

COORDINATED SYSTEM POLICY DEVELOPMENT

WRITTEN GUIDES TO THINKING
IN DECISION-MAKING

INTRODUCTIONS & EXPECTATIONS

- Have you ever been asked to put your agency's policies & procedures on paper for the first time?
- Felt uncomfortable writing policies because you weren't sure how to organize the information and/or how to word them correctly?
- Because of some changes in the workplace, new policies must be written? Where to start?

A DECISION MAKING FRAMEWORK

- RULES/REGULATIONS
- POLICY
- HANDBOOKS
- SPECIAL MANUALS
- PROCEDURES
- JOB DESCRIPTIONS
- STANDARDS
- PERFORMANCE EVALUATIONS

WHY ARE POLICIES WRITTEN?

- Clarify performance areas, “predictability”
- Consistent application
- Enable fair decision making
- Improve working conditions
- Aid internal investigation
- Ensure quality transit service

MANAGEMENT QUESTIONS IN POLICY DEVELOPMENT

- Who is authorized to write?
- Who is authorized to approve?
- Who would serve on the committee?
- How are decisions appealed?
- What kind of document organization?
- How to change, rescind, or make obsolete?

CONSISTENT GUIDE TO DECISION MAKING

- BEHAVIOR
- SAFETY
- TRAINING
- DISCIPLINE
- DOCUMENTATION
- ACCOUNTABILITY
- CUSTOMER SATISFACTION

POLICY IS NOT!

- RULE-
REQUIREMENT FOR
CERTAIN ACTIONS
OR NON-ACTIONS-
ANY DEVIATION
RESULTS IN SOME
DISCIPLINARY
ACTION
- PROCEDURE-SOME
CHRONOLOGICAL
SEQUENCE OF
REQUIRED
ACTION(S)-
DEVIATION COULD
UNDERMINE ITS
VALIDITY

POLICY PURPOSE

- DEFINE AREA
- DECISION GUIDANCE REFLECTING MISSION & GOALS
- IMPROVE WORKING CONDITIONS
- SUPPORT APPROPRIATE BEHAVIOR
- CREATE A SAFE ENVIRONMENT
- ENSURE EFFECTIVE COMMUNICATION

KEYS TO DEVELOPMENT

- CLEAR UNDERSTANDING OF WHY A POLICY NEEDS TO BE DEVELOPED?
- PROPER POLICY PURPOSE OR STATEMENT
- SUPPORTIVE ORGANIZATION
- REGULAR UPDATES
- RATIONAL GUIDE FOR IMPLEMENTATION

PITFALLS TO EFFECTIVE POLICY DEVELOPMENT

- NOT WELL WRITTEN
- TOO LONG OR TOO SHORT
- NOT COMPREHENSIVE ENOUGH
- TOO GENERAL
- UNENFORCEABLE
- TOO MANY EXCEPTIONS

HOW ARE POLICIES MADE?

- DEPENDENT UPON RESEARCH, VALUES, AND/OR POLITICS
- THROUGH A PARTICIPATORY PROCESS
- FROM EXISTING POLICIES
- UPPER MANAGEMENT APPROVAL
- NEED TO BE WRITTEN

WHY POLICIES MUST BE WRITTEN?

- DOCUMENTATION
- CLEAR
- CONCISE
- COMPREHENSIVE
- PROPER TONE
- ACTIVE VOICE

POLICY STYLE GUIDE

- SUBJECT
- POLICY STATEMENT
- PURPOSE
- PROCEDURES
- MANAGEMENT RESPONSIBILITIES
- CONSEQUENCES
- REFERENCES
- GUIDELINES
- SIGN OFF SHEET

POLICY DEVELOPMENT CYCLE

- NEEDS ANALYSIS (gap description)
- HIERARCHICAL APPROVAL (legal implications)
- REALITY CHECK (user's comprehension-rewrite)
- COMMUNICATE (questions, feedback, publish)
- EVALUATE (timely revisions, updates)
- ENFORCE (monitor adherence)