

Assessing the Maturity Grade of Policies & Procedures Programs

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Overview of Topics

- Defining P&P and P&P programs.
- Importance of assessing P&P programs.
- How Urgo's assessment model came about.
- Components of the assessment model.
- Exercise: Experience the model by determining your organization's P&P maturity grade.
- Cases and lessons learned on using the model.
- Resources for further information.

Defining P&P – 3 Levels to Understand

Level	View of P&P	Interpretation
1	Micro	Two types of information
2	Macro	Umbrella name for several related types of information
3	Mega	Body of knowledge for a communication specialty

P&P Defined –

Level 1: Micro View – Two Terms

Policy – refers to an organization’s position or stance about what should or should not be done as it relates to a practice.
[what to do or should be done]

Procedure – refers to sequential steps that enable someone to accomplish something, including a policy.
[how to do something]

P&P Defined – Level 2: Macro View – Umbrella Name

Policies and procedures (P&P) – refers to the principles and methods, whether formalized, authorized, or documented, that enable people affiliated with an organization to perform in a predictable, repeatable, and consistent way.

P&P Defined – Level 3: Mega View – Discipline

Policies and procedures (P&P) communication – refers to the body of knowledge about how information is designed, conveyed, and used as it relates to the principles and methods that enable people affiliated with an organization to perform.

P&P Program Defined

P&P program refers to the *context* in which an organization designs, develops, implements, and manages its P&P communications.

Two types of context

- Formal context
 - system
 - department
 - unit
 - group
- Informal context
 - merely efforts

Why Assessing P&P Programs Is Important?

- P&P have and always will be needed.
- To assess more than P&P documentation.
- To know how a P&P program is and could be providing P&P communications.
- To be competitive in a performance-oriented and global economy.

Performance-Based P&P and Performance-Based P&P Programs

Performance-based P&P refers to information designed for users to take action to accomplish something.

[Focus is on output of “what to do” vs. “what to know”.]

Performance-based P&P programs refers to how P&P information is developed, used, and positioned to produce valued results for the organization.

[Focus is on outcome of value as a result of the strategies, processes, methods, techniques, tools, and talents used to design, develop, manage, deliver, and evaluate P&P.]

Urgo's P&P Maturity Assessment Defined

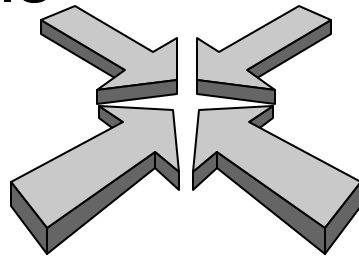
Urgo's P&P Maturity Assessment is a model for gauging

- how well an organization's P&P program, system, or effort is *positioned* for providing performance-based communication and
- what characteristics are required to be positioned at a higher level of effectiveness.

The assessment consists of a questionnaire for deriving a score which maps directly to a matrix that explains the level of maturity according to various characteristics.

How Urgo's P&P Maturity Assessment Came About

- Principles and features of other models and assessment tools
- Trends in organizational development and performance improvement
- Trends in P&P and technical communication
- 30+ years experience



Five Key Functions of P&P Programs

- **Managing P&P programs**
(reasons for having the function of P&P, types of talents)
- **Managing P&P content development**
(processes, planning, and project management of P&P)
- **Analyzing and designing P&P content**
(approaches for planning and collecting information)
- **Communicating P&P content**
(how information is organized and presented)
- **Validating and using P&P content**
(how validated and approved; awareness P&P exist)

Four Maturity Grades of P&P Programs

A Performance Improvement-based

We do it for organization's future value.

B Performance-based

We do it for learning and consistent performance.

C Elementary-based

We have to have it.

D Informal-based

We need it now.

Exercise: Experience Determining Your P&P Program's Maturity Grade

1. Take 10-12 minutes to answer questionnaire and get your organization's maturity grade.
2. Review your grade to Urgo's maturity grade matrix.
3. Compare your results with others.
4. Discuss your impressions of the assessment model.

Cases and Lessons Learned Applying Urgo's P&P Maturity Assessment

- Architectural firm with few documented P&P and no P&P person or standards; wanting quality award.
- Credit union with abandoned P&P documentation until a non-P&P person is assigned part time.
- Investment control group with documented P&P developed by group members with no P&P training or standards.
- Bank with group of trained and experienced P&P people with P&P standards in developing P&P.

Advice for Applying Urgo's P&P Maturity Assessment

- Have parties self-assess alone or together.
- Have P&P resisters participant in self assessment.
- Use Urgo's maturity assessment with other assessment techniques (interviews, focus groups, facilitated discussions, presentations, training, document reviews)
- Promote collaboration with client by comparing and validating both parties' findings and understandings.
- Use findings to create a comprehensive P&P strategic plan or to improve upon specific P&P needs.
- Plan when to repeat the assessment.

Resources for further Information and Assistance at www.urgoconsulting.com

For this presentation

- Presentation slides
- Presentation paper/proceedings
- Self-assessment questionnaire (upon request)

For other P&P subjects

- Articles and book reviews on P&P
- *The P&P Authority* e-newsletter (complimentary)
- ½ hour complimentary consultation