

Assignment 2 – Human Resources Plan (65 points) Develop a human resources plan for your program, which includes how many staff and volunteers you will need, and how you will address diversity. Present a brief job description for each main function (must present at least three functions). Include a plan to keep your volunteers and staff involved and motivated: any activities, rewards, or staff development plans as well as staff and volunteer evaluation plans.	
2.1 Provide an introduction/overview of your human resources plan (5 points)	The role of human resources within the Clouds to Rainbows organization is to ensure that employees have clarity on benefits, organizational structure, and a person to whom they can go with internal personnel issues. Human resources is vital to an organization as it provides resources to check references, and do background checks as necessary. It provides support for each position and will be vital to fulfilling the roles and functions not only of payroll and benefits but also to help with internal communication regarding professional behavior and staff and volunteer self care days.
2.2 Describe in detail how many staff and volunteers you will need and provide a reasoning for your decision (must have at least three positions) (5 points)	This organization will have 2 Therapists and each Therapist has 2 Technicians assigned to them, so four Technicians in all. Each Therapist will answer to the one Supervisor, and so will the Family Advocate and the Volunteer Coordinator. The Supervisor and the Financial & Marketing Manager will answer to the Executive. The Executive and Human Resource Director will both answer to the Board of Directors. The number of staff members at Clouds to Rainbows will be determined by the amount of funding initially available to the company. Clouds to Rainbows is a small organization being developed day by day, so as the clients grow the organization will also grow.
2.3 Provide a brief job description for each main function (must present at least three functions) (5 points)	<p>Family Advocate: This position works independently with families, supporting and assisting them with meeting their own goals. Developing family engagement strategies, assessing needs of birth and foster families to promote healthy development and growth in all life aspects.</p> <p>Volunteer Coordinator (VC): This position responsibilities are to grow, solidify, and maintain volunteer efforts at Clouds to Rainbows. VC will assist in event planning and engagements between volunteers and staff members of Healing Little Feet. They will focus on providing experience and educating volunteers about the organization.</p> <p>Therapist: This position is responsible for serving as a liaison and client advocate. They will assess clients on intake as needed, providing individual, family, or group therapy, and creating, personalizing, and updating Treatment Plans.</p> <p>Financial & Marketing Manager: This position is responsible for web development and billing. They will write and maintain blogs, backlist, and advertising. Receive calls from clients, brokers, and insurance agents.</p>
2.4 Describe your plan to keep your volunteers and staff involved and motivated: any activities, rewards, or staff development plans (include literature that supports the effectiveness of your plans) (20 points)	<p>Working in social services is a field which can be rewarding and challenging. Many staff and volunteers in social services organizations have the experience of their work being influenced and shaped by their personal beliefs (Butt, et al., 2017; Cady, et al., 2018; Hohn, 2017). While staff can be rewarded financially through pay and this has been shown to increase hiring options in organizations, unpaid volunteers and lower paid positions have increased rates of turnover, especially when working in child services (Cox & Steiner, 2013). This issue is not lost on the Clouds to Rainbows organization. In an effort to reduce turnover and ensure that both staff and volunteers are successful personally and with their careers, this organization offers the following programs. The Financial and Marketing Manager in conjunction with the Human Resources manager will work to ensure that all positions are paid at a competitive rate for the field. Research shows this as a key way to retain staff (Griffiths, et al., 2019).</p> <p>For both staff and volunteers there is a risk of burnout and vicarious trauma when working in the social services field (Cox & Steiner, 2013). For this reason a tool titled "Cognitive Coping" will be used in conjunction with self-care (Cox & Steiner, 2013; Kang et al., 2011). Personal recognition will be utilized and employees and volunteers will be encouraged to maintain self-care procedures through utilizing the office break room. This break room will maintain a calm environment and be open only to staff. The break room will not be used for meetings or anything other than self-care time that may be needed throughout the work day. Décor in the room will be such that it will help to promote calming and rest in the individuals. A staff program regarding self-care will be implemented and include gym membership, team building exercises, and office "vacation" days at least twice yearly where the entire office will participate in a spa/self-care day.</p> <p>The final thing which has been recognized as important to both staff and volunteers who work in social services organizations is organizational climate, supervision being provided, and personal recognition within the organization (Griffiths, et al., 2019). With this in mind, Clouds to Rainbows has set up an organizational structure which offers support for all staff and volunteers as well as an environment which fosters healing not only for clients but for everyone who provides services.</p> <p>Butt, M. U., Hou, Y., Soomro, K. A., & Acquadro Maran, D. (2017). The ABCE model of volunteer motivation. <i>Journal of Social Service Research</i>, 43(5), 593–608. https://doi.org/10.1080/01488376.2017.1355867</p> <p>Cady, S. H., Brodke, M., Kim, J. H., & Shoup, Z. D. (2018). Volunteer motivation: A field study examining why some do more, while others do less. <i>Journal of Community Psychology</i>, 46(3), 281–292. https://doi.org/10.1002/jcop.21939</p> <p>Cornelis, I., Van Hiel, A., & De Cremer, D. (2013). Volunteer work in youth organizations: Predicting distinct aspects of volunteering behavior from self- and other-oriented motives. <i>Journal of Applied Social Psychology</i>, 43(2), 456–466. https://doi.org/10.1111/j.1559-1816.2013.01029.x</p> <p>Cox, K., & Steiner, S. (2013). Preserving commitment to social work service through the prevention of vicarious trauma. <i>Journal of Social Work Values and Ethics</i>, 10(1), 52–60.</p> <p>Griffiths, A., Desrosiers, P., Gabbard, J., Royle, D., & Piescher, K. (2019). Retention of child welfare caseworkers: The wisdom of supervisors. <i>Child Welfare</i>, 97(3), 61–83. Retrieved from https://search.proquest.com/docview/2308133403?accountid=14511%0Ahttps://ucl-new-primo.hosted.exlibrisgroup.com/openurl/UCL/UCL_VU2?url_ver=Z39.88-2004&rft_val_fmt=info:ofi/fmt:mtx:journal&genre=article&sid=ProQ:ProQ%3Aibss&title=Retention+of+Child+W</p> <p>Haski-Leventhal, D., Meijs, L. C. P. M., Lockstone-Binney, L., Holmes, K., & Oppenheimer, M. (2018). Measuring volunteer ability and the capacity to volunteer among non-volunteers: Implications for social policy. <i>Social Policy and Administration</i>, 52(5), 1139–1167. https://doi.org/10.1111/spol.12342</p> <p>Hohn, K., Mccoy, M., Ivey, D., Ude, P. U., & Praetorius, R. T. (2017). Integrating faith and practice: A qualitative study of staff motivations. <i>Journal of the North American Association of Christians in Social Work</i>, 44(4), 3–22.</p> <p>Kang, C., Kim, M., & Lee, J. (2011). The effects of a month-long sabbatical program on helping professionals of nonprofit human service organizations in South Korea: Burnout, general health, organizational commitment, and the sense of well-being. <i>Administration in Social Work</i>, 35(1), 20–45. https://doi.org/10.1080/03643107.2011.533619</p> <p>Setti, I., Zito, M., Colombo, L., Cortese, C. G., Ghislieri, C., & Argentero, P. (2018). Well-being and affective commitment among ambulance volunteers: A mediational model of job burnout. <i>Journal of Social Service Research</i>, 44(2), 236–248. https://doi.org/10.1080/01488376.2018.1442898</p> <p>Seavey, D. (2010). Caregivers on the front line: Building a better direct-care workforce. <i>Generations</i>, 34(4), 27–35.</p>
2.5 Describe in detail your staff evaluation plans (include literature that supports the effectiveness of your plans) (10 points)	<p>Many people do not particularly look forward to staff evaluations, especially if they are the one who is receiving the evaluation. It may not be the most enjoyable experience for supervisors, either. In this agency, instead of the staff only getting feedback once a year, the supervisor will spend time once a month with each staff member and give them feedback as to their work performance. There will be a more formal performance evaluation at the end of the year, but the supervisor will keep track and take notes of each employee's work performance. If there is anything that needs attention sooner, the supervisor will address it with the employee sooner rather than later, as to not let poor performance continue (Schindler, 2019). The staff evaluation will start with the supervisor asking the staff member for feedback with questions like "How do you think you did?" (Gillett, 2017). Each time the supervisor meets with the staff member, the supervisor will communicate some areas of success as well as discuss some areas that need continued growth. These evaluations will be a collaborative process. When the staff member participates in the goal setting process, it is more likely that the goal will be carried out successfully (Zenger, 2017). The evaluation will consist of feedback from the employee, such as how they are feeling about the work they are doing within the agency and what they think their strengths and weaknesses are, and feedback from the supervisor about their thoughts about their performance. At the end, the supervisor and the employee will set 3 goals to work on.</p> <p>Gillett, R. (2017, May 19). Heres everything you should say and do when conducting your first performance review. Retrieved from https://www.businessinsider.com/how-to-conduct-performance-review-2017-5#step-2-allow-them-to-celebrate-the-positives-2</p> <p>Janine Schindler, M. C. C. (2019, October 29). Giving An Effective Performance Review. Retrieved from https://www.forbes.com/sites/forbescoachescouncil/2019/10/29/giving-an-effective-performance-review/#6f8050693d8f</p> <p>Zenger, J. (2017, October 12). What Solid Research Actually Says About Performance Appraisals. Retrieved from https://www.forbes.com/sites/jackzenger/2017/10/12/what-solid-research-actually-says-about-performance-appraisals/#48bd159a2b59</p>
2.6 Describe in detail your volunteer evaluation plans (include literature that supports the effectiveness of your plans) (10 points)	<p>Volunteers are important in agencies, especially non-profit agencies. Volunteers may consist of interns as well as members of the community who feel called to help an agency by donating their time. Just as staff members are evaluated, volunteers should be evaluated. In order to be able to evaluate volunteer's performance, one must be able to measure the impact that the volunteers are making in an agency (Hardie, 2016). In this agency, the supervisor will measure the impact of the volunteers by creating goals each month and certain tasks set aside just for volunteers and looking at the success rate of accomplishing those goals. The volunteers will be given "smart goals", which are specific, measurable, attainable, relevant, and time sensitive (Burger, 2018). The supervisors will request feedback from the volunteers once every month to get their opinions as to what is working and what could be changed to better suit the agency. In agencies where volunteers are not given the proper attention and management, the end result could be losing volunteers, so it is important that volunteers have clear and concise tasks and are given praise for the work that they do, as well (Knepper, D'Agostino, Levine, 2015).</p> <p><i>Burger, Eric. "3 Tips for Evaluating Your Volunteer Program." NonProfit PRO, 24 Apr. 2018, www.nonprofitpro.com/post/3-tips-evaluating-volunteer-program/.</i></p> <p><i>Hardie, Heather. "The Road to Measuring Volunteer Impact." Energize, 1 Aug. 1970, www.energizeinc.com/a-z/article-internal/13099.</i></p> <p><i>Knepper, Hillary, et al. "Volunteer Management Practices during Challenging Economic Times ." Journal of Public Management & Social Policy, vol. 20, no. 2, ser. 7, Jan. 2015. 7, digitalscholarship.tsu.edu/cgi/viewcontent.cgi?article=1013&context=jpmisp.</i></p>
2.7 Describe at least three strategies you will use to address diversity in your organization (include supporting literature) (10 points)	<p>Three strategies that will be used to address diversity at Clouds to Rainbows, will be Treatment Team Meetings once every week, Implicit Bias Training, and providing mentors. Attending a Treatment Team Meeting once every week, allows each staff member to express how their week has been, as well as any challenges and achievements that have taken place that week. During those meetings, each member can ask for advice on how to better handle situations. The Treatment Team Meetings allow each member to feel heard and understood. An Implicit Bias Training will also address diversity because it helps create a safe environment that will raise awareness of insensible attitudes/behaviors. The last strategy that will be implemented will be providing mentors. Providing mentors will allow each member to receive support and promote growth.</p> <p>Dr. Maria T. Allison (1999) Organizational Barriers to Diversity in the Workplace, <i>Journal of Leisure Research</i>, 31:1,78-101, DOI: 10.1080/00222216.1999.11949852</p> <p>Reynolds, K. (2017, July 10). 5 Strategies for Promoting Diversity in the Workplace Hult Blog. Retrieved from https://www.hult.edu/blog/promoting-diversity-in-workplace/</p> <p>Stewart, M. (2018, October 19). 7 Ways to Promote Diversity in the Workplace. Retrieved from https://www.bentley.edu/news/7-ways-promote-diversity-workplace</p> <p>Waltz, T., Powell, B., Fernandez, M., Abadie, B., & Damschroder, L. (2019). Choosing implementation strategies to address contextual barriers: diversity in recommendations and future directions. <i>Implementation Science</i>, 14(1), 42. https://doi.org/10.1186/s13012-019-0892-4</p>