

# National Pawnbrokers Association Presents:

## *Developing a Policy & Procedures Manual*

DEVELOPED AND PRESENTED BY:

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## **EMPLOYEE HANDBOOK - INTRODUCTION**

When a new employee is hired by your organization, there are a number of policies and procedures that he/she will need to know immediately. An Employee Handbook is, or should be, designed to answer those issues and concerns. Rather than having, he/she read an entire policy and procedures manual, a condensed version is appropriate.

The purpose of the Employee Handbook is not to be a replacement of the Policy and Procedures Manual. It is a scaled down version of the manual to notify the new employee of issues that are in need of vital and immediate attention and/or concern. In addition, the handbook should serve as a method of introducing the employee to the company and welcoming him/her as an important part of the organization. It is best to include a brief history of the company and its future plans, all of which will help welcome the employee into the organization.

### **TOPICS**

The following topics are those suggested you include in your employee handbook:

#### **Benefits**

Health Insurance  
Sick leave  
Vacation  
Holidays  
Employee discounts  
Maternity leaves  
Jury duty  
Bereavement leave  
Profit sharing

#### **Policies**

Dress code  
Work/Store hours  
Training period  
Attendance & tardiness  
Performance appraisal  
Confidentiality Stmt  
Accident prevention  
Loss control  
Pay period/plan

#### **Miscellaneous**

Welcome  
Company history  
Company philosophy  
EEO Statement  
Customer service  
Standards  
Policy changes  
Mission Statement  
Emergency issues

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The following statement should be included in the handbook to inform employees all issues, policies, and procedures are subject to review and/or change both by the company and by legal legislation:

**All Provisions in this handbook are subject to revision due to applicable local, state, and federal laws. Any provision that may become unlawful under subsequent laws shall be void and unenforceable. In addition, the management of the company reserves the right to add, modify, or eliminate any policy or practice in whole or in part, in individual cases or general application. Nothing in this handbook is intended to create a contract of employment.**

## **POLICY & PROCEDURES MANUAL – INTRODUCTION**

The only way any business can grow, whether large or small is to have a standard and routine system of completing the day-to-day operations of the company. Without a standard and routine system, by which policies and procedures are instituted within a company, the systems are bound to become diluted, thus incapable of being followed and adhered to.

**The only way to maintain control and discipline within the structure of a business is to compile policies and procedures so all employees are operating within the same set of rules and guidelines.**

A policy and procedures manual is what every business needs to stay organized and efficient. The policy and procedures manual is designed to explain and illustrate any and all tasks (procedures) that the employees may need to know in order to perform his/her job duties and responsibilities. In addition, a policy and procedures manual will provide documentation of important policies that employees need to be aware of and institute within the course of their employment within the company.

**When there is no policy and procedures manual within an organization, the organization will not have any control over things being done randomly.**

All employees at every level within an organization need to be held accountable for their job responsibilities and performance. Without a company policy manual to refer to, you cannot hold people accountable. When you have a company policy and procedures manual an employee, current or new, can refer to the manual to answer numerous questions thus eliminating time spent by management answering the same questions over and over, and all employees will be operating on the same page.

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## **POLICY & PROCEDURES MANUAL – INSTRUCTIONS**

The manual must be written with complete detail and in a way that a new employee can read, comprehend, understand, demonstrate, and perform a task without direct guidance.

The mistake that most companies make in writing a policy and procedures manual is that it lacks details and completeness. The best way to avoid this happening is to explain procedures using real situations that occurred in your business. If there is a certain way you want tasks performed, the manual needs to list each one of the tasks with examples of how to complete the process. In addition, the manual should address any possible problem that may arise and how to handle the problem as well.

Again, every business should have a policy and procedure manual. While it is not an easy task to write a policy and procedures manual, once complete, the benefits that a company derives from the manual will be well worth the effort. Before you begin, we suggest that you list everything that needs to be covered in the policy and procedures manual. For this reason we have provided an example list of policies and procedures that are needed by the majority of companies. This list is provided as an example only and will need to be edited based on the individual needs of the company and the legal provisions of the state and jurisdiction where the business is located. The list should in no way be considered a legal document.

**It is recommended that sections from the enclosed Table of Contents (page 5) be assigned to as many capable people as possible in order to collect the necessary information. This way not only will you be able to collect the necessary information faster, but you will also have involved everyone in the creation of the manual. You will need to set deadlines for everyone to have their information compiled by, then collect the sections from every person and begin to assemble the finished product.**

As each section is turned in, upper management must then review the information for content, clarity, and missing details. After making notes on what additions or revisions need to be made, go back to the people responsible for each section and have them make the necessary changes. If you discover conflicting perceptions of certain policies, there may have never been a procedure established on that specific subject. Now is the time to make a decision on the policy or procedure so there is a standard guideline for all people to comply with. Recompile the information and have upper management make any final changes or assign a team of people designated to work on the final project.

When the first draft is ready to be proof read, it is a good idea to have an individual not employed by the company to read it through several times. Quite often it becomes difficult to comprehend if a point is not clearly stated when you are already accustomed to doing it correctly, therefore having an outsider read the manual is like a new employee reading it for the first time. If the outsider can understand, retain, and apply the information, it is likely that a new hire will be able to as well. It is also recommended that you have a lawyer read any parts of the manual that may have legal implications to be sure that your policies fall within legal perimeters.

When you are satisfied with the final draft, you are then ready to provide a copy to each location within the organization. It should be required that each and every person reviews the manual and initial that he/she has read and understands the information contained within the manual. It should be made clear that every employee is now responsible for the information and making sure, they familiarize themselves with the content.

**It is extremely important to keep the content of the manual current and accurate.**

In order to keep the policy and procedures manual up to date with the latest and most current information it is recommended that when a policy is changed, the page in the manual is changed as well. Rewrite the appropriate page(s) and make two copies of the revised version. Replace the page(s) currently in the manual with one of the copies and post the second copy on a bulletin board at the business location. Have each employee initial the revised copy on the board to ensure that everyone has been notified of the change and have read the information.

After developing your policy and procedures manual, it is likely that you will discover areas that you have missed or that will need to be changed. What is important is that you realize the need for constant updates, additions, or modifications. Do not let these updates, additions, and modifications go without being addressed immediately. During the first year of the manual existence, you may find yourself revising and adding information numerous times. Keep going until you have a manual that is a living, breathing organism that guides your employees in operating the business.

Since revisions or additions are bound to occur, every employee should sign the following acknowledgment on their first day of work. In so doing, they take responsibility for keeping themselves aware of the changes. In addition, it makes it known immediately to the new hire that you expect him/her to play by the rules.

**Acknowledgment**

**I acknowledge that I have been shown the company's policy and procedures manual. I also understand that the manual cannot be removed from the company premises. I agree to read the manual, which I have access to at any time during business hours. I understand that this manual is not a contract of employment, but merely an expression of management's right to issue and enforce business policies and procedures. I further understand and agree that I am expected to abide by the policies and procedures in the manual, as well as any changes made by management in the future. I realize that my failure to do so may constitute cause for dismissal at any time without prior notice.**

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Employee's Signature

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Date

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Supervisor's Signature

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Date

# **POLICY & PROCEDURES MANUAL**

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## **POLICY & PROCEDURES MANUAL – LEGAL STATEMENTS**

It is extremely important that legal statements regarding the company's policy on Equal Opportunity Employment and Sexual Harassment be included in the policy and procedures manual. Again, I would suggest that you consult a lawyer to make sure that the wording of this section is legally correct for the federal and state regulations where your business is located. An example of such a statement is provided below.

### **Equal Opportunity Statement**

*(Company Name)* is firmly committed to a policy of equal employment opportunity. This definition means that there can be no discrimination in any conditions of employment including recruitment and hiring, opportunities for advancement, participation in training programs, wages, salaries, or benefits. Simply stated, equal opportunity means that every individual has an equal chance to compete for job opportunities within the company, regardless of race, color, religion, national origin, sex, age, marital status or physical handicap.

### **Sexual Harassment Statement**

All employees of *(Company Name)* are to be treated with respect and dignity. Sexual harassment or harassment of any reason, such as that based on race, color, religion, national origin, age, marital status, or physical handicap, by management, a supervisor, or another employee will not be tolerated under any circumstances. Harassment of any stated nature can lead to disciplinary action, up to and including termination. Sexual harassment includes soliciting sexual favors from an unwilling subordinate or co-worker in return for promotions, increased wages, continuance of employment, and the like. Please report any incident of harassment immediately to your supervisor or and executive.

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### **JOB DESCRIPTIONS**

A typical job description is usually vague since it includes responsibilities rather than behaviors. A sample of a job description follows. A similar job description should be created for all job positions within your company. See the sample section for other job descriptions

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## **SALESPERSON - JOB DESCRIPTION**

### **Company Mission:**

### **Job Objective:**

To insure that all customers are-

- Treated with honesty and integrity
- Waited on in a timely manner
- Given your best effort on every opportunity
- Treated with the goal of creating a personal trade, repeat customer and one who will readily refer others to **(Company Name)**
- Served using the philosophies, strategies, and techniques of our PMSA Relationship Selling Program
- Given heroic customer service to everyone entering our store
- To help our customers celebrate the special moments of their lives

### **Other Job Objectives:**

- To maintain a neat, clean, and orderly appearance of the entire store
- To help stock, tag, price, receive, return, and display merchandise
- To help other staff members with tasks as requested
- To uphold the highest standards of behavior that respect the integrity, dignity and impression the general public has of the store and the company
- To protect the security and the assets of the company

**Responsibilities:** Salespeople of **(Company Name)** are responsible for all transactions that take place on the sales floor. Each and every customer that enters the store must be treated in a manner consistent with the mission statement of the company. The ultimate goal of serving a customer must be to develop personal trade, repeat business and customers who will opening and willingly refer others to **(Company Name.)** Only through selling with honesty and integrity will this become a reality. While we strongly encourage personal trade, all customers and personal trade lists remain the property of **(Company Name)** and not the individual salespeople. It is also the responsibility of the salespeople to maintain the appearance, cleanliness, displays, security, assets, and all operational functions of the company.

**Basis for Compensation: (Example)** Salespeople will be paid a base salary plus a commission of 3% of Gross Margin on all sales under 51.99% profit and 6% of Gross Margin on all sales with a profit of 52% or more.

**Basis for Additional Compensation:** Salespeople will also be given a team bonus for reaching the stores stretch goal for each month. Additional value rendered to the company outside the responsibilities of the job description will be recognized and rewarded on a per situation basis. For the most part a salesperson compensation increase will come because of increased sales.

## **ELEMENTS OF REVIEW CRITERIA**

**Passage of Time:** There is a pervasive human feeling that a person should receive at least a minimal raise every year or so just because he/she is still on the job. There are three views on this:

The first, you still have the job you were hired to do and that alone is a reward. The second view is that even if your performance has not changed, the value of the job has increased at the rate of inflation. A third is that if management feels an employee has not, in a year's time, assimilated enough information about their company to make him/her overall a better employee, and therefore worth paying more, then the individual should be terminated. *(Company Name)* considers all three views. Other elements are as follows:

**Permanent Increase (decrease) in Responsibilities:** While this is self explanatory, it can be the basis for an increase (decrease) in your salary or wages.

**General Efficiency:** This relates to more productivity per time period. It is far more than expected efficiency at a modicum level due to being on the job longer. It encompasses a general character trait.

**Relation to Other Salaries:** This relates to your salary as it compares to other salaries in the company at similar positions giving respect to such criteria as length of service, experience, and what your position in the company yields in the general marketplace.

**Attitude (positive/negative):** This general character trait refers to your overall interaction with the company, other employees, and outside people. This can be good or bad. Some attitude considerations are as follows:

- Attitude toward the Company
- Attitude towards your job/work
- Influence on employees
- Attitude towards Customers, Vendors, etc.
- Language (swearing)
- Consistent willingness to pitch in
- Behavior consistent with our company philosophy
- Ability to help customers celebrate the special moments of their lives

**Overall Impression and Appearance:** Refers not only to attire but to the following other elements as well:

- Neatness
- Grooming Habits
- Taste and Appropriateness of Attire
- Manners
- Language
- Vocabulary

**Follow-up Performance:** Related to efficiency and attitude in performing heroic customer service with honesty and integrity, this element reflects a take charge working habit and the quality of being able to “*Put it in their hands and know it will get done.*”

**Cost Consciousness:** This quality reflects your concern for cost and efficient use of corporate assets. It ranges from little things, like using copy machine waste for scrap paper, to larger ones such as the development of a cost effective procedure.

### **EVALUATION CRITERIA FOR REVIEWS**

- \$ \_\_\_\_\_ - Passage of Time
- \$ \_\_\_\_\_ - Permanent Increase (decrease) in Responsibilities
- \$ \_\_\_\_\_ - General Efficiency
- \$ \_\_\_\_\_ - Relation to Other Salaries
- \$ \_\_\_\_\_ - Attitude (positive/negative)
- \$ \_\_\_\_\_ - Overall Impression and Appearance
- \$ \_\_\_\_\_ - Follow-up Performance
- \$ \_\_\_\_\_ - Cost Consciousness

\$ \_\_\_\_\_ - **Total Increase** - defaults to zero upon reaching maximum market compensation for stated position.

**(Note)** - That these items receive dollar amounts. Some dollar amounts may be subtracted from others, such as negative attitude. Some items may receive no dollar amounts. The total is the wage increase. All items default to zero if employees salaries or wages reach what management feels is maximum market for that job.

You have been hired and given this job description because *(Company Name)* believes in you, and believes *you will help our customers celebrate the special moments of their lives.* We believe you will do this with honesty and integrity. Ultimately, these are the yardsticks by which you and all employees of the company will be measured.

### **PERFORMANCE EVALUATION**

It is recommended that a performance evaluation be completed on each employee a minimum of every six months. Evaluations give supervisors the opportunity to give praise and direction on areas that need improvement. Since we believe a performance evaluation, should be objective and based on the job, we recommend that you use a Training/Evaluation Checklist in order to complete the evaluation. A sample of a Salesperson’s Training/Evaluation Checklist follows. A Sales Manager’s Training/Evaluation Checklist is included in the sample forms section.

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## **GUIDELINES TO WRITING A POLICY & PROCEDURES MANUAL**

The goal of creating a policy and procedures manual is simply to outline and clearly explain the rules for all employees to follow while working within your organization. Oftentimes, the best intentions of a thorough manual are defeated with complicated text. If too much emphasis is spent on carefully choosing legal, yet lengthy explanations of a policy or procedure, months can pass before the manual will be completed. In addition to this delay, a policy with complicated text will often confuse a new employee. Use simple terms, cut out any unnecessary “whys and therefore” behind a policy and clearly state the policy and/or procedure so that all employees can understand and comply with the rule.

### **For Example:**

All productivity reports must be completed and turned into your immediate supervisor on or before Monday morning at 10:00 am. No exceptions.

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Be positive in writing the policy or procedures. In other words, do not focus on what employees cannot do, but rather on what the employees can do. Use positive words as opposed to negative words.

### **For Example:**

All employees are welcome to bring food to work with them. During meal breaks employees can relax and eat in the break room. As a reminder, please clean up after yourself as well.

### **As Opposed To:**

Any employee who brings food to work is not allowed to eat anywhere except in the break room. Don't leave messes or this privilege will end.

Use real examples. For instance, when writing a procedure on how to write a sales ticket or a repair ticket, insert a sample of a sales slip and/or repair ticket that has been completed properly. Do not leave anything to chance. Another example would be to look at all the procedures for accepting money. You may need to write a procedure on accepting cash, checks, each individual credit card, financing, layaways, and gift certificates. If you need a sample of a dozen forms completed correctly then insert all of the dozen forms.

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# IAS TRAINING - ORDER FORM

## BOOKS

### *I'm A Salesman, Not A Ph.D.*

\_\_\_\_ Please send me \_\_\_\_\_ book(s) at \$24.95 each plus \$5.00 shipping/handling.

### *Munchies For Salespeople: Sales Tips You Can Sink Your Teeth Into*

\_\_\_\_ Please send me \_\_\_\_\_ book(s) at \$24.95 each plus \$5.00 shipping/handling.

## TESTS & EXAMS

### *IAS Training Aptitude Test @: For New Hires* - Take the guesswork out of hiring!

Each package contains 10 Salesperson and 2 Sales Manager Aptitude Tests.

\_\_\_\_ Please send me \_\_\_\_\_ package(s) at \$149.00 plus \$10.00 S/H per package.

### *IAS Training Proficiency Exam @: For Existing Staff* - Determine your Staffs strengths & weaknesses so you can train them where they need help! Each package contains 10 Salesperson and 2 Sales Manager Exams.

\_\_\_\_ Please send me \_\_\_\_\_ package(s) at \$199.00 plus 10.00 S/H per package.

## GUIDEBOOKS & KITS

### *Mystery Shoppers Kit* - Solve the Service Problems that Are Eating at Your Bottom Line!

\_\_\_\_ Please send me \_\_\_\_\_ kit(s) at \$79.95 each plus \$5.00 shipping/handling.

### *Employee Handbook / Policy & Procedures Guidelines Kit* - Provide Discipline & Structure Within Your Organization!

\_\_\_\_ Please send me \_\_\_\_\_ kit(s) at \$179.95 each plus \$10.00 shipping/handling.

## AUDIO TRAINING PROGRAMS

### *PMSA Relationship Selling Program* - Program consists of four cassette tapes or CD's and one workbook

CD Version OR  Cassette Version (Please indicate which Audio Format)

\_\_\_\_ Please send me \_\_\_\_\_ set(s) at \$249.00 each plus \$10.00 shipping/handling.

### *PSMC - Professional Sales Management Program* - Program consists of four cassette tapes or CD's and one workbook

CD Version OR  Cassette Version (Please indicate which Audio Format)

\_\_\_\_ Please send me \_\_\_\_\_ set(s) at \$249.00 each plus \$10.00 shipping/handling.

### *Combination Package - PMSA and PSMC Audio Programs*

CD Version OR  Cassette Version (Please indicate which Audio Format)

\_\_\_\_ Please send me \_\_\_\_\_ set(s) at \$395.00 each plus \$20.00 shipping/handling.

## VIDEO TRAINING PROGRAMS

### *PMSA Relationship Selling Program* - Each video set consists of four videotapes or DVD's and five workbooks.

DVD Version OR  VHS Version (Please indicate which Video Format)

\_\_\_\_ Please send me \_\_\_\_\_ set(s) at \$695.00 ea.ch plus \$20.00 shipping/handling.

### *Weekly Sales Training Meeting Video Series* - Jewelry Specific

DVD Version OR  VHS Version (Please indicate Video Format)

\_\_\_\_ Please send me one set at \$3000.00

## INTERNET SALES TRAINING MEETINGS

\_\_\_\_ 3 Months (13 meetings @ \$35.00 per meeting)

\_\_\_\_ 6 Months (25 meetings @ \$30.00 per meeting)

\_\_\_\_ 1 Year (50 meetings @ \$25.00 per meeting)

## SALES INSIGHT

\_\_\_\_ YES, start sending me your FREE weekly newsletter "SALES INSIGHT" - via

EMAIL: \_\_\_\_\_ or FAX: \_\_\_\_\_ (Please select one)

## CUSTOMER AND PAYMENT INFORMATION

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_ #STORES/EMPLOYEES \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

PHONE \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL \_\_\_\_\_

METHOD OF PAYMENT: \_\_\_\_\_ CHECK \_\_\_\_\_ VISA \_\_\_\_\_ MC \_\_\_\_\_ AMEX

CARD NUMBER \_\_\_\_\_ Exp. Date \_\_\_\_\_

NAME ON CARD \_\_\_\_\_ SIGNATURE \_\_\_\_\_

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COMPANY \_\_\_\_\_ #STORES/EMPLOYEES \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

PHONE \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL \_\_\_\_\_

METHOD OF PAYMENT: \_\_\_\_\_ CHECK \_\_\_\_\_ VISA \_\_\_\_\_ MC \_\_\_\_\_ AMEX

CARD NUMBER \_\_\_\_\_ Exp. Date \_\_\_\_\_

NAME ON CARD \_\_\_\_\_ SIGNATURE \_\_\_\_\_