

Locate systemic barriers

Policy-to-Practice Gap Assessment

Does the employee experience match the organizational policy?

How it works. Pair what the organization reports about a policy or practice with what the workforce reports about the same thing. The discrepancy, if any, is the finding.

Policy / practice _____

Organization reports

Statement from the Leadership & Organizational Practices Assessment

- ☐ Yes
- ☐ Partially
- ☐ No
- ☐ Unsure

Workforce reports

Matching statement from the Workforce Assessment

Positive response _____ %

Example. Organization reports: *A formal escalation process exists — Yes.* Workforce reports: *"I understand how to escalate an unresolved workplace concern" — positive response 38%.*

Salumis finding: policy-to-practice gap identified. A formal organizational process exists, but workforce responses indicate that the process may not be sufficiently understood, accessible, communicated, or consistently implemented.

Salumis finding

Investigate the gap

Which conditions may explain the difference?

- ☐ Employees are unaware of the policy
- ☐ Policy language is unclear
- ☐ Employees do not know where to find it
- ☐ Escalation responsibilities are unclear
- ☐ Employees fear negative consequences
- ☐ Managers apply the policy inconsistently
- ☐ Employees do not receive follow-up
- ☐ Leadership does not monitor implementation
- ☐ Additional information is required

Gap classification

Policy exists + practice evident	→ Aligned
Policy exists + inconsistent workforce experience	→ Implementation gap
Policy exists + workforce reports inability to use it	→ Significant policy-to-practice gap
No policy + identified organizational need	→ Structural gap

Required next step

- ☐ No immediate action
- ☐ Monitor
- ☐ Conduct additional diagnostic
- ☐ Add to organizational improvement priorities