

A one-day seminar for anyone who
writes or develops policies or procedures

HOW TO WRITE EFFECTIVE POLICIES & PROCEDURES



*Practical, fast-paced training
that teaches you everything
you need to know to guarantee
your policy and procedure
writing is clear, concise and
easily understood*

YOU'LL LEARN HOW TO ...

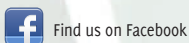
- Write clearly and concisely—even if writing doesn't come naturally
- Determine what belongs in a handbook ... and how detailed it should be
- Deal tactfully, yet firmly, with users who resist change
- Watch out for legal traps that even the pros can sometimes overlook
- Avoid words and phrases that just make people mad
- Overcome employees' endless excuses for not reading, understanding or following the rules
- And much more—see inside for a complete outline of the seminar!

**We're coming
to your area ...**

**TO ENROLL, CALL TOLL FREE
1-800-873-7545**



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Policies and procedures are essential to the operation of every organization—but no one ever said writing them is easy...

Of course, that's not news to you. You've probably experienced firsthand just how difficult it can be to get a policy or procedure down on paper—and then get people to read and follow it.

Do you spend hours struggling with what needs to be said and how to say it? Do you worry that employees will misinterpret what you wrote ... gripe ... or simply file it away without even looking at it? Do you wonder if you've covered all the legal bases ... if you've left anything important out ... if you've made a mistake that will surface later and cause you grief?

With so much to keep an eye on—and so little time to do it in—you need help. That's why we're excited to bring you *How to Write Effective Policies & Procedures*—the seminar that gets you up to speed on the nuts and bolts of writing and developing your organization's policies and procedures.

In just one day, you'll gain hundreds of rules, strategies, guidelines and shortcuts that will make your job easier and ensure you get the results you want—well-written policies and procedures that are read and understood by all.

A SEMINAR THAT MAKES POLICY AND PROCEDURE WRITING EASIER? IS THAT EVEN POSSIBLE?

You bet it is. Thousands of people have benefited from this exceptional training—people like you who are expected to write everything from discipline policies to job descriptions but have had little or no training. And who aren't at all sure they're doing it the best or easiest way.

This "here's how to do it" seminar gets down to business by giving you the core skills ranked "most critical" by professional policy and procedure writers. You'll get a program packed with the "how-to's" and insights to guide you through every step in the process—from deciding if a written policy or procedure is even necessary to setting up a system for handling revisions.

You'll see why it's important to be able to write a policy quickly if you have to ... how to determine when unwritten rules should remain unwritten ... be able to keep your personal feelings out of it ... and good ways to notify employees of changes in the most appropriate way.

You'll also venture into the minds of users to explore why people's natural tendency to resist change can block understanding ... the best ways to deal with naysayers ... and when taking steps to head off showdowns may be the best alternative.

You'll be in control of every situation when you learn the skills this seminar teaches, including how to:

- Avoid using words and phrases that just make people mad
- Get rid of flabby language, empty phrases and redundancies
- Eliminate loopholes that let employees off the hook
- Minimize legal risks innocently buried in so many documents
- Take the heat when you must announce a bad-news policy
- Deal with complaints, sarcasm and jokes—without losing your cool
- Overcome the endless excuses users have for not reading policies and procedures



"No one ever told me about that."

"It's out of date."

"You've got to be kidding"

"It says that?"

"That policy is silly."

"I don't like being told what to do."

"I didn't know."

"Is that what it meant?"

"I couldn't find it in the handbook."

"No one follows that policy anyway."

"I never got the revision."

If you've ever heard any of these statements after publishing a new policy or procedure ... your writing style may have lacked clarity or enough details to be perfectly understandable. Never be frustrated again by employees who come up with one excuse after another for not reading—or deliberately misinterpreting—the policies you put in writing. Enroll today in this seminar and find out how these new skills can simplify your life.

AND THAT'S JUST THE BEGINNING ...

You'll also get the latest information on how to write safety-related policies and procedures that fulfill OSHA's strict requirements ... job descriptions that comply with the Americans with Disabilities Act ... performance evaluations that support management in the formal review process and much more.

The result? In no time, you'll learn how to take charge of all your responsibilities and achieve concrete results with fewer problems ... while projecting an image of competence and credibility.

Take the next step. Make the decision now to gain these crucial skills—you owe it to yourself, your employees *and* your organization. To enroll, call 1-800-873-7545 or on-line at www.skillpath.com.

This seminar's for you if you ever write or develop:

- Administrative policies
- Personnel policies
- ADA job descriptions
- Policies covering OSHA regulations
- Application forms
- Handbooks
- Manuals
- Performance evaluations
- Rule books
- Any other policy, procedure, guideline or instruction

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How would you improve these policies and procedures?

Test your policy and procedure writing skills. The examples below are unclear and confusing—how would you improve them? Write your answers in the area provided. Then match them to what our experts said.

1. POLICY:

Certain conditions affect the safety and well-being of employees and may be reason to close an operation.

How you would improve the policy: _____

What the experts say: *The policy is so brief, it is open to misinterpretation. It should explain what those "certain conditions" are, who will decide whether the site will close and whom employees should call to find out about closings when the weather is bad.*

2. PROCEDURE:

Request a temporary employee by filling out Form 602.

How you would improve the procedure: _____

What the experts say: *This procedure leaves out the specific steps in the process. It should explain who must approve the request, where the approved form should be sent and what details must be provided to human resources (for example, the number of people, effective dates and equipment requirements).*

3. POLICY:

If you prefer that we not disclose nonpublic personal information about you to nonaffiliated third parties, you may opt out of those disclosures; that is, you may direct us not to make those disclosures.

How you would improve the policy: _____

What the experts say: *This policy is hard to understand because of wordiness and the use of double negatives. It could be clarified by writing: If you do not want us to give your personal information to nonaffiliated third parties, simply let us know.*

How did your answers stack up? Wish you could've done better? Making your policies and procedures clear, concise and understandable is a skill you can *learn*. Call 1-800-873-7545 to register for this seminar today!

SEMINAR OUTLINE



Another great reason to attend *How to Write Effective Policies & Procedures ...*

Your trainer *John Placona*

John is a high-content trainer, gifted speaker and established expert in every aspect of policy and procedure writing. In this fun and practical presentation, he will draw from his deep business background to teach you the most up-to-date techniques available today for making your tough job easier. John has seen firsthand the powerful benefits of writing clearly and concisely—and he believes anyone can learn how with the right training. He'll focus on and solve, one by one, the real-world headaches you face when putting policies and procedures on paper—from eliminating loopholes to protecting your organization legally. You'll walk away with the essential skills you need to quickly and easily write any kind of policy, procedure, guideline or handbook—thanks to your decision to invest a day with this highly sought-after and extremely motivating trainer.

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The Smart Choice® for people serious about success

SkillPath trains thousands of achievement-oriented professionals like you every month, from organizations of all sizes and all types—business, government, health care, education and the military. Our seminar leaders are a select group of trainers at the top of their profession—skilled teachers with a tremendous depth of knowledge in their respective topic areas. Our commitment to providing you with the highest-quality learning experience possible has made SkillPath the fastest-growing training company in the world. Attend this seminar and experience for yourself the positive effect of powerful ideas, skillfully presented.

UNDERSTAND WHAT MAKES POLICIES AND PROCEDURES WORK

- What good policy and procedure writing is *really* all about
- Signs that an informal or “unwritten” rule is no longer working
- A temptation you'll probably face before you even begin writing—and how to resist it
- Why documentation is so important: Tips that could keep you out of trouble later
- Is a written policy or procedure necessary? Here's how to erase any uncertainty

GET OFF TO A QUICK START

- What could happen if you skim over the critical research stage
- How to avoid the common problems that contribute to writer's block
- Struggling with how to simplify a multi-step procedure? Have you tried a flowchart?
- What it takes to write a perfect policy or procedure on a super-tight deadline
- How to sound firm—without coming across like a bulldozer
- Mind mapping: How this simple pre-writing exercise can save you time and frustration

WRITE WITH NEW CLARITY AND EASE

- Understand what “clarity” really is and why you must change old habits to achieve it
- 15 great tips for writing policies and procedures that leave no room for misinterpretation
- Where flab often pops up—from extra words to long sentences to padded paragraphs
- Avoiding the dreaded “huh?” response: How to ensure users “get” what you mean
- Don't do this, don't do that—are your employees suffering from “rule overload”?
- Words and phrases that almost always rub people the wrong way
- Advice for writing a policy or procedure you don't agree with (you'll need this someday!)

FEEL CONFIDENT YOU'VE CUT LEGAL LIABILITY TO A MINIMUM

- The how's and why's of writing disclaimers
- Watching out for absolutes, weasel words, conditional phrases and other hidden legal traps
- Writing job descriptions—how they're different from anything else you'll write
- Problems to look out for when creating an employment application form

Program Hours: 9:00 a.m. to 4:00 p.m.

- 5 tips for staying out of legal hot water
- Your safest options for eliminating discriminatory language
- When you must require employees to “sign on the dotted line”

IMPROVE READABILITY WITH PROVEN DESIGN AND GRAPHICS TOOLS

- 8 design mistakes that turn users off—and what to do instead
- How to differentiate between visual clarity and visual clutter
- How to achieve consistency from top to bottom, page to page
- 3 ways to help users locate information in manuals and handbooks—easily and quickly
- Checklist: Is your document designed for readability?
- The right format makes all the difference—how to choose wisely

TAKE CHARGE OF THE IMPLEMENTATION PROCESS

- How an approval loop can protect you later should problems crop up
- The pros and cons of notifying users in person ... in writing ... by e-mail
- 7 trusted guidelines for announcing news you know will be unpopular
- Overcoming misunderstandings that can occur in group meetings
- A general rule about “management” and how to use it to your advantage (Hint: They hate surprises!)

DIPLOMATICALLY HANDLE ALL KINDS OF RESISTANCE

- Why employees resist change—and what to do when they dig in their heels
- Handling the unique stressors of implementing dress codes, smoking policies and other emotionally charged guidelines
- How to stand your ground when employees claim a rule is silly, unfair or unnecessary
- How to get people to quit making excuses and read what you write

MAINTAIN ORDER AS YOU UPDATE AND REVISE

- Understand the revision cycle—step by step, start to finish—so you can control it
- The real danger in not updating old policies and procedures
- How to work in revisions with a minimum of disruption
- Is it time to change a policy or procedure? Listening to the clues around you
- Do's and don'ts when bringing policies and procedures on-line

13 ways your new skills will benefit you:

1. Forget about misunderstandings and misinterpretations—every document you write will be crystal-clear and easy to read
2. Head off resistance early on by using a positive tone that invites cooperation
3. Deal firmly and effectively with users who won't read or follow the rules
4. Make sure employees notice and read your documents—the right combination of graphics and design elements is the key
5. Explain even the most complex procedure or policy in the simplest of terms
6. Avoid words and phrases that turn off employees and make your job harder than it has to be
7. Defuse conflict when announcing unpopular policies by knowing exactly what to say and how to say it
8. Never again suffer the embarrassment of having someone point out an error or mistake—*after* a policy has been distributed
9. Cut your work time dramatically—it all starts with getting your first draft on paper faster
10. Avoid the threat of legal complications by leaving nothing to chance in the review process
11. Eliminate stress when asked to turn around a new policy or procedure under a tight deadline
12. Handle revisions, updates and changes without all the headaches you're accustomed to
13. Anticipate bottlenecks and roadblocks and deal with them—before they get in the way

On-site training and keynote speaking ...



We can deliver this workshop right to your company's door or provide customized, you-pick-the-day training on any program pertinent to your organization's training goals. Or let our staff of professional trainers add sparkle to your next corporate or association meeting with a stimulating keynote speech designed just for you. Whether you have 3 or 300 people to train, SkillPath is the answer. For complete details and a no-obligation quote, call 1-800-873-7545 and ask for the on-site training department.

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LOCATIONS & DATES ...

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SkillPath's continuing support ... We don't just stand behind our seminars, we stand behind you. If, after attending the seminar, you're faced with a question and don't know where to turn—try us. Just send a brief description of your particular problem or question and one of our specialists will promptly respond. Where else can you find that kind of support? *Nowhere but with SkillPath.*

IMPORTANT INFORMATION

Our registration table opens at 8:15 a.m. When you arrive at the hotel, please check the directory for the exact location of the seminar. Our registrars will greet you, assist you with your registration (or collect your Express Admission Ticket), hand you your seminar materials and direct you toward your seat. You'll also want to take the opportunity to meet other professionals from your local area. Introduce yourself! You may meet a new friend. Plan to be registered and ready to go by 8:50 a.m.

We begin at 9:00 a.m. on the dot and wrap up at 4:00 p.m. Lunch is on your own from 11:45 a.m. to 1:00 p.m. Why not invite another participant to dine with you? You can share information, review the morning and make the day even more enjoyable.

Parking. We do our best to find seminar facilities that have all the pluses we look for: Convenient location, great meeting rooms, courteous staff and plenty of free parking. However, some facilities have paid parking only. You may want to check with the facility personnel to determine parking fees—often they can direct you to free parking just around the corner.

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STILL HAVEN'T PICKED UP THE PHONE?

Five more good reasons why you will want to attend this program ...

1. **Our trainers are the best ... period.** We choose only the pros who have a proven track record of training effectiveness, professionalism and expertise. And what's more, they're exciting communicators who'll provide you with one of the most interesting days you've ever spent.
2. **We give you only the most important, important information.** There's a lot of information out there that could take you years to gather on your own. In six short hours, we'll give you what we believe is the best, most important information to help you be the best you can be.
3. **Practicality is emphasized.** You will leave this seminar with specifics you can apply immediately. And you won't go home empty-handed. You'll leave this workshop with a Certificate of Attendance; a soundly researched, unabridged workbook; and step-by-step guidelines for using the information you've just learned. We promise you'll get results your very next day back at work.
4. **The value is unbeatable.** Not only is our enrollment fee among the lowest you'll find, when four or more enroll from the same organization, you'll enjoy a significant discount.
5. **Our guarantee is unconditional, straightforward and the very best in the industry.** How can we be so confident? Because we work hard *before* the seminar to make sure you're happy *after* the seminar. Pertinent, up-to-date information you can really use, a convenient meeting location, seminar registrars who are courteous and helpful and a trainer who grabs your attention and takes you on an exciting journey full of fun and facts. We believe you'll love every minute of it. Millions of satisfied participants from around the country are sold on SkillPath seminars. Why not join them?

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If you're not happy, we're not happy. Go back to work and apply the new techniques you learned in our seminar. If you're not absolutely delighted with the results you achieve, write to us right away. We'll issue you a refund or arrange for you to attend another SkillPath seminar without paying another penny. That's our guarantee!

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3. Or send your enrollment to us by e-mail at enroll@skillpath.com. Please include the following information: Name and mailing address; session you wish to attend; your VIP number as it appears on your mailing label; approving manager and billing information.
4. If you prefer to fax us your registration, the number is 1-913-362-4241. Please include credit card information or mail in your payment before the seminar date.
5. Of course, you can complete the enrollment form below, clip it and mail it with payment to:
SkillPath Seminars, P.O. Box 804441, Kansas City, MO 64180-4441.

Whatever your method of registration, be sure to enroll right away since space is limited. As soon as we receive your enrollment, we'll send you our Express Admission Ticket. Simply bring it with you to the program and hand it to the registrar. If your ticket doesn't arrive before the seminar, be sure to go anyway. We'll be expecting you. Walk-in registrations are welcome on a space-available basis only.

Your tuition is tax deductible. Even the government smiles on professional education. All expenses of Continuing Education (including registration fees, travel, meals and lodging) taken to maintain and improve professional skills are tax deductible according to Treasury Regulation 1.162-5 Coughlin vs. Commissioner, 203 F2d 307.

Cancellations and substitutions. Cancellations received up to five working days before the seminar are refundable, minus a \$10 registration service charge. After that, cancellations are subject to the entire seminar fee, which you may apply toward a future seminar. Please note that if you don't cancel and don't attend, you are still responsible for payment. Substitutions may be made at any time.

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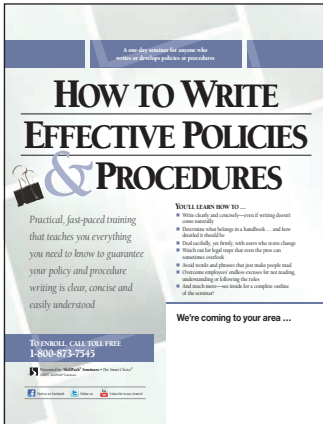


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