

The Hidden Costs of Informality

Believe or not, most companies operate informally. They rely on people to remember how to do things and allow people to complete tasks in a non-systematic, non-consistent manner.

This leads to a host of organizational challenges, including:

- Poor quality outputs
- Difficulty in measuring productivity
- Difficulty in evaluating performance
- Unsatisfied customers
- Confused and frustrated employees

One key to resolving these challenges is for an organization to develop and implement an operations manual. An operations manual is a formal collection of the organization's written policies and procedures.

- **Policy**-Parameters that govern organizational operations and behaviors (i.e., Attendance Policy).
- **Procedure**-The steps necessary for completing job tasks and the employees responsible for completing, reviewing or supervising those tasks (i.e, Responding to a Customer Complaint Procedure).



Benefits of Creating and Using an Operations Manual

- Increased revenues
- Decreased expenses
- Increased customer satisfaction
- Improved employee morale

We work with organizations to help them create their operations manuals. Normally, we use the following process to create the operations manual:

1. Inventory and Review Current Policies and Procedures
2. Interview Staff and Develop New Policies and Procedures
3. Write 1st Draft of Policies and Procedures
4. Review 1st Draft with Reviewer and Edit as Needed
5. Write 2nd Draft of Policies and Procedures
6. Review 2nd Draft with Reviewer and Edit as Needed
7. Write Final Draft of Policies and Procedures
8. Review Final Draft with Approver and Edit as Needed

Edward Professional Advisors

8333 Foothill Blvd, Ste 106
Rancho Cucamonga, CA 91730
888.858.9510 Phone
E-mail: info@edwardpa.com
www.EdwardPA.com

If you are considering creating an operations manual for your organization, here are the key roles you need to identify before the project begins:

- **Champion:** Who will be the person who will serve as the central coordinator for the project?
- **Interviewees:** Who will be interviewed regarding policies and procedures?
- **Reviewers:** Who will be reviewing the drafts of the policies and procedures as they are produced?
- **Approvers:** Who will be approving the policies and procedures after they have been reviewed and revised?

Conclusion

An operations manual is one of the best ways to ensure a quality output from your employees. Whether you provide government services or sell consumer products, creating and using an operations manual will reap these benefits for your organization:

- Increased revenues
- Decreased expenses
- Increased customer satisfaction
- Improved employee morale



Sample Policy:

I.1 Appropriate Workplace Conduct Policy

The Company prohibits the harassment of any of its employees, customers, independent contractors or vendors, and particularly if the conduct is based on an individual's race, religion, color, sex, age, national origin, ancestry, marital status, sexual orientation, physical and mental disability, or any other characteristic protected by law.

Sample Procedures:

AM PROCEDURES

- Run autoclaves
- Load cats into carriers
 - Check each incision, bring concerns to doctor
 - Double check collar matches name on carrier
- Clean dog and cat kennels
- Set up Prep Room
 - Put out clippers
 - V-tray
 - Pee bowl
 - Eye lube
 - Scrub buckets ready

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