



Series: HR- Satisfaction & Retention **COA:** HR 4.01
CFOP: NA

Procedure Name: Open Communication
Procedure Number: HR – 2801
Revision #/Date: (2) 03/07
Effective Date: 1/05

Applicable to: All CBCB Staff

SUBJECT: Open Communication & Collaboration

PURPOSE: CBC of Brevard promotes an open door policy throughout the Agency for employees to share ideas, ask questions and raise concerns or make suggestions. CBC of Brevard is committed to making this a positive work environment for everyone. Employees are encouraged to pursue discussion of work-related concerns with supervisors as soon as practicable. If this meeting does not prove to be satisfactory, or if the employee is not comfortable approaching the supervisor, the employee is encouraged to contact the Division head, the Chief Personnel & Administrative Officer and/or make use of the Employee Grievance Process in order to address the concerns. It may not always be possible to achieve the desired result, but if not, the Agency will attempt in each case to explain why. No employee will be disciplined or otherwise penalized for raising a good faith concern.

As part of the Agency's commitment to open two-way communication in addition to standard department/team/division meetings, the Agency has created other venues to promote its open door policy and to encourage staff to actively participate in the delivery of services and to offer improvements for efficiency, effectiveness and work place issues.

PROCEDURE:

References

(to be added as applicable)

The organization promotes open communication and collaboration among disciplines and staff levels holding various meetings which have included and may be adapted or added to over time:

- regular department/team and/or divisional meetings, and
- monthly All Staff meetings, and
- monthly strategy team meetings, and
- monthly management meetings, and
- a Leadership Team which meets monthly and is comprised of employees who demonstrate leadership traits facilitated by the Chief Executive Officer, and

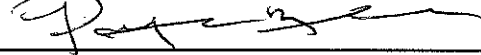
- cross-divisional monthly meetings, and
 - quarterly Agency performance reviews, and
 - workgroups for Agency initiatives comprised of individuals from different departments, and
 - Open Door Days
1. Department/team/Division meetings are generally held on a monthly or bi-monthly basis to ensure open lines of communication, to provide updates on the Agency's operations, opportunities, challenges and/or new information that all employees need to learn about.
 2. Monthly All-staff meetings provide an opportunity for all staff to come together and share new information. At each meeting an internal training session is provided on a wide range of topics from child welfare and safety to financials, budgets and audit protocols. On a quarterly basis the Agency also recognizes and celebrates employee birthdays and anniversaries and makes the awards under the employee recognition program.
 3. The strategy team is scheduled to meet twice weekly to address Agency priorities, consider options on key issues, and discuss strategy on upcoming activities, opportunities and or threats that will impact the Agency, evaluate financial positions and make specific strategic decisions and/or recommendations.
 4. At the monthly management meetings the management staff meet to address information, opportunities, threats, decisions or recommendations shared by the strategy team. This meeting is facilitated by the Chief Operations Officer and the Chief Financial Officer. This group is charged with disseminating new policies or programs throughout the Agency within their domains. This group also addresses concerns or is charged to offer suggestions they have which are presented to the strategy team.
 5. The leadership team is selected on an annual basis and voted upon by the current leadership team members. This team was specifically created to provide professional development opportunities and to offer high potential employees the opportunity to review proposals and make recommendations on policy and practice for the organization. This is an internal method of grooming employees for higher level positions within the organization by providing exposure to management responsibilities and some of the difficult decisions that must be made. It is also a vehicle designed to provide another source for employees to bring concerns or issues which will be presented at the leadership team meetings. This is hosted by the Chief Executive Officer and is governed according to the governance as designed and voted upon by the membership. This leadership team elects a Chair and Vice Chair who serve to facilitate the meetings and work with the team members on projects. At the end of each leadership team year, the group is invited to attend a breakfast with members of the Board of Directors to be acknowledged and recognized for their contributions.
 6. Quarterly performance reviews are conducted and these are open to staff who wish to attend. These reviews document the Agency's overall performance in conjunction with case management partners in terms of state mandated performance measures. It provides a solid base of information on the critical components of review and how our Agency compares to others in the state.
 7. Based on Agency-wide initiatives, workgroups are created comprised of individuals from different departments and divisions to work on key activities for the Agency. These opportunities serve to foster teamwork, enhanced understanding of other roles and divisions in the Agency and provide an opportunity for individuals to demonstrate skills, take a leadership role and increase their knowledge.

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8. The Chief Executive Officer and the Chief Personnel and Administrative Officer have established monthly "open door" days with specific hours where employees have the opportunity to meet and ask questions, share observations and/or make recommendations.

As the Agency continues to grow and expand, additional venues will be developed to continue to promote open communication, share information, and receive input and feedback.

BY DIRECTION OF THE CHIEF EXECUTIVE
OFFICER:



DR. PATRICIA NELLIUS-GUTHRIE
Chief Executive Officer
CBC of Brevard, Inc.

APPROVAL DATE: 3/5/09