

I. WHAT IS THE VALUE OF POLICIES AND PROCEDURES?

- A. Establishes organizational purpose and directions.
- B. Encourages self-management, motivation and satisfaction.
- C. Encourages creative and productive thinking.
- D. Puts the total job into perspective by breaking it down into its basic functions.
- E. Provides a basis to measure performance.
- F. Limits arbitrary and capricious action, and may act as a defense to such claims.

II. DISTINGUISHING POLICIES FROM PROCEDURES

Policies and procedures have two very separate and distinct components and focal points, which must be addressed individually and, to be successfully implemented and followed addressed by separate and distinct entities.

A. POLICIES—Are really the Administrative Goals and Pronouncements.

- 1. They should have their origin at the highest administrative level.
- 2. They are NOT DEBATABLE. They are given as edict from on high—after due consideration of course.
- 3. The basic requirements should seldom change.
- 4. They should be short, memorable and concise.
- 5. They must be clear and unmistakable in meaning.
- 6. They must be realistic and attainable.
- 7. They must address specific expectations and consequences.
- 8. They should be based on action verbs.
- 9. They must require the commitment of those they govern.

B. PROCEDURES— The development of the procedures specifying how the administrative goals and pronouncements will be achieved should be delegated to those who will actually be responsible for making sure that the procedures are followed. This “from the trenches” approach will yield a more practical, user-friendly, logical and workable set of operating procedures, which will ultimately have the result of serving to accomplish the administrative goals and pronouncements with a minimum of heartburn and consternation.