PowerDMS
Redefining Document Management

Five Essential Components of an Effective Policies & Procedures Program

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About Raymond Urgo (Mr. P&P)

- <u>Age 7</u>: Wrote neighborhood club rules, played telephone company

- <u>Age 27</u>: Methods & Procedures Analyst, New York Telephone Company

- <u>1993</u>: Founded Urgo & Associates, management consultancy in P&P

- <u>Professional career mission</u>: To define and promote P&P Communication as a discipline and a way to transform organizations

Teach vs. Think

*I cannot teach anybody anything,
I can only make them think.*

Socrates
(469 - 399 BC)
Athenian Philosopher

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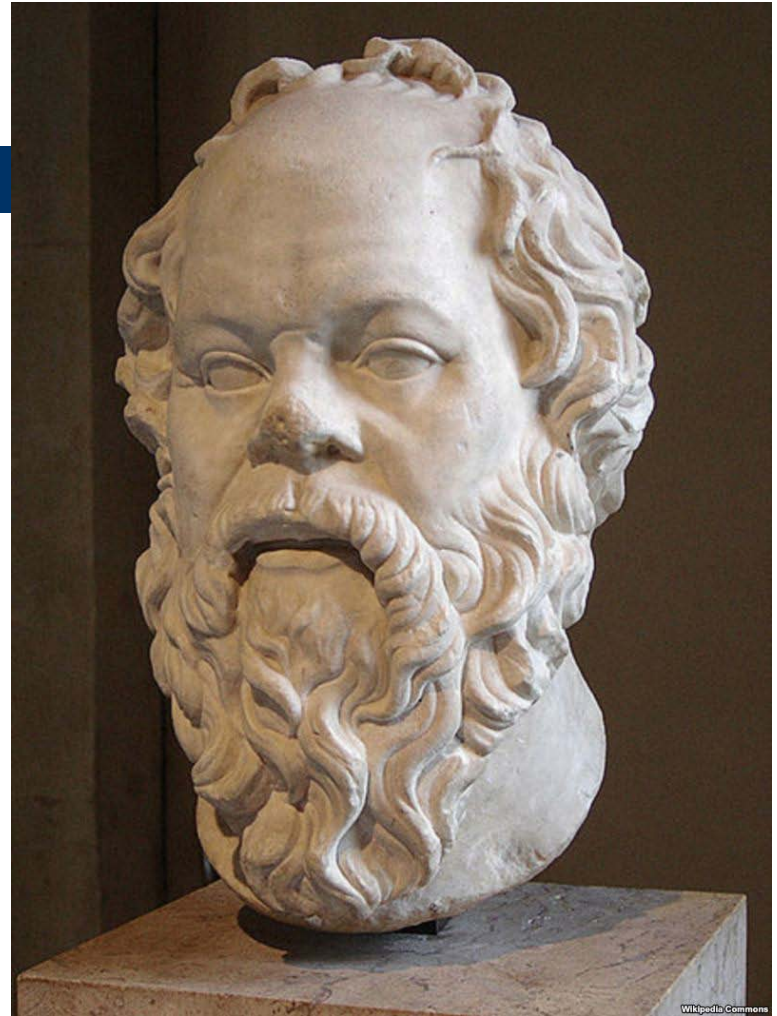
What You Can Expect Today

- Self-determine where you <u>are now</u>, and where you <u>need to be</u>

- Define P&P Program and Its Five Components

- Address FAQs and SBAQs

- Access to key P&P resources and a **special offer!!**

- Questions and answers

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Four Maturity Grades of P&P Programs – Which Grade Is Yours?

A **Continuous Performance Improvement-based P&P**
We do it for organization's future value.

B **Performance-based P&P**
We do it for learning and consistent performance.

C **Elementary-based P&P**
*We are required to have it.*

D **Informal-based P&P**
We need 'something' now.

Urgo & Associate's Organizational Policies & Procedures Maturity-Grade Matrix

Maturity Grade	Managing P&P Programs	Managing P&P Development	Analyzing & Designing P&P	Communicating P&P	Validating & Using P&P
A Performance Improvement-based P&P — *Motto:* We do it for the organization's future value.	P&P purpose: for performance improvement — P&P talents: advanced communications, project management, work analysis, statistics, and facilitation	Process: follows and enhances formal development process — Project Mgmt: plans, estimates, tracks, and uses historical data for new projects	Basis for P&P: complete systems plan (process & task analysis, statistics) — Info source: from statistical findings, subject experts, and users	Approach: applies several performance-based approaches consistently and possibly with different media — Organized by: cross-organized, including by processes	Validated by: users in observation, walkthrough, or simulation — User awareness: fully aware through literature and presentations
B Performance-based P&P — *Motto:* We do it for learning and consistent performance.	P&P purpose: for training and on-going reference — P&P talents: advanced communications, project management, and work analysis	Process: usually follows a formal development process — Project Mgmt: plans, estimates, and tracks	Basis for P&P: semi-systems plan (process & task analysis) — Info source: from subject experts and users	Approach: applies performance-based principles, for content, format, and style — Organized by: processes	Validated by: non-users in observation, walkthrough, or simulation — User awareness: moderately through managers
C Elementary-based P&P — *Motto:* We have to have it.	P&P purpose: often for meeting external requirements — P&P talents: basic communications	Process: sometimes follows a full or partial development process — Project Mgmt: usually no standards for planning, estimating, and tracking	Basis: surface and co... — Info so... from s... expert... assum... and so... users		
D Informal-based P&P — *Motto:* We need it now.	P&P purpose: helpful to have — P&P talents: Very basic communications	Process: Does not exist — Project Mgmt: No real planning, estimating, or tracking	Basis... need o... mome... Info so... from a... assum...		

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P&P Program Defined

Policies & Procedures (P&P) Program refers to the organizational function responsible for planning, developing, publishing, managing, and maintaining P&P content as a knowledge resource for purposes of…

-- learning

-- on-going reference

-- compliance

-- audits, and
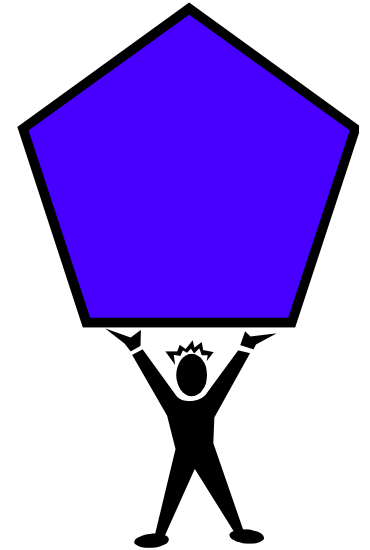
-- performance improvement.

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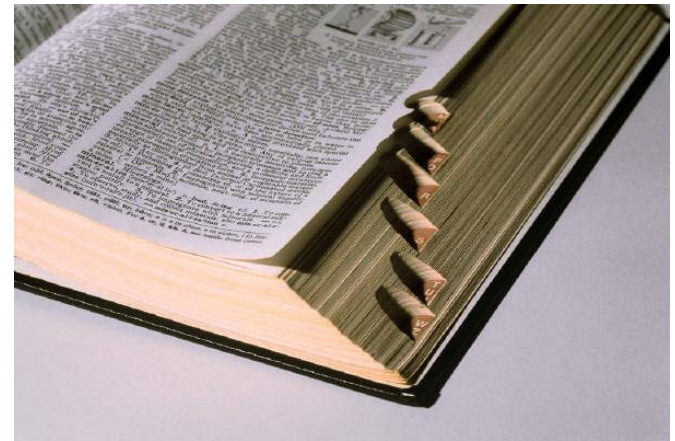
Where would People Find Your P&P Program?

- The Los Angeles County case study
- Formal names
- Informal names
- Self-discovery exercise

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The 5 Components of a P&P Program

1. P&P Talent (Practitioner, Team, Profession)

2. P&P Users and the Organization

3. P&P Content

4. P&P Content Development Process

5. P&P Technology

1. P&P Talent (Practitioner, Team, Profession)

- What are names/titles/roles?

- What makes for an effective and balanced P&P professional?

- Where does the role of P&P talent (team) reside in or with organizations?

- Is there a P&P profession?

- P&P Program Horror Story

My Career Wheel in Policies & Procedures Communication

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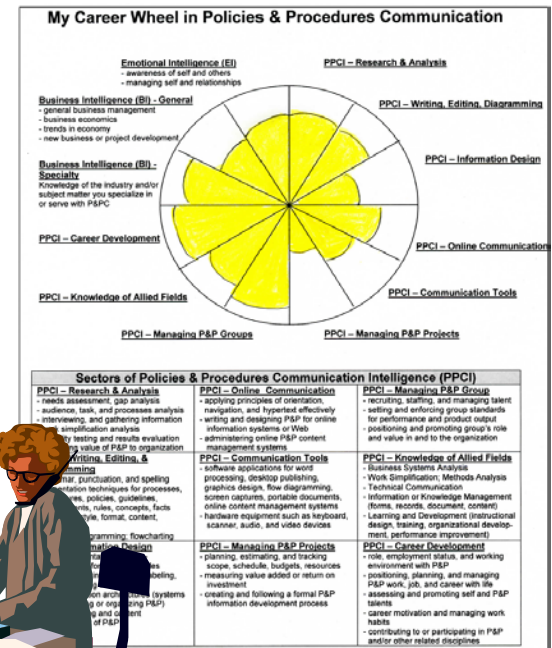
2. P&P Users and the Organization

- Know thy organizational culture and receptivity toward P&P.

< Tribal Talk   Formal Comm. >

- What type of role and value is your P&P program contributing to the organization and user: operational, tactical, or strategic?

3. P&P Content – Two Approaches: Extrinsic ←--------→ Intrinsic

Left Document

III.   ADMINISTRATIVE SERVICES

A.   Office Services - Mail Center

1. There will be a series of three Field Bulletins distributed to the Agency Force and they must be mailed by the date indicated. An additional Field Bulletin will be mailed to the Agency Force 60 days before the effective date of subsequent rate changes.

2. Initial Distribution of Auto and Homeowners Rate Manual Pages

a. When a new DM or Agent mail bin is setup, the supply section will only distribute rates pages to those DM's or Agent's that desire printed Auto and Homeowners rate pages (as notified by regional Marketing).

b. The Supply Section will maintain a list of those DM's and Agents that require printed rate pages.

c. RO Marketing will inform the Supply Section of all DM's and Agents that require printed rate pages.

3. Ordering Auto and Homeowners Manual Pages

The Mail Center will continue to advise Home Office Actuarial of the number of rate pages needed for distribution by form MIM-2387.

Additional pages should be ordered per current procedure.

B.   Auto and Fire Policy Services

Be aware of the changes made in this procedure.

IV.   EVALUATION

Actuarial will prepare a monthly report during 1993 monitoring the acceptance of this program.

V.   FORMS

None required.

VI.   FIELD ANNOUNCEMENT

Home Office Marketing will prepare a series of three Field Bulletins announcing the elimination of Auto and Homeowners printed rate pages. These Field Bulletins will include a detachable returnable portion to give the Agents a chance to request the discontinuation of receipt of these pages 60 days before the implementation of an Automobile or Homeowners rate revisions, H.O. Marketing will prepare a subsequent Field Bulletin reminding the Agency Force of this program.

Right Document

Conducting the Move-Out Meeting

Who attends inspection
The tenant move-out inspection should be conducted with the tenant or the tenant's representative.

If inspection is not on move-out
If the inspection does not occur on the date of the move-out , it should take place within 24 hours of the move out date.

Keys required to end tenancy
The tenant's keys to the space must be received in order for the tenancy to end.

Items needed
The following items are needed to conduct a move-out inspection with a tenant:

- either the tenant's original move-in/out inspection form or if the form is not available, a move-out inspection form [Exhibits 30 and 31]
- the tenant's file
- camera

Procedural steps
Follow these steps to conduct a move-out meeting with a tenant:

Step No.	Action to Take
1	Inspect the space with the tenant, completing the move-out inspection form [Exhibits 30 and 31].
2	Have the tenant sign the move-out inspection form as to the present condition of the space.
3	If the space is damaged or items are missing, take pictures and attempt to determine the cause (do not argue).
4	Confirm the tenant's forwarding address.
5	Obtain all keys from the tenant.
6	Change the entry lock(s) to the space on the day possession is transferred to the owner.

For further information
For further information, contact the Director of Property Management.

Characteristics of Extrinsic and Intrinsic Documentation Approaches

Extrinsic Approach	Intrinsic Approach
Compliance-based	Performance-based
Contractual style	Learner style
"Cookie-cut" structure	Task-knowledge structure
Uses traditional outlining	Uses modular units
Uses narrative writing	Uses structured writing
Bureaucratic talk	User-friendly talk
For serialist reader	For holist reader
Collection is disunited	Collection is united

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4. P&P Content Development Process

Phase	Stage
Planning	1. Initiate P&P request/need. 2. Respond to request/need. 3. Prepare P&P documentation project plan.
Analyzing, Writing, & Reviewing	1. Conduct process and task analysis for content plan and approval. *2. Prepare preliminary draft for owner's approval.* *3. Review, edit, and approve draft.*
Publishing, Implementing, & Evaluating	*1. Publish approved draft and archive previous version.* 2. Introduce change, *training,* and *attestation*. *3. Evaluate usage, effectiveness*, and compliance.

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5. P&P Technology – Recommendations

- Know your
  - -- P&P Program challenges
  - -- workplace readiness
  - -- timeframe to invest
  - -- level of granularity
  - -- prospective vendors
- Be open and flexible to options in market

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency.

The second is that automation applied to an inefficient operation will magnify the inefficiency.

Bill Gates (1955-) Microsoft

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Importance of Version Control of P&P-Related Documents for Compliance

People

-- United States Astronaut

-- Supervisor of P&P,
Technical Documentation, &
Configuration Management

Place and time
Aerospace-parts manufacturer
– South Los Angeles, 1987

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Quotes for P&P Wisdom

You can't solve a problem with the same mind that created it.

Albert Einstein, Theoretical physicist, philosopher, author (1879-1955)

The best time to plant a tree was always 20 years ago.
The second best time is always today.

(Old Chinese saying)

Urgo & Associates – Policies & Procedures Consulting Services

- Provide <u>assessments</u> and strategic <u>advice</u> on P&P programs and resources

- Lead and manage <u>P&P content development projects</u> to simplify complex practices

- <u>Teach and mentor</u> in P&P Communication

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Urgo & Associates – P&P Resources and Special Offer

Free P&P resources at www.urgoconsulting.com

- Articles, book reviews, white papers, presentations

- Award-winning e-newsletter
  The Policies & Procedures Authority

THE POLICIES & PROCEDURES AUTHORITY

Special offer

Complimentary consultation (first 7 requests by email: **rurgo@urgoconsulting.com**)

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