

**CEC LESSON** This lesson is designed specifically for Client Experience Contributors (CECs).

# PROCEDURES AND POLICIES AND PEOPLE, OH MY!

## SHAPING WORKPLACE CULTURES AS PROFESSIONALS SERVING BLACK MSM



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# What Is Organizational Culture?

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# Organizational Culture Defined

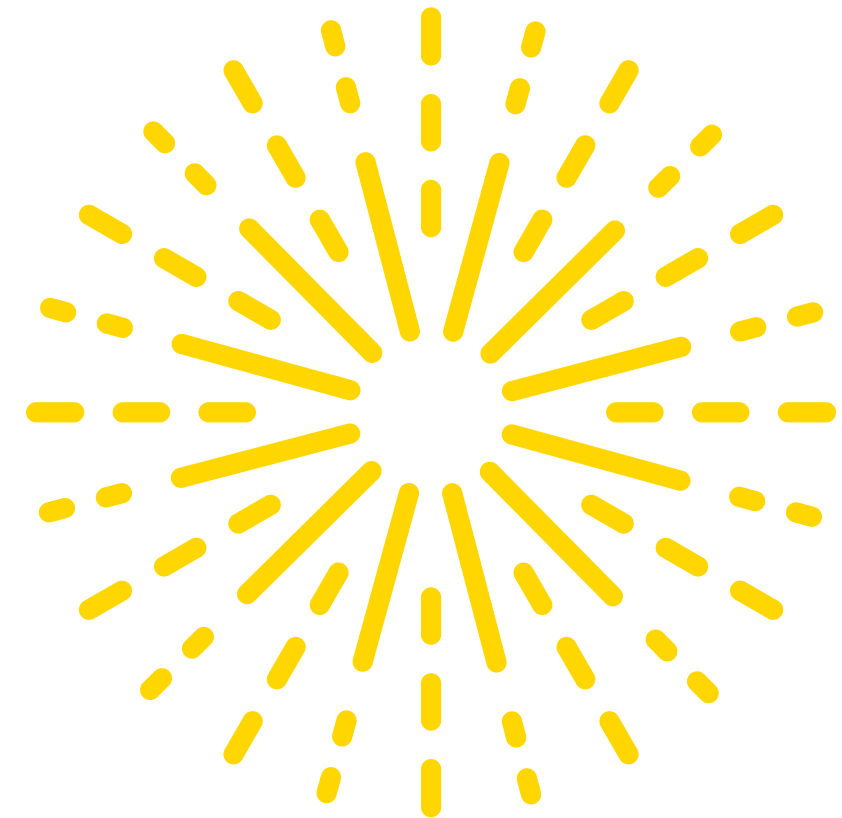
- Organizational culture includes the underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization.
- It describes expectations, experiences, philosophy, as well as the values that guide the behavior of members (all those who engage the organization but especially employees), and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations.
- The creation of policies and implementation of them through procedures as informed by beliefs, values, assumptions, and behavior of an organization shapes organizational culture.

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# Organizational Impact

Organizational culture affects the way people engage with each other, with clients, the communities to which they belong, and with stakeholders. Ultimately it impacts:

- Turnover rates
- Promotion trajectory and leadership opportunities
- Growth of organizations
- Funding
- Utilization of services
- Sustainability



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# Types of Organizational Culture

1

## PERSON CULTURE

Less of a hierarchal nature. Individuals may not be equals by title or responsibility but are treat each other as equals. Individuals are seen as more valuable than the organization itself (*Boundless, 2015*).

2

## MARKET CULTURE

Results oriented, focused on the competition and achievement. The tasks often surpasses the person (*ArtsFWD, 2013*).

3

## ADAPTIVE CULTURE

Values change and are action-oriented, increasing the likelihood of survival through time (*Costanza et al., 2015*).

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# Types of Organizational Culture

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## ADHOCRACY CULTURE

Dynamic and entrepreneurial, with a focus on risk-taking, innovation, and doing things first (*ArtsFWD, 2013*).

5

## CLAN CULTURE

Family-like, with a focus on mentoring, nurturing, and doing things together (*ArtsFWD, 2013*).

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## POWER CULTURE

One leader who makes rapid decisions and controls the strategy. This type of culture requires a strong deference to the leader in charge (*Boundless, 2015*).

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# Types of Organizational Culture

7

## **ROLE CULTURE**

Functional structures are created, individuals understand their roles and work, report to their superiors, and value efficiency and accuracy above all else  
*(Boundless, 2015).*

8

## **HIERARCHY CULTURE**

Highly structured with a focus on efficiency, stability, and doing things correctly  
*(ArtsFWD, 2013).*

9

## **TASK CULTURE**

Teams are formed with expert members to solve particular problems  
*(Boundless, 2015).*

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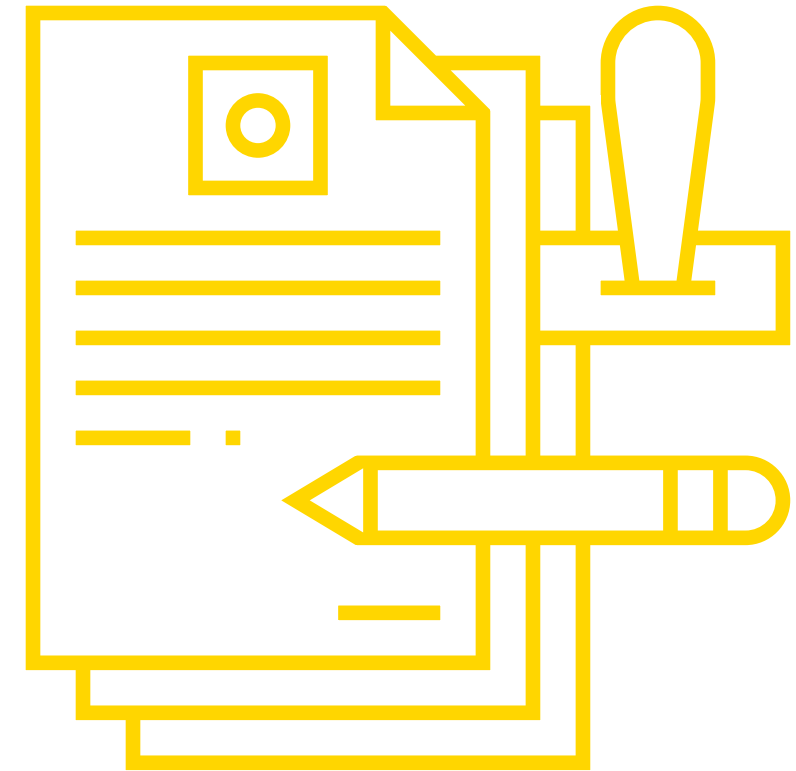
# What Are Policies and Procedures?



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# Policies and Procedures Defined

- Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them.
- Procedures are the specific methods used to express policies in action in day-to-day operations of the organization. They shape organizational culture and impact client experiences.



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# Examples: Policy and Procedure

- Time Off: how sick and vacation time can be used, how it's earned, how to request and record it, etc.
- Scope of confidentiality: what can be kept confidential, when confidentiality may be broken, mandated reporter policies and how to communicate them with clients, etc.
- Professional development: how many hours a year are expected, if there is a budget and how to request funding, expectations of implementing what you learned, etc.
- Incidences: How to respond in the moment, whom to report it to afterwards, etc.
- Professionalism: What is expected regarding dress code, language, timeliness, email and phone etiquette, etc.

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# What Are Values?

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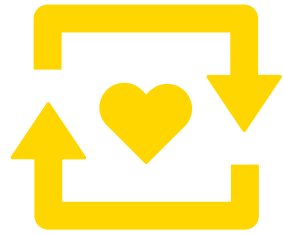
# Values Defined

- Values are beliefs about that which is deemed good, acceptable, useful, or important, and what is not.



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# Examples: Values



Loyalty



Passion



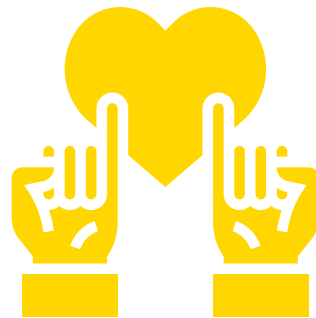
Honesty



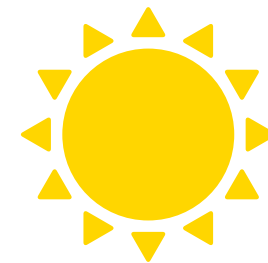
Efficiency



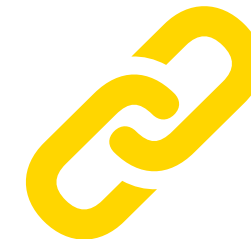
Reliability



Dependability



Optimism

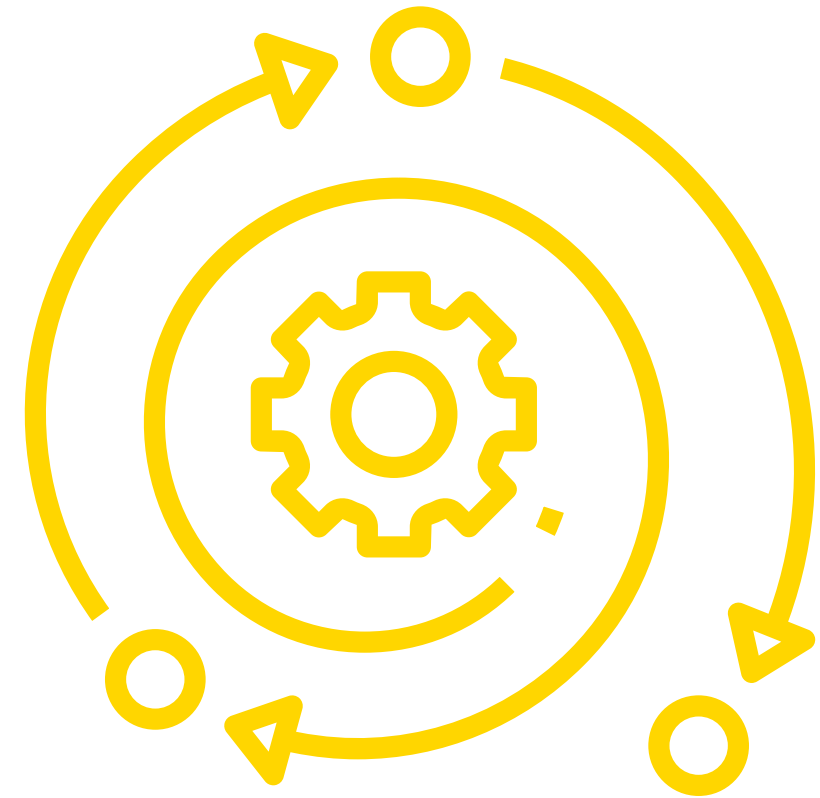


Commitment

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# Values, Policies, Procedures

- How does your organization's values, policies, and procedures impact the people (BMSM) that you serve and support?



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# Reimagined: Values, Policies, Procedures

- Which of your organization's values, policies, and procedures need to be assessed and perhaps change in order to best support the sexual health and wellness of the people (BMSM) that you serve and support?



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# Proposing Values, Policies, and Procedures

- If there are values, policies, or procedures at your organization that can benefit from reassessment by individuals who are best able to change them, request a reassessment.
- Be clear about what you believe could be changed, how it can still uphold the organization's mission and core values, and positively impact clients.
- Offer variations of the updated policies and procedures.
- Remain and express openness to feedback and troubleshoot.
- If you can, engage a few others from your organization in helping with a preliminary reassessment and draft of policies and procedures.



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# Practicing Values, Policies, and Procedures

- Be clear about what you need to best practice the core values, policies, and procedures of your organization to best serve your clients.
  - » If you need updated technology to best communicate in a timely manner, request it, in writing, and follow up about it.
  - » If you need to shift clinic hours, drop in hours, on-call hours, or group therapy hours to find a time for your entire staff to meet and be on the same page, shift the hours. A staff on the same page impacts client services.
  - » If clients will not be seen if they are 15 minutes late for an appointment, find the data that suggest the value in still seeing a client for the remainder of their appointment. Use remaining time to assess cause for lateness.
- Practice policies and procedures without bias. Be equitable in the practice of your policies and procedures, and be sure that even policies and procedures you amend are equitable.
  - » Maternal leave becomes new parent leave.
  - » Every staff member from the part time administrative assistant to the VP has an annual review.
  - » Trainings that are mandatory for all are in fact mandatory for all.
- Be honest about needing policies and procedures that best fit your team and your client's needs for you to practice. At a multiservice organization one policy or procedure will not fit all.

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# Final Thoughts and Questions