









If we need them, what stops us from having them?



Common Misconception #1

Policies, Processes & Procedures make organizations less efficient



Common Misconception #2

Only used by large organizations



Common Misconception #3

They reduce autonomy and are difficult to create



Common Misconception #4

They restrict freedom in ministry



Policies

- Policy describes the **why**; also accountabilities
- Rules for any decisions made and corrective action taken should the policy not be followed
- A policy should not contain processes or procedures, but refer to them

Processes

- Process derives from the value chain (**Who, what, where, when**)
- Can be modelled in various tools, from manual 'brown paper' maps to MS Excel, MS Visio to various database tools
- May span several systems, executed by several teams/people and may cross functional/organizational boundaries

Procedures

- Procedures comprise the work instructions to execute a task/activity (**how**)
- Normally are executed by one person or team
- Do not cross organizational boundaries and are normally documented

Example: Online Shop

Policy
The product must be delivered to the customer within 24 hours from the point they place an order.

Process
Employees will prepare the order for delivery, while managers monitor the process.

Procedure
Jim will fill orders in categories A, B, and C. Jen will fill orders in categories X, Y, and Z. John will supervise to ensure timely delivery. If an employee is sick, call Sarah to fill his / her place.



If you want to help your organization grow and flourish without you standing over everyone...

...consider empowering other people with the knowledge and operating guidelines that they need to be able to properly do their job.



Benefits of Well-Defined Parameters

- Separate, yet dependent upon each other
- Work together in harmony to form the cohesive basis for efficient and effective operations
- Staff operate with more autonomy
- Reduces the decision bottleneck of senior management
- Staff are happier as it is clear what they need to do



Considerations for Policies

- Should be based on *past experiences, facts, and knowledge*
- People who are going to be influenced by these policies should actively participate at the time of framing them
- Need to be modified according to company protocol
- Should be versatile and completely understood by the people



Considerations When Crafting Procedures

- Based on *experience, knowledge and facts*
- They are made for difficult tasks
- A specific objective should be behind any procedure
- The procedure should give the required outcome at the end



Common Policies in Churches & Organizations

- Personnel Policies
- Financial Policies
- Sexual Abuse Policies
- Credit Card Policies
- Reimbursement Policies
- Hiring Policies
- ePolicies



Small Group Activity

- Credit Card Policy
- Paid Time Off Policy
- IT Policy
- Cash Receipt Policy
- Donor Giving Policy

Group Feedback



Determining Policies Needed

- Greatest Risk Areas
- Severity vs. Frequency of Occurrence

Rating Risk

| | High Frequency ↓ | Low Frequency ↓ |
|-----------------|------------------|------------------|
| High Severity → | High Risk | High-Medium Risk |
| Low Severity → | Medium Risk | Low Risk |

Development Tips

- Start with the highest risk potential to your organization
- Involve those who will be affected by the policy and procedures
- Network with others to prevent reinventing the wheel but not to copy

Employee Testimony





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