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Enhancing Overall Communication and Onboarding Procedures at Case Management of the Carolina

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Consultancy Project & Report

Organization:	Gardner-Webb University College of Education
Project Title:	ENHANCING OVERALL COMMUNICATION AND ONBOARDING PROCEDURES AT CASE MANAGEMENT OF THE CAROLINA
Candidate:	Loren McNeal
Consultancy Coach:	Dr. Jeff Hamilton
Defense Date:	July 11, 2022
Authorized by:	Tammy Gordon/Owner

Approval

This consultancy project was submitted by Loren McNeal under the direction of the persons listed below. It was submitted to Gardner-Webb University College of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

Dr. Jeff Hamilton, Faculty Advisor
Gardner-Webb University

Date

Tammy Gordon, Owner
Case Management of the Carolina

Date

Acknowledgements

I would like to express sincere gratitude to Tammy Gordon, owner of Case Management of the Carolina. At such a vulnerable time for her organization, she allowed this partnership and supported me with every endeavor. The time, support, and flexibility extended to me throughout this program have helped me develop my leadership skills and changed my outlook on organizational change.

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And lastly, I would like to acknowledge the fall 2019 Charlotte cohort of the DEOL program. This group of individuals along with my family has shown there are truly no limits when you love and support one another. Over the past 3 years, we have spent a significant amount of time together both physically and virtually which constitutes us being family. We have encouraged each other when necessary, and we have also held each other accountable. We laughed and cried together. We have experienced several highs and many lows. Wayne's new child; Selena's new home; Cherneè's big bonus; James, Reggie, and Bipasha's new jobs; Ricky's school board candidacy; and my Teacher of the Year recognition are just a few to name. We have celebrated small victories as we attempted this enormous victory. This group has had many formal and informal check-ins with the consultancy project and contributed considerably to the final development.

Abstract

ENHANCING OVERALL COMMUNICATION AND ONBOARDING PROCEDURES AT CASE MANAGEMENT OF THE CAROLINA. McNeal, Loren, 2022: Consultancy Project, Gardner-Webb University.

Case Management of the Carolina, a young case management organization, serves patients who qualify for community long-term care services. The organization employs less than 10 people but is struggling to retain qualified case managers. Onboarding, communication, and rebranding were some of the surface issues the owner was facing. Tammy Gordon, a previous and experienced case manager, partnered with me to help remedy some of those problems. Survey research and interview research were used to assist in diagnosing the true cause of turnover. Recommendations for new orientation documents were provided to assist with onboarding. Several virtual platforms were recommended to support effective communication. The proper use of incentives was provided along with ways that included nontangible items. The owner accepted the recommendations and changes were made, but the pandemic affected the overall success of the project. Key deliverables were new employee handbooks, employee disciplinary forms, evaluation forms, new and revised job descriptions, and a rebranded marketing strategy.

Keywords: onboarding, communication, incentives, training

Table of Contents

1	Introduction.....	1
1.1	Project Purpose	1
1.2	Project Qualification	2
1.3	Project Complexity and Impact Assessment.....	2
1.3.1	Project Complexity	2
1.3.2	Project Impact	3
1.4	Project Charter	3
2	Project Objectives	3
2.1	Outline of Partnering Organization’s Objectives.....	3
2.1.1	Objectives	3
2.1.2	Success Criteria.....	4
2.1.3	Risks.....	4
2.2	Outline of Student’s Objectives	4
2.2.1	Objectives	4
2.2.2	Success Criteria.....	4
2.2.3	Risks.....	4
3.	Project Scope	5
3.1	Definitive Scope of Work	5
3.2	Project Benefits.....	5
3.3	SMART Goals	5
4	Disciplined Inquiry	6
4.1	Introduction and Theoretical Framework	6
4.2	Hypothesis.....	6
4.3	Research Questions.....	6
4.4	Literature Review.....	6
4.5	Methodology	6
5	Continuous Improvement Systems	7
5.1	Continuous Improvement Planning	7
5.2	Continuous Improvement Actions	7
5.3	Continuous Improvement Feedback	8
5.4	Continuous Improvement Implementation	8
6	Deliverables	8
6.1	To Partnering Organization From Candidate.....	8
6.2	Deferred Deliverables	8
7	Communications Plan	8
7.1	Communications Plan Development.....	9
7.2	Stakeholder Engagement Plan	9
8	Risks.....	9
8.1	Mitigation and Contingency	10
8.2	Constraints	11
9	Budget.....	11
10	Analysis and Recommendations	11
11	Reflection.....	12
11.1	Professional Learning	12
11.2	Personal Development	13

Appendix	14
References	45

1. Introduction

1.1 Project Purpose

The purpose of this project was to help a small business owner improve her communication and onboarding procedures. There was an immediate need to restructure these procedures to recruit new employees and retain current employees. Recruitment and retention were significant challenges for the business owner and directly influenced revenue. Assisting the owner with better communication means would directly influence the way her employees communicated issues within the organization and with its partners. Revising the onboarding procedures would clearly detail job expectations and the implications of not meeting said expectations.

1.2 Project Qualification

When deciding which organization I would do my project with, I thought long about where I could have the most impact. I considered established businesses and I also thought of small business owners who could benefit from free yet insightful help. Case Management of the Carolina (CMC) was at the top of my list because it had a female CEO. I was not sure of the background of the organization at the time, but I later realized the company was growing at a dawdling pace. The small numbers and stagnant growth were negatively impacting the company's revenue and its ability to expand to other regions. I chose this company over another small business because I was familiar with the client market as well as the services provided. In previous years, I worked as a case manager for Absolute Care Case Management under the leadership of another female who I affectionately called Boss Lady. That agency was in the Columbia, South Carolina area. I loved the work I did with this agency, but like Tammy, this owner had a small agency that was not growing. While it would have been ideal to return to my roots and help grow her business, I had to weigh the pros and cons. Absolute Care was a family-run organization, as those case managers who were not family were often reminded. After I understood the scope of the project, it was clear that I would not be able to challenge and lead this organization without pushback from the family. I then thought about Tammy who had a similar organization with a smaller staff who had no family connections. She had discussed with me prior the desire to grow her business and become more effective with her communication, collaboration, and training methods. I asked to meet with her one day to discuss the organization and how it was progressing. What we carved out to be an hour of conversation ended up being a half day spent in her office.

In terms of resources, I was provided with access to all onboarding documents and procedures. A detailed budget was not set at the time, but the owner advised she would allocate funding as needed and likely approve if the money was available. There were no time constraints placed on any of the issues we discussed in our initial meeting. She provided me with the authority to start addressing all the issues presented, and I began coordinating tasks related to solutions. Managing the project would employ using leaderships skill in communication, collaboration, delegation, and facilitation. Although I would be managing this project, assistance from the owner and other case managers would be vital to its success.

Once I decided on an organization, I met with the owner to discuss the project criteria. The project needed to have an end date, solve a specific problem, include specific resources

allocated specifically for me to use, and include tasks that were coordinated by me to address the organization's problem within a reasonable time frame. Lastly, I needed to be able to develop and demonstrate leadership skills in managing the project. The first criteria, including start and end dates, were easy to identify in my project. The owner was willing to allow me to start immediately or whenever I was prepared. We determined the end date would be when objectives had been met. The specific problem that needed to be solved was the issue of communication during onboarding and the continuance of communication after onboarding. The resources she allocated to me were access to all previous onboarding documents and procedures and funding on an as-needed basis. There were no time constraints placed on the project, but she asked that I work on them as quickly as I could, coordinating tasks that would resolve some of the issues. The most important part of the criteria, developing and demonstrating leadership skills in managing the project, could also be met. The project would meet this qualification because I would be conducting training and onboarding procedures, communicating with employees on behalf of the owner, delegating tasks to her office secretary, coaching new and existing employees with new policies and guidelines, and introducing an evaluation document and incentive program.

1.3 Project Complexity and Impact Assessment

My project started off being very complex and addressed various issues the organization faced. After meeting with the organization's owner, we identified the areas on which I would focus. After completing the complexity and impact assessment, my project came out as a major project. This was because it scored a 13 in terms of project impact and 12 in the area of project complexity. The impact score was derived from looking at the strategic contribution, the return on investment (ROI), and the operational effectiveness. The complexity score was derived from examining several criteria: delivery timescale, stakeholders, operational change, contract complexity, in-house expertise, and dependencies.

1.3.1 Project Complexity

According to the project complexity scale, my project scored a 12. The criteria were delivery timescale, stakeholders, operational change, contract complexity, in-house expertise, and dependencies. Each criterion weighed a percentage in determining how complex my project was. Initially, I thought the delivery timescale would be between 6-12 months, so I gave that area a score of 2. COVID-19 altered that timeline. Unfortunately, the pandemic altered several other aspects of the project. The stakeholders the project would impact would be internal across more than one business area scoring a 2 also in that area. My project would directly impact case managers but also the Community Long Term Care division of South Carolina Department of Health and Human Services (SCDHHS). The operational changes would include some retraining and new processes with onboarding, so that area also received a score of 2. New contracts would not be required, so the contract complexity score was the lowest with 1 point. In-house expertise scoring was relatively higher, with a score of 3, because this type of project had not been done before in this organization. The type of project would be new, but it would link with other projects with minimal impact giving it a dependency score of 2. I totaled the points for each criterion, and my total complexity score was 12. It was important that I did not score any higher than 12 in

complexity, because that would result in a major project. The goal of the project assessment was to stay within a medium project range.

1.3.2 Project Impact

In terms of strategic contribution, my project would contribute directly to one strategic theme, giving it a score of 3. I gave my project a score of 4 under the ROI criteria because I planned for it to take less than 2 years to complete. I also scored operational effectiveness as a 4, because I envisioned the project slightly improving the whole organization. Those scores gave me a total of 11 points in the area of project impact.

1.4 Project Charter Information

A project charter is a formal document that describes this project in its entirety, including what the objectives are, how they will be carried out, what the risks are, and who the stakeholders are. The charter is a dynamic document that is consistently revisited throughout the project lifecycle. I created the project charter and presented it to my project host and sponsor for approval. The purpose of my project, which was to address the communication means and onboarding processes for new case managers, was clearly indicated on the chart and communicated to the project host. Also, in my charter were project participants and their roles. Each person employed at the start of my project and their role as a case manager was listed. Stakeholders were also included which were the terminally ill who receive community long-term care services and the staff at CMC. I detailed the potential resources, deliverables, and milestones as well in my charter. Project SMART objectives were also included as well as risks.

2. Project Objectives

This project's objectives were to improve the onboarding process including pertinent information about job expectations and organizational goals. The owner specifically wanted to increase the number of cases each case manager would accept per week. When goals were met, the objective would be to find a way to incentivize employees. My personal objectives were to help the owner reach these goals with research-based interventions.

2.1 Outline of Partnering Organization's Objectives

2.1.1. Objective

This project of enhancing the overall communication and onboarding procedures of CMC would potentially mean expanding the business network and generating more revenue. Communication was determined to be a big concern for both the organization owner as well as her employees. When we initially met, the owner described this as a key problem her organization was facing. After interviewing employees, the communication issue was validated and explained. Case managers indicated that job requirements were not communicated thoroughly, and employees were left to make assumptions regarding what a typical caseload should be. These issues prevented current case managers from growing their portfolios. Ultimately, revenue is generated by the number of new cases the organization accepts and the number of services it provides each client. The organization was limiting its services by not accepting each case that was given by the Community Long Term Care

department of SCDHHS. My partnership with CMC would improve the onboarding process for both new and existing employees. Employees would have a thorough understanding of business expectations through the orientation process as well as through the employee handbook and guidelines. The owner was willing to accept my help because she understood that not everything she expected from case managers was communicated during her previous new hire orientations.

2.1.2 Success Criteria

For CMC, success is measured by the number of cases each case manager carries in their portfolio and also the number of services provided to each client. The owner would also measure success by seeing if the number of employees she was able to retain increased and if turnover decreased. While the business is young, the goal is to expand to areas across South Carolina, servicing as many patients as SCDHHS will allow each case manager to service. Success would be each case manager maximizing their caseload. A maximized caseload is not just providing case management to each client. It ensures that meals are delivered weekly, home visits are conducted monthly, reevaluation meetings are conducted annually, and contact is made regularly with each client by their case manager. The completion of this would also measure the quality of communication provided during onboarding. Case managers who have met these requirements would have thoroughly understood the employee handbook, the job description, and the policies and procedures provided during onboarding.

2.2 Student's Personal Leadership Objectives

2.2.1 Objectives

My personal leadership objectives were to lead with strategy and lead with innovation. To become a strategic leader, I created several personal goals: (a) be included in the highest level of meetings, (b) observe and seek trends, (c) ask tough questions, (d) challenge the status quo, (e) make time for thinking, and (f) embrace conflict. To become a more analytical leader, I set the following goals: (a) learn to challenge myself to develop a deeper understanding of my organization's business, (b) use multiple sources of data to form an information web, (c) let go of structure, and (d) improve my communication skills. I decided that leading with analysis would be a personal goal and if acquired, would be a skill I would use in future organizations. A deeper understanding is necessary for analyzing any organization. It is essential in trying to improve the organization and was a skill I wanted to develop to utilize in my current field and with my consultancy project. To understand the case management field and community long-term care services, I reached out to individuals in that field and researched their job functions and current organizations. I shadowed case managers and attended staff meetings at the start of my project.

2.2.2 Success Criteria

The success of my personal leadership objectives was measured by the progress I made with the organization. I determined my personal leadership objectives were met when the project host began to trust me with decisions for her organization. By understanding the organization's business, I was able to better develop interventions

that would work to improve it. I interviewed several case managers to understand how their role impacted the overall success of the organization. I learned how case acceptance and declining impacted the organization. With a deeper understanding, I was able to recommend solutions and recognize milestones as we reached them.

3. Project Scope

3.1 Definitive Scope of Work

My project was responsible for improving the onboarding process and reducing turnover. The project also aimed to develop an efficient communication platform and implement a reasonable but effective incentive program.

3.2 Project Benefits

The tangible benefits of the project include a new employee handbook and guidelines; a mission statement; a clear job description; and new business materials including business cards, letter head, fax cover sheets, evaluation forms, and disciplinary action forms.

3.3 SMART Goals

When creating goals for yourself or an organization, it is imperative that one create SMART goals. SMART is a mnemonic acronym that helps guide the creation of goals and objectives. S is for specific: Goals need to be made specific and narrow for more effective planning. M is for measurable: Evidence needs to be defined to determine if progress is being made. A is for attainable, meaning goals need to be reasonably accomplished within a certain time frame. R is for relevant: Goals should always align with values and long-term objectives. T is for time-based: Goals should be set realistically with an end date for task prioritization and motivation.

SMART Goals (Specific, Measurable, Attainable, Realistic, Timely)	
Goal	Deadline
1. Case Managers will be incentivized each quarter if quarterly targets and expectations are met as outlined in the employee handbook or weekly meetings	10/1/2021
2. Organizational leaders (CEO and supervisor) will communicate with staff by email once a week providing updates. Case managers will respond to all emails within 24 hours	10/1/2021
3. Organizational leader will conduct monthly, 1-hour meetings by zoom allowing case managers the opportunity to bring up concerns	10/1/2021
4. Each employee will receive an updated copy of the employee handbook and policy and procedures document if they have not already received the updated copy by first monthly meeting. Each new employee will receive and sign a receipt of receiving both the handbook and policy and procedures within the first 3 days of employment	10/1/2021

4. Disciplined Inquiry

4.1 Introduction and Theoretical Framework

CMC needs to improve various aspects of the organization to continue its growth and success. It has been troubled with turnover, ineffective communication, and overall company culture. The research seeks to identify the root cause of the business challenges that contributed to the lack of growth and success of CMC. I aimed to provide best practices and strategies to create positive work cultures and effective communication and to reduce employee turnover. To help CMC, I utilized systems theory. Systems theory is the idea that behavior is influenced by a variety of factors that work together as a system. Employee satisfaction, communication, and company culture all play a significant role in understanding the organization's functioning and outcomes (Mele et al., 2010).

4.2 Hypothesis

The organizational issues stemmed from ineffective communication during onboarding which is critical to employee efficiency, effectiveness, and satisfaction. All these factors impact retention and turnover.

4.3 Research Questions

The research seeks to identify the factors contributing to negative company culture, ineffective communication, and employee turnover. I wanted to know three things:

1. What would make case managers want to continue working with CMC?
2. How could the onboarding procedures affect long-term employment for CMC?
3. Would incentives work to retain employees?

4.4 Literature Review

The literature review provided research that supported the objectives we aimed to reach. Ten articles were referenced that supported my recommendations for the organization. The research indicated that incentives, communication, onboarding, and rebranding were all essential to the overall success of an organization. The research showed how organizational culture is woven into every feature of an organization and can affect rebranding, communication, onboarding, and incentives (Schein, 2010).

4.5 Methodology

Qualitative and quantitative research tools were used to determine the next steps for CMC. Qualitative research is research that includes nonnumerical data to understand concepts, opinions, or experiences. Qualitative research relies heavily on data obtained through observations, interviews, focus groups, participant observation, documents, and artifacts. The qualitative research tool used was interviewing. I conducted interviews with two employees. I realize that the sample size seems small, but at the time, there were only five full-time employees, and interview research is designed to collect a richer source of information from a small number of people. Observations and fieldwork were already limited due to the pandemic and would not have provided an adequate representation of typical day-to-day functions and training. The quantitative tool used for research was a survey that included a Likert scale (see Appendix E). Surveys allow for quick and convenient data collection. The survey was administered electronically and then followed up with a short interview. The

owner also offered an incentive to have employees complete the survey. The 15-question survey asked questions regarding the relationship between case managers and the owner, the quality of training provided during onboarding, how effective communication is between owner and case managers, and if case managers felt recognized for performing well. The follow-up interview asked personal questions that provided an opportunity for case managers to give their perspectives regarding what inspires them, what good communications look like to them, and their overall contributions to the success of CMC. Using both tools helped me obtain clarification on where the case managers placed the blame. They each had positive things to say about the owner and really focused on how the pandemic influenced the company's growth. They detailed how the onsite training was diminished to asynchronous learning where case managers read online materials for training. The online training from SCDHHS was very vague and addressed case management but did not provide an example of how CMC would run and what the owner's expectations were. Their feedback influenced my recommendation to revise the employee handbook and policies and guidelines. It also influenced my recommendations for more frequent communication and rebranding. With case managers only receiving training from SCDHHS, it was difficult for new employees to embrace the culture at CMC; consequently, the owner experienced turnover. The case managers who remained shared that some employees who left never understood the owner's vision and did not establish any connectedness to CMC. I was able to provide the owner with recommendations that would improve the communication within the organization and hopefully prevent staff turnover.

5. Continuous Improvement Systems

5.1 Continuous Improvement Planning

CMC was dealing with significant challenges. Many were presented prior to the pandemic, and others were added because of the pandemic. Communication has been and will continue to be an important component of the organization. After interviewing two employees, I determined that the onboarding procedures previously used were not structured. During the interviews, the employees reported that the training from the state was not concrete or sufficient, and the owner's relaxed approach did not help. One employee stated that the owner had previously hired people who were not deserving of a job, and she often did not set boundaries with employees. My recommendation was to revamp the onboarding procedures including updated employee handbooks and organizational charts. I also recommended some measure of comprehension be used at the end of training. The owner did intend to utilize some of my recommendations.

5.2 Continuous Improvement Actions

Based on my recommendations, Tammy has agreed to revamp her onboarding procedures. The employee handbook was revised, and each new employee would be mandated to sign it, agreeing to the terms of the handbook (see Appendix F). New handbooks were also presented to current employees. Individual conferences were set to discuss current employees fulfilling new handbook responsibilities. An organizational chart was included in the new handbook and provided to current employees. Incentives were discussed.

5.3 Continuous Improvement Feedback

I did not recommend a formal feedback system but did create an evaluation form for the owner. I encouraged her to use these quarterly or annually to assess case managers and allow suggestions for them. The form allows for comments and personal goals that are not directly related to the case manager's portfolio. I encouraged her to have an open-door policy as she rolls out her new plan.

5.4 Continuous Improvement Implementation

I considered the evaluation form critical and encouraged the owner to revise it if necessary but to allow employees an opportunity to provide feedback on the changes implemented. I assumed there would be pushback in certain areas and encouraged her to welcome that criticism to become a better leader.

6. Deliverables

6.1 To Partnering Organization From Candidate

Employee Handbook: document explaining job description and expectations

Business Cards: include case manager name, contact information, and business hours

Evaluation Form: document used to track the progress of employees and provide feedback

Disciplinary Form: document used to formally reprimand employees who have not met expectations. See Appendices D, F, G, and H.

There was no definitive due date for any of these deliverables. The owner just asked that I work on them one at a time and that I send them to her for approval. The new employee handbook connects to the onboarding challenge. All new expectations regarding cases and confidentiality are addressed in the handbook. The business cards address the market rebranding and provide a means of communication between the case manager and client. The evaluation form and disciplinary form aim to address communication and allow communication from both owner and employees.

6.2 Deferred Deliverables

Job Description Posting: An up-to-date job description was created, but with changes related to the pandemic coming about, it was decided that we delay posting on career sites such as Monster or CareerBuilder. SCDHHS was updating expectations for case managers and case management agencies. It was clear that the role of case manager needed to be comprehensive for prospective employees. My recommendation to Tammy was to wait until the roles and responsibilities were updated.

7. Communications Plan

Communication is a very important component of any organization. It is required when working with individuals and teams of people. CMC is an independent organization that provides case management services to people who qualify for Medicare and Medicaid. Communication is a very important function for both the owner and the employees (Smollan & Morrison, 2019). Changes and updates are constantly coming from SCDHHS. It is equally important for Tammy to communicate changes with her team as it is for them to communicate about their caseload. It was also imperative that Tammy and I communicate the

project deliverables immediately after Tammy approved them. To be compliant with SCDHHS guidelines, it is also imperative that we communicate any changes in training immediately to new hires. As far as other decisions, I communicated with Tammy about any documents or changes I made before making them and after. She provided me with the autonomy to make changes and recommendations as I saw fit and just asked that I communicate with her. Most communication was by email so she could review documents and changes. Some communication was in person or by phone to further explain recommendations.

7.1 Communications Plan Development

CMC's goals included rebranding, creating an effective way to communicate, and creating an effective onboarding experience that details job descriptions, organizational culture, and performance expectations. Another goal for the organization was to provide employees with pertinent information regarding their job functions in a timely manner. The communication plan I developed helped me help the owner address these goals. We agreed that we would discuss all phases of the project, before and after submission. We discussed meeting weekly but realized that expectation was not realistic. We then began meeting monthly and as needed to discuss updates. I needed to know what her expectation was for me to establish how frequently we communicated. She wanted me to update her as new materials were created and purchased. She also wanted to be briefed anytime I met with the employees. The methods for communication were determined mainly by the owner and me. Because of the pandemic, the employees were not required to come into the office and all work was done from home. As a result of this change, it was decided that meetings would be virtual through zoom. I showed the owner how to create a zoom business account and link it with her outlook account. She then set biweekly meetings with the entire staff. I was not expected to attend unless there were changes that affected my project or if my project created change for the employees.

7.2 Stakeholder Engagement Plan

Project stakeholders are those with an interest in my project's outcome. In my stakeholder engagement form, Appendix J, I identified the project host/owner, Tammy Gordon, SCDHHS, Community Long Term Care, patients eligible for Community Long Term Care, social service companies that provide services, and Dr. Hamilton as project stakeholders. The project host, employees, and sponsor were the only stakeholders I engaged continuously. The other stakeholders were more indirectly influenced by my project. My ability to assist the owner in training and retaining employees would impact the patients, SCDHHS, Community Long Term Care, and the various social services companies with which CMC partnered. The above-mentioned group of less-engaged entities, however, still provided value to my project. Without that group, CMC would not be able to profit or generate new revenue.

8. Risks

The main project risks for my project included economical, legal, and environmental risks. The impact of the pandemic initially seemed most concerning but turned out to be a medium risk. It shifted the role the owner played regarding case portfolios but did not substantially hinder my project.

8.1 Mitigation and Contingency

A mitigation plan attempts to decrease the chances of risks occurring or decrease the impact of the risks if they occur. It is typically implemented in advance. A contingency plan explains the steps to take after the identified risk occurs to reduce its impact.

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Economical-Affordability for Zoom business account	Create budget to include the cost of zoom; Utilize meeting agendas to prevent meetings from being lengthy	Research other platforms that are less expensive or free. Utilize office space or public meeting spaces	Condense meetings; more emails; information possibly not communicated effectively and in a timely manner; less interactive communication	Medium
Economical-Incentives; Inability to provide them after using them to motivate employees	Create a budget that allows for incentives and start small.	Discuss nontangible incentives like jeans passes or late arrival or early dismissal. Reach out to community for partnerships	Less buy-in from employees if we cannot deliver incentives. Low employee morale	Medium
Legal-Confidentiality being compromised due to a work from home environment	Patient files will not have identifying information on them. Re-eval meetings will take place in the office	Stop work-from-home options. Require case managers to work in the office. Only allow follow-ups to take place during WFH times.	If a breach does occur, employee could be terminated, and the business sanctioned; could be financial penalties;	Medium/High
Environmental-Pandemic	Advocate to DHHS that case managers be allowed to continue working cases via phone/zoom. Provide meetings and training that meet CDC guidelines	Reach out to DHHS and find out what support they are providing for organizations that support CLTC. Use social media to market potential clients. CEO take on full caseload	CEO taking on full caseload means minimal oversight for case managers; If a breach occurs and all work is done in the office, the organization may need to expand physically to meet CDC requirements	Med
Economical-Turnover	Communicate and request feedback from current employees. Revisit expectations quarterly	Create a referral & retention program	No cases managers= no cases	Medium/High

8.2 Constraints

There were not many constraints under which my project was operating. Obviously, there were constraints under which the business itself had to operate, but they did not impact my project. The main constraint was the pandemic and the uncertainty of how everything would proceed after. Just like the DEOL program continued, but with changes, so did my project. The availability of my project host was still there but less structured. I appreciated the flexibility, but it caused me to become stagnant in my progress. The pandemic affected her family which indirectly impacted her business. There were times when she was quarantined and times when her family was quarantined which meant she also had to be home. This was an issue for the owner, case managers, and patients. Another constraint was finances. Because we did not initially establish a budget, I was unaware of the parameters of the project.

9. Budget

CMC is a young and growing organization. Starting in 2019 as a first-time business owner, Tammy Gordon has put her all into building this organization. Her resources are limited, but she understands that certain investments will yield long-lasting outcomes. When we began discussing the project, neither of us knew what to expect financially. She was aware that money would need to be spent on rebranding and incentives. We decided to start slowly tackling each task one at a time. Much of the project did not require funding, like creating a mission statement and organizational structure charts. The financial aspect came when deciding how to communicate this to current and new employees. We decided on a new employee handbook. That was our first order of business. After weeks of reviewing sample handbooks and consulting with similar business owners, we constructed a new employee handbook. The compilation and printing of this handbook created costs. I met with Tammy and explained the costs associated with this and she told me to proceed. We used this same approach each time money was to be spent. Over the course of the project, business cards, letterhead, and address labels were also created. Again, I reviewed and explained those costs before proceeding with production. In terms of incentives, small amount gift cards were purchased with approval from the owner. Because the organization did not grow, referral bonuses were not granted.

10. Analysis and Recommendations

The methodology I used to analyze the issues of this organization was a combination of interview and survey research as well as a literature review. The interview and survey indicated that employees were satisfied with the owner but not necessarily with the day-to-day job functioning. The interviews suggested that communication from the owner to the case manager needed to be more frequent and from the case manager to the owner needed to be more thorough. I also discovered that the previous onboarding procedures were incomplete and often limited due to the scope of training.

I made the following recommendations based on this information:

1. Create a detailed employee handbook outlining job expectations, policies and procedures, and punitive measures that will be taken if expectations are not met. During my interviews, the case managers shared that they did not think the new case managers were

clear about the organization's expectations. They understood the role of a case manager but did not fully understand how the owner expected their individual portfolios to look.

2. Create an onboarding process that fully communicates the owner's expectations and establishes connections with employees separate from the owner and employee relationship. This was recommended to allow new case managers an opportunity to get acclimated to their role, the company's philosophies, and the understanding of how they will impact the organization's business goal. I hoped this would prevent turnover related to unexpected job responsibilities and negative work relationships. My literature review provided evidence that supported the notion that employees are more likely to remain in an organization when they understand how they impact the success of the organization (Cable et al., 2013). I also made this recommendation based on literature that confirmed that positive work relationships increase self-efficacy and create hope, aspiration, and realistic attribution to job success. Burnout is less likely to happen when people feel connected to both the job and the people (Gupta et al., 2018).
3. Create an effective means of communication that employees can expect weekly or biweekly. I suggested a weekly update via email or face to face, and monthly meetings to review updates from SCDHHS. I made this recommendation because the literature proved that communication influenced culture, and the interviews I conducted confirmed that the lack of communication caused employees to leave. Effective communication garners trust within an organization (Sadia et al., 2016). I expressed the importance of trust in terms of sharing information between the owner and case managers and how they depicted the lack of communication influenced the separation of previous case managers.

11. Reflection

This project has been a learning experience for me in many ways. The leadership skills have helped me grow both personally and professionally. As a young adult leader, I have not always felt comfortable leading and often felt I lacked the experience and knowledge to do so. This project has shown me that age and experience are important, but scholarship and training are just as impactful.

11.1 Professional Learning

Leadership is the art of motivating a group of people to act toward achieving a common goal. Leadership is using strategy and influence to reach a desired outcome. In most businesses, that desired outcome is money. We know that money is not always the motivating factor and I learned that particularly from this project. The owner's desire to lead a small business was enough motivation to allow our partnership. What I have taken away from this consultancy project and my project host is that starting small is acceptable. Breaking larger issues into smaller, actionable steps is reasonable. I have also grown as an innovative leader. I realize there is a world of people who have attempted and written about a lot of organizational recommendations, and that if I look, I can always find an article that will address what I am seeking to find.

11.2 Personal Development




When seeking this degree, my initial goal was to become a strategic leader to influence my school system at the district office level. After my first class, I realized I would learn skills I could use immediately as a school counselor and I would learn skills that would work holistically to improve the system of education. Because I had not identified a partnering organization when I started this journey, I was not aware of the labor required to shift an organization. Unfortunately, CMC experienced marginal growth as a result of my project. The upside to this partnership with Tammy is that I grew as a leader. I learned how to properly advocate for initiatives using my own scholarship and research. I learned how to properly assess risks and create contingency plans so I am not left flat on my face. As a result of case studies and this consultancy project, I have gained a sense of empathy for both organizational owners and employees. In some instances, my initial thought was to terminate the employment when things did not work but that is not life and not always what is in the best interest of the organization. Sometimes it is best to meet people where they are. My leadership values have changed in major ways, and my outlook on service leadership is completely different. I truly want to lead in my district because I want to focus on the growth and well-being of my students and our community.

Appendices

Appendix A.....	CITI Certification
Appendix B.....	Project Charter
Appendix C.....	Professional Literature Review
Appendix D.....	Evaluation Form
Appendix E.....	Likert Scale
Appendix F.....	Employee Handbook
Appendix G.....	Business Cards
Appendix H.....	Disciplinary Form
Appendix I.....	Communications Plan
Appendix J.....	Stakeholder Engagement Pan

Appendix A

CITI Certification

		Completion Date 04-Jan-2021 Expiration Date 04-Jan-2024 Record ID 39872851
This is to certify that:		
Loren McNeal		
Has completed the following CITI Program course:		Not valid for renewal of certification through CME.
Graduate School of Education Research Investigators (Curriculum Group)		
Graduate School of Education Research Investigators (Course Learner Group)		
1 - Basic Course (Stage)		
Under requirements set by:		 Collaborative Institutional Training Initiative
Gardner-Webb University		
Verify at www.citiprogram.org/verify/?w696e90d6-f629-4f99-bc6f-53028c86f727-39872851		

Appendix B

Project Charter

CONSULTANCY PROJECT CHARTER

1. General Project Information				
Project Title:	Enhancing Overall Communication and Onboarding Procedures at Case Management of the Carolinas			
Project Host(s):	Tammy Gordon			
Project Sponsor (GWU):	Dr. Jeffrey Hamilton			
Project Manager:	Loren McNeal	Date:	06/29/2020	
Project Description	I will be creating a onboarding process for my project manager to assist with the new hire orientation of new employees. I will also be creating a standard means of communication for her to use to communicate with employees weekly or biweekly. Lastly we will create some system to incentivise employees who continuously meet expectations.			
2. Project Participants and Roles (add or delete lines as needed)				
	Name	Role	Telephone	E-mail
Project Manager:	Loren McNeal	Consultant	803-412-9889	lmcneal@gardner-webb.edu mailto:Tgordon708@gmail.com
Team Members:	Tammy Gordon	Owner/	803-493-8622	Tgordon708@gmail.com
	Berthenia Barrett	Employee/case manager		
	Nancy McMullen	Employee/Case manager		
	Zlandra Hardin	Employee/Case Manger		
	Tiffany Witherspoon	Employee/Case Manager		
	Rodney Johnson	Employee/ Case Manager		
3. Stakeholders (e.g., those with a significant interest in or who will be significantly affected by this project)				
Rock Hill Elderly and Terminally ill community that receive community long term care				
All employees of Case Management of the Carolinas				
Project Purpose Describe the need this project addresses				
The project will address the communication means and onboarding process for new patients. By effectively training new employees with a more detailed onboarding process, more patients can be served in a faster and more productive manner. Doing so, will increase the case load for the company and result in more revenue.				

Resources <i>Describe the resources made available by the project host for this project</i>	
<ul style="list-style-type: none"> • Case Load of patients • Previous training materials • Open Availability (available to come whenever I need) 	
Project Deliverables <i>List the high-level "products" to be created (e.g., improved xxxx process, employee manual on yyyy)</i>	
<ol style="list-style-type: none"> 1. Improved onboarding process 2. Updated employee manual detailing expectations 3. Weekly communication correspondence 	
Project Milestones <i>Project significant accomplishments anticipated over the life of the project with estimated timeline</i>	
<ol style="list-style-type: none"> 1. New onboarding process will be sent to owner within 30 days after project starts for review 2. Incentive program will be sent to owner within 60 days of project start date. 3. Over 6 months, owner should be able to accept every case that is given. 	
Project SMART Objectives <i>Include 3 to 5</i>	
<ol style="list-style-type: none"> 1. Onboarding process will include specific details about expectations after start date including but not limited to: time frame to accept or decline new cases, the only acceptable reasons when declining new cases, area of service, and goals to reach incentive eligibility 2. Each case manager will accept 5 cases per week and send over detailed information regarding any cases that are denied. 3. Case managers will be incentivised monthly to encourage them to keep the momentum 	
Major Known Risks (including significant Assumptions) <i>Identify obstacles that may cause the project to fail.</i>	
Risk	Risk Rating (Hi, Med, Lo)
Employees leaving due to new procedures	High
Constraints <i>List any conditions that may limit the project team's options with respect to resources, personnel, or schedule (e.g., predetermined budget or project end date, limit on number of staff that may be assigned to the project).</i>	
Reduction of cases due to Covid19, Reduction of budget as a result of case #'s declining,	
External Dependencies <i>Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?</i>	
The project will depend on the coordination of team members and manager working together but host has not made participation voluntary.	
5. Communication Strategy <i>(specify how the project manager will communicate to the Host, Sponsor, Project Team members and stakeholders, e.g., frequency of status reports, frequency of Project Team meetings, etc.)</i>	
Project manager will communicate to host through weekly visits, phone calls and emails as needed. Project manager will communicate to sponsor through status reports and email as needed. Project manager will communicate to team members by weekly emails and during monthly meetings held by host.	

6. Sign-off			
	Name	Signature	Date (MM/DD/YYYY)
Project Host	Tammy Gordon		7/01/2020
Project Sponsor			
Project Manager	Loren McNeal	<i>Loren A. McNeal</i>	07/01/2020
7. Notes			

Appendix C

Professional Literature Review

Case Management of the Carolina (CMC) is a case management company that provides case management to terminally ill patients. The organization was founded in 2019 by Tammy Gordon who previously worked for the Department of Health and Human Services, Community Long Term Care Agency. While there, she worked as a case manager serving many patients across the state. Her long-term goal was to open her own case management agency, so she did in June 2019. After opening her business and employing up to eight workers, she agreed to partner with me to improve her organization in various capacities. Some of her business goals included rebranding, creating an effective communication platform, reducing turnover, and including incentives. Her thoughts were that if she could improve her onboarding procedures and communication and add incentives, she could grow her business and retain those who were already employed by CMC. To help her thoroughly understand how improving those areas could benefit her overall organization, I researched the current state of knowledge in these areas. I read 10 articles that address these concerns.

Incentives

Another goal for CMC was to include incentives to increase productivity. There is a lot of information and research that explains the benefits of incentives and how they can be advantageous for organizations. Of the articles I read, there was research to indicate that incentives work in smaller settings and with teams. I did read articles specifically to see how incentives influenced performance in the public sector. The ultimate goal of organizations that provide services to the public is to provide superior customer service. Incentives help that. The

articles I read had a focus on medical and school settings. While case management is not directly medical, it compares to how medical teams operate.

Variable pay for performance may undermine employees' efforts. Bonus systems have been thought to make employees lose interest in their immediate goals. In my article research, I found a solution to how my organization, CMC, can balance intrinsic motivation and performance. In many situations, monetary incentives reduce performance. An employee who values their own work for personal fulfillment is often indispensable. These values may be undermined or even destroyed by offering monetary incentives (Burgess et al., 2017).

Relying solely on money is too simple to motivate people in complex jobs. There are more appropriate ways to evoke interest in work, such as raising intrinsic motivation. This can be done in various ways, such as establishing personal relationships, strengthening participation, and securing procedural justice. These all serve to communicate employee recognition and appreciation of their work.

Upon my research, I did not conclude that monetary rewards are ineffective. They just need to take into account various factors. Compensation should be based on an overall evaluation of employees. Bonuses can be effective as long as procedural fairness and perceived justice are considered. Monetary incentives should proceed with detailed feedback and/or evaluations. The feedback should express appreciation of the employee and the criteria used to determine this outcome. This then helps employees understand their contribution to the organization's goals (Osterloh & Frey, 2002). Motivational talk is a recurring theme when researching incentives. A field experiment on motivation and monetary incentives concluded that motivational talk significantly improves performance only when accompanied by performance pay. Performance

pay alone reduces performance slightly unless it is accompanied by motivational talk.

Ultimately, the two go together and negatively affect organizations when they are not combined.

Communication

Communication is a vital management component of any organization. The purpose of communication ranges from updating employees on new policies to ensuring safety throughout the organization to listening to the attitudes and opinions of employees. To be successful, organizations must effectively communicate at all levels and across all levels. Effective communication must take place with the organization's constituencies, employees, and stakeholders, as well as the community at large.

I wanted to read review literature that focused on how change was communicated across organizations specifically because CMC is experiencing a lot of changes currently. It is a widespread myth that most organizational changes fail with rates of 67-70%. This is a result of communication or the lack thereof. In my article research review, I concluded that change is related to perceptions of communication norms and organizational culture. In one particular study that focused on an organization changing its work environment to an open floor plan, open communication and positive organizational culture were considered by several participants to be criteria for successful change. What emerged from the study was how relevant communication and organizational culture were both causes and outcomes of a successful change in workspaces (Smollan & Morrison, 2019). Also, in my review of articles pertaining to communication, a theme of effective communication was prevailing. The role of communication is very important and plays a significant role in the development of trust within an organization (Sadia et al., 2016). Trust in organizations is often associated with business success. The quality of information shared between coworkers and supervisors matters more than quality. It was also

important to note that trust was very closely tied to perceptions of organizational openness, which in turn predicts employee involvement.

Onboarding

Onboarding is one of the most important phases when starting in a new organization. The onboarding process helps employees get acclimated to their role, the company's philosophies, and the understanding of how they will impact the organization's business goals.

My review of the literature featuring onboarding focused on one major theme, socialization. While onboarding is thought to bring the new employee into the organization, research is reflecting that the organization should be working equally as hard to know the individual; this is done through "personal identity socialization" (Cable et al., 2013, p. 24). A study done with Wirpo BPO, an Indian multinational business process outsourcing company, found that when socialization focused on individual identity, employees were much less likely to quit their jobs in the first 6 months than employees who experienced other onboarding approaches. They are more than 32% less likely to quit than those who experienced "traditional" onboarding approaches. The results also indicated that shaping onboarding processes around individual identity has beneficial effects on employee job attitudes and behaviors. The benefits more than outweigh the cost. Another study found that when orientation training programs allowed newcomers the opportunities to express themselves, the onboarding process was less stressful and allowed employees to develop problem-solving-based coping behaviors. These behaviors then reduce the chances of an employee leaving during stressful times. That same study also focused on task characteristics and socialization. Autonomy, task variety, task significance, and performance feedback are qualities that are important during the onboarding process. Socialization, as stated before, is of significant importance to newcomers in an

organization. It is expected to reduce the unmet socio-psychological stress. Positive relationships between newcomers and existing members have multiple benefits. Positive job outcomes are expected, and job disengagement and burnout are reduced. Lastly, it is important to recognize that positive social support increases self-efficacy and creates hope, aspirations, and realistic attribution to success and failures (Gupta et al., 2018).

Rebranding

Organizations have increasingly begun to use rebranding as a method to enhance relevance and improve operational efficiency. Corporate rebranding however can be risky and oftentimes requires considerable investment with no guarantee of achieving favorable outcomes. So, one may ask, why do it? For some companies that successfully complete the rebranding process, business increases and revenues are generated. After reviewing articles, I was able to identify themes that were present in most articles. Rebranding typically happens in phases: brand revision, implementation, stakeholder buy-in, and outcomes. Those phases or stages are very important for the successful completion of rebranding. Some barriers exist to rebranding. Common barriers are autocratic rebranding approach, stakeholder tensions, narrow brand revision, inadequate research, and inadequate customer consideration (Miller et al., 2013).

In a case study done with Unaitas Sacco, internal communication, business environment, management practices, and leadership styles were studied to see how they affect the rebranding process. Researchers wanted to explore the relationship between organizational culture and the rebranding process. It was found that internal communication, business environment, management practice, and leadership styles played a significant role in shaping the rebranding process. For a major rebranding process to be successful, the organizational culture must first be considered and adhered to (Thagichu, 2018).

Incentives, communication, onboarding, and rebranding are important features of an organization. The onboarding process can determine if an organization will be successful or fail. Onboarding can influence an employee's decision to stay committed to an organization and if done incorrectly, can make bigger issues down the road. When done with the proper concentration on both the employee and the organization, people are more likely to stay with the organization. They feel vested and are less likely to abandon the organization. Incentives and communication are key factors that also influence employee involvement and satisfaction. Everyone wants to feel valued in their organization and that need is fulfilled with effective communication and appropriate incentives. Performance-based pay is proven to work when used appropriately and with structure. Rebranding can be a hard task but is sometimes necessary. If done in the correct phases, it can enhance a once failing organization. Organizational culture plays a significant role in rebranding and should be considered when attempting to do so. Organizational culture plays a significant role in many aspects of an organization. It appears to be woven into every feature of an organization and can affect rebranding, communication, onboarding, and incentives. It is the very heart of the organization.

Appendix D

Evaluation Form

Employee Performance Review

Employee Information

Employee Name	Employee ID
Job Title	Date
Department	Manager
Review period	

Ratings

	1 = Poor	2 = Fair	3 = Satisfactory	4 = Good	5 = Excellent
<i>Job Knowledge</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<i>Work Quality</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<i>Attendance/Punctuality</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<i>Productivity</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<i>Communication/Listening Skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					
<i>Dependability</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments</i>					

Overall Rating (average the rating numbers above)	
--	--

Evaluation

Additional Comments	
Employee Goals	

Verification of Review

By signing this form, you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.			
Employee Signature		Date	
Manager Signature		Date	

Appendix E

Employee Satisfaction Survey

	Strongly Disagree	Disagree	Agree	Strongly Agree
The management of this organization is supportive of me				
I received the right amount supporting and training from management				
I am provided with all trainings necessary for me to perform my job				
I feel encouraged by my supervisor to offer suggestions for improvement				
Management makes changes based on my suggestions				
I have an accurate written job description				
My work is evaluated based on a fair system				
I am appropriately recognized when I perform well				
I feel I can easily communicate with members on all levels				
The timelines that are set for me to complete task are reasonable				
I feel comfortable in my current position				
I am scared my job will end or I will be terminated				
Management communicates well with all organization members				
My work assignments are always clearly explained to me				
All the equipment, supplies, and resources are provided to adequately do my job				

Appendix F

Employee Handbook



Employee Handbook

Table of Contents

Section 1: Introduction

Section 2: Terms and Definitions

Section 3: Payroll

Section 4: Rights & Policies

Section 5: Rules of Conduct

Section 1: Introduction

- 1.1 Purpose of this Handbook:** The purpose of this handbook is to familiarize each employee with the policies, rules and expectations of Case Management of the Carolina. The information in this handbook applies to ALL employees. The company reserves the right to interpret the content of this handbook as it seems necessary and to deviate from policy when deemed necessary
- 1.2 Changes of Policy:** Case Management of the Carolina reserves the right to make changes as deemed necessary to this handbook at any time, or at our discretion. Its provisions may not be altered by any other means, oral or written. All employees will receive written notice of any changes made to this employee handbook and are responsible for understanding and complying with all up-to-date policies. If you are confused or unclear of any information defined herein, please contact your supervisor or director.
- 1.3 Employee forms:** All new employees are required to complete and submit the following form: (* indicates form can be found in the appendix). All other forms will be provided separately
- **At-will Employment Agreement and Acknowledgement of Receipt of Employee Handbook**
 - **Employment Eligibility Form I-9** (On the day of new hire, each new employee is legally responsible for completing the Employment Eligibility Verification Form I-9 and submit documents establishing identity and eligibility within the next three business days)
 - **Non-disclosure Agreement** (This agreement prohibits the unauthorized disclosure of confidential company information via any means of communication, including but not limited to, face to face, over the phone, and via internet)

Section 2: Terms & Definitions: Case Management of the Carolina typically employs less than 10 full and part time at-will employees.

2.1 Definition of At-Will Employment

The position of an “at-will” is not guaranteed. It may end at any time and with or without notice, by the employer for lawful reason or by the employee. The company reserves the right to alter an “at-will” employee’s benefits, rate of

pay, and assigned duties as deemed necessary. The “at-will” employee’s terms of an employment may be changed by the CEO/Director.

2.2 Positions:

All case manager’s positions are contractual positions and will be tax regulated by a 1099 form.

Section 3: Payroll

3.1 Payment Schedule:

Employees will be paid twice a month, generally every other Friday. In cases where the regular pay date falls on a holiday, employees will receive payment on the last business day before the said holiday.

Section 4: Rights & Policies

4.1 Equal Opportunity Employment Policy

The company provides equal opportunities to all applicants, without regard to unlawful considerations or discrimination against race, religion, creed, color, nationality, sex, sexual orientation, gender identity, age, ancestry, physical or mental disability, medical conditions or characteristics, marital status, or any other classification prohibited by applicable local, state or federal laws. This policy is applicable to hiring, termination and promotion, compensations, schedules and job assignments, disciplinary actions, training, work conditions, and all other aspects of employment. As an employee, you are expected to honor this policy and take an active role in keeping harassment and discrimination out of the workplace.

4.2 Accommodation for Disabled Employees

The company agrees to extend employment with otherwise disabled employees in order to accommodate limitations, in accordance with the Americans with Disabilities Act (ADA). It is up to the employee to notify his or her supervisor with this request, and to provide medical documentation of his or her need upon the company’s request.

4.3 Religion & Politics

Case Management of the Carolina respects the religious affiliation and political view of every employee. We do ask that you refrain from any discussions or participation while on duty, and that you do not associate the company with your personal views in any way.

4.4 Private Information

Employee information is considered to be private and on a need-to-know basis. Your healthcare information is completely confidential unless you choose to share it. The employer may request medical documentation from your physician if the employee is out more than 3 consecutive days. In some instances, employees and management may receive guidelines ensuring adherence to the Health Insurance Portability and Accountability Act (HIPPA).

Personal files and payroll records are confidential and may only be accessed for legitimate reasons. If you wish to view your files, you must request them in writing and schedule an appointment in advance with CEO/Director. A company appointed staff must be present during the viewing. You are authorized to only make photocopies of documents bearing your signature, and written authorization is required to remove a file from the company premises. You may not alter your files, although you may add comments to items of dispute. Certain information, such as dates of employment and rehiring eligibility are available by request only. Employee's information regarding compensation will not be released without the permission through written request

4.5 Leave of Absence

Employees requiring extended time off may apply for a leave of absence.

Work-related sickness & injury- Employees eligible for Worker's Compensation rendered unable to work due to work-related injury or illness will receive unpaid leave for the period required, which will include the first 12 weeks, treated concurrently as Family & Medical Leave under the FMLA Act

Section 5: Rules of Conduct

5.1: On the Job

Reporting for Work (Work Schedule)- Employees are expected to begin and end each shift at the date/time appointed. You are required to utilize the Authenticare App to clock in and out. All employees are expected to report to work according to time schedule, in professional manner, dressed in appropriate clothing that represents Case Management of the Carolina professionally at all times.

All case documentation must be turned in by 5:00pm on the last work day of each month. If work is not turned in by deadline, employee can be subject to termination or punitive action.

You must inform your supervisor 6 hours before the start of your shift **by phone** if you will be absent and also when you will be late. Absences and late arrivals will be documented. If absences or tardiness exceed a reasonable limit deemed by the employer, employees will be subject to disciplinary action and possible termination. If an employee fails to report consecutive workday absences to their immediate supervisor, this will result in the employee voluntarily resignation and result in the removal of said employee from payroll.

5.2: Job Safety

Safety in the workplace at Case Management of the Carolina is our top priority. You must inform your supervisor in the event of unsafe conditions, accidents or injury, and always use safe working methods.

In the event of a global pandemic, such as Covid-19, Case Management of the Carolina will make necessary changes to work requirements and all staff will be notified.

5.3: Confidentiality

No employee may disclose or give access to confidential company information, in any method or at any time, unless otherwise authorized by management.

5.4: Discrimination & Harassment

In accordance with our Equal Opportunity Employment clause, Case Management of the Carolina will not tolerate on site discrimination or harassment on any legally protected basis, including but not limited to physical characteristics, mental characteristics, race, religious or political views, nationality, disability, medical condition, sex, sexual preference, or gender identification. Harassment and discriminatory behaviors among employees or contractors will result in disciplinary action, with the possibility of termination. Discrimination and harassment by customers or other business associates should immediately be reported to your supervisor, at which point the company will investigate and take corrective action. Employees are welcome to seek legal representation if they find the company's actions to be inadequate

5.6: Disciplinary Actions

The company takes disciplinary matters very seriously, and will exercise punitive measures as deemed necessary as it relates to unacceptable behaviors and actions. These may include the following:

- Noncompliance with working hours (Workday times: 8:30am-5:00pm)
- Inappropriate or indecent behaviors
- Ineffective communication (Communicate with supervisor **by phone** and **email** only)
- Uncooperative attitude

- Unauthorized use or disclosure of company information
- Possession and/or use of illegal drugs, weapons, or explosives
- Harassment and/or discrimination of any type
- Discussion of salary
- Full voicemail boxes
- Violation of any company policies

Infractions will be documented by written notification, with the employee being required to acknowledge receipt of the document.

5.7: Workplace Inspections

Case Management of the Carolina has the responsibility to protect its employees and its property. In compliance with protecting property, we reserve the right to inspect the following at any time, with or without notice:

- Offices
- Computers and other equipment
- Any personal possessions brought onto company premises, including but not limited to handbags, briefcase and cars.

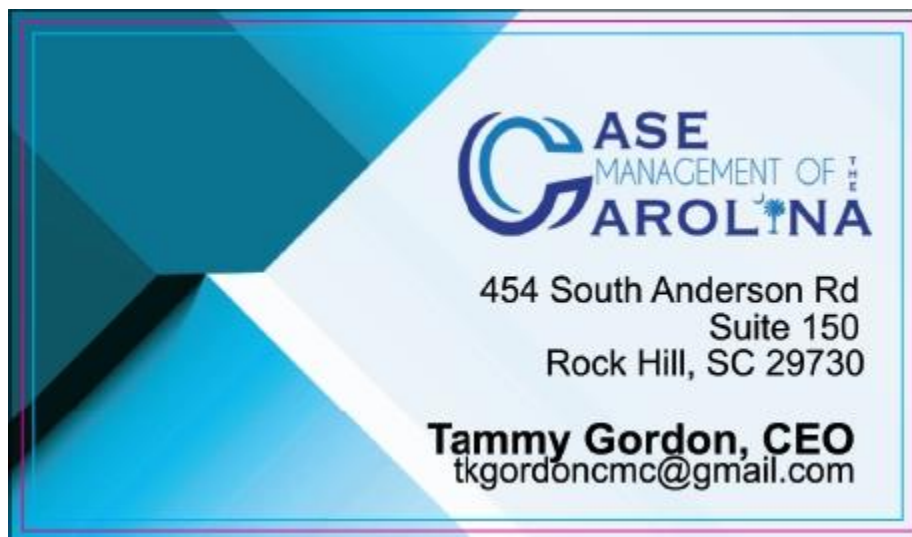
All inspections are compulsory. Those who resist inspection may be denied access to company premises.

Quick Info:

- Staff email: Tkgordoncmc@gmail.com
- CEO Phone #: 803-493-8622
- Verbal communication & email are the only forms of acceptable forms of communication with CEO

Appendix G

Business Cards



Appendix H

Disciplinary Form



EMPLOYEE DISCIPLINARY ACTION FORM

Employee: _____ Date of Warning: _____

Supervisor: _____

TYPE OF VIOLATION:

- | | |
|------------------------------------|------------------------------------|
| <input type="radio"/> Attendance | <input type="radio"/> Tardiness |
| <input type="radio"/> Carelessness | <input type="radio"/> Work Quality |
| <input type="radio"/> Safety | <input type="radio"/> Other: _____ |

Other Place Violation Occurred: _____

WARNING:

Violations Date: _____

Violation Time: _____

EMPLOYER STATEMENT

EMPLOYEE STATEMENT

WARNING DECISION

- I have read this "warning decision." I understand it and have received a copy of it the same.

Employee Signature

Date

Supervisor Signature

Date

Appendix I

Communications Plan

Stakeholder	Information Needed	Why Needed	When will they get it	How will they get it
<i>Project Manager: Loren McNeal</i>	<i>All phases of the project</i>	<i>To stay current with project and end during last semester</i>	<i>Daily, monthly, as needed.</i>	<i>All documentation stored and saved with manager</i>
<i>Project Host: Tammy Gordon</i>	<i>Progress & financial status</i>	<i>To understand what they are sponsoring</i>	<i>Bi weekly, As needed</i>	<i>Email, call, Initial version via "Project Scope. ". Update via extract of executive summary from Functional Specification when it is produced, and a demo in person of the prototype.</i>
	<i>High level understanding of functionality</i>	<i>To understand how goals are being met and to monitor ROI</i>	<i>Monthly</i>	<i>Copy of project status report</i>
<i>Project Sponsor: Dr. Jeff Hamilton</i>	<i>Project progress Major milestones Major setbacks</i>	<i>To monitor ongoing progress and provide support when needed</i>	<i>Once per semester</i>	<i>Project Status Report submitted, Gateway submissions</i>

Communication goals:

- Case Management of the Carolina is focused on rebranding, creating an effective way to communicate, and creating an effective onboarding experience that details the job description, organizational culture, and performance expectations.
- Provide employees with pertinent information regarding their job functions in a timely manner.

Appendix J**Stakeholder Engagement Plan**

Stakeholder engagement plan: Enhancing Overall Communication & Onboarding Procedures at Case Management of the Carolinas	
Project	Create an onboarding process to assist with new hire orientation of new employees; Create a standard means of communication for weekly and bi weekly communication
Project Manager	Loren McNeal
Organization	Case Management of the Carolina
Date	11/1/2021

1 – Introduction

Project overview

The purpose of this project is to address the communication means and onboarding process for new employees. By effectively training new employees with a more detailed onboarding process, more patients can be served in a faster and more productive manner. Doing so will increase the case load for the company and result in more revenue.

Objectives

The onboarding process will include specific details about expectations after start date including but not limited to: time frame to accept or decline new cases, acceptable reasons to decline new cases, areas of service, and goals to reach incentive eligibility.

Each case manager will accept 5 cases per week and send over detailed information regarding any cases that are declined.

Case managers will be incentivised monthly to encourage increased production.

Risks

Employees leaving due to new procedures.

Milestones

New onboarding process will be sent to owner within 30 days after project starts for review,

Incentive program will be sent to owner within 60 days of project start date

Over 6 months, owner should be able to accept every case that is given

2 – Requirements

The organization must be contracted by the Department of Health and Human Services, specifically the Community Long Term Care division, an able to accept new clients. Training materials must be provided as well as an updated employee contract and handbook.

3 – Summary of previous stakeholder engagement activities relevant to this project

Previous to the start of project, summer 2020, organization owner discussed concerns with all employees of the need to expand business by increasing caseload. Part time employees were not interested. Full times employees were also advised to not turn down any new cases.

Organization owner also explained that text message was not an appropriate means of communication and established zoom platform.

4 – Project stakeholders

Stakeholder	Stakeholder key contact/s	Level of interest (low>medium>high)	Ability to impact (low>medium>high)	What we want from stakeholder	What stakeholder wants from us	Conflicts of interest
Owner	Tammy Gordon	High	High	To develop methods to retain & engage current employees and also add new employees	Assistance growing staff and case load; effective means of communication and updated onboarding technique	N/A
SCDHHS- SC Dept of Health & Human Service	CLTC- Community Long Term Care	Medium	High	To provide a pool of candidates that qualify for our services	To provide clients with social services through adequate case management	None
Community	Patients suffering from terminally ill diseases	Medium	High	To feel served and spread the word that we provide quality case management	To receive adequate services	None
Social Services agencies i.e Patient Sitters, Food Deliveries, Home Care Assistants/Nurses	Nancy's Home Care, Meals of Wheels, Bayada Services, & more	High	High	To provide services to our clients.	Patient referrals	None
Project Sponsor	Dr. Jeffrey Hamilton	Medium	Low	Suggestions with best practices, clarification on requirements, brainstorming	Quarterly status reports, appropriate planning and implementation, completion of all requirements of each planning phase	NA

5 – Stakeholder engagement activity timetable

Stakeholder	Engagement purpose	Engagement technique	Engagement frequency	Date(s) and location	Activity owner	Activity progress
Owner	Share, Listen, Consult, Collaborate	Meetings, visits	Weekly at first, the monthly	August 2019- March 2020 Weekly visits @ office March 2020- Present- monthly visits & zoom due to Covid	Owner & Project Manger- depending on the need for meeting	50%- Ongoing
SCDHHS- SC Dept of Health & Human Service- CLTC	Train/ Develop/ Consult when needed	Face to face training when available/ zooms/ email correspondence Work shops	Monthly	Columbia- As needed (when new case managers are hired)	CLTC & Owner	100%
Community	Share/ Utilize Organization/ Refer clients	Explore, share	ongoing	Rock Hill, York, Lancaster, Kershaw, etc. Wherever services are being provided	Community & Owner	ongoing
Social Services agencies i.e., Patient Sitters, Food Deliveries, Home Care Assistants/ Nurses	Collaborate, Reflect, Share	Phone, email, zoom	Daily- Clients receive services from some type of agency daily	Monday- Friday for most services, but weekends included for emergencies	Case managers & owners	ongoing
Project Sponsor	Listen, share, provide guidance	Email, zoom, project status reports	Semesterly, or as needed	May 1, July 15, Dec 1 of each semester	Project Manager	Status reports have been submitted, but progress has slowed down

6 – Monitoring and reporting

I will monitor the interactions that I have with stakeholders, and the owner, will monitor the interactions she has with stakeholder. I will keep a communication log. Communications will be tracked via calendar appointments, email communications. Communication log will be accessible for owner to view. Stakeholder engagement activities will be reported to the owner during monthly meetings. This information will be shared with her by email and phone.

7 – Evaluation

The evaluation of success of my engagement activities will be visible in how new employees are trained, if new policies and procedures handbooks are provided and signed, if new case managers remain with the company.

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