INSTITUTIONALIZING POLICIES AND PROCEDURES

- Successful organizational leadership
  - Importance of organizational policies/procedures
  - Developing, establishing and implementing policies & procedures
  - Connecting your policies/procedures to your organizations’ mission & vision
- Why enforce established policies/procedures?
  - Impact on management
  - Impact on staff
- Organization culture and the implementation of policies/procedures
  - Role of culture in an organization
  - Types of organizational culture
  - Assessing your organization's culture
- Developing an Action Plan for institutionalizing policies & procedures
WHY Policies & Procedures
• **Policies** are needed because they set a general plan of action used to guide desired outcomes and is a fundamental guideline to help make decisions. The purpose of policy and **procedures** is to communicate to employees the desired outcomes of the organization.

• **Policies** are **important** in a **workplace** as it helps reinforce and clarify the standards expected of employees and help employers manage staff more effectively as it defines what is acceptable and unacceptable in the **workplace**
Policies and procedures are an essential part of any organization. They provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes.
• Your most effective tool for training staff and ensuring everyone is on the same page is a well-crafted policies and procedures handbook.
  • Eliminates a lot of guesswork
  • Defines every step required to accomplish a specific task.
  • Procedures need to provide a step-by-step explanation that anyone can follow.

• Any employee should be able to read your handbook or review a policy and follow the instructions to successfully complete the specific task.
Benefits of Having Well-Developed Policies & Procedures

• They help employees know what is expected of them with respect to standards of behavior and performance.

• They set rules and guidelines for decision-making in routine situations so that employees and managers do not need to continually ask senior managers what to do.

• They help you to adopt a consistent and clear response across the company to continually refer to situations involving employee interaction.
Benefits of Having Well-Developed Policies & Procedures

• They allow you to demonstrate good faith that employees will be treated fairly and equally.
• They allow you to have an accepted method of dealing with complaints and misunderstandings in place to help avoid favoritism.
• They give you a means of communicating information to new employees.
• They offer you protection from breaches of employment legislation, such as equal opportunity laws.
Five Steps To Developing A New Policy

• Step 1: Identify the Need for a Policy.
• Step 2: Determine Policy Content.
• Step 3: Obtain Stakeholder Support.
• Step 4: Communicate with Employees.
• Step 5: Update and Revise the Policy.
• Use an action verb to start each step in the policy or procedure (turn your computer on, send the report to the marketing manager).
• Break tasks down into bullet points.
• Use graphics, flow charts, videos and photos to make the instructions as clear as possible.
• Use as few words as possible (but don’t leave out critical details).
Strategies for Implementing A New Policy

• Make policy/manuals accessible
• Policy/Policy Manuals, Forms, Instructions
• Provide training on policies
  • New employee orientation
  • Ongoing staff training (staff meetings, staff retreats, individual meetings with staff, etc.)
• Accountability
  • Coaching, Feedback
  • Documentation
  • Corrective Action
Why Employees Don’t Follow Policies/Procedures

• They are hard to find or take too much time to use
• They are out of date
• They are dull or difficult to read
• No one has the responsibility of mentoring the team and their adherence
• Errors are treated as one-offs, not real problems with the documented policies/procedures
Regularly Review Policies & Procedures

- When behavior and practices are not consistent with policy, it usually means one of two things:
  - Your organization needs to better communicate policy and procedure with your staff and enforce compliance.
  - Your policy and procedures are outdated or incomplete.
- Employees can’t follow procedures that don’t exist. Employees can’t follow procedures that contradict other policies.
Regularly Review Policies & Procedures

- Agency leadership must regularly review and revise policies and procedures, take new regulations, standards, technology, and structural changes into account.

- Every time you update policies, make sure to follow the strategies for implementing a new policy. Send out policy changes to your staff, incorporate them into training, test on policies, and hold employees accountable.
Creating a Culture of Accountability
Mission/Vision/Values

• Your agency likely has a mission statement, but do you function and live by it as a team?

• Your mission defines what you stand for as a Parent Center.
  • What is your purpose?
  • What is your reason for existing?
  • How do you serve?
Policies/Procedures & Your Mission/Vision/Values

About every family:

• Every family has value
• Every family has choices
• Every family can grow and build their capacity
• Every family is exactly where they ought to be at that moment
• Every family should feel comfortable when reaching out to P2P
Policies/Procedures & Your Mission/Vision/Values

About every P2P staff member:

• Every staff member is caring and empathetic
• Every staff member is responsive
• Every staff member is nonjudgmental and respectful
• Every staff member is sincere, speaking from the heart

• Ethical Communications policy
• Harassment & Discrimination policy
• Employee Ethics
Policies & Forms

- Will reimburse employees for reasonable business travel...
- All business travel must be approved in advance...
- When 2 or more employees are attending the same event, employees must carpool.
- Travel expense reports are due by the 10th of the month for the previous month.
Forms & Instructions

Instructions for completing each section of the form

• **Name:** This is where your name goes as the staff member who participated in the event.

• **Beginning Date:** This should be the first day of the month or period for which you are submitting a request for travel expense reimbursement. Must include month, day and year.

• **Ending Date:** This should be the last day of the month or period for which you are submitting a request for travel expense reimbursement. Must include month, day and year.

Check One:

• **Reimbursement Request:** Check this option when requesting reimbursement for expenses that you have incurred as part of your job at P2P.

• **Travel Advance Documentation:** Check this option when you have received a travel advance (money provided to you in advance of a trip for estimated/anticipated expenses). Use this form to document how the money you received was spent. Attach all receipts to document use of funds. If funds were not fully expended, you must also submit repayment of remaining funds with this form.
In general, staff may request use of annual leave time after it is earned.

Only a VP, COO, or CEO can approve a request for leave for more than 5 consecutive days or any request for leave without pay.
Policies/Procedures & Accountability

Nature Of The Behavior:
• Failure to get prior approval for schedule changes
• Falsifying time sheet entries

Specific Plan for Improvement
• Before close of business February 11th, Employee will redo her timesheet, accurately reflecting her hours worked and resubmit to her Supervisor. Employee will follow both P2P policies regarding Work Schedules and Timekeeping from this point forward, with no exception and no further errors.

Facts Leading Up to Corrective Action
• Employee’s scheduled working hours are Monday through Thursday 9am -2pm. Our handbook clearly states “Once a work schedule is assigned to an employee by his/her supervisor, employees are fully expected to adhere to that schedule—both in terms of start and end times. All schedule variances must be pre-approved in writing by employee’s immediate supervisor or other member of management. Employees must attach the written approval to the timesheet that reflects that schedule variance.”

• On January 24, 2018, Employee was scheduled to do a webinar and came in 45 minutes earlier than her regular schedule, but did not request for a change in schedule prior to the event.

• On January 25, 2018, Employee came in to work after 11am, but did not request for a change in schedule prior to the date.

• Furthermore, our policies state “Employees will make a correct entry on a timesheet for each time he/she begins to work, ceases work for any reason such as a lunch break, and for any other time the employee leaves his or her job site. This entry should reflect exact times, and should not be rounded up or down.”

• On January 30, 2018, Employee submitted her time sheet (attached) where she did not note these changes. On her timesheet she stated that she worked 9am-2pm on both January 24th and 25th.
TIME FOR QUESTIONS
Credits

- Society for Human Resource Management (SHRM)
Thank you!!

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