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Human Resources Strategy for Nonprofit

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Consultancy Project & Report

Organization:	Gardner-Webb University College of Education
Project Title:	HUMAN RESOURCES STRATEGY FOR NONPROFIT
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Defense Date:	July 12, 2022
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Approval

This consultancy project was submitted by Bipasha Tewary 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.

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Date

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Date

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Abstract

HUMAN RESOURCES STRATEGY FOR NONPROFIT. Tewary, Bipasha, 2022:

Consultancy Project, Gardner-Webb University.

Camino Community Development Corporation Inc. faced a significant challenge in the utilization of its human resources. There were high employee attrition rates in the organization. A disciplined inquiry revealed that employee dissatisfaction, low remuneration, and lack of sound recruitment and retention policies were among the factors that led to the increased attrition. The consultancy project aimed at formulating effective leadership strategies that would make the Camino Community Development Corporation Inc.'s human resources robust. Professional recommendations to address the organization's challenges with its human resources were formulation and implementation of sound recruitment and retention strategies; increased focus on employee motivation to enhance employee satisfaction; an increase in employee remuneration to reach and surpass the industry's standards; and immediate replacement of employees after retirement, resignations, or other factors that could make them unable to work. In addition, there was a clear definition of the project objectives and scope, a detailed risk assessment, a risk mitigation and contingency plan, a communication plan, and a well-controlled and monitored budget to enhance the project's success.

Keywords: Camino Community Development Corporation Inc., human resources, employee attrition, human resources management, employee satisfaction

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1. Introduction

Human resources are arguably the most valuable resources in an organization; therefore, effective human resource management is vital for the success of any organization. According to Rind et al (2021), human resource management enables firms to bridge the gaps between their employees and their goals, enhancing success; therefore, there is a need for effective management while recruiting and managing human resources. I have been working as a human resource manager at Camino Community Development Corporation Inc., where I added my consultancy project. Camino Community Development Corporation Inc. is the management team providing direction for Camino Community Development Corporation, Camino Church, Camino University, and Camino International. The mission of Camino Community Development Corporation Inc. is to equip communities to be transformative for people—physically, emotionally, and spiritually. Since 2019, Camino Community Development Corporation Inc. has provided vision, strategy, and support to Camino Community Development Corporation, Camino Church, Camino University, and Camino International while aiming to create a Kingdom culture fostering hope and healing. Camino Community Center is a 501(c)(3) nonprofit organization that equips all people to live healthy, hopeful, and productive lives. Since 2003, Camino has served low-income families in the greater Charlotte area through a low-cost health clinic, mental health clinic, thrift store, food pantry, and other health and human services. The community center is bilingual and multicultural, bridging gaps between language and cultural barriers for families in need. In the company, I am responsible for bringing strategies and implementing policies and procedures to streamline the organization's human resources. This consultancy report outlines the entire process I followed in streaming the organization's human resources.

1.1 Project Purpose

My partnering organization, Camino Community Development Corporation Inc., has been facing a significant challenge in managing its human resources. As mentioned above, human resources require effective management to streamline the organization's operations and enhance the achievement of the organization's objectives; therefore, the formulation and execution of effective leadership strategies were crucial for enhancing Camino Community Development Corporation Inc. to make its human resources robust and perform better. Furthermore, functional human resources enable organizations to gain a competitive advantage over their rivals in the market. As mentioned earlier, Camino Community Development Corporation Inc. is a nonprofit organization; therefore, although the organization does not need to compete with any rival, effective management of its human resources is crucial to ensure that it meets its goals and effectively impacts society.

Technical Terms and Definitions

- Employee policies: how the employees are required to conduct themselves regardless of their job descriptions (Rind et al. 2021). The term may also refer to various guidelines aimed at managing the employees. For example, the employer's policy in this project includes the corrective policy and the paid time off (PTO) policy.
- Performance management: Managers use the organizational management tool to evaluate and monitor the employees' work (Maley et al., 2020).
- Employee management: a corrective term referring to all aspects involved in the managers' interactions, management, and development of their employees (Maley et al., 2020).

- Training and development: all educational activities organizations formulate to enhance the skills and knowledge of their employees and provide more information on how to complete particular tasks (Younas et al. 2018).
- Human resource functions' digitization: changing the human resource functions to become data-driven and automated (Rind et al. 2021).
- Risk assessment: the process of identifying unlikely events or hazards and analyzing what could happen if they occur in the course of project implementation (Zio, 2018).
- Risk mitigation: the planning process of developing actions and options to reduce threats and enhance opportunities for the project objectives (Okpala et al. 2020).
- Stakeholders: all parties interested in the project outcome (Bond-Barnard et al., 2018).
- Communication plan: outlines how the implementing parties communicate vital project information to the other stakeholders (Bond-Barnard et al., 2018).
- Project evaluation: the objective and systematic assessment of the ongoing and completed projects (August & Pauley, 2018).

1.2 Project Qualification

I started this project while working at Camino Community Development Corporation Inc., and I actively participated in the formulation and implementation of the project to enhance the organization's leadership strategies. My primary aim for starting the project was to practically explore the organization management to leverage my organizational skills and apply what I have learned in class. Camino Community Development Corporation Inc. meets the criteria for conducting these projects since it is an operating organization that faced a significant problem my project aimed to solve.

1.3 Project Complexity and Impact Assessment

The project assessment matrix was crucial in assessing the possible risks that could arise from the project and examining their severity. I consulted the online sources and my industry mentor in applying the assessment matrix. The risk assessment matrix involved identifying and weighing criteria to gain insight into the project's complexity. The matrix identified the project as a large project.

1.3.1 Project Complexity

The project assessment matrix used five criteria to assess the project's complexity. The criteria for assessing the project's complexity included project duration, concerned stakeholders, potential impacts on the organization's reputation, project costs, and project impact on structure in terms of process and staff. Each criterion was analyzed using a 4-point scale that assessed whether its impact on the project was minor, moderate, principal, or critical. I carried out thorough research and consulted my mentor before weighing each criterion.

1.3.2 Project Impact

The project would have a significant impact on the operations of Camino Community Development Corporation Inc. The potential impacts could affect various areas in the organization. As identified in the project assessment matrix, these areas include stakeholder engagement, the organization's reputation, and organizational structures in terms of staff and processes. All these criteria had critical scores in the project assessment matrix; therefore, the project's failure would have adverse effects like stakeholder disengagement, erosion of the organization's reputation, and ineffective organizational structures and processes. I explored the project's success criteria to assign scores to the project's potential impacts.

1.4 Project Charter Information

The project aimed to formulate and execute leadership strategies to make Camino Community Development Corporation Inc.'s human resources robust. The project involved multiple stakeholders, including the employees, management, investors, community, vendors and suppliers, and project sponsor. The project contains various sections, including the introduction, objectives, scope, disciplined inquiry, continuous improvement systems, deliverables, communication plan, risks, budget, analysis and recommendations, and reflection.

2. Project Objectives

The project objectives defined the partnering organization's main goals and my primary objectives. In addition, this section highlights the success criteria, which outlined how the success of the objectives was measured.

2.1 Outline of Partnering Organization's Objectives

The following objectives explain the project's primary goal to the partnering organization, Camino Community Development Corporation Inc.

2.1.1 Objective

- To ensure coordination of human resource activities and other policies in developing effective business strategies.
- To equip all people to live healthy, hopeful, and productive lives.
- To equip communities to be transformative for people physically, emotionally, and spiritually.

2.1.2 Success Criteria

The following criteria were being used to measure the success of the organization's objectives:

- Organizational reputation: Positive reputation of the company indicates effective coordination of human resource activities and other policies in developing effective business strategies.
- Customer feedback: Positive customer feedback indicates customer satisfaction and the organization's fulfillment to equip people to live productive lives.

2.2 Student's Personal Leadership Objectives

The following were my leadership objectives.

2.2.1 Objectives

- To formulate and implement effective leadership strategies and procedures in the organization.
- To streamline the human resource management operations in the partnering organization.
- To make the human resources more robust in the organization.
- To become a more participative and democratic leader.
- To build positive relationships with the organizational employees and stakeholders.

2.2.2 Success Criteria

The following criteria were used to measure the success of my objectives.

1. Employee morale: High employee morale indicates the effectiveness of human resource policies and procedures.
2. Employee satisfaction: The main aim of human resource management in any organization is to ensure employee satisfaction. Positive employee feedback would help indicate the effectiveness of the leadership strategies in the organization.
3. Stakeholder support: Supportive stakeholders will help indicate whether there was a positive relationship between the organization and the stakeholders.
4. Employee turnover rate: Low employee turnover rate would indicate that the human resource was robust.

3. Project Scope

The project scope describes the tasks and activities required to deliver a successful project.

3.1 Definitive Scope of Work

This project's scope entailed developing and implementing leadership strategies, plans, processes, policies, and procedures in Camino Community Development Corporation Inc. and streamlining the human resources. The project performed the following tasks: development of human resource policies and procedures, employee recruitment, training and development, performance management, employee satisfaction, and digitizing human resource functions; however, the project's scope did not include human resource dispute resolution.

3.2 Project Benefits

The project had the following benefits for Camino Community Development Corporation Inc.:

- Employee satisfaction: The project provided the employees with a conducive work environment that guaranteed employee satisfaction.
- Digitized human resource functions: The project ensured modern technology implements human resource functions that help ease work and deliver maximum output.
- Well-managed hiring process: The project ensured an unbiased hiring process and recruitment of well-qualified personnel.
- Effective performance management: The project ensured that the organization's performance was well managed.
- Practical training and development: The project ensured the training and development activities were effectively undertaken.
- Efficient and effective human resource plans, policies, and procedures: The project saw the development and formulation of effective plans, policies, and procedures used to manage the human resource in the organization.
- Improved business strategies: The project helped develop better business strategies for maximum output.
- Effective leadership strategies: The project also ensured functional leadership strategies set for effective coordination and control of the human resource.

3.3 SMART Goals

SMART goals are the main final aims of the project to the partnering organization. According to Swann et al. (2022), SMART is an acronym used to ensure that the

developed goals are specific, measurable, attainable, realistic, and timely. The project had the following SMART goals:

SMART Goal (Specific, Measurable, Attainable, Realistic, Timely)	
Goal	Deadline
To undertake an employee satisfaction survey.	08/26/2021
To execute a performance management system across the board.	09/30/2021
To undertake training and development activities.	10/31/2021
To implement digitized human resource functions.	12/31/2021

4. Disciplined Inquiry

4.1 Introduction and Theoretical Framework

Camino Community Development Corporation Inc. has been struggling with its human resources. Lack of employee satisfaction is one of the main challenges facing Camino Community Development Corporation Inc.'s human resources. Most employees have been leaving Camino Community Development Corporation Inc. too soon after joining. An employee survey at the organization showed that the employees spend an average of 3 years at the company, compared to 10 years standard for good companies. High resignation rates from Camino Community Development Corporation Inc.'s employees might result from employee dissatisfaction. The survey presented various factors that could lead to employee dissatisfaction at Camino Community Development Corporation Inc. These include long working hours, low pay rates, lack of growth, and lack of motivation. The survey also found that employee attrition is rampant at Camino Community Development Corporation Inc.

Theoretical Framework

Latha (2013) described employee attrition as “a gradual but deliberate reduction in staff numbers that occurs as employees retire or resign and are not replaced” (p. 14). According to You and Saner (2014), attrition happens when the organization loses employees through natural causes like resignation, retirement, or severe health complications, and the organization fails to replace them. Employee dissatisfaction is a common challenge facing Camino Community Development Corporation Inc., causing its employees to leave. Camino Community Development Corporation Inc. is a small organization that does not have serious hiring, onboarding, or retention policies. High rates of resignation and a lack of adequate human resource policies on hiring, onboarding, and retention make Camino Community Development Corporation Inc.'s employees increasingly reduced as concessions are not replaced.

Formulating effective human resource strategies would extensively address the challenge of employee attrition at Camino Community Development Corporation Inc. Effective human resource management strategies would increase employee satisfaction and reduce resignations. Irabor and Okolie (2019) showed that high employee satisfaction is crucial to enhancing employee retention. Besides, a streamlined human resource strategy will improve recruitment and onboarding policies that will strengthen replacement after particular employees leave the company, reducing attrition.

4.2 Hypothesis

Streamlining Camino Community Development Corporation Inc.'s human resources will enhance high customer satisfaction; reduce resignations; and enhance recruitment, onboarding, and retention policies, reducing employee attrition rates.

4.3 Research Questions

The research to explore attrition rates at Camino Community Development Corporation Inc. was based on the following research questions.

Research Question

How can employee satisfaction in Camino Community Development Corporation Inc. be improved to reduce the attrition in the organization?

Sub-Questions

1. What is the relationship between employee satisfaction and attrition?
2. How satisfied are Camino Community Development Corporation Inc.'s employees currently?
3. What factors affect the satisfaction of Camino Community Development Corporation Inc.'s employees?

4.4 Literature Review

Most nonprofit organizations (also some for-profit organizations) had a small scope of operations in the past. Even large companies did not have many complex sections, making companies have few departments; however, the human resource department is critical, and it has been a sector most companies concentrate on since they initiate their operations. The primary aim of the human resource department is to recruit, onboard, and retain employees in an organization (Kamalaveni et al., 2019). A two-factor theory called motivator-hygiene theory was proposed by behavioral scientist Frederick Herzberg to qualify aspects that lead to either satisfaction, dissatisfaction, or no satisfaction at work (Sanjeev & Surya, 2016). He classified these influential factors into the two following categories:

1. Hygiene factors: These are fundamental factors that have to exist in any workplace to prevent employee dissatisfaction. These are typically closely tied to the job environment and are the basic requirements to keep employees motivated to engage themselves in the workplace. The hygiene factors include but are not limited to
 - a. compensation and benefits commensurate with industry standards and appropriate for the level of experience and/or education of an individual employee;
 - b. general cleanliness and safety at the workplace including regular housekeeping and adequate employee security; and

- c. fair and rational company policies that are comparable with other companies in a similar industry.
2. Motivational factors: These are intrinsic factors that make employees more than just satisfied and are clear differentiating aspects that help retain good talent. Employees do not see these as must-haves but get more motivated and excited if present. Examples of motivational factors are
- a. Opportunity to grow within the company with supervisors encouraging employees to undertake varied responsibilities intra- and inter-organizational. Employees need to get adequately compensated as they grow within the company.
 - b. Celebration of each small and big milestone reached by an employee at any level. This gives an immense sense to employees that they are truly valued in the organization and motivates them to overachieve.
 - c. There should be minimal to no micro-management present within an organization to promote a progressively positive and exciting atmosphere. Employees love it when management shows trust in them once they are assigned a task and are only led to having better output rather than overseeing each and every step.

The growing complexities in the operations of companies, including the human resource operations, are making the companies outsource some of the human resource operations, especially recruitment, whereby companies hire hiring agencies at lower costs. Today, most large companies outsource recruitment operations, and only startups entirely recruit their employees by themselves (Sotnikova et al., 2020). Some small companies lack active recruitment, onboarding, and retention policies. The lack of such policies incredibly leads to employee attrition. Kamalaveni et al. (2019) defined employee attrition as reducing employees due to a lack of replacement when vacancies appear. Employee attrition is one of the primary challenges facing Camino Community Development Corporation Inc.'s human resources.

4.5 Methodology

The data were collected from an employee survey. Microsoft Excel was used as the data analysis tool. Descriptive statistics from Excel enhanced the interpretation of employee satisfaction and other variables.

5. Continuous Improvement Systems

5.1 Continuous Improvement Planning

As mentioned earlier, Camino Community Development Corporation Inc. had a significant challenge with managing its human resources. The organization highly appreciated the project to develop leadership strategies to streamline human resources. The organization implemented the project as I had planned. To enhance the human resources in the organization, Camino Community Development Corporation Inc. adopted the project's recommendations to formulate and implement sound employee policies, adopt employee and performance management practices, concentrate on employee training and development, and digitize the human resource functions.

5.2 Continuous Improvement Actions

Camino Community Development Corporation Inc. took various steps to implement my recommendations. Firstly, the organization implemented my recommendation to improve

employment policies by implementing the PTO policy and the recommended corrective policy. The organization has also taken significant steps in implementing training and development recommendations and the employee management plan. Camino Community Development Corporation Inc. has already prepared to implement the plan, formulated a communication plan for its execution, trained the employees to acquire the required skills, and is currently performing the pilot test of the management plan. Camino Community Development Corporation Inc. is also developing an employee service app to digitize its human resource functions.

5.3 Continuous Improvement Feedback

I recommended formative and summative assessments as the feedback systems that would enhance the evaluation of the project during the implementation and after the full implementation. I recommended interactive and monitoring evaluation to enhance the collection of feedback to enhance the project evaluation in its implementation. Interactive formative evaluations aimed at improving the project's plan (continual improvement) while the monitoring evaluations sought to ensure that the project's activities were delivered effectively and efficiently.

The summative assessments enhanced the project evaluation during and after its implementation. Paiva et al. (2020) asserted that summative assessments evaluate the impacts of the project or interventions on particular groups. I recommended outcome evaluations to assess whether the project implementation meets its objective, identify unwanted results, observe new things, and recommend improvements.

5.4 Continuous Improvement Implementation

Based on the feedback systems applied, I consider the formative evaluation critical in informing the project's planning process. Proactive formative assessments would be essential in assessing the need for particular projects. Proactive formative assessments include literature reviews, stakeholder analysis, and problem/solution tree analysis (August & Pauley, 2018). On the other hand, Paiva et al. (2020) showed that formative clarification assessment enables project planners to understand the theories of change to base their projects. Clarification assessments include the log frame matrix and program logic (Paiva et al., 2020).

6. Deliverables

The project deliverables defined the expected outputs of the project. The consultancy project had the following key deliverables.

6.1 To Partnering Organization From Candidate

Digitized human resource functions: Due date, 12/31/2021

The project ensured there was an introduction and implementation of modern technology, such as the use of computers in executing human resource functions. This deliverable will help ease the human resource challenges by maximizing outputs, speed, and service delivery in the human resource.

Effective performance management: Due date, 09/30/2021

The project ensured effective performance management systems were implemented across the board. As a result, the deliverable helped recognize and reward performing

employees. In addition, performance management helped minimize the human resource management challenge the organization is facing.

Employee satisfaction. Due date, 08/26/2021

Employee satisfaction is the primary role of any human resource department in any organization. The project ensured a conducive working environment for the employees and helped develop a trustworthy relationship with its employees.

Training and development. Due date, 10/31/2021

The project ensured constructive training and development activities for the human resource in the organization. This helped expand their skills and knowledge and helped them maximize their output in performing their assigned roles and responsibilities.

Effective hiring process. Due date, 11/01/2021

The project ensured a fair and effective hiring process. It ensured unbiased recruitment free of favoritism and corruption and that only qualified candidates were hired into the organization. This helped reduce any human resource issues related to unskilled employees and underperformance.

6.2 Deferred Deliverables

Deferred deliverables were those the organization decided to push to a later date than the expected delivery date.

System Development Related to Employment Policy and Workforce Strategy

The project would help formulate and develop effective employment policies and workforce strategies that would be used to direct human resources. The policies and strategies would provide a guide that highlights how human resources should behave in a working environment; however, this deliverable was different. This was because the organization required dispute resolution strategies that were not within the scope of the human resource management department. The organization would later decide on who should formulate dispute resolution strategies that should be used in coordinating the human resource.

Coordination Between Human Resource Activities and Other Policies in Developing Business Strategy. Due Date, 12/20/2021

This project deliverable would ensure the coordination and collaboration of the human resource activities and other policies to develop functional business strategies. In addition, the deliverable would help the organization maximize its human resource activities and develop positive business relations with consumers and stakeholders; however, the Camino Community Development Corporation Inc. organization is a nonprofit organization. Its primary aim is not to maximize profits but rather to be effective in its service delivery; therefore, this deliverable was postponed to a later date.

7. Communications Plan

The Camino Community Development Corporation Inc. organization developed a communication plan to enable effective and efficient communication between the stakeholders and the organization. The plan ensured that all stakeholders were well informed and involved in different organizational activities. Stakeholder involvement helped build and maintain positive work relationships and ensured stakeholder support for the project.

7.1 Communications Plan Development

The Camino Community Development Corporation Inc. organization developed this communication plan for its stakeholders, which described the type of information they required, why when they needed it, and a plan on how to get the information.

Stakeholder	Information needed	Why needed	When will they get it	How will they get it?
Employees Management Investors Community Vendors and suppliers	High-level understanding of policies, procedures, performance management, and the review process	To understand what they are sponsoring.	It already has an initial version and will get an update when Project Functional Specification with User Interface Prototype is completed.	Initial version via "Project Scope." Update via an extract of an executive summary from Functional Specification when it is produced and a demo in the person of the prototype.
	Progress and financial status	To understand the progress, the project is making, to monitor the ROI	Monthly	Copied on Project Status Reports.
Project Sponsor- Yessica Sierra- Finance Director	Project progress	To monitor ongoing progress	Once per semester	Project Status Report submitted.

Purposes and Goals of the Communications Plan

Camino Community Development Corporation Inc. Organization had the following goals for developing the communication plan:

- First, clarifying the organization's goals and objectives.
- Second, creating organizational awareness and keeping the stakeholders informed.
- Third, ensuring stakeholder engagement in the organization's businesses to build positive business relationships.

The Camino Community Development Corporation Inc. organization needed to ensure that the organization's goals and objectives were clear and understood by every company stakeholder to ensure that the stakeholders acted toward achieving the company's mission and vision. The communication plan also ensured the human resources and stakeholder awareness of any changes made.

In addition, Camino Community Development Corporation Inc.'s communication plan aimed to ensure stakeholder involvement in its decision-making. Effective communication ensured that the stakeholders' complaints, compliments, ideas, or

suggestions were heard and incorporated into the company's decision-making process, ensuring continued stakeholder support and helping build positive business relations.

Information Is Needed to Develop the Communication Plan

Camino Community Development Corporation Inc. required some crucial information before developing the communication plan. This information involved organizational goals and objectives, communication goals, the type of stakeholders involved, the type of information required by each stakeholder, and the communication strategies.

The organizational goals and objectives helped the organization tailor the communication plan toward the success of achieving organizational objectives. The communication goals gave the direction towards developing an effective communication plan. Further, the company considered the type of stakeholder and the type of information required by each stakeholder, which helped the organization create an effective communication plan that ensured that every stakeholder was adequately informed and got relevant information depending on their needs. The communication strategies also helped develop the most convenient ways of information delivery in the communication plan.

Information Needed to Be Communicated

Camino Community Development Corporation Inc. needed to communicate different types of information to the stakeholder. The organization needs to deliver different information to different stakeholders, such as organizational policies and procedures, performance management reports, review processes, project progress, and project financial status. The organization's policies and procedures ensured that the stakeholders understood the organizational structure, values, and principles. Performance management reports helped keep the management informed on the human resource performance, reward effort, and employee motivation. Review processes ensured that the project was monitored, analyzed, and identified areas requiring corrective actions. In addition, the progress of the project and the organization's financial status need to be communicated to different organizational stakeholders.

Camino Community Development Corporation Inc. used different strategies to determine the information needed, the method of communication, and the frequency of the communication. These methods included interviews, surveys, and questionnaires. The organization conducted different interviews with different stakeholders to understand the type of information they needed and when they needed it. Camino Community Development Corporation Inc. also used structured surveys and questionnaires to know the type of information the stakeholders required.

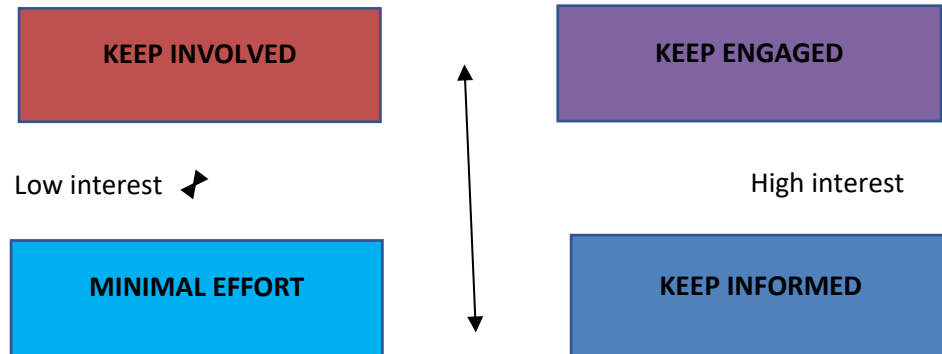
7.2 Stakeholder Engagement Plan

Camino Community Development Corporation Inc. developed a stakeholder engagement plan that ensured that every stakeholder was well informed, depending on the type of information they required. The stakeholder engagement plan helped develop a timely and systematic approach to deliver project decisions, expectations, issues, risks, and the project's progress to the right stakeholders.

Camino Community Development Corporation Inc. identified its stakeholders through brainstorming. Brainstorming was an effective method of stakeholder identification as it helped share knowledge and generate different ideas of different organizations'

stakeholders. Furthermore, this method helped identify the people affected by the project, those interested in the project, and those who influenced the implementation.

The organization used the matrix below to understand the information to give to the stakeholders and the frequency of delivering the information.



Using the above matrix, the company developed the following engagement plan.

Stakeholder	Level of influence	Level of interest	Level of engagement
Employees	Low	High	Keep informed
Organizational management	High	High	Keep engaged
Community	High	High	Keep engaged
Investors	High	Low	Keep involved
Vendors and suppliers	Low	Low	Minimal effort
Project sponsors	High	High	Keep engaged

Value Added by Stakeholders to the Project

Camino Community Development Corporation Inc. benefited from the stakeholders' value added to the project and its final deliverables. The stakeholders provided valuable expertise to the project. They helped identify possible risks, provided the necessary project support for its success, helped in decision-making, and helped develop positive business relations.

8. Risks

Various risks could affect Camino Community Development Corporation Inc.'s effort to streamline its human resources. Firstly, having multiple locations is a high social risk that could affect the project. According to Kang et al. (2015), multiple locations lead to a lack of camaraderie between and within teams. Lack of camaraderie may reduce motivation at the workplace, hence negating project outcomes.

Despite offering a significant opportunity for human resource efficiency, an appraisal based on performance faced various threats that could reduce its effectiveness. These threats include lack of employee engagement, biased performance ratings, time and money wastage, and damaged relationships.

Moreover, Camino Community Development Corporation Inc. also faces the threat of hiring the wrong persons. These risks could make the company hire inconsistent and underskilled workers or employees with fake credentials.

8.1 Mitigation and Contingency

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)
Multiple locations	Having frequent interactions	Hiring an office manager on site	High	High
An appraisal based on performance	Have to implement process smoothly	Having annual appraisal with a set increment for all	Medium	Medium
Training and development	Communication	On the job training instead of the workshop	Medium	Low
Hiring	Proper screening, signing off on policies before hiring	Engage experienced HRs in recruitment	Low	Low
Employee satisfaction survey		Make survey anonymous	High	Medium
Digitizing human resource functions	Appropriate training	Have in house training	Medium	Low

8.2 Constraints

The consultancy project in the Camino Community Development Corporation Inc. organization operated under different constraints, which limited the project's options. For instance, the project must have been completed by February 25, 2022. The set date ensured that every task and activity implemented was within the schedule to avoid project delays. The project also must have operated within the estimated budget, which limited the use of funds to prevent overspending or misuse of funds. The project also ran under certain risks and assumptions, which ensured that it operated effectively to avoid the negative impacts of such risks. Another project constraint was limited resources, which required the project to operate under the available resources and deliver high-quality projects.

9. Budget

The entire project to improve Camino Community Development Corporation Inc.'s human resources was \$10,000. The budget was broken down into various activities within the project. A strict budgetary control process ensured that the project was always within its budget. The following process was involved in the project's budget monitoring and control.

1. Determining the actual position of the budget at any point within the project
2. Comparing the actual position with the original budget

3. Calculating the variances between the actual position and the original budget
4. Determining the reasons for the variances
5. Taking actions to enhance control

10. Analysis and Recommendations

The disciplined inquiry uncovered that various factors led to inefficiency in Camino Community Development Corporation Inc.'s human resources. First, there was high employee attrition and that decreased the number of employees. Second, the high attrition rates resulted from resignations and sound employee recruitment and retention policies' unavailability. Third, the resignations resulted from employee dissatisfaction and poor remuneration. The following recommendations will help address the challenges in Camino Community Development Corporation Inc.'s human resources.

1. Formulate and implement sound recruitment and retention strategies
2. Focus on employee motivation to enhance employee satisfaction. The organization should provide employees with more opportunities for career growth and recommendations.
3. Increase employee remuneration to reach and surpass the industry's standards
4. Immediately replace employees after retirement, resignations, or other factors that could make them unable to work

11. Reflection

11.1 Professional Learning

The project in Camino Community Development Corporation Inc. helped me grow and develop in my profession. Firstly, the project allowed me to practice what I theoretically learned in class in a natural working environment. It helped me gain valuable experience in human resource management by expanding my attitudes, skills, and knowledge of human resource management. Such skills included applying digitized human resource systems and developing effective stakeholder engagement plans. Additionally, the project helped create effective organizational policies, procedures, strategies, and employee management skills to ensure employee satisfaction. The project also helped me appreciate the works of different career paths, such as financial management and supply chain management, in achieving the organization's overall objective.

11.2 Personal Development

The project also immensely helped in my personal development. The experience at Camino Community Development Corporation Inc. helped me develop interpersonal skills such as effective communication, trust, and respect for different individuals. The project also helped me develop critical thinking and decision-making skills, problem-solving skills, collaboration and teamwork, flexibility and adaptability, and practical leadership skills. These skills have helped change my character and have made me more optimistic in my work. The project has helped change my leadership values to become a more participative and democratic leader.

Appendix

Project duration, concerned stakeholders, potential impacts on the organization's reputation, project costs, and project's impacts on structure in terms of process and staff.

Criteria	Scores		
	5	10	15
Project duration	1 yr	2-5yrs	Above 5 yrs
Concerned stakeholders	Internal and within single service area	Internal across more than one service area	Internal and external
Potential impacts on the organization's reputation,	Low	Medium	High
Project costs	Below \$10000	\$10000-\$100000	Above \$100000
Project's impacts on organization's structure in terms of process and staff	Low or none	Medium	High

Project scores

Project duration	10
Concerned stakeholders	15
Potential impacts on the organization's reputation,	15
Project costs	10
Project's impacts on organization's structure in terms of process and staff	15
Total	65

Total score	Assessment result
<38	<i>Small</i>
38-63	<i>Medium</i>
63-75	<i>Large</i>

Data Display

	avg_ monthly_ hrs	filed_ complaint	last_ evaluation	n_projects	satisfaction	tenure
Mean	192.1125	1	0.724802122	3.75	#NUM!	3.597402597
Standard Error	6.258336055	0	0.02026409	0.160596199	0.02898048	0.17948409
Median	186	1	0.735849779	4	0.617610995	3
Mode	184	1	1	3	#N/A	3
Standard Deviation	55.97625938	0	0.168326174	1.436416075	0.254302681	1.574966501
Sample Variance	3133.341614	0	0.028333701	2.063291139	0.064669853	2.480519481
Kurtosis	-0.883486983	#DIV/0!	-1.020404784	-0.441665753	-0.868758418	5.645116367
Skewness	0.069029754	#DIV/0!	-0.094767865	0.453385757	-0.374052138	2.046048582
Range	241	0	0.671583285	6	0.938826377	8
Minimum	67	1	0.328416715	1	0.061173623	2
Maximum	308	1	1	7	1	10
Sum	15369	9	50.01134643	300	45.83898271	277
Count	80	9	69	80	77	77
Confidence Level(95.0%)	12.45690632	0	0.040436362	0.319658739	0.057719628	0.357473547

Effects of salary on Churn Rates

Salary	Employed	Left	Grand Total
high	1		1
low	34	12	46
medium	26	7	33
Grand Total	61	19	80

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