

CREATING AN OFFICE POLICY MANUAL

PREFACE

This handbook is a guide for creating your firm's policy manual. Since the size of a firm may dictate its required policies, not all firms will use all the items contained herein. Carefully choose which items are important to your firm, keeping in mind that simply because your firm does not have a policy on a particular item now does not mean the firm does not need one.

Be aware that not everyone will be happy with the written policies adopted by your firm. Some employees may find them limiting. Small firms may find too many policies create a loss of flexibility, and large firms can become more bureaucratic and forfeit the personal touch with their employees. Policies should be realistic for the type and size of your firm.

Customize this handbook to serve as a desktop reference by inserting section dividers with the appropriate written policies developed and approved by your firm. Keep the manual in loose-leaf form, and update it at regular intervals.

CONDUCT YOUR OWN RESEARCH REGARDING LOCAL, STATE, AND FEDERAL LAWS REGULATING EMPLOYMENT POLICIES AND PRACTICES. ADAPT YOUR POLICY MANUAL ACCORDINGLY. IF APPROPRIATE, CONSULT WITH OUTSIDE COUNSEL.

DOES YOUR FIRM NEED A POLICY MANUAL?

A policy manual is not a luxury that only large firms can afford to produce. In law firms of all sizes, a policy manual is a primary method of furnishing employees with information on their working environment, as well as what the firm expects from them.

The reasons for providing a written policy manual to your employees include:

1. To aid in the orientation of new employees, and give them information about their new employer;
2. To provide employees with a positive attitude towards their employer;
3. To explain work rules and penalties for violations; and
4. To protect the firm through appropriate disclosures.

Employees need to know what their employers expect of them and what they can expect in return. By putting your firm's policies in writing, both the firm and its employees have clear and concise direction when questions arise, avoiding misunderstandings and controversy.

Written policies also protect the firm from unnecessary claims and litigation. While some think "putting it in writing" can lead to the possibility of greater civil liability, putting a policy in writing gives you a greater opportunity to examine and carefully consider the policy, which should result in fewer instances of the policy leading to an unlawful injury. In addition, it will be easier to show a court what your policy is if the policy is in writing rather than if it is an oral policy.

Providing policies creates a framework where more specific guidance can be developed, when necessary. Without establishing carefully prepared policies that spell out the philosophy and goals of the firm, it is almost impossible to develop procedures and rules that will achieve the desired result.

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There may be some areas in which the firm can only spell out general policy, or there may be situations that arise which cannot be anticipated. In these situations, it is important to have general policy statements for guidance as to the proper action to take.

WHAT IS A POLICY?

The term “policy” can be defined as a definite course of action selected from among alternatives, and in light of given conditions, to guide and determine current and future decisions. Policies are general statements of philosophy, principles, and objectives in a given area. Establishing written policies lets the staff know exactly what the firm wishes to accomplish and why. With this in mind, firm policies should not be decided lightly. Everyone affected by the outcome of the policy should be consulted, and discussion should be generated to make the best possible policy in each instance to fit the needs of the firm.

Policies set goals for both the firm and its employees. They provide a method to attain goals and aid in the development of plans to assist goals. They offer a guide to decision-making and formulating specific rules. Fair policies produce consistent treatment of all employees and provide management with a frame of reference for making uniform personnel decisions. Policies offer quick and decisive action, and in many instances can bring about needed change.

Good policies meet the following requirements:

- They are up-to-date and current;
- They are clearly understood by everyone;
- They are consistently followed;
- They are established by the proper authority; and
- They are concise (one policy for one topic).

GETTING STARTED

Determine the style you will use (formal or casual; personal or impersonal) in developing your policy manual. The format should be attractive and personalized whenever possible (“our” firm, “your” benefits) to make the employee feel part of the firm. Avoid negative comments and emphasize the positive aspects (explain work rules in a positive manner; emphasize employee benefits). Keep policies simple and brief, written in a language everyone can understand. Do not set a disciplinary tone by simply providing a list of rules, and be careful not to sound patronizing or condescending.

If possible, involve staff. Remember, employees have to carry out the developed policies. Many times staff can provide practical suggestions as to how to improve policies so desired goals are achieved without creating unnecessary problems in the process. If you do not reach out and encourage staff to participate, few employees will be willing to make suggestions on their own.

An unwritten policy or prior decision made by the firm can assist in developing a written policy. Start with a list of current firm policies, even if they are not written down and are simply “understood” policies of the firm. Divide the list into three major categories: employment policies, personnel policies, and office policies. Expand the list with input from all personnel. If possible, form a committee with at least one “interested” partner, associate, supervisor, and staff person.

Assign the task of writing the first draft to one person. Establish a definite time schedule. An index of all topics covered should be included for easy reference. The layout, numbering

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system, cover, type style, etc. should be determined and used consistently.

AVOID PROBLEM AREAS

Avoid the following language when developing policies for your firm:

1. Probationary period: When referring to new employees, use the term “orientation period” or “initial employment period” to avoid an implication that the employee has a right to the job following the successful completion of this period. The phrase “up to” should also be used to limit the length of this period so as to make it clear the employee is not necessarily entitled to employment during this period.

Example:

The first 60 days of employment with the firm shall be referred to as “the orientation period.” This period is to provide both you and the firm the opportunity to determine whether you and your new job are suited to each other. During the orientation period, both you and the firm are free to terminate the employment relationship at any time without prior notice. The orientation period may be extended beyond 60 days at your request or at the discretion of the firm.

Example:

The initial employment period for new employees is 90 days from the first day worked. During this period, you may resign or be released on two weeks’ notice without cause. If the firm is given cause, you may be released without notice. The initial employment period may be extended for any reason.

2. Annual salary: Unless you intend otherwise, state that employees are not employed on an annual or contract basis.

Example:

Nothing contained in this manual or any other document provided to employees is, or is intended to be, a contract or a guarantee of employment. Any salary figures provided to an employee in annual or monthly terms are stated for the sake of convenience or to facilitate comparisons and are not intended to and do not create an employment contract or guarantee of employment for any period of time.

3. Permanent employment: Use the term “regular employment” to alleviate any misunderstanding of lifetime or permanent employment on the part of any employee.

Example:

An employee who has satisfactorily completed the initial employment period shall become a regular employee of the firm and shall be entitled to all benefits afforded to regular employees as stated more particularly hereinafter.

4. Employment at will: This is one of most controversial policies to be included in a firm policy manual. Language of this nature emphasizes that the employer as well as the employee may terminate the employment relationship at any time, and may send a negative message to employees. You may wish to include some form of disclaimer, however, to minimize the possibility of a wrongful discharge action.

Example:

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During the initial employment period, all employees are employed “at will,” and, as such, are free to resign at any time without reason. The firm, likewise, retains the right to terminate an employee during the initial employment period without reason. Following the initial employment period, the employee may be discharged only for just cause. The firm retains the exclusive right to determine whether facts exist to constitute just cause for discharge.

Example:

All firm employees are employed “at will,” which means that both the employee and the firm are free to terminate the employment relationship at their discretion. No supervisor or other firm representative has the authority to alter this relationship, and you should never interpret any such person’s remarks as a guarantee of continued employment.

5. Sick leave: Occasional illness is not the only reason why employees might need time off. If your firm offers paid time off, consider calling it “personal” time. Granting time off for important personal reasons encourages advance notice of absenteeism. [Note: consult with outside counsel or review current laws. Paid sick leave may be required.]

Other items to avoid include:

- Promises and policies which cannot or will not be enforced uniformly and consistently;
- Statements that could be interpreted to mean employees will be discharged only for “cause,” or only for specific or definite reasons;
- Specific details of insurance or profit sharing plans (be general); and
- Any reference to mandatory retirement at a specific age.

TOPICS TO BE COVERED

INTRODUCTION

Begin with an introduction briefly describing the use and purpose of the policy manual. Identify the person directly in charge of the firm’s policies.

Example:

This policy manual has been prepared to familiarize both attorneys and staff with the policies adopted by this firm. It should be consulted when any questions arise as to the responsibilities of the firm to its employees, or if an employee needs clarification of what the employee’s responsibilities are to the firm and its clients.

Although an exception to policy may be made, these written policies have been established to reduce the possibility of any unfairness among employees.

From time to time, conditions and circumstances may require the firm to change, modify, amend, or delete the policies in this manual. When changes are made, you will be notified of the new or revised policy.

Questions regarding the interpretation of any of these policies should be referred to the Administrative Manager.

INFORMATION ABOUT THE FIRM

Provide information regarding the firm’s structure. Many new employees are uncertain of what

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type of business their employer is engaged in, or how the firm's business is administered. Keep current lists of partners, committees, and departments (and their members) to ensure information and interoffice memoranda are directed to the correct recipients. Providing details about the firm will give all employees a feeling of belonging and encourage their loyalty.

Items you may wish to include are:

1. Date and history of founding of firm.
2. Status of the firm.
3. List of current partners.
4. List of current committees including:
 - Duties of committee
 - Members of committee
5. List of current departments and department members.
6. General responsibilities of administrative personnel.
7. Floor plan of offices, conference rooms, and departments.
8. Job descriptions of personnel, which might include:
 - Administrative Assistant
 - Legal Secretary
 - Legal Assistant or Paralegal
 - Receptionist
 - File Clerk
 - Word Processor
 - Accounting Clerk
9. List of current employees.
 - This list might include each employee's telephone extension, the name of each attorney's assistant, the name of each assistant's supervisor, and, if applicable, the floor where their desk or office is located.
10. Home address and telephone number for all personnel.

You might wish to include a statement that this information is for use by firm personnel only and is not to be released.

YOU AND THE FIRM

Provide information relating directly to employment policies and the employee's responsibilities to the firm and its clients. The policy manual should always contain a statement to the employees informing them of the confidential nature of their work in the firm.

Example:

All work performed in this firm is of a confidential nature and should not be discussed with friends or family, nor in the presence of clients or other visitors, especially in common areas of the office such as the reception area, lounge, restroom, or elevators.

No materials are to leave the office without the express permission of the attorney in charge. Any materials leaving the office must be packaged and sealed properly to ensure confidentiality.

An affirmative action plan (equal opportunity policy), if adopted by the firm, should be stated in the policy manual. It is also a good idea to include a policy on sexual harassment. Be sure to state the procedures available for reporting and processing complaints of this nature.

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REVIEW CURRENT LOCAL, STATE AND FEDERAL LAWS TO ENSURE THAT AFFIRMATIVE ACTION, EQUAL OPPORTUNITY, OR HARASSMENT POLICIES MEET CURRENT LEGAL REQUIREMENTS.

Example:

It is the policy of this firm that all employees should be able to enjoy a work environment free from all forms of discrimination, including sexual harassment.

None of our employees, regardless of gender, should be subjected to unsolicited or unwelcomed sexual overtures or conduct, either verbal or physical.

Sexual harassment does not refer to occasional compliments of a socially acceptable nature. It refers to behavior which is not desirable, which is personally offensive, which impairs morale, and which therefore interferes with our work productivity. Such conduct is specifically prohibited in this firm. This includes repeated offensive sexual flirtations, advances or propositions; continued or repeated verbal abuse of a sexual nature; graphic or degrading verbal comments about an individual or their appearance; the display of sexually suggestive objects or pictures; or any offensive or abusive physical contact.

In addition, no one should imply or threaten that an applicant or employee's "cooperation" of a sexual nature (or refusal thereof) will have any consequence on the said person's employment, assignment, compensation, advancement, career development, or any other condition of employment.

Any violation of this policy should be reported immediately to the Administrative Manager.

Other items to include in employment policies are:

1. Dress code: Establish a standard for neat and professional appearance for all employees. [Note: An employee's right to dress in a particular manner, including a refusal to adhere to particular aspects of a dress code, may be protected by the First Amendment to the US Constitution. See [EEOC v. Abercrombie & Fitch Stores, Inc.](#), 135 S. Ct. 2028 (2015).
2. Emergencies: Describe emergency procedures, including a list of employees with CPR or first aid training, the nearest hospital, emergency telephone numbers, etc.
3. Employment of relatives: Does your firm have a policy regarding hiring immediate relatives? You might also consider developing a policy regarding present employees who marry.
4. Housekeeping: Advise employees on the responsibility for their immediate work area and common areas used by employees.
5. Orientation or initial employment period: Specifically define the orientation or initial employment period for new employees, and explain all restrictions, such as entitlement to employee benefits.
6. Outside employment: If your firm discourages employees from working at other jobs outside the firm, so advise your employees.
7. Personal problems: Encourage employees to seek assistance with severe personal problems, whether they involve problems at the office or at home.
8. Personal telephone calls: During business hours, both incoming and outgoing personal telephone calls should be confined to those that are absolutely necessary, and be kept

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to a minimum. You might also wish to include information regarding restrictions on long-distance personal telephone calls.

9. Use of mobile devices: Employees should not use mobile devices while driving a motor vehicle. This includes making or receiving calls, sending or receiving texts, or using other features of the mobile device, even if Bluetooth technology is available in the employee's vehicle. Caution is advised when using mobile devices in a public place to avoid disclosure of confidential client information or giving an impression that confidential client information is being discussed.

The client must be informed when a call is received or placed by cell phone, advising the client that confidentiality may be compromised. The client should be told to call from a secure landline if discussing confidential matters. Likewise, the lawyer or staff person should arrange to call the client on a secure landline before continuing to discuss confidential information.

Finally, employees should avoid reading or sending email or accessing firm resources using a mobile device over public Wi-Fi networks.

10. Personal use of office facilities: Give employees specific guidelines for use of office facilities.
 - a. Email account: Give specific guidelines for use of the office email account. Employees and attorneys should be strongly discouraged from receiving or transmitting personal email, especially jokes and messages that generate "chain" emails. Aside from the embarrassment this could bring to the firm, it can result in the spread of email viruses.
 - b. Internet use: Give specific guidelines for use of the office computer to access the Internet. Discourage employees and attorneys from accessing the Internet for personal use. Accessing the Internet for personal use from the office may generate increased spam, and can result in the spread of computer viruses, and spyware or ransomware being installed on office networks or computer systems.
 - c. Social media: Give specific guidelines for use of social media on behalf of the firm (Facebook, Google+, Twitter and other social media sites.) Social Media Governance maintains an online database with examples of social media policies here: <http://socialmediagovernance.com/policies/>.
11. Professional conduct in the office: Advise employees what the firm expects when dealing with clients—using good judgment, diplomacy, and courtesy—and maintaining the highest standards of personal and professional ethics.
12. Security: Explain security procedures and provide information regarding security during non-business hours.
13. Training: Allowing time for training of new employees is always a good idea. Develop a schedule—it gives both the firm and the employee a definite timetable as to what to expect the first few days of employment. Better yet, develop an in-house training program and set out the schedule in these policies.

OFFICE POLICIES

In this section, provide rules and regulations regarding office policies. Be specific if your policies are specific. If the firm maintains a schedule of assigned lunch and rest periods and expects employees to adhere to it, tell them so. If time sheets are used, advise employees when to turn them in, and to whom. Advise what information the time sheets should contain.

REVIEW YOUR OBLIGATIONS UNDER THE AMERICANS WITH DISABILITIES ACT AND

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OTHER LOCAL, STATE, AND FEDERAL LAWS, WHICH MAY REQUIRE YOU TO MODIFY THESE POLICIES TO ACCOMMODATE AFFECTED EMPLOYEES. IF NECESSARY, CONSULT WITH OUTSIDE COUNSEL.

1. Absence and punctuality: Indicate the person to whom tardiness and absenteeism should be reported. Encourage advance notice. Advise employees if the firm keeps a record of tardiness.
 - a. Personal appointments: Require advance notice and scheduling at a time most convenient for work flow.
 - b. Absence due to weather conditions: In adverse weather, some firms encourage attendance by allowing all employees who report to work before 10 a.m. to receive a full day's pay.
2. Adjustment of workload; obtaining assistance: Indicate the person to whom the employee should report when the employee has time available to assist others or when the employee needs assistance.

Example:

It is your responsibility to advise the Office Administrator of your availability to assist others in order to provide an equitable workload balance. If additional assistance is required, all requests should be directed to the Office Administrator.

3. Holidays: Include a list of permanent firm holidays and describe any floating holidays.
4. Office hours: You might want to include switchboard and receptionist hours if they are different from the average employee.
 - a. Lunch periods: Advise employees if they are to notify someone when they leave for and return from lunch.
 - b. Rest Periods: If specific rest times have been established for employees, advise them; otherwise, be general.

Example:

One morning and one afternoon rest period of 15 minutes each are permitted. Notify your immediate supervisor when you are taking a rest period, as rest periods should not be taken at a time when it would be disruptive to work flow.

5. Overtime authorization: Make sure employees know they must obtain permission for overtime work prior to actually working overtime.
6. Personal use of office equipment and supplies: Let employees know if they are not to use the photocopy machine, postage meter, messenger services, etc. for personal use.
7. Promotion and posting of available positions: Let employees know how they can apply for other positions within the firm.

Example:

Whenever possible, qualified employees are promoted to available higher-level positions. All internal job vacancies are posted to enable all employees an opportunity for career growth and development. Staff members interested in these positions should apply to the Office Administrator. All inquiries will be treated as confidential.

8. Solicitation/no distribution rule: A policy may be established to restrict or prohibit solicitation during work hours or in working areas. It is also a good idea to include a statement that persons who are not employed by the firm shall not distribute literature or solicit employees or visitors at any time.

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Example:

Employees are encouraged to take an active part in civic affairs and deserving charitable activities. However, in order to avoid interference with work and to protect you from unnecessary nuisance, soliciting of any kind is prohibited when the person soliciting or the person being solicited from is on working time. Similarly, employees are prohibited from distributing literature of any sort during work time. Solicitations for gifts (for resigning employees, weddings, births, etc.) are authorized under proper approval from your supervisor. Persons who are not employed by the firm shall not distribute literature or solicit employees or visitors on firm property at any time for any purpose.

9. Time attendance/work records: Attach a sample of any form used, and provide instructions for completing it.
10. Vacation scheduling: Indicate the proper person in charge of scheduling vacations. Notify employees if they are to check with their immediate supervisor prior to scheduling vacations.

PERSONNEL POLICIES

Use this section to define the firm's responsibilities and obligations to its employees.

REVIEW LOCAL, STATE, AND FEDERAL LAWS, WHICH MAY REQUIRE YOU TO MODIFY THE EXAMPLES GIVEN BELOW.

Describe available benefits:

1. Application: Establish a policy to return all applications received at a time when the firm is not hiring. Applications should not be held in a file unless a definite position is available. DO NOT accept pictures of applicants, which might be included with applications.
2. Benefits: Benefits should be described in general terms only.
 - a. Bonuses:
 - Annual: Do not promise an annual bonus; rather, state that the firm normally pays a bonus to each employee. It is a good idea to clarify that payment will be based upon consideration of the financial condition of the firm.
 - Longevity: In recognition of loyalty and service, some firms establish a longevity bonus which is paid on the employee's anniversary date.
 - Merit: Define the conditions under which merit bonuses are given.
 - b. Placement: To encourage referrals, thereby saving employment agency fees, some firms pay a placement fee when the firm hires staff referred by current employees.
 - c. Education: Encourage employees to continue their education in the legal field by developing a policy to pay either all or a portion of their tuition. Some firms pay one-half of the tuition at the beginning of the term and pay the remainder when the term is completed and the employee has received a grade of "C" or better.
 - d. Fringe benefits: These include counseling, parking, transportation expenses (bus or train fare), credit union membership, athletic club membership, etc.
 - e. Insurance: Provide the name of the insurance carrier and the general type of insurance afforded. Insurance benefits should NOT be described in detail, but provided in a separate benefits booklet.
 - f. Membership in professional organizations: Employees should be encouraged to participate in professional organizations. Membership allows them to keep

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abreast of new developments, and provides them with contacts in the legal field. A policy should be developed to pay all or a portion of their dues and expenses, and allow time off to attend functions of the organization.

- g. Profit sharing plan: If applicable, describe any profit sharing plan in a separate booklet.
 - h. Social functions: Let employees know whether the firm sponsors an annual summer picnic or holiday party.
 - i. Compensation (salary): Advances, overtime, leaves of absence (i.e., bereavement, jury duty, medical/dental/parental, military leave, personal leave), pay days, and vacation should be defined and explained.
3. Employee classifications: Define full-time employees, regular part-time employees, and temporary employees.
 4. Performance evaluations: Let employees know their job performance will be evaluated and how often.

Example:

Each employee's performance is reviewed annually by (supervising attorney, office manager, personnel director, etc.), and salary is modified to ensure compensation commensurate with responsibilities and performance. Salary increases are given on a merit basis.

5. Personal information: Each employee should keep all personal data current. Indicate to whom this information should be given.
6. Personnel records: Advise employees where personnel records are kept and who is responsible for them. If state law requires, advise them they may inspect their personnel file.
7. Termination of employment: List all procedures and required documentation in detail.
 - a. Letters of recommendation: A statement that letters of recommendation for former employees are not a matter of right should be included in termination policies.
 - b. Notice: Advise employees they are to provide reasonable notice in writing.
 - c. Receipt of vacation pay: Terminated employees are entitled to all accrued vacation paid and paid sick leave earned as of the date of termination. Let them know when they will receive payment.
 - d. Severance pay: Let employees know whether severance pay is paid by the firm.

Example:

An employee discharged for cause or terminating voluntarily shall be given no severance pay. Any employee discharged for other than cause may be given severance pay at the discretion of the firm.

8. Worker's compensation: Provide the name of the insurance carrier and to whom injuries should be reported and where claim forms can be obtained.
9. Grievance procedures: It is extremely important the all employees are given an outlet to vent any complaints they may have concerning their treatment on the job. It is equally important that they be encouraged to use the established complaint procedure and know that no retaliation or other adverse consequences will result from their making such a complaint. If employees bring their complaints to management first, before going to government agencies or initiating litigation, management will have an opportunity to remedy any unfair or illegal treatment without a major outlay of money, time, and frustration.

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Let employees know to whom a complaint should be taken (preferably the employee's immediate supervisor unless the supervisor is part of the problem). The procedure should allow for an appeal to ascending levels of authority, depending upon the size of the firm.

RECEIPT AND ACKNOWLEDGMENT

Every employee should be required to acknowledge the fact that the employee has read the policy manual, understands its contents, and agrees to abide thereby. Provide a copy of the policy manual to each employee. Encourage employees to keep their copy of the manual handy, and refer to it regarding all questions concerning office policy.

Since wrongful discharge disputes are becoming more frequent, it is also suggested that an "at will employment" disclaimer be included in the acknowledgment to be signed by the employee.

Example:

I hereby acknowledge that I have received and carefully read a copy of the firm's office policy manual. I also acknowledge that I fully understand the contents of said policy manual and agree to abide by its terms and policies. If I have any questions, I will confer with the Administrative Manager.

I understand that nothing in this policy manual creates an express or implied contract of employment. I further understand that I am employed at will, that both the firm and I are free to terminate the employment relationship at our discretion, and that no firm employee has authority to alter this relationship.

Dated this ____ day of _____.

[Employee Signature]

COMPREHENSIVE CHECKLIST OF TOPICS

The topics covered by your firm's policy manual will depend greatly on the size of your firm. The following is a comprehensive list of topics that you may wish to include.

Absence	Business Expenses
Accidents	Business Trips
Acknowledgment	Car Pools
Adoption	Charity Drives
Advances	Check Cashing
Advertising	Chemical Dependency (Alcohol/Drugs)
Applications	Civil Rights
Associates	Collections
Attendance	Committees
Benefits	Communicable Diseases
Birth	Community Relations
Blood Donation	Compensation
Bonuses	Confidential Information
Bulletin Board	

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Conflicts of Interest
Contributions
Counseling
Court Service
Demotion
Dental Appointments
Departments
Discipline
Discounts to Employees
Discrimination
Dismissal
Dress and Grooming
Educational Assistance
Emergencies
Employee Attitudes
Employee Classifications
Employee Referrals
Employee Services
Employee Training
Employment Agencies
Employment of Relatives
Employment Policy
Equal Opportunity
Exit Interview
Firing/Dismissal
First Aid
Flowers
Fringe Benefits
Funerals
Garnishees
Gifts
Grievance Resolution
History of the Firm
Holidays
Hours of Work
Housekeeping
Index
Initial Employment Period
Insurance
Introduction
Job Descriptions
Job Training
Jury Duty
Layoff
Leave of Absence
Life Insurance
Loans to Employees
Lounge/Lunch Room
Lunch Periods
Management Development
Management Practices
Management Rights
Maternity Benefit
Medical Appointments
Medical Insurance
Memberships
Memoranda
Military Service
Newsletters
Office Hours
Office Layout
Office Privacy
Orientation
Outside Employment
Overtime
Parental Leave
Parking
Part-time Employees
Partners
Pay Days
Payroll Deductions
Performance Evaluations
Personal Hygiene
Personal Information
Personal Mail
Personal Property
Personal Telephone Calls
Personal Time Off
Personnel Records
Political Activity
Professional Conduct
Profit Sharing
Promotion
Publications
Raises
Recruiting
References
Resignation
Responsibility
Rest Periods
Retirement Benefits
Safety
Salary Advances
Salary Continuation
Savings Plan
Security
Seniority
Separation
Service Recognition
Severance
Sexual Harassment
Sickness and Disability

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Smoking
Social Functions
Social Media
Solicitations
Suggestions
Supervisor
Tardiness
Telephone
Temporary Employees
Termination
Theft
Time Reports

Training
Transfers
Travel
Unemployment Compensation
Use of Facilities
Vacations
Voting Time Off
Wage and Salary Administration
Weather
Work Load Adjustment
Worker's Compensation
Working Conditions

APPROVAL AND COMMUNICATION

Once the manual has been drafted, it should be distributed to all partners and administrative personnel for review and comments. Remember—their feedback and support are important. Without it, the manual will not accurately reflect your firm's policies. Hold a meeting and explain the “how and why” behind each policy. This will offer an opportunity for constructive discussion. Be sure to inform them that it is vital they fully comprehend and agree to support the policies that have been adopted.

It may be necessary to draft several revisions. Do not be discouraged. It will only make things easier in the end to have everyone agree and be satisfied with the result before it is distributed to employees.

INTRODUCING THE POLICY MANUAL

When the final version has been approved, a meeting should be arranged with associates and staff to discuss existing policies, highlight new policies, and explain how the policies will be implemented. Employees should be advised that all policies will be enforced and applied uniformly and without exception. This meeting should be conducted by someone in authority who fully understands the policies and can accurately clarify any problem areas.

Everyone should be encouraged to read the manual completely and carefully as soon after the meeting as possible, and a date should be established when the receipt and acknowledgment statement must be signed and returned. Employees should be instructed to use the policy manual as a reference guide when any questions arise, and, if something is not covered in the policy manual, it should be brought to the attention of the person responsible for policy manual updates for possible inclusion.

It is extremely important that the introduction of the policy manual be accomplished in a positive light. Let employees know these policies are being adopted to create a fair workplace without misunderstandings and controversy. Emphasize that many of the policies have been long established by the firm, the manual is simply putting them in writing for everyone's benefit.

KEEPING YOUR POLICY MANUAL CURRENT

All memoranda dealing with office subjects should be kept and reviewed periodically for inclusion in the office policy manual. Keep in mind any major changes in the office structure will most likely require changes in the policy manual, i.e., adding branch offices, mergers,

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relocation, etc.

LOCAL, STATE, AND FEDERAL LAWS AND REGULATIONS MAY ALSO NECESSITATE AN ADDITION OR CHANGE IN YOUR POLICY MANUAL AND SHOULD NOT BE OVERLOOKED. A TOTAL AUDIT OF THE POLICY MANUAL SHOULD BE CONDUCTED EVERY ONE TO TWO YEARS.

An outdated policy manual can be an enormous problem. Do not let this happen to your firm. Make it a habit to review the policy manual whenever a policy or personnel question arises to determine if the question is adequately addressed (or it may not be addressed at all). You may also find that a current policy is not working and a new policy should be implemented.

CONCLUSION

Sound policies make a difference. They can help build a unified work force and a harmonious work environment, and they pay off in decreased turnover, greater job satisfaction, and increased productivity.

IMPORTANT NOTICES

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