the organization. In such situations, the Business Manager shall prepare a justification statement for such awards, furnishing a brief explanation of the factors leading to such a decision. The Executive Director approves the final bid.

### **Approval**

Approval to fulfill a purchase order is garnered by first filling out a Purchase Request form. Any staff member may fill out a Purchase Request form. Once complete, the form is submitted to the Business Manager who will present it to the Executive Director for reviewed, signed to indicate approval, and transferred to the Business Manager for processing.

If an item needs to be pre-approved and the Executive Director is not available to provide an in-person signature, the Executive Director may send an email stating his or her name and granting permission to create the Purchase Order, with the promise to sign the Purchase Request form in person at the first opportunity. The Purchase Order may then be created. As soon as the Executive Director is back on site, the original Purchase Request form will be signed in person and attached to the email granting permission. All such correspondence must be retained and filed with the corresponding purchase documents. If the Executive Director needs to request a purchase, the Purchase Request form must be approved by the Treasurer of the Board.

### **Issuance and Monitoring of Purchase Orders**

The Business Manager will work closely with the Executive Director to ensure that all necessary administrative purchases are made in a timely and cost-effective manner and, when applicable.

### **Receipt of Goods**

All goods purchased by Mission Africa are delivered directly to the office. It is the responsibility of the Office Manager to sign for delivery. The Office Manager is also responsible for opening the box(es) and retaining the packing slip(s). The packing slip will be reviewed for accuracy, checked against the original PO, stamped as received and signed by the Office Manager.

### **Exemption from Sales Tax**

Mission Africa is exempt from state and federal tax. As such, the organization is exempt from sales taxes on goods purchased for their own internal use and services. It is the responsibility of the Business Manager to ensure that all vendors have a copy of the sales tax exemption letter allowing the organization to be exempt from sales taxes.

### **Reimbursable Expenses**

In situations where a purchase is required in short order, staff may make the purchase with their own funds and apply for reimbursement. Reimbursable expenses will require pre-approval by the Executive Director and or Business Manager via the Expense Reimbursement Pre-Approval form whenever practical. Expenses that have not been pre-approved may not be reimbursed. It is the employee's responsibility to seek approval prior to incurring costs.

If an item must be purchased, and the Executive Director and Business Manager is not available to provide an in-person signature on the Expense Reimbursement Pre-Approval form, the Executive Director and Business Manager may send an email stating name and granting permission to execute the purchase, with the promise to

sign the Expense Reimbursement Pre-Approval form in person at the first opportunity. The purchase may then be executed. As soon as the Executive Director is back on site, the original Expense Reimbursement Pre-Approval form will be signed in person and attached to the email granting permission. All such correspondence must be retained and filed with the corresponding purchase documents.

Receipts are required for all expenditures requiring reimbursement. Once expenses have been incurred, requests for reimbursement should be made within 30 days of expense via an Expense Reimbursement form. All receipts should be taped onto blank sheets of paper and attached to the form, along with a copy of the original Expense Reimbursement Pre-Approval form. These documents are submitted to the Business Manager for review and approval. Upon approval, they will be processed. Reimbursement will be processed via separate check.

Employees should note that the organization is tax exempt and therefore does not reimburse employees for tax. A copy of the Tax-Exempt Certificate may be obtained from the Business Manager.

### **Travel Expenses**

#### **Board of Trustees Travel Fund and Reimbursement**

No compensation will be paid to any member of the Board of Directors for services as a member of the Board. Board members will be reimbursed for expenses incurred for travel to Mission Africa Board meetings for up to one thousand dollars (\$1,000) per fiscal year.

Reimbursement will not be issued to any member who did not attend the given meeting. *Board members may also be reimbursed for expenses not directly relating to MA meetings upon approval by the Executive Director and President. In the event of expenses incurred by the President, approval must be given by the Executive Director and Treasurer.*

Reasonable expenses for travel (excluding meals, alcohol and other food and beverages) will be reimbursed for attendance at regular or special meetings of the full Mission Africa Board of Trustees. The request for reimbursement must be submitted in writing to the Business Manager using the required reimbursement form with original receipts within 30 days of the given meeting. Reasonable non first-class travel expenses may include airfare, train, airport shuttle service, taxi, and/or mileage reimbursement.

#### ***Mileage Reimbursement***

Board members requesting mileage reimbursement are required to furnish a Travel Report providing the starting point and destination of each trip, its purpose and the miles driven, and parking fees and tolls, along with supporting documents such as a Google Maps or MapQuest route.

All corresponding receipts must be taped to blank sheets of paper and attached to the Travel Report. This packet must be submitted to the Business Manager for approval within 30 days of the travel date to receive reimbursement. Mileage reimbursement will be allowable only if it is equal to or less than the cost of travel by air or train for the same departure and destination points. Mileage reimbursement will be made at the standard rate as determined by the Internal Revenue Service for the given period.

As the organization is tax exempt, Board Members are not reimbursed for taxes. The

Executive Director will approve all payments in advance of reimbursement.  
Reimbursement will be made within 15 days of submission of the Reimbursement

## **Employee Reimbursement**

Travel arrangements will be purchased using the organization credit card whenever possible and practical. In situations where expenses are incurred during business travel, staff may apply for expense reimbursement. Per diem allowance for food will be \$100.00 (subject to annual review for cost-of-living increases). Expectations for daily expenses or per diem allowances will be determined and communicated prior to the employee trip. Employees should file for reimbursement in the manner described in the above section, although pre-approval for each business travel expense will not be required. Receipts are required for all expenditures requiring reimbursement whenever possible, and requests for reimbursement must be made within 30 days of expense.

Employees should note that the organization is tax exempt and therefore does not reimburse employees for tax. A copy of the Tax-Exempt Certificate may be obtained from the Business Manager's Office.

### ***Mileage Reimbursement***

Employees are subject to the same rules on mileage reimbursement as above.

### **Travel Incidentals**

Mission Africa does not reimburse for incidental hotel expenses, including in-room movies, fitness room, pool, laundry (except on trips over seven days in duration) or personal phone calls (beyond one call home per day). Whenever possible, travelers should use a cell phone or calling card in lieu of the hotel billing for long-distance calls.

Mission Africa will reimburse for the actual, reasonable cost of internet access in a traveler's hotel room or through the hotel's business center, if such service is for business purposes. The traveler must consider the available options and choose the lowest-cost method that will meet the need. For example, if the need is to check email once a day and that can be done at the hotel's business center for free, then the traveler would not be reimbursed for purchasing room Wi-Fi for the length of the stay or for adding hot-spot service to their cell phone for the month. The traveler must observe and obey local parking regulations and parking payment methods. Mission Africa will not reimburse for parking violation tickets.

### **Meals**

Mission Africa will reimburse for the actual, reasonable cost of meals at no higher than the federal (GSA) per diem rate authorized for meals at the location. This should be used as a benchmark for what constitutes reasonable costs. The traveler must submit a receipt for any meal, including a reasonable tip, for which the claimant wishes reimbursement. Also note that Mission Africa does not reimburse for room-service meals except in extraordinary circumstances or as pre-approved by the reviewing party.

### **Non-Business Travel**

#### **Expenses of Traveling Companion**

Mission Africa will not reimburse for expenses that are attributable to a traveler's spouse, partner or child or any other traveling companion, unless the companion is also conducting business on behalf of MA and the companion's travel is approved in advance by the Executive Director. Attending business events in the company of the traveler is not considered to be

conducting business, even if an event invitation specifically includes spouses and partners.

### **Third Party Reimbursement of Travel Expenses**

Mission Africa encourages its officials to participate in outside events sometimes as part of the employee's official duties. Whenever possible the organizing party will be requested to reimburse Mission Africa for the related reasonable travel expenses and compensation of the employees for the time away from their normal duties, in the form of a speaker's honorarium or other consideration.

While reimbursement may be requested it is not required for travel. Travel approval may be granted by the Executive Director only within the annual budget authority of Mission Africa.

## **5. PROCESSING CASH DISBURSEMENTS**

All invoices are mailed to Mission Africa directly. The Office Manager is responsible for sorting, opening, signing, and dating all invoices. If an invoice is received prior to receipt of goods, the Office Manager files the invoice in the Purchasing Binder under the Invoices without Packing Slips tab, in order by vendor name. Once the goods have been received (or in the case that the shipment had already been received at the time of invoice arrival), the Office Manager staples the invoice to the top of the corresponding packet composed of packing slip, purchase order, and Purchase Request form. This expanded packet is now a complete Cash Disbursement packet (invoice/packing slip/purchase order/purchase request). The Cash Disbursement packet is filed in the Purchasing Binder under the Invoices to be Posted tab, in order by vendor name.

In instances where invoices cannot be obtained and a payment is required, a Check Request form is filled out. In this case, any applicable documentation to back up payments requested should be attached. The Check Request form will document the payee, payment due date, amount of payment, etc.

Invoices shall be processed weekly by the Business Manager. The Business Manager establishes the vendor file in the accounting system and reviews the invoice for any purchase discounts dates and properly captures the discount period in the system. The Business Manager posts invoices to the accounting system with the correct general ledger codes and then moves the Cash Disbursement packet to the Invoices to be Paid tab of the Purchasing Binder, sorted by vendor name.

### **Check Writing**

The Business Manager will maintain all blank check stock in a locked location. All checks will be pre-numbered, voucher style, containing one stub for the vendor (attached to all outgoing checks) and one to be filed by the Business Manager with all supporting disbursement documents.

Checks are run on a weekly basis, and vendors are paid based on terms of the invoices, as recorded within the system. Check preparation and signatures are prepared no later than the due date, consistent with available discounts if available.

The Executive Director is the ***only*** signatory on the checking account. The Business Manager must obtain the Executive Director's signature all checks.

The Business Manager processes payment for the invoice and creates a check. The check is submitted to the Executive Director for signature, along with the corresponding Cash



Disbursement packet (invoice/packing slip/purchase order/purchase request). At the time the check is signed, any required signatories should review the supporting documentation to ensure they are signing a check for the correct amount and to the correct payee. He/she should also initial and date each page of the supporting documentation to indicate that the item was received, and appropriate payment has been disbursed. The Business Manager staples the check stub or copy of the signed check to the top of the Cash Disbursement packet and files it in the Cash Disbursements Binder in check number order, starting with the first check after January 1<sup>st</sup> and ending with the last check on December 31<sup>st</sup>. The Office Manager mails the check to the vendor awaiting payment. Electronic fund transfers may also be used, where the same authorizations as checks will be obtained using an Electronic Payment Authorization form. See below for details.

In no event shall an authorized signatory approve an invoice, execute a check, or authorize a disbursement of any kind, payable to him/herself.

All voided checks should be stamped "void" with the date and filed in the Cash Disbursements Binder in check number order. If a check has gone missing, use a Missing Voided Check Substitute form to act as a placeholder in the Cash Disbursements Binder.

### **Online/Phone/Fax/EFT Payments**

Payments made online or by phone, fax, or electronic funds transfer (EFT) may be processed by the Business Manager only after an Electronic Payment Authorization form is approved by the proper signatories (detailed above). The same controls should be followed except that the completed, approved Electronic Payment Authorization form will take the place of a traditional check. Any such payment is documented by a printed confirmation and stapled to the invoice. QuickBooks creates journal entries based on the vendor as cash is credited and the appropriate expense type is debited. Electronic payments will be recognized in QuickBooks just as if it were a check, by entering a unique transaction number in place of the check number. The Electronic Cash Disbursement packet composed of Electronic Payment Authorization form, confirmation page, and any other supporting documentation, is filed in the Online/Phone/Fax/EFT Disbursements Binder in date order.

### **Recurring Expenses**

Recurring expenses do not require any sort of special treatment. Payments for goods and services that are required on a regular basis (e.g., equipment lease, insurance payments, rent) are handled in the same manner as non-recurring expenses, as described above.

### **Accounts Payable Aging**

Accounts payables outstanding are aged on a thirty, sixty, ninety, and over-ninety-day basis. The Business Manager will review the accounts payable aging monthly, determine the available cash balances while taking into consideration other near-term cash requirements, and present a report to the Executive Director, who will select which items to pay.

### **Petty Cash Account**

It is the policy of MA not to use petty cash and instead to reimburse employees for pre-approved expenses.

### **Insurance Coverage**

Insurance coverage is maintained pursuant to applicable law. Currently, MA maintains the following insurance policies: General Liability, including Workers' Compensation and Directors and Officers insurance.

### **Political Contributions**

No funds or assets MA may be contributed to any political party or organization or to any individual who either holds public office or is a candidate for public office. MA also cannot be involved with any committee or other organization that raises funds for political purposes. Examples of prohibited activities are:

- Political contributions by an employee that are reimbursed by MA.
- Purchase by the organization of tickets for political fundraising events.
- Contributions in kind, such as lending employees to political parties or using MA assets in political campaigns.

## **6. MANAGEMENT OF CASH**

### **Accounts**

Mission Africa banks with Bank of America and has a total of three bank accounts. They are operating (checking), payroll (checking), and a savings account. In all instances, the organization is utilizing its accounts in a way that safely maximizes its overall interest income. The organization accounts have one authorized signer – the Executive Director. Bank statements are received monthly at the Office and are always opened by the Business Manager.

### **Bank Statements**

When bank statements are received at the office, the unopened envelope should be stamped as received by the Office Manager with the date. The unopened envelope should then be transferred immediately to the Business Manager.

### **Bank Reconciliation**

Bank accounts reconciliation is performed monthly for all bank accounts using QuickBooks accounting. This preparation is accomplished by the Business Manager, who identifies reconciling items to ensure that cash is being accounted for properly. Any irregularities shall immediately be reported to the Executive Director and the Treasurer of the Board. A bank reconciliation report from QuickBooks showing the un-reconciled amount as zero, along with the original bank statement or a copy, respectively, is printed and attached to the bank statement. The report is submitted to the Executive Director and Treasurer of the Board of Trustees for review, initialed by each and returned to the Business Manager. The Business Manager files the statement and reconciliation report in the Bank Reconciliation Binder in date order, sorted by bank account.

### **Investment of Funds**

The Board of Trustees sets the investment policy for Mission. The investment policy provides general guidelines regarding the type of investments deemed appropriate and the objectives of each investment (e.g., overnight deposits for excess cash, 90-day Treasury notes for excess working capital, etc.). The Treasurer of the Board has been designated to implement the Board's investment policy. The Executive Director has been granted authority to:

- Purchase and sell investments.

- Have access to investment certificates.
- Keep records of investments and investment earnings.
- Review and approve investment accounting, bank and broker statement reconciliations, adjustments to the carrying value of investments, and other decisions regarding investments

## 7. **PAYROLL**

### **Hiring**

Requests for new employees are initiated by the Executive Director via a Personnel Action Form and compared with the approved annual personnel budget. Once the new employee is hired, the Business Manager will collect all necessary payroll data and communicate it to the outside payroll service provider. New employees complete an Application for Employment and the IRS W-4 Form and I-9 Form. Unless otherwise documented, employees are classified as 'exempt.'

### **Salary Determination**

Salary is negotiated by the Executive Director and must be equal to or less than the budgeted salary for the employee in MA's budget for the relevant fiscal year. Any changes to a staff member's salary will be approved by the Executive Director in writing or electronically and documented via a Personnel Action Form. A copy of this form will be maintained in the employee file.

### **Bonus Policy**

Bonuses are awarded at the discretion of the Executive Director within the FY budget and based on individual performance.

### **Compensation Accrual**

Although each fiscal year starts on January 1st and ends on December 31st, not all staff member's service beginning, and end dates will mirror the fiscal year. To accurately record these expenses according to GAAP, wages may be accrued.

### **Employees vs. Independent Contractors**

When Mission Africa makes the choice to utilize an independent contractor, it first ensures that the individual does qualify as an independent contractor and should not be categorized as a regular employee. True independent contractors do not have taxes withheld and typically invoice the organization to receive payment. Before the organization engages an independent contractor, the Business Manager and Executive Director set up the relationship in such a way as to ensure that the status is in accordance with employment and tax law. Generally, if a worker is being managed closely on a day-to-day basis, he or she must be paid as an employee and have statutory deductions taken from his/her paycheck. In analyzing whether a worker qualifies as an independent contractor, the organization should review each of the questions below. Independent contractors must submit a completed W-9 form prior to issuance of the first payment for services provided.

### **Processing Payroll**

MA uses an outside service, ADP, to process its payroll. The Business Manager will develop a spreadsheet containing MA's entire payroll semimonthly. The contents of this spreadsheet must be approved by the Executive Director. After the Executive Director's approval has been obtained; the data from the spreadsheet is transmitted into ADP system, creating an official Payroll Register Preview. The ADP Payroll Register Preview is again approved by the Executive

Director. Once approved, the ADP Payroll Register Preview as well as the original Excel spreadsheet is filed in the Payroll binder. This process is repeated every pay period, with all changes to Payroll recipients or amounts reflected in the spreadsheet.

Payroll Processing is comprised of the following:

Responsibility	Performed by
Obtaining Time Sheets/Processing Payroll Information	Business Manager
Computing Wages	ADP
Performing Pay Period Activities	ADP
Preparing various annual payroll tax returns	ADP
Preparing 1099's*	ADP

\*for independent contractors: LLPs and LLCs only

Pay periods are semi-monthly in length. Both salaried and hourly employees are paid on the same schedule. Employees will be paid on the 15th and 30th of each month. If the 15th or 30th of the month falls on the weekend, the pay date will be the preceding business day. In February, pay will be distributed on the 28th, or the next business day.

Once payroll documents are received from the payroll vendor (e.g., calculations, payroll, and payroll summaries), they are compared with timesheets, pay rates, payroll deductions, compensated absences etc. by the Business Manager. The Business Manager verifies gross pay and payroll deductions and compares the total hours and number of employees with the totals in the Payroll Register. The Payroll Register is reviewed and approved by the Business Manager, who then forwards the payroll checks and the Payroll Register to the Executive Director for signature. Once signed, payroll payments by check, direct deposit or cash are distributed to employees and independent contractors by the Business Manager, the Payroll Register is filed, and all data is entered into QuickBooks.

The Business Manager controls and monitors all undelivered and un-cashed payroll checks. If an employee is given a paper paycheck and loses that check, he or she must submit a written request for a new check to be issued to the Executive Director. The request must indicate the date on the check, the pay period it covered, and the amount. The employee must also certify that he or she believes the check to be lost and that if the employee finds the check, he or she will return it to the Business Manager. A new paycheck will be issued to the employee as soon as practicable after the request is submitted.

### ***Payroll Tax Compliance***

The payroll vendor is responsible for the preparation of the periodic payroll tax filings. The Business Manager is responsible for reviewing and approving all payroll tax documents and supporting schedules for accuracy and completeness.

Mission Africa maintains a schedule of required filing due dates for:

- a. IRS Form W-2 - Wage and Tax Statement.
- b. IRS Form W-3 - Transmittal of Income and Tax Statements.
- c. IRS Form 940 - Employer's Federal Unemployment (FUTA) Tax Return.
- d. IRS Form 941 - Employer's Quarterly Federal Tax Return for Federal Income Tax Withheld from Wages and FICA Taxes.
- e. IRS Form 1099 MISC (also 1099-DIV, 1099-INT, 1099-OID) - U.S. Annual Information Return for Recipients of Miscellaneous Income.
- f. Quarterly and annual state(s) unemployment tax return(s).

## **Periodic Payroll Reconciliations**

### ***Reconciling Employee Payroll Deductions***

On a monthly basis, the Business Manager reconciles deductions made from employees to the payments made to insurers, benefit plan providers, and other payees.

### ***Quarterly Reconciliation of Payroll to Accounting Records***

The Payroll Register, the Payroll Register Preview and expense reimbursements (if any) are filed in Quarterly Payroll binders, according to each pay date by fiscal year. On a quarterly basis, the Business Manager performs a reconciliation of all salary accounts in the general ledger, as compared to the salary reported by the payroll processing company on the Form 941 and/or other Quarterly Payroll Return. Any variances are researched and cleared within the month following quarter end.

### ***Annual Reconciliation of Payroll to Accounting Records***

On an annual calendar basis, MA's Business Manager performs a reconciliation of the following:

- Gross salaries per all Forms 941
- Gross salaries per W-2 forms
- Gross salaries per General Ledger
- Variances are researched and cleared by January 31 of the following year

## **Protecting Payroll Information**

Salary information constitutes sensitive information. It is the responsibility of the Business Manager to ensure that all payroll information is kept secure and confidential. In addition, the Business Manager will maintain in a locked cabinet the payroll registers that are delivered with pay stubs as well as the vouchers and live checks for those that are not enrolled in the direct deposit program.

## **Changes to Payroll Information**

Changes to personnel data are initiated with a Personnel Action form. This is used when making any changes that affect payroll—new hires, terminations, pay rate changes, or payroll deductions. The Executive Director authorizes any change to payroll data. The payroll vendor processes authorized changes to the payroll data and a copy of the Personnel Action Form is retained in the employee's personnel file.

## **Terminations and Resignations**

The Business Manager ensures that any departing employee, whether terminated or resigned, is removed from the payroll immediately after his or her last payment is made. In the absence of the Business Manager, the Executive Director will perform this function.

Whether an employee has elected to resign or is being terminated, a Personnel Action form must be completed. An exit interview is held between the departing employee, Executive Director, and one witness. In the case of employee termination, a copy of the termination letter is presented to the departing employee at the exit interview. In the case of a resignation, this interview is used to document the departing employee's reasons for resignation. This information is critical when assessing staff turnover data. Upon termination or effective resignation date, all employee belongings are removed immediately, and all files and other materials belonging to the employer are returned immediately. This applies to all electronic documents and systems, including the employee's Mission Africa email account and contents, contacts, and calendar items. The Personnel Action form is filed in the employee's personnel file.