

HSE 320 Final Project Guidelines and Rubric

Overview

The final project for this course is the creation of an **Organizational Change Project Proposal** in the form of a written report, PowerPoint using speaker notes, or Prezi or voice recording with a transcript.

It is important to be aware of how an organization functions internally as well as its role in the community and in relationship with other community organizations. A primary responsibility of leaders in human service agencies is to set appropriate goals and initiatives based on a community needs assessment. It is the goals and initiatives set forth in a strategic plan that address challenges that frequently arise around personnel, funding, and budget limitations.

Additionally, having an acute awareness of the areas where organizational systems and associated laws and rules are in direct conflict with professional ethics is critical to providing quality, ethical, and appropriate services.

In this course, you will model the role of a program manager at a small nonprofit human services agency. You will demonstrate your ability to craft a proposal that will influence the organization's programmatic services, culture, workforce structure, and funding while maintaining legal and ethical standards for human services professionals.

The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Two, Three, and Five**. **The final submission is due in Module Seven**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Illustrate decision making consistent with legal and ethical standards for human services professionals that address needs created by gaps in budgeting and funding
- Recommend adjustments to human services programs that inform improvements to service delivery
- Evaluate principles of organizational behavior and personnel management for their influence on the culture of the work environment in human service agencies
- Explain the ability of strategic planning to address current trends in human services for meeting the needs of individuals, families, and the community

Prompt

You have just been promoted to program manager in a small nonprofit human services agency. The director of the agency has tasked you with creating a proposal, aligned with the agency's new strategic plan, that addresses growing concerns about the culture of the organization, most recently described as "toxic." During the past year, 10 employees have left due to problems in getting along with coworkers, poor job satisfaction, and the conclusion of grant funding. Please select one of the following sample strategic plans for use in your final project. You will use this selected strategic plan to inform your own supporting proposal for the agency.

Below you can review the mission and value statements of several organizations:

- [UNICEF](#)
- [American Red Cross](#)
- [Virginia Department of Social Services](#)
- [Catholic Medical Center](#)

Below are full strategic plans for several organizations:

- [UNICEF](#)
- [American Red Cross](#)
- [Virginia Department of Social Services](#)
- [Catholic Medical Center](#)

Your previous position within the organization has provided you with the opportunity to experience the gaps and inadequacies of the current workforce structure. As a result, you are prepared to present a proposal to guide the agency's efforts to recruit and retain an outstanding workforce and acquire adequate funding to sustain the necessary programmatic growth needed to improve service delivery. You are expected to present your ideas to the director in preparation for the board of directors' meeting.

Prepare your **Organizational Change Project Proposal** in the format best designed to articulate your recommendations: written report, PowerPoint using speaker notes, or Prezi or video recording with a transcript.

The following critical elements represent the outline of the proposal you are tasked with creating. Your proposal will have three parts: I. **Introduction**, II. **Workforce Structure**, III. **Budget and Funding**, and IV. **Conclusion**.

Specifically the following critical elements must be addressed:

- I. **Introduction** to the Proposal
 - a) Describe the **agency** in terms of the current workforce structure, budget, and funding. How do they impact the culture of the agency? Consider how the agency's culture impacts the programs offered by the agency.
 - b) **Justify** the implementation of the **proposal** using the above description of the workforce structure, budget, and funding's **impact** on the agency's culture. Consider the proposal's potential impact on the programs offered by the agency.
 - c) Describe how the **agency's mission** was considered when creating the proposal. What is the relationship between the agency's mission and the community? Consider how the current state of the agency might impact its mission if concerns are not addressed.
 - d) Describe how current **trends in human service delivery** influenced the creation of proposal. How might this influence impact costs and the quality of services? Consider how impacting costs and quality of service could affect the community.
 - e) Identify how the proposal will alter the **state of the agency**. What are the key ideas in the proposal that will positively impact programmatic service delivery now and in the future? You might also consider the historical and current trends in human services delivery.

- II. **Workforce Structure:** Provide information regarding personnel. Include the structure, culture, retention, recruitment, and current trends in the field of human services.
- Explain how the agency's workforce **structure and culture** were considered when creating the proposal. Consider relationships between the agency's workforce culture and its ability to provide comprehensive service delivery.
 - Recommend changes to **personnel** that address **retention** and program delivery. What are some options for helping personnel become more valuable to the agency and the community served? Consider illustrating how the retention of personnel might alter the current state of the agency and the quality of service delivery.
 - Recommend changes to **personnel** that address **recruitment** and program delivery. What are some ideas for hiring new personnel who would be valuable to the agency and the community served? You might also consider how the recruitment of additional personnel might alter the current state of the agency and the quality of service delivery.
 - Evaluate how the proposal aligns with **current trends** in human services. Provide details showing how human resources might be maximized to best meet the needs of the community. Consider addressing how current models might positively impact the agency's culture.
- III. **Budget and Funding:** Provide information regarding how budget and funding impact the delivery and quality of programs and grant funding.
- Based on the relationship between the agency's budget and the **delivery of services**, explain the need for maintaining a budget based on ethical standards in human services. Provide examples of ethical decisions that will improve the agency's service to the community. Consider including relevant standards in human services to support claims.
 - Describe how decisions regarding personnel changes and the agency's budget influence the **quality of program services**. You might also think about which ethical standards in human services address this influence.
 - Analyze the relationships between **grant funding** and the delivery of services. How does grant funding help address gaps in agency budgets? Consider the laws and regulations in relation to grant compliance.
 - Describe how the proposal may impact **future funding sources**. You might also think about historical and current trends in human services programming, workforce structures, and funding.
- IV. **Conclusion of the Proposal**
- Summarize how the proposal may positively impact **future program service delivery** at the agency. What parts of the proposal influence the culture and future programs at the agency? Consider using relevant ethical standards in human services to support your claims.
 - Summarize how the proposal aligns with current **trends** in human service delivery and the **benefits to the community**. Consider justifying claims using real-world examples.

Milestones

Milestone One: Draft of Introduction and Bibliography

In **Module Two**, you will submit a draft of Section I (Introduction) using the sample strategic plan that you have selected. This draft should be as detailed as possible to allow the instructor to provide significant feedback. If your selected strategic plan does not include all of the information listed in the critical elements for this milestone, you may add your own relevant and appropriate facts that would align with the strategic plan and support the final project. In addition, submit a bibliography identifying sources you plan on using for your final project. Choose at least two to three academic sources.

If you have selected to submit your introduction in the written report format, it should be no more than one to two pages in length. If you have selected to submit your introduction in the PowerPoint format, it should be no more than three slides with at least two paragraphs of speaker notes per slide. If you have selected to submit your introduction in Prezi or video format, it should be no more than two minutes. **This milestone is graded with the Milestone One Rubric.**

Milestone Two: Draft of Workforce Structure

In **Module Three**, you will submit a draft of Section II (Workforce Structure) using the sample strategic plan that you have selected. This draft should be as detailed as possible in order to allow the instructor to provide significant feedback. The draft should also incorporate the research you have performed up to this point and the workforce structure description as provided in Milestone One. If your selected strategic plan does not include all of the information listed in the critical elements for this milestone, you may add your own relevant and appropriate facts that would align with the strategic plan and support the final project.

If you have selected to submit Milestone Two in the written report format, it should be two to three pages. If you have selected to submit Milestone Two in the PowerPoint format, it should be four to six slides with speaker notes. If you have selected to submit Milestone Two in the Prezi or video format, it should be no more than four to six minutes. **This milestone is graded with the Milestone Two Rubric.**

Milestone Three: Draft of Budget and Funding

In **Module Five**, you will submit a draft of Section III (Budget and Funding) using the sample strategic plan that you have selected. This draft should be as detailed as possible to allow the instructor to provide significant feedback. The draft should also incorporate the research you have conducted up to this point and the description of the budget and funding as provided in Milestone One. If your selected strategic plan does not include all of the information listed in the critical elements for this milestone, you may add your own relevant and appropriate facts that would align with the strategic plan and support the final project.

If you have selected to submit Milestone Three in the written report format, it should be two to three pages. If you have selected to submit Milestone Three in the PowerPoint format, it should be four to six slides with speaker notes. If you have selected to submit Milestone Three in the Prezi or video format, it should be no more than four to six minutes. **This milestone is graded with the Milestone Three Rubric.**

Final Submission: Organizational Change Project Proposal

In **Module Seven**, you will submit your Organizational Change Project Proposal in the form of a written report, PowerPoint using speaker notes, or Prezi or voice recording with a transcript. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. **This milestone will be graded using the Final Project Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
1	Draft of Introduction and Bibliography	Two	Graded separately; Milestone One Rubric
2	Draft of Workforce Structure	Three	Graded separately; Milestone Two Rubric
3	Draft of Budget and Funding	Five	Graded separately; Milestone Three Rubric
	Final Submission: Organizational Change Project Proposal	Seven	Graded separately; Final Project Rubric

Final Project Rubric

Guidelines for Submission: Prepare your Organizational Change Project Proposal in the format best designed to articulate your recommendations (select from the options below) with at least four references cited in APA format:

- PowerPoint using speaker notes of 10–15 slides with at least two paragraphs of speaker notes per slide
- Prezi or video recording with a transcript of 10–15 minutes in length
- Written report of five to seven pages, double-spaced, with one-inch margins and 12-point Times New Roman font

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Introduction: Current State of the Agency	Meets “Proficient” criteria, and details include how the agency’s culture impacts human services programs	Describes the agency in terms of current workforce structure, budget, and funding and their impact on its culture	Describes the agency in terms of current workforce structure, budget, and funding and their impact on its culture, but details are incomplete or cursory	Does not describe the agency in terms of current workforce structure, budget, and funding and their impact on its culture	6.4
Introduction: Impact Justifies the Proposal	Meets “Proficient” criteria, and details include the potential impact on programs offered by the agency	Justifies the proposal using previous description of workforce structure, budget, and funding’s impact on the agency’s culture	Justifies the proposal using previous description of workforce structure, budget, and funding’s impact on the agency’s culture, but details are irrelevant or cursory	Does not justify the proposal using previous description of workforce structure, budget, and funding’s impact on the agency’s culture	6.4
Introduction: Agency Mission	Meets “Proficient” criteria and includes how the current state might impact the mission if concerns are not addressed	Describes how the agency’s mission was considered when creating the proposal, including the relationship between the mission and the community	Describes how the agency’s mission was considered, but details lack the relationship to the community or are cursory	Does not describe how the agency’s mission was considered when creating the proposal	6.4

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Introduction: Trends in Human Service Delivery	Meets “Proficient” criteria, and details include the effect on the community	Describes how current trends in human service delivery influenced the creation of the proposal, including the costs and quality of services	Describes how current trends in human service delivery influenced the creation of the proposal, but details lack the costs and quality of services or are cursory	Does not describe how current trends in human services delivery influenced the creation of the proposal	6.4
Introduction: State of the Agency	Meets “Proficient” criteria, and details include historical and current trends in human services delivery	Identifies how the proposal will alter the state of the agency, including impacts to present and future program service delivery	Identifies how the proposal will alter the state of the agency but details lack present or future program service delivery or are cursory	Does not Identify how the proposal will alter the state of the agency	6.4
Workforce Structure: Structure and Culture	Meets “Proficient” criteria, and details include relationships between the agency’s workforce culture and its ability to provide comprehensive service delivery	Explains how the agency’s workforce structure and culture were considered when creating the proposal	Explains how the agency’s workforce structure and culture were considered when creating the proposal, but details lack relevance or are cursory	Does not explain how the agency’s workforce structure and culture were considered when creating the proposal	6.4
Workforce Structure: Personnel and Retention	Meets “Proficient” criteria and includes how the retention of personnel might alter the state of the agency and the quality of service delivery	Recommends changes to personnel that address retention and program delivery and how to help personnel become more valuable to the agency and community	Recommends changes to personnel that address retention and program delivery, but details either do not address how to help personnel become more valuable to the agency and community or are cursory	Does not recommend changes to personnel that address retention and program delivery and how to help personnel become more valuable to the agency and community	6.4
Workforce Structure: Personnel and Recruitment	Meets “Proficient” criteria and includes how the recruitment of personnel might alter the state of the agency and the quality of service delivery	Recommends changes to personnel, addressing recruitment and program delivery, including ideas for hiring new personnel	Recommends changes to personnel that address recruitment and program delivery, but details either lack ideas for hiring new personnel or are cursory	Does not recommend changes to personnel that address recruitment	6.4
Workforce Structure: Current Trends	Meets “Proficient” criteria, and details address how current models might positively impact the agency’s culture	Evaluates how the proposal aligns with current trends in human services using details showing how human resources might be maximized to best meet the needs of the community	Evaluates how the proposal aligns with current trends in human services, but details lack how human resources might be maximized or are cursory	Does not evaluate how the proposal aligns with current trends in human services	6.4
Budget and Funding: Delivery of Services	Meets “Proficient” criteria and cites relevant ethical standards in human services to support claims	Explains the need for maintaining a budget based on ethical standards in human services using examples of decisions that will improve service to the community	Explains the need for maintaining a budget based on ethical standards in human services, but details either lack examples of decisions that will improve service to the community or are cursory	Does not explain the need for maintaining a budget based on ethical standards in human services	6.4

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Budget and Funding: Quality of Services	Meets “Proficient” criteria and cites relevant ethical standards in human services to support claims	Describes how decisions regarding personnel changes and the agency’s budget influence the quality of program services	Describes how decisions regarding personnel changes and the agency’s budget influence the quality of program services, but details are inaccurate or cursory	Does not describe how decisions regarding personnel changes and the agency’s budget influence the quality of program services	6.4
Budget and Funding: Grant Funding	Meets “Proficient” criteria and cites appropriate laws and regulations in relation to grant compliance	Analyzes the relationships between grant funding and the delivery of services, including how grant funding helps address gaps in agency budgets	Analyzes the relationships between grant funding and the delivery of services, including how grants help address gaps in agency budgets, but details are inaccurate or cursory	Does not analyze the relationship between grant funding and the delivery of services	6.4
Budget and Funding: Future Funding Sources	Meets “Proficient” criteria and includes historical and current trends in human services programming, workforce structure, and funding	Describes how the proposal may impact future funding sources	Describes how the proposal may impact future funding sources, but details are irrelevant or cursory	Does not describe how the proposal may impact future funding sources	6.4
Conclusion: Future Program Service Delivery	Meets “Proficient” criteria, and details include relevant ethical standards in human services to support claims	Summarizes how the proposal may positively impact future program delivery and its connection with the culture and future programming of the agency	Summarizes how the proposal may positively impact future program delivery and its connection with the culture and future programming of the agency, but details are irrelevant or cursory	Does not summarize how the proposal may positively impact future program delivery and its connection with the culture and future programming of the agency	6.4
Conclusion: Trends and Benefits to the Community	Meets “Proficient” criteria, and details include real-world examples	Summarizes how the proposal aligns with current trends in human service delivery and the benefits to community	Summarizes how the proposal aligns with current trends in human service delivery and the benefits to community, but details are irrelevant or cursory	Does not summarize how the proposal aligns with current trends in human service delivery and the benefits to the community	6.4
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4
Earned Total					100%