

MAYO CLINIC EMPLOYEE HANDBOOK

Updated Version

Mayo Clinic Employee Handbook: Your Ultimate Guide to Workplace Policies and Culture

The **Mayo Clinic employee handbook** serves as a fundamental resource for staff members, providing essential information about organizational policies, workplace expectations, benefits, and the clinic's core values. Whether you are a new employee or a seasoned team member, understanding the contents of this handbook is crucial for fostering a productive, compliant, and positive work environment. This comprehensive guide aims to unpack the key elements of the Mayo Clinic employee handbook, helping you navigate your employment journey with confidence.

Understanding the Purpose of the Mayo Clinic Employee Handbook

What Is the Employee Handbook?

The Mayo Clinic employee handbook is a formal document that outlines the policies, procedures, and expectations for employees. It acts as a roadmap to understand your rights, responsibilities, and the resources available to you as part of the Mayo Clinic community.

Why Is It Important?

- Ensures consistency in workplace practices
- Clarifies legal and safety policies
- Promotes a respectful and inclusive environment
- Provides guidance on benefits and compensation
- Facilitates communication between staff and management

Core Values and Mission of Mayo Clinic

Understanding the organization's core principles is fundamental for aligning personal conduct with institutional standards.

Mayo Clinic's Mission Statement

To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education, and research.

Core Values

- Respect
- Compassion
- Healing
- Teamwork
- Innovation
- Excellence
- Integrity

Employment Policies and Expectations

Employment Classification

Employees are generally classified as:

- Full-Time
- Part-Time
- Temporary
- Contractual

Work Hours and Attendance

- Standard work hours
- Overtime policies
- Attendance and punctuality expectations
- Procedures for requesting time off

Code of Conduct

Employees are expected to uphold:

- Professional behavior
- Respect for colleagues and patients
- Adherence to confidentiality and privacy policies
- Compliance with dress code and hygiene standards

Anti-Discrimination and Harassment Policies

Mayo Clinic maintains a strict stance against:

- Discrimination based on race, gender, age, religion, sexual orientation, or disability
- Harassment of any kind

Employees are encouraged to report violations promptly and are protected from retaliation.

Workplace Safety and Security

Safety Policies

- OSHA compliance
- Proper use of medical and safety equipment
- Reporting workplace accidents and hazards

Security Measures

- Badge access and identification
- Visitor policies
- Emergency procedures, including fire, natural disasters, and active shooter protocols

Patient and Data Privacy

- HIPAA compliance
- Confidentiality of patient information
- Use of secure systems for data handling

Compensation and Benefits

Payroll Information

- Pay schedules
- Overtime calculations
- Direct deposit options

Health and Wellness Benefits

- Medical, dental, and vision insurance
- Employee assistance programs
- Wellness initiatives and programs

Retirement and Savings Plans

- 403(b) or 401(k) plans
- Pension options (if applicable)
- Financial planning resources

Leave Policies

- Vacation and paid time off (PTO)
- Sick leave
- Family and medical leave
- Bereavement leave

Educational and Professional Development

- Tuition reimbursement programs
- Continuing education opportunities
- Leadership and skills training

Performance Management and Career Development

Performance Reviews

- Regular assessment processes
- Goal setting and feedback

Promotions and Transfers

- Criteria for advancement

- Internal job postings

Employee Recognition Programs

- Awards and acknowledgments
- Service milestones

Technology and Communication Policies

Use of Mayo Clinic Equipment and Systems

- Acceptable use policies
- Internet and email guidelines
- Social media conduct

Personal Devices

- Bring Your Own Device (BYOD) policies
- Security considerations

Communication Channels

- Internal messaging systems
- Staff meetings
- Feedback mechanisms

Diversity, Equity, and Inclusion

Mayo Clinic is committed to fostering a diverse and inclusive workplace.

Equal Opportunity Employment

- Hiring practices
- Promotion policies

Employee Resource Groups

- Support networks
- Community engagement

Training and Awareness

- Cultural competency workshops
- Sensitivity training

Grievance and Complaint Procedures

Employees are encouraged to voice concerns or report issues through established channels, including:

- Human Resources
- Anonymous reporting systems
- Whistleblower policies

Ensuring a safe and fair workplace is a priority at Mayo Clinic.

Conclusion

The **Mayo Clinic employee handbook** is an indispensable resource that encapsulates the organization's commitment to excellence, safety, and employee well-being. By understanding and adhering to its policies, staff members contribute to a positive, ethical, and efficient healthcare environment. For detailed information, employees should regularly review the current handbook and consult HR representatives when in doubt. Staying informed and engaged with these policies not only supports individual success but also upholds the Mayo Clinic's mission to provide the highest quality care and foster a supportive workplace culture.

Mayo Clinic Employee Handbook: An In-Depth Review of Its Structure, Content, and Impact

The Mayo Clinic Employee Handbook serves as a foundational document that guides the conduct, expectations, and resources available to employees within one of the most renowned healthcare institutions in the world. This comprehensive manual plays a crucial role in fostering a cohesive work environment, ensuring compliance with legal and ethical standards, and promoting the clinic's mission of providing exceptional patient care. Given its significance, understanding the handbook's structure, key features, and overall effectiveness is vital for both current and prospective employees.

Introduction to the Mayo Clinic Employee Handbook

The Mayo Clinic Employee Handbook is designed to communicate the organization's policies, procedures, and core values to its staff. It acts as a reference guide that helps employees navigate their roles, responsibilities, and rights within the institution. The handbook emphasizes the clinic's commitment to a culture of respect, innovation, and excellence, aligning employee behaviors with the overarching mission of improving health and well-being.

This document not only serves as a legal safeguard for the organization but also functions as a morale booster by clearly delineating expectations and support systems. Its accessibility and clarity are key factors influencing employee satisfaction and organizational effectiveness.

Structure and Content Overview

The handbook is typically organized into several key sections, each addressing specific aspects of employment. This logical segmentation helps employees quickly locate relevant information and understand the expectations in different areas of their professional lives.

1. Introduction and Mission Statement

- Outlines the core values and guiding principles of Mayo Clinic.
- Reinforces the importance of teamwork, integrity, and patient-centered care.
- Sets the tone for the organizational culture and expectations.

2. Employment Policies

- Employment classifications: Full-time, part-time, temporary, and per diem.
- Equal opportunity employment: Commitment to diversity and inclusion.
- Harassment and discrimination policies: Zero-tolerance stance with reporting procedures.
- Background checks and onboarding: Processes for new hires.

3. Compensation and Benefits

- Salary structures and pay schedules.
- Benefits overview including health insurance, retirement plans, paid time off, and wellness programs.
- Employee assistance programs and professional development support.

4. Work Hours and Attendance

- Expectations regarding punctuality and attendance.
- Policies on overtime, shift work, and flexible scheduling.
- Procedures for requesting time off.

5. Conduct and Professional Expectations

- Code of conduct emphasizing professionalism, confidentiality, and respect.
- Usage of company resources and technology.
- Social media and communication guidelines.

6. Health and Safety

- Workplace safety protocols.
- Reporting accidents or unsafe conditions.
- Infection control policies, especially pertinent in healthcare settings.

7. Employee Relations and Disciplinary Actions

- Procedures for conflict resolution.
- Disciplinary process for policy violations.
- Grievance procedures and avenues for feedback.

8. Termination and Resignation

- Processes for voluntary and involuntary separation.
- Final paycheck and benefits continuation.
- Exit interview procedures.

Features and Unique Aspects of the Mayo Clinic Employee Handbook

The Mayo Clinic Employee Handbook stands out due to its thoughtful design and emphasis on clarity, accessibility, and alignment with organizational values.

Clarity and Readability

- The handbook employs plain language, avoiding overly technical jargon.

- Clear headings and subheadings facilitate quick navigation.
- Use of bullet points and summaries enhances readability.

Legal and Ethical Emphasis

- Strong focus on compliance with healthcare laws such as HIPAA.
- Emphasis on maintaining patient confidentiality and ethical standards.
- Clear reporting procedures for ethical concerns.

Inclusivity and Diversity

- Explicit statements promoting diversity and equal opportunity.
- Policies against harassment and discrimination.
- Resources available for minority and underrepresented groups.

Resources and Support Systems

- Contact information for HR, legal, and counseling services.
- Employee assistance programs offering mental health support.
- Training modules and online resources for ongoing education.

Alignment with Organizational Culture

- Reinforces Mayo Clinic's mission of patient-centered care.
- Promotes a collaborative and respectful work environment.
- Encourages continuous improvement and innovation.

Pros of the Mayo Clinic Employee Handbook

- Comprehensive Coverage: Addresses a broad spectrum of topics relevant to employees.
- Clarity and Accessibility: Easy to understand language and organized layout.
- Alignment with Values: Reinforces core organizational principles.
- Legal Protection: Clearly states policies that protect both employees and the organization.
- Supports Diversity: Demonstrates commitment to an inclusive workplace.
- Resource-Rich: Provides employees with contacts and tools for support and development.
- Encourages Ethical Conduct: Emphasizes integrity and professionalism.

Cons and Areas for Improvement

- Volume of Information: The extensive content can be overwhelming for new employees.
- Need for Regular Updates: Policies may evolve; frequent revisions are necessary to stay current.
- Digital Accessibility: While online versions are available, some employees may prefer hard copies.
- Customization: General policies may require tailoring to specific departments or roles.
- Engagement and Training: The handbook alone may not suffice; supplemental training is essential for effective understanding.

Impact on Employees and Organizational Culture

The Mayo Clinic Employee Handbook plays a pivotal role in shaping the workplace environment. By clearly outlining expectations and resources, it fosters transparency and trust. Employees are more likely to feel valued and secure when policies are transparent and supportive.

Moreover, the handbook's emphasis on ethical standards and patient-centered care aligns employees' daily actions with the organization's mission. This alignment cultivates a unified culture of excellence, compassion, and accountability.

The handbook also promotes a proactive approach to addressing issues. Clear reporting channels and disciplinary procedures ensure that concerns are addressed systematically, reducing conflicts and misunderstandings.

Conclusion: Is the Mayo Clinic Employee Handbook Effective?

Overall, the Mayo Clinic Employee Handbook is a well-structured, comprehensive resource that effectively communicates organizational policies, expectations, and values. Its clarity and emphasis on legal and ethical standards make it a valuable tool for fostering a positive, compliant, and inclusive work environment.

While there are areas where updates and enhancements could improve its usability—such as streamlining content for new employees or increasing interactive training components—the handbook's core strengths lie in its alignment with Mayo Clinic's mission and culture. It not only protects the organization but also empowers employees to perform their roles with confidence, integrity, and dedication.

In conclusion, the Mayo Clinic Employee Handbook is a critical document that underpins the institution's reputation as a leader in healthcare. Its thoughtful design and comprehensive coverage

make it an exemplary model for employee guidance in the healthcare industry and beyond.

Question What is the purpose of the Mayo Clinic Employee Handbook? The Mayo Clinic Employee Handbook provides employees with essential policies, procedures, and guidelines to ensure a safe, respectful, and productive work environment aligned with the organization's values and standards. **How can I access the Mayo Clinic Employee Handbook?** Employees can access the Mayo Clinic Employee Handbook through the employee intranet portal or by contacting the Human Resources department for a digital or printed copy. **Are there any recent updates to the Mayo Clinic Employee Handbook I should be aware of?** Yes, the Mayo Clinic regularly updates its Employee Handbook to reflect changes in policies, compliance requirements, and organizational standards. Employees are encouraged to review the latest version available on the intranet or through HR notifications. **Does the Mayo Clinic Employee Handbook cover workplace diversity and inclusion policies?** Absolutely. The handbook includes policies promoting diversity, equity, and inclusion, emphasizing respect for all employees and outlining procedures for addressing discrimination or harassment. **What should I do if I have questions about policies in the Mayo Clinic Employee Handbook?** Employees should contact their supervisor, the Human Resources department, or use the designated employee assistance channels to seek clarification or guidance regarding any policies outlined in the handbook. **Is there a specific section in the Mayo Clinic Employee Handbook about employee benefits?** Yes, the handbook contains comprehensive information about employee benefits, including health insurance, retirement plans, paid time off, and wellness programs, along with instructions on how to enroll or access these benefits.

Related keywords: Mayo Clinic policies, employee guidelines, workplace conduct, staff manual, HR policies, employee benefits, code of conduct, workplace safety, professional development, employee resources

Elton mayo principles of management

Elton Mayo Principles of Management

Elton Mayo, a pioneering psychologist and organizational theorist, is best known for his groundbreaking work in understanding human behavior in the workplace. His principles of management emphasize the importance of human factors, social relationships, and employee well-being as fundamental to organizational success. Mayo's insights challenged traditional management theories that focused solely on productivity, efficiency, and rigid hierarchical control. Instead, his principles advocate for a more human-centered approach that recognizes employees as vital contributors whose motivation and morale significantly influence organizational performance. In this article, we explore the core principles of Elton Mayo's management philosophy, their practical

applications, and how they continue to influence modern management practices.

Understanding Elton Mayo's Management Principles

Elton Mayo's principles are rooted in his extensive research, including the famous Hawthorne Studies conducted at the Western Electric Hawthorne Works in Chicago during the 1920s and 1930s. These studies revealed that social factors and employee attitudes could impact productivity more than physical conditions or financial incentives alone. Mayo's principles advocate for a management approach that values human needs, fosters positive social interactions, and encourages employee participation.

Core Principles of Elton Mayo's Management Philosophy

The foundational principles of Elton Mayo's management approach can be summarized as follows:

1. Recognize the Significance of Human Relations

Mayo emphasized that understanding human behavior and social dynamics within the workplace is crucial. Managers should:

- Build strong relationships with employees based on trust and respect.
- Encourage open communication and active listening.
- Address employees' emotional and social needs, not just their work duties.

2. Foster a Participative Management Style

Involving employees in decision-making processes enhances their sense of ownership and motivation. Managers should:

- Seek employee input on work-related issues.
- Encourage teamwork and collective problem-solving.
- Empower employees to take initiative and responsibility.

3. Create a Supportive Work Environment

A positive workplace culture promotes job satisfaction and productivity. Managers should:

- Ensure physical working conditions are comfortable and safe.

- Recognize and reward employee achievements.
- Provide opportunities for social interaction and team bonding.

4. Understand the Importance of Social and Psychological Factors

Mayo believed that social relationships and psychological well-being directly influence work performance. Managers should:

- Identify social groups and informal networks within the organization.
- Address conflicts and misunderstandings promptly.
- Support employee mental health and stress management initiatives.

5. Focus on Employee Motivation and Morale

Motivated employees are more productive and committed. Principles include:

- Recognize individual and group achievements.
- Implement fair and transparent reward systems.
- Provide opportunities for personal and professional growth.

Practical Applications of Mayo's Principles in Management

Implementing Mayo's principles involves various strategies that organizations can adopt to enhance employee engagement and organizational effectiveness.

1. Effective Communication Channels

Organizations should establish open communication channels, such as:

- Regular team meetings and feedback sessions.
- Suggestion boxes and employee surveys.
- Informal social gatherings to foster camaraderie.

2. Employee Involvement and Participation

Encouraging employee participation in decision-making processes can be achieved through:

- Forming committees or work groups.
- Implementing participative leadership styles.
- Encouraging employees to share ideas and innovations.

3. Training and Development Programs

Providing opportunities for skill development and career growth demonstrates management's commitment to employees' well-being. Strategies include:

- Workshops and seminars.
- Mentorship programs.
- Cross-training to diversify skill sets.

4. Recognition and Reward Systems

Motivating employees through appreciation can involve:

- Employee of the Month awards.
- Performance-based incentives.
- Public acknowledgment of achievements.

5. Creating a Supportive Work Culture

A positive organizational culture can be cultivated by:

- Promoting team-building activities.
- Ensuring work-life balance policies.
- Providing mental health support resources.

Impact of Elton Mayo's Principles on Modern Management

Modern organizations increasingly recognize the importance of Mayo's principles in creating sustainable and productive workplaces. Some key impacts include:

1. The Human Relations Movement

Mayo's work laid the foundation for the human relations movement, which emphasizes the importance of social relations, employee motivation, and leadership styles.

2. Emphasis on Organizational Culture

Contemporary management recognizes that fostering a positive organizational culture aligns with Mayo's emphasis on social and psychological well-being.

3. Employee Engagement and Satisfaction

Modern HR practices focus on engagement strategies that resonate with Mayo's principles, such as participative management and recognition programs.

4. Leadership Development

Leaders today are trained to adopt empathetic, participative, and supportive approaches, reflecting Mayo's teachings.

Conclusion

Elton Mayo's principles of management have profoundly influenced the evolution of organizational management by shifting the focus from purely mechanical and economic factors to a more human-centered perspective. Recognizing the importance of social relationships, employee motivation, and participative management not only enhances workplace harmony but also drives productivity and innovation. Organizations that embrace Mayo's principles foster a positive work environment, improve employee morale, and achieve sustainable success. As modern management continues to evolve, Mayo's insights remain vital, reminding us that at the heart of every successful organization are motivated, engaged, and valued employees.

Elton Mayo Principles of Management have had a profound influence on modern organizational theory and management practices. As one of the pioneering figures in the human relations movement, Mayo's insights shifted the focus from purely technical and operational aspects of management to understanding human behavior within organizations. His principles emphasize the importance of social dynamics, employee morale, and informal relationships in enhancing productivity and organizational effectiveness. This article delves into Mayo's principles, exploring their origins, core concepts, practical applications, advantages, and limitations.

Introduction to Elton Mayo and His Management Philosophy

Elton Mayo (1880-1949) was an Australian-born psychologist, industrial researcher, and organizational theorist best known for his work on the Hawthorne Studies conducted at the Western Electric Hawthorne plant in Chicago during the 1920s and 1930s. These studies revealed that social factors and employee attitudes significantly influence productivity, leading Mayo to develop principles that prioritize human relations in management.

Mayo's principles of management are grounded in the belief that organizations are social systems, and effective management requires understanding and nurturing human needs, motivations, and interpersonal relationships. Unlike classical management theories that focus on hierarchy, rules, and efficiency, Mayo's approach advocates for a more participative, empathetic, and human-centered style.

Core Principles of Elton Mayo's Management Theory

Mayo's principles are not formalized as a set of commandments but are derived from his research findings and writings. Nonetheless, they can be summarized into key themes that influence effective management.

1. Emphasize Human Relations

Mayo believed that workers are motivated not only by monetary incentives but also by social needs, recognition, and a sense of belonging. Managers should foster positive social interactions and create a supportive work environment.

- Features:
 - Recognize employees as social beings.
 - Promote teamwork and social cohesion.
 - Value employee morale alongside productivity.
- Pros:
 - Enhances job satisfaction.
 - Reduces turnover and absenteeism.
 - Builds a loyal and motivated workforce.
- Cons:
 - May conflict with productivity pressures.
 - Overemphasis on social harmony might suppress individual dissent.

2. Recognize the Informal Organization

Mayo's studies highlighted the importance of informal groups and relationships that develop naturally among workers. Managers should understand these informal networks and leverage them to improve communication and cooperation.

- Features:
 - Acknowledge unofficial social groups.
 - Use informal channels for communication.
 - Respect employee social needs.

- Pros:
 - Facilitates smoother information flow.
 - Builds trust and camaraderie.
 - Helps identify informal leaders.

- Cons:
 - Informal groups may oppose formal management.
 - Difficult to control or formalize informal networks.

3. The Importance of Employee Participation

Mayo advocated for involving employees in decision-making processes to increase their commitment and motivation. Participative management helps employees feel valued and respected.

- Features:
 - Encourage feedback and suggestions.
 - Involve workers in planning and problem-solving.
 - Foster a sense of ownership.

- Pros:
 - Improves job satisfaction.
 - Leads to better decision quality.
 - Increases employee engagement.

- Cons:
 - Can slow down decision-making.
 - May cause conflicts if not managed properly.

4. Focus on Social and Psychological Factors

Management should pay attention to workers' social needs, psychological well-being, and job

environment.

- Features:
 - Provide a comfortable and friendly work environment.
 - Recognize individual differences.
 - Promote mental health and well-being.
- Pros:
 - Reduces stress and burnout.
 - Enhances overall productivity.
 - Builds a positive organizational culture.
- Cons:
 - Requires investment in HR and welfare programs.
 - Difficult to measure psychological impact directly.

5. The Hawthorne Effect

A fundamental insight from Mayo's research is that workers improve performance when they feel observed and valued. Management should thus be attentive and show genuine concern for employees.

- Features:
 - Regular interaction and communication.
 - Show appreciation for employee efforts.
 - Create a sense of importance.
- Pros:
 - Boosts morale and productivity.
 - Fosters trust between management and workers.
- Cons:
 - Temporary effects if not sustained.
 - Over-reliance on observation may lead to superficial relationships.

Practical Applications of Mayo's Principles in Modern Management

Mayo's principles have been integrated into various contemporary management practices, especially within the human relations movement and organizational development initiatives.

1. Employee Engagement and Participative Leadership

Modern organizations emphasize involving employees in decision-making processes, aligning with Mayo's emphasis on participation. Techniques such as team-based management, open-door policies, and employee forums are rooted in his principles.

2. Organizational Culture and Climate

Creating a positive social environment, recognizing informal groups, and fostering camaraderie are central to building a healthy organizational culture.

3. Human Resource Development

Training programs that focus on emotional intelligence, communication skills, and leadership development reflect Mayo's focus on social and psychological needs.

4. Employee Well-being Programs

Organizations now prioritize mental health, work-life balance, and employee welfare, echoing Mayo's ideas about holistic employee care.

Critiques and Limitations of Mayo's Principles

While Mayo's principles have significantly influenced management thought, they are not without criticisms and limitations.

- **Overemphasis on Social Factors:** Critics argue that Mayo's focus on social needs might overlook the importance of clear authority, discipline, and organizational structure.
- **Implementation Challenges:** Applying these principles requires a cultural shift that may not be feasible in all organizations, especially those with hierarchical or authoritarian cultures.
- **Temporary Effects:** The Hawthorne Effect suggests that improvements may be short-term

unless social and psychological needs are continuously addressed.

- Potential for Favoritism: Informal groups and social networks might lead to favoritism or exclusion, undermining fairness.
- Limited Focus on Productivity Metrics: Mayo's approach emphasizes morale and social factors, which might sometimes conflict with efficiency and quantitative performance measures.

Features and Strengths of Mayo's Management Principles

- Human-Centric Approach: Prioritizes employee well-being and job satisfaction.
- Holistic View: Recognizes social, psychological, and emotional factors influencing work.
- Improves Organizational Climate: Fosters trust, cooperation, and teamwork.
- Enhances Employee Motivation: Participative and inclusive practices increase engagement.
- Flexible and Adaptable: Principles can be tailored to different organizational contexts.

Conclusion

Elton Mayo's principles of management represent a paradigm shift from rigid, task-oriented management to a more empathetic, social, and participative approach. They underscore the importance of understanding human behavior, social relationships, and psychological needs within organizations. While these principles have their limitations and require careful implementation, their enduring relevance is evident in contemporary practices that emphasize employee engagement, organizational culture, and holistic management. Mayo's insights continue to serve as a foundation for developing humane, effective, and resilient organizations in the dynamic landscape of modern management.

Question What are the key principles of Elton Mayo's management theory? Elton Mayo's management principles emphasize the importance of human relations, employee morale, and social factors in the workplace. He highlighted that understanding employee needs, fostering good communication, and creating a supportive work environment are crucial for productivity. **Answer** How does Elton Mayo's Hawthorne Studies influence modern management practices? The Hawthorne Studies revealed that employees are motivated not just by monetary rewards but also by social needs and attention from management. This led to the human relations movement, encouraging managers to focus on employee well-being and interpersonal relationships to improve performance. What is the significance of the 'Hawthorne Effect' in management? The 'Hawthorne Effect' suggests that employees modify their behavior when they know they are being observed. Recognizing this, managers began to understand the importance of attention and recognition in motivating employees

and improving productivity. According to Elton Mayo, what role does communication play in effective management? Mayo emphasized that effective communication between managers and employees fosters trust, understanding, and motivation. Open and two-way communication helps address employee concerns, boosts morale, and enhances overall organizational performance. How do Elton Mayo's principles differ from classical management theories? Unlike classical management theories that focus on structure, rules, and efficiency, Mayo's principles prioritize human factors, social needs, and emotional well-being of employees. His approach advocates for a more people-centered management style. What are the practical applications of Elton Mayo's management principles in today's workplaces? In modern workplaces, Mayo's principles are applied through team-building activities, employee engagement programs, open communication channels, and creating a positive organizational culture that values employee input and well-being to boost motivation and productivity.

Related keywords: Hawthorne effect, human relations movement, organizational behavior, employee motivation, management theories, social factors, productivity, workplace psychology, leadership principles, employee engagement

Read the full article online: [Elton Mayo Principles Of Management](#)