

## DEVELOPING A POLICIES AND PROCEDURES MANUAL

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**S**ome companies may not have believed they needed to create an extensive policies and procedures manual, or may have developed policies for particular issues without creating a formal manual. In such a case, a large volume of e-mail about specific policy issues, such as compensatory time, credit decisions, or hiring priorities, points to either an inadequate documentation of policy or a lack of staff understanding about established policy. If an analysis of such messages indicates a lack of documentation, then a company may benefit from formalizing policy into a manual. If a manual already exists, then management should consider a training program to help staff understand policy guidelines and help management apply policies. In either situation (no documentation, or lack of understanding), the volume of e-mail on specific issues can serve as an early warning system about the ambiguity of policies and procedures. □