

# How Many Policies Do You Need? Reality Check vs. Company Culture

**Presenter:**

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The Pivot Group



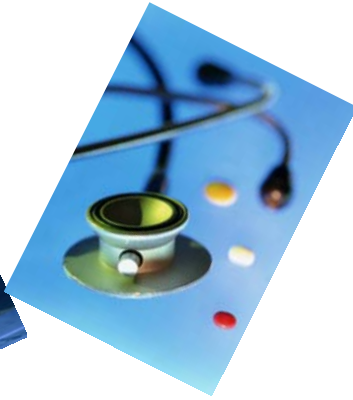
# Agenda



**Lisa Charnitz, SPHR**  
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- Understand how your industry, business, size and culture may drive policy development.
- Learn what governs the “must-have” policies.
- Discover the difference between work rules, procedures and policies.
- Learn how you can audit your organization to ensure you are covering the basics.

# Common Industry Drivers ...



- Degree of regulation
- Profit vs. Non-Profit
- Codes of conduct
- Standards for certification of skills



# Common Business Drivers ...

- Profit vs. Non-Profit
- Union vs. Non-Union
- Entrepreneurial vs. Established
- Privately held vs. Publicly traded
- Global vs. Domestic
- B2B vs. B2C

# Cultural Drivers ...

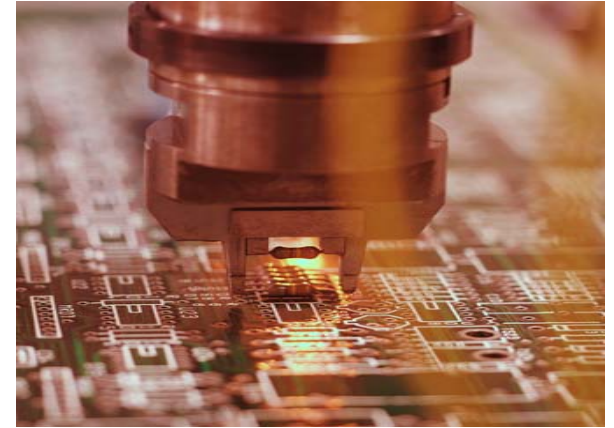
- Ownership
- Family Friendly/Work-life balance
- Regional/environmental realities
- Multi-lingual clients/workforce
- Use of technology

# Implications of Size ...

- Size triggers state/local/federal regulations
- Complexity of organizational structure
- Number and type of employees

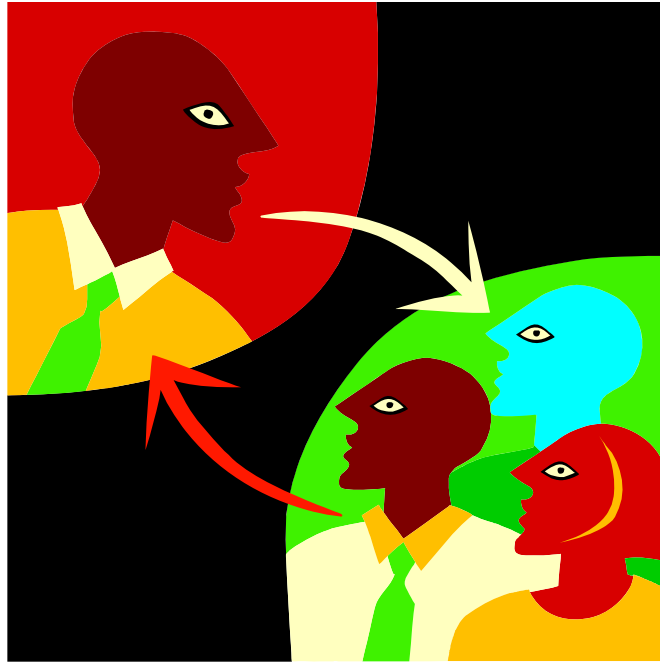


# Let's Compare ...



- 20 employees commercial cleaning business, sole-proprietor, non-union, Chicago-based
- 3000 employees, chip manufacturer, union, U.S. based, global firm, publicly traded

# Missing Link ...



# Management Tool?

# Top Ten Mistakes ...

10. The complainer
9. That "one" time
8. Change behavior
7. Bullet-proof from risk
6. No gray areas

# Top Ten Mistakes ...

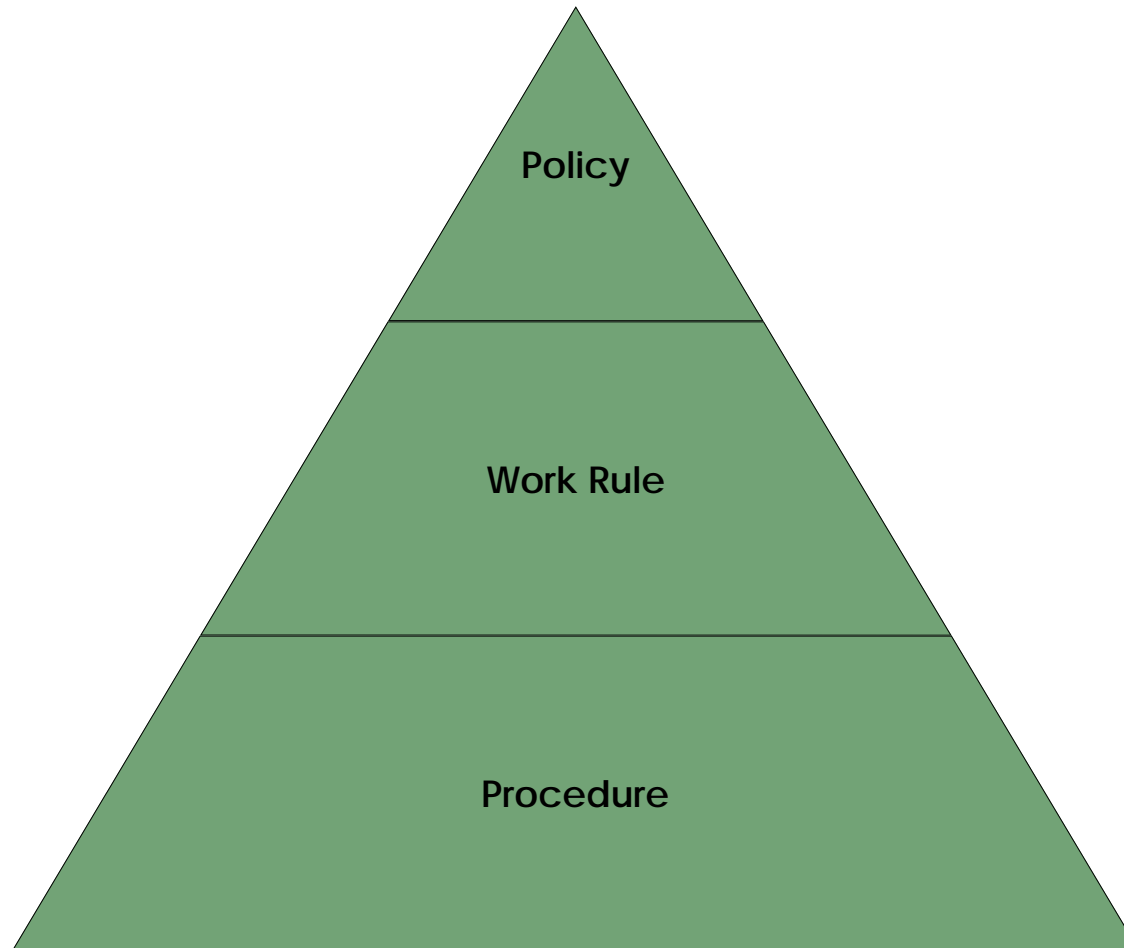
5. Ensure perfection
4. We're too small
3. Nothing = flexibility
2. Used someone else's
1. My colleague/buddy have or don't have

# Must Have's vs. Mistakes?

- Regulatory environment
- Industry/business type
- Size
- Culture
- Management Use



# Procedure, Work Rule or Policy



# Procedures ...

- Prescribed actions
- Step-by-step
- Checklists
- Forms
- Processes
- Internal/external

# WORK RULES

1. SICKNESS: No excuses will be acceptable. We will no longer accept your doctor's statement as proof of illness as we believe that if you are able to go to the doctor, you are able to come to work.
2. LEAVE OF ABSENCE FOR AN OPERATION: We are no longer allowing this practice. We hired you as you are, and to have anything removed certainly makes you less than we bargained for.
3. DEATH, YOUR OWN: This will be accepted as an excuse, but we would like at least two week's notice, as we feel it is your duty to teach someone else your job.
4. QUANTITY OF WORK: No matter how much you do, you'll never do enough.
5. QUALITY OF WORK: The minimum acceptable level is perfection.
6. ADVICE FROM THE BOSS: Eat a live toad the first thing in the morning and nothing worse will happen to you the rest of the day.
7. THE BOSS IS ALWAYS RIGHT.
8. WHEN THE BOSS IS WRONG, REFER TO RULE 7.

# Work Rules ...

- Ban behaviors/actions unacceptable
- Promote behaviors required
  - Safety Rules
  - Codes of Conduct
  - Property/resource use or access

# Policies ...

- May be less detailed
- Overview
- Allows management discretion
- A guide for gray areas

# Setting Expectations ...

- Management tool
  - Clarity
  - Fair application
  - Keeping score



# A Little Goes a Long Way ...

“If you obey all the rules, you miss all the fun.”

- Katherine Hepburn

# Auditing Your Organization ...

- Examine the industry/business/size/culture
- Seek tools that help you ask the right questions
  - <http://www.dol.gov/elaws/FirstStep/>
  - <http://www.eeoc.gov>
  - <http://www.osha.gov>
  - <http://www.jan.wvu.gov>
  - <http://www.shrm.org>

# Questions ...



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