

EMERGING TRENDS IN ACCOUNTING, FINANCE, MARKETING AND HUMAN RESOURCE MANAGEMENT



Edited by:

Amit Kumar Goel

Dr. Svitlana Popova

Dr. Liliya Popova

EMERGING TRENDS IN ACCOUNTING, FINANCE, MARKETING AND HUMAN RESOURCE MANAGEMENT

VOLUME - I



Edited by:

Amit Kumar Goel

Dr. Svitlana Popova

Dr. Liliya Popova



VANDANA PUBLICATIONS
INDIA

Published by



VANDANA PUBLICATIONS

UG-4, Avadh Tower, Naval Kishor Road

Hazratganj, Lucknow – 226001, INDIA

Visit us: www.vandanapublications.com

E-mail: info@vandanapublications.com

Phone : 0522-4108552 | Mob.: +91 9696045327

Copy Right © Publisher

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical including photocopy, recording or by any information storage and retrieval system, without permission in writing from the copyright owner.

ISBN

978-93-90728-35-0



Book DOI: 10.31033/vanpub02

First Published

May 2021

All disputes are subject to Lucknow jurisdiction only.

Page Setting & Design by



KARMAKAR

Kolkata, India | Ph: +91 9073808508 / +91 9093079529

karmakar.print@gmail.com / kavijit58@yahoo.com

Every effort has been made to avoid errors or omissions in this publication. In spite of this, some errors might have crept in any mistake, error or discrepancy noted may be brought to our notice which shall be taken care of in the next edition. It is notified that neither the Publisher nor the Author or Seller will be responsible for any damage or loss of action to anyone, of any kind, in any manner, there from. For binding mistakes, misprints or for missing pages etc., the publisher's liability is limited to replacement within one month of purchase by similar edition. All expenses in this condition are to be borne by the concerned purchaser.

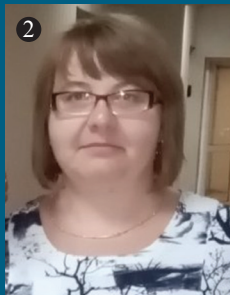
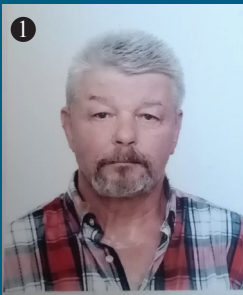
Emerging Trends in Accounting, Finance,
Marketing and Human Resource Management

Volume : I

ISBN: 978-93-90728-35-0

Book DOI: 10.31033/vanpub02

PECULIARITIES OF USING THE CASE MANAGEMENT METHOD IN THE COMMUNICATION FIELD



¹Yuriy Vatulya

Ph.D. of Historical Sciences, Associate Professor of the Department of Social Sciences in Admiral Makarov National University of Shipbuilding, Kherson Branch, Ukraine

²Ianina Smilichenko

Senior Lecturer of the Department of Social Sciences in Admiral Makarov National University of Shipbuilding, Kherson Branch, Ukraine

³Iryna Smirnova

Senior Lecturer of the Department of Social Sciences in Admiral Makarov National University of Shipbuilding, Kherson Branch, Ukraine

Case management is a method of managing an individual business. In addition, it is a form of support for people with many problems, including people with disabilities, so that they can organize their lives through the communication and collaboration of many institutions.

Let's start with the priorities and stages of the case management process. The most important objects in this process are the case manager and the client. A case manager is a person who informs, advises, supports, but also interferes, corrects and evaluates. He motivates the client, controls the entire process - manages him in the sense of professional assistance. The client cooperates and achieves the set goals.

It seems to us that the criteria for selecting people for case management should be as follows:

1. A very difficult life situation of a person, for example, lack of qualifications, disability and age over 50;
2. To solve the human problem, the help of more than 10 institutions is needed;
3. There are no existing procedures for solving the problem;
4. A person cannot solve his problems alone;
5. A person who wants to work with a curator.

A person who has the right to use the case management method, together with the case manager, actively participates in achieving the set goals by implementing individual stages of the case management process.

Let's dwell on the stages of the management process:

1. Search for a case. Identifying a case (a person began to participate in the case management process, undergo an interview, concludes a contract).
2. Exam. Assessment, diagnosis, carried out together with the client, includes the identification of the problem, the analysis of the strengths and weaknesses of the client).
3. Service - plan. Planning consists in creating an individual action plan together with the client, taking into account the client's needs and communication channels.
4. Connection. (involves cooperation with institutions that can help solve the client's problems, which will allow him to use the various services available).

5. Monitoring. At this stage of the process, the client's progress in achieving the set goals is observed; this stage lasts the longest - up to 2 months; at this stage, other, previously unknown problems may also arise, as a result of which it becomes necessary to return to the starting point, i.e. point 1.
6. Assessment/ withdrawal from the working alliance. Assessment / exit (process should be completed in 12 or 24 months). [6, p.34]

In order for the case management process to bring the desired results, it is necessary to build a trusting relationship between the case manager and the client, which allows them to participate honestly and conscientiously in the process. In the process of case management, the case manager works with the client in the first three stages, and from the fourth stage he works with other institutions to help the client solve his problems, the presence of which does not allow him to return to full functioning in society. [6, p.36]

Objectives that can be achieved after using the case management method should include:

- › increasing the motivation of clients to make constructive changes in their lives and taking responsibility for them;
- › changing the attitude of clients from passive to active to improve their situation;
- › improving the quality of life;
- › improvement of the housing situation;
- › increasing self-esteem through self-management.

The case manager works with no more than 70-80 people who are qualified in the case management process, which is successfully used, for example, in the German system in employment offices and universities.

Case management is about providing individual support to people in difficult life situations. He focuses on working with multi-problem clients and providing them with comprehensive support. Tasks within the case management process are completed within 12 or 24 months by the client and the curator. Their implementation is based, in particular, on the principle of trust, which contributes to the transparency of the parties. The introduction of the elements of the methodology of doing business in work with unemployed persons with disabilities should be carried out according to a unified procedure that allows maintaining the integrity of the activities of individual employment offices.

The proposed procedure involves the following steps:

- a) selection of candidates for the client and qualifications for support;
- b) diagnostics, assessment of needs and goals;
- c) planning of activities;
- d) implementation and monitoring;
- e) evaluation.

Persons with disabilities registered with local labor offices do not form a homogeneous group. Therefore, it is necessary to determine the criteria for selecting people for support in the form of work using the elements of case management.

The first stage is the initial selection of people who will be referred to the client's consultant as a case manager. A person who has passed the certification procedure must meet the following criteria:

- a) confirmed disability;
- b) the status of long-term unemployed;
- c) lack / outdated or inadequate qualifications.

The second stage is the initial interview, communication with the client by the client consultant. Its purpose is to provide information on the possibility of support in the form of work using the elements of case management. The conversation should include:

- › determination of the method and used elements of case management;
- › providing information about the possibilities and limits of support;
- › an indication to the client of discrepancies in the perception of the goal;
- › an indication of the rights and obligations of the client.

Conducting an initial interview will facilitate an informed client's entry into the qualification process. An important aspect of working with a case management approach is that the client expresses his will to work and takes an active part in the actions taken. [4, p.28]

Persons moving to the next stage must fill out a declaration. This could be at the end of the initial interview or at the first qualification meeting.

The third stage is qualification for support in the form of work using the elements of case management. It is carried out by analyzing the situation of a

disabled person by a client's consultant in order to determine the complexity of the problems and the need for interagency cooperation to solve them. The main communication method of work will be an interview conducted on the basis of the Client's Situation Assessment Card - questionnaires, interviews, qualifying a disabled person to receive support in the form of work using elements of case management. [4, p.36]

To facilitate the interview, it is necessary to develop a manual with practical advice. This Manual should, in our opinion, consist of the following parts:

1. Part I: General information about a person.
2. Part II: Personal situation of the client:
 - 2.1. Professional situation;
 - 2.2. Family status;
 - 2.3. Health status;
 - 2.4. Problems arising from mental barriers;
 - 2.5. Problems arising from social barriers;
 - 2.6. Problems arising from physical obstacles;
 - 2.7. Problems arising from economic barriers;
 - 2.8. Problems arising from institutional barriers.
3. Part III: Needs and expectations expressed by the person during the interview.
4. Part IV: Assessment of the situation of the disabled person - the result of the qualification procedure. An important aspect of determining the client's situation is analyzing the current status and considering the client's problems over the past 6 months. [7, p.32]

Based on the interview, the client's consultant responsible for qualifying people with disabilities for support in the form of work using elements of the case management methodology will identify at least 5 aspects of the qualifications that determine the problem situation.

They should include:

1. minimum 1 aspect in each of the following areas:
 - a) disability (for example, savings, social isolation, additional financial burden);

- b) long-term unemployment;
- c) lack / outdated or inadequate qualifications;
- 2. at least 2 aspects, including the following areas:
 - d) problems arising from mental barriers (for example, self-isolation, isolation from the world, broken contact and communication, broken personal relationships, withdrawal, self-doubt, low self-esteem, impaired self-esteem);
 - e) problems arising from physical obstacles (for example, architectural in terms of adaptation to independent functioning; transport, communications);
 - f) problems arising from economic barriers (for example, lack / inadequacy of financial resources to meet daily needs: housing, food, clothing, etc., debt, threat of homelessness, homelessness);
 - g) problems arising from institutional barriers (for example, lack / restriction of access to an institution, knowledge about the impossibility of obtaining support).

The analysis of a person's situation should include information obtained from the individual elements of the conversation.

The aspects referred to in point from a) - c) should fall into categories e) - g), since a certificate of disability, long-term unemployment status and absence / outdated or inadequate qualifications are the main criteria for starting the qualification process for support in the form of work using elements case management method.

It should be emphasized that inter-agency cooperation is required to address client issues identified during the qualification process. In addition, the case management justification for the need to provide support should indicate the impossibility of solving the client's problems using standard methods of working with an idle client. It is assumed that at least 2 meetings are needed to decide on the qualifications of a person for support in the form of work using elements of the case management method. The end result of the qualification performed will be a decision regarding:

- a) Support in the form of work using elements of the case management method;
- b) Coverage by standard support. [5, p.43]

Unemployed people with disabilities who, as a result of the qualification, received the qualification of support from a specialist, will be referred to a client's consultant, working using elements of the case management method. This employee works comprehensively with the client, guiding him through the subsequent stages. He makes a diagnosis based on an in-depth analysis of the situation of the disabled person in order to provide him with adequate support.

The main method of work will be an interview based on a questionnaire - a card for working with a client - an unemployed disabled person. We emphasize the important role of support in the form of work using elements of case management together with the Guide.

This Guide should be consist in 3 parts:

1. Part I: Diagnostics of the client's situation (family, health, professional, housing, financial, social and psychological state);
2. Part II: Determining the needs and expectations of the client;
3. Part III: Determination of goals and institutions that contribute to their achievement. If needed, the client counselor as case manager can use other tools used in client work to complement diagnostics. [6, p.39]

During the first meeting with the client consultant acting as the case manager, it is necessary to conclude an agreement between the client consultant - the curator and the rehabilitation therapist.

The document defines the terms of cooperation in the implementation of the support process using elements of the case management method. The signing of the contract obliges us to cooperate intensively in accordance with the provisions of the implemented working method. An in-depth diagnosis of the current situation is the starting point for the entire case management process. [6, p.41]

Familiarity with psychophysical, family, professional and financial conditions helps to identify important problems of a given person, for the solution of which he needs help. Knowing the difficulties and capabilities of a particular person, a rational assessment of the needs of a rehabilitation therapist is made.

Rehabilitation work, the expectations of an unemployed disabled person will help to systematize further work. The last point of diagnosis is the definition of goals and institutions that help in their implementation. Clarification of goals will occur at the next stage - planning activities. It is assumed that the work at

this stage of the case management will be carried out for at least 3 meetings.

The initial definition of goals by the client occurs when defining the needs and expectations of the client. At this stage, the actions necessary for their implementation are checked and specified. The work is based on personal planning of actions.

Personal action planning is the result of the work of a case manager and a rehabilitation therapist, expressed in writing. It contains general goals that need to be implemented at individual stages of the process, activities and timing of their implementation. A case manager monitors the progress of each stage. When the goals set at each stage of the process are achieved, the client consultant, acting as the case manager, confirms in writing the implementation of the planned activities that contributed to the achievement of the goal. This makes it possible to move on to the next stage.

During the planning and implementation phase, it is important that the client's counselor, acting as the case manager, collaborates with institutions that can help solve the client's problems. That is why it is important to establish responsibility for the implementation of individual points of the plan between the case manager, the client and, possibly, other persons / institutions involved in its implementation. By assigning tasks to be completed in the process of cooperation, the therapist is active in the process of doing business. This gives him a sense of free will, increases self-esteem and allows him to be a creator of action.

The case management process is a form of support for people who are unable to resolve their own situation on their own. It is structured in such a way that, thanks to the division into stages, setting goals for implementation and constant monitoring, it is possible to make changes in the above ranges in case of additional difficulties (for example, deterioration in health).

Evaluation is the systematic review of a personal action plan against accepted criteria in order to improve, develop or better understand it.

The cornerstone of any consultation process aimed at supporting a person in a difficult life situation is the principle of "partnership" with set rules for both parties.

The basics of work are:

- cooperation;
- agreement with the established rules;

- the trust; the client must trust us to freely talk about his personal, family and financial situation;
- self-assessment of the client of what he thinks to do or what he would like to do, at the same time the assessment of what he has, among other things, experience, qualifications, education. [3, p.22]

The client's assessment should be carried out in a comprehensive manner with all aspects of life, it can be confirmed by the assessment or opinion of the doctor, but the most important thing is the knowledge that the consultant has accumulated. No complicated clients. There are only those for whom there is not enough skill and skill. The attitude towards the client completely depends on us.

It should be remembered that the client is the same person as we are - he is experiencing family problems, financial problems or health problems. Irritation and perception of the client as capricious and picky negatively affects the relationship built with him. First of all, it is important to understand that each person is a specific person. We can achieve excellence in customer service by applying the following features:

1. Respect. Treat your client the way you would like to be treated if you were a client. Respect is the foundation for increasing customer satisfaction and loyalty.
2. Willingness to cooperate. Clients prefer to avoid contact with anonymous bureaucracy. Instead, they want long-term contact with someone who knows them and their problems. Too frequent change of people who contact them scares them away from sincere cooperation.
3. Professionalism. Experience and skills required to work with a client in a particularly difficult life situation.
4. Flexibility. Lack of flexibility on the part of the case manager can impress the client that he does not solve his problems, but only offers standard solutions.
5. Participation in solving problems. The ability to make decisions, i.e. make decisions in moments requiring decisions; making decisions together with the client, and, if necessary, on his behalf; deciding on the necessary cooperation with other institutions. [5, p.24]

In connection with the above, it is extremely important to build a trusting relationship with the client. This trust is built on the demonstration of the

client's consent, i.e.:

- › he has the right to demand explanations;
- › doubts may arise;
- › may not know the rules;
- › can claim their own opinion.

The client must consider us to be reliable and this is facilitated by constant communication, dynamism, commitment and kindness towards the client. On the other hand, communication barriers that prevent proper contact with a client are behaviors that can be assessed as: evaluation, generalization, coaching, interruption, blaming, rushing, excessive questions about personal life, threats, etc.

Moreover, the counseling process takes into account the existing competencies - what we know and can do, as well as the skills of interpersonal communication: kindness, openness, initiative, communication, sincerity, compassion, concreteness.

Mastering the basic elements of case management communication and using them in everyday work with a client will improve cooperation, support the process of getting to know the client's situation and performing the necessary actions. Communication is the foundation of social interactions and relationships. It creates, strengthens and supports the psychological well-being of every person. Man is a sociable being, as well as a thinking, emotional and social being.

A modern person who wants to navigate correctly in a social network cannot afford to ignore the basic knowledge that underlies the construction of correct relationships between people. Thus, the way the curator communicates with the client has a significant impact on further collaboration and decision making.

Required competencies of a case manager:

- a) Positive attitude. Without a positive attitude, it's hard to show a client's willingness to help, so self-control is the real strength. Many people think that being strong means having power over others, but in fact, the biggest power is power over yourself. There must be enough strength to help others.
- b) Professionalism of case managers. This requires not a change in personality, but the development of appropriate skills and character traits. The best we can do in terms of personal development is to assume

that every person we meet is our teacher, and every situation is a lesson. To broaden our horizons, it is helpful to look at ourselves the way we look at others, and vice versa. If we understand that we are all people who are trying to live our best life, we will change our attitude.

- c) Active listening, necessary to recognize the client's current situation. It consists not only in listening carefully, but also in rephrasing the statement to make sure that we understand its content well and are able to state it;
- d) Responding to customer bookings. Reservations are a natural sign of customer interest; people perceive, discover and create their reality based on the maps they hold in their minds. For this reason, it is only natural to attribute your beliefs, values, and fears to others. Consequently, a case manager or customer service consultant for special tasks, trying to influence customer behavior, must ask more questions than answer and listen more than talk. [4, p.19]

Conducting a case management process requires comprehensive skills and interdisciplinary knowledge on the part of the people using this method.

Thus, an effective rehabilitation course for disabled people in a broad sense largely depends on the facilitator. The case manager takes on the role of activity coordinator, coach, mentor, representative, broker and breeder. These functions ensure the comprehensiveness of the assistance provided. The case manager acts primarily as the coordinator of the activity. By controlling the course of the process, he brings the client closer to the available institutional resources. It involves specialists and public charitable organizations that are adequate for the situation of the student / ward. For example, a dependent client is referred to a narcologist, and a disabled person is referred to an appropriate institution where he can receive specific assistance. Coordination refers to the use of all available resources to serve the client. Help is individualized rather than schematic, tailored to needs and therefore more effective.

The case manager is negotiating with business entities to create jobs for people with disabilities. In addition, his knowledge of the local community is appreciated during consultations on development plans for the area. The case manager also acts as a coach, whose task is to prepare the client for independent and independent action.

Changing attitudes towards life and problems is essential in striving to change your attitude. The coach is motivated to change in order to get out of the situation of helplessness and powerlessness. Every noticeable progress,

the slightest influence of one's own activity can have a positive effect on the further progress of work with a person in need of support. The client must not only test his own effectiveness, but also skillfully create a vision for his life. It is about developing the concept of life and consciously shaping the changes taking place in it. Under the influence of the case manager as a mentor, the client takes responsibility for himself, demonstrating an active attitude towards the problems he is struggling with. The changes introduced must be specific, strictly defined and relate to the possibility of changing the current situation.

Complete independence from this person and the awareness of how to manage your life is the priority goal of the coach's influence. The trainer does not offer ready-made solutions, but supports in making decisions and finding alternatives to solving this problem. Its influence helps to clarify the goals and motives of the client. Moreover, it teaches the rational management of your own budget and cost planning. [8, p.27]

The use of coaching methods should lead to personal development and to overcome their own problems and weaknesses. The client must be ready and motivated to change his life. Going through the stages, he seeks to achieve a set, clearly defined goal, using possible options for action. There is a partnership between the case manager and the recipient. [8, p.31]

Taking on the role of a mentor helps you focus on unlocking and developing the potential of the person. It is believed that the mentor should have extensive knowledge and experience that can be helpful in the client's situation. He not only advises and inspires, but also serves as a role model. The client takes the position of a "student", acquiring knowledge following the example of a teacher. Mentoring is the development of his skills and competencies. The case management process takes place at both the personal and institutional level. To protect the interests of the client, the case manager acts as a lawyer. A power of attorney is reduced to a purposeful and methodical procedure in relation to all persons, institutions or organizations involved in the process of conducting a case.

Often people in need of assistance are not aware of the legal provisions, therefore they do not know their rights and do not know how and where they can get specific assistance. Representing the client's interests has a positive effect on his situation, as evidenced by the availability of resources and the quality of the services provided.

The Ombudsman treats the client correctly, using all available means, as well as the capabilities of the case management method. He conducts mediation

and negotiations, coordinates the entire process, seeking to improve the fate of a person lost in the socio-economic system. The intervention of an authorized representative in the life of his ward should lead to changes in the broader context in which the needs of the individual will be noticed by the state system. The Ombudsman tries to look at the world from the point of view of the ward in order to understand his behavior and attitude towards the emerging difficulties in life.

The role of the attorney is manifested in providing the client with real resources for the actual exercise of his rights. This role prevents the escalation of problems and limits the emergence of new crises, while alleviating dysfunctions that cannot be corrected.

The case manager, as a broker, acts as an intermediary in choosing the best offer for his client. It monitors the market of services available to the client and the changes taking place in it. Among others, he is looking for providers of social and medical services, the offers of which are the most advantageous. The choice is objective and depends on the proposed conditions. The selection criterion is the quality of services, taking into account the degree of satisfaction of the individual needs of the client-rehabilitator and his ability to use this service. [1, p.18]

The difficult situation of a person leads to the fact that he does not protect his interests, focusing on the current situation and not paying due attention to the quality of the services offered to him. The facilitator's role as a facilitator is to prevent adverse events in similar cases. The broker prefers to combine the services provided by different organizations in order to achieve high efficiency at the lowest possible cost.

No less important from a formal point of view is the real possibility of long-term state financing of services. [3, p.25] It is based on the rational management of resources and the provision of services to authorized persons. This task puts the case manager in the role of a breeder, who is engaged in the adequate choice of goals, means and people.

The choice made is to serve social justice in access to benefits and services. The breeder carefully checks the options and comes up with a professional and optimal response. This applies to the situation of people for whom early intervention leads to later savings.

In some circumstances, investing earlier can prevent long-term negative consequences, leading to much higher costs in the future. The multifaceted nature of the help of a professional case manager lies in the performance of the

described functions.

The field of activity is extensive, therefore the client consultant in the lead role should be familiar with the provisions of the legislation on rehabilitation and the rights of people with disabilities, as well as with their psychophysical abilities and limitations. It is necessary to be aware of the availability of communication channels and other resources of individual government agencies and public organizations.

In turn, knowledge of the region and the local labor market and services is the basis for planning related activities. Thus, the tasks of a specialist using the elements of case management in working with people with disabilities are related to the availability of knowledge in various fields.

The most important are:

- › knowledge of the method (idea, assumptions, application, work algorithm),
- › knowledge of institutions that may be part of a collaborative network, for example, welfare centers, institutions supporting people with disabilities (main tasks, scope of activity / skills, location, etc.),
- › knowledge and skills in working with people with disabilities,
- › knowledge and skills in using various work tools (for example, in the field of career coaching for a disabled person: ways to search for professions that take into account various aspects of disability or questionnaires of professional aptitudes for people with disabilities, including those with intellectual disabilities). [7, p.38]

The introduction of case management elements for working with people with disabilities in employment services can be based on professional experience and significant training of employees working with people with disabilities.

This requires familiarization with the specifics of the case management method and advanced training in this area.

The case management method, effectively used in Western European countries, gives excellent results. First, it is complex, and the client is not left alone. Thanks to the analysis of his needs, through their systematic fulfillment, the employee has the opportunity to bring his client to the effective implementation of the main goal - to bring the unemployed disabled person to the labor market.

The versatility of the method allows it to be used in various types of institutions, for example, in the field of health care, social welfare and employment services.

This scenario is a collection of case management knowledge. It is also an attempt to answer the question: how to use the case management method in working with people with disabilities registered with local employment offices? People with disabilities have the opportunity to use various services offered by a wide range of institutions, for example, public employment services, social protection centers, various societies for vocational rehabilitation of disabled people. It is important that the support given to them is determined by the identified needs.

Analyzing individual definitions of case management, one can point out the main functions of this approach to working with a client:

- › the need to take into account the needs of customers in the support process;
- › the choice of the scope of support for the needs of customers;
- › continuous monitoring of the support provided in terms of efficiency and effectiveness. [6, p.34]

The ideal of case management is cooperation of institutions on an individual basis, in order to choose everything possible and necessary to achieve the goal specified by the client.

It may be worth considering amending the legislation to allow for more individualized methods of working with the unemployed disabled person.

The case management method assumes an individual approach, taking into account the needs and capabilities of a rehabilitation therapist. This method allows for the development of effective principles of cooperation, taking into account mutual respect and creating an atmosphere of trust, which is extremely useful in the situation of disabled and unemployed.

The transfer of the case management method to the employment promotion sector is possible after the acquisition of the necessary competencies by future rehabilitation therapists.

An important element of cooperation with a client is that the therapist has basic communication elements and their use in daily work, which will lead to better cooperation and support the process of getting to know the client's situation and taking the necessary actions. Case management is an extremely interesting method that can find a huge base for its implementation and application in employment offices, because a large group of our clients are people with many problems in various spheres of life that we cannot solve at the level of just one institution.

A holistic approach to the client is the right concept, as we know from experience that it is impossible to focus on the professional activation of clients who have many problems in different areas of life. The implementation of the case management process requires comprehensive skills and interdisciplinary knowledge of people using this method. [2, p.12] Therefore, an effective rehabilitation course for disabled people in a broad sense depends on the rehabilitation therapist. The case manager plays the role of coordinator, coach, mentor, representative, broker and selector. These functions ensure the comprehensiveness of the assistance provided. The case management method should be based on a partnership between the therapist and the client, which will allow you to quickly focus on unlocking and developing the potential of the ward and increasing his competencies. Implementation of the case management method in general can have a positive effect in terms of quality service for clients with disabilities and groups that are difficult to connect. An individual approach to a client and a large amount of time spent on the formation of attitudes, behavior and awareness of “I am a future employee” create a real basis for the subsequent success of activation, starting and keeping work. [8, p.17]

Taking into account the current differences in the legal, financial and, above all, the cultural and social environment in which this method is used, it is not yet possible to fully implement the case management method. For this to happen, a number of changes must be made. The case management method can be implemented if the corresponding position is allocated in the structures of the employment office. We have well-trained career counselors and psychologists who can accompany the unemployed in the process of getting out of a difficult life situation. However, one-to-one work with a client is limited by job cuts, the involvement of career consultants in the current unemployed service structure, and bureaucracy.

Collaboration between agencies also needs to be coordinated. The case management method can only be used with an appropriate organizational structure, involving the cooperation of labor market institutions with other bodies for its effective functioning. The introduction of the case management method requires far-reaching organizational and legal reforms. [3, p.39]

At the moment, interagency cooperation is limited by many provisions that legally determine the functioning of this institution.

For example, the Personal Data Protection Act, which guarantees us the right to privacy, may prevent this method from being implemented in practice. Employment bureau staff, despite the relevant experience, are not large enough to cope with such a problem.

The legal environment is not flexible enough to adapt to the individual client's situation. In our country, it is also difficult to talk about effective cooperation between employment services, social protection centers or non-governmental organizations.

Unfortunately, many activities of these institutions are duplicated, because there is not enough information exchange between them, and system solutions for communication between these institutions are imperfect or not implemented. In Western Europe, this obstacle was removed due to the ideal development of the IT network, as well as the precise definition in the law of the scope of responsibility of individual labor market institutions in relation to a specific client. [1, p.33]

The great advantage of case management is that the client can use the services provided by different types of institutions. The client has the opportunity to take advantage of various support activities in the right form and at the right time. He is not a passive person devoid of influence, but is committed to solving his problems.

The indisputable advantage of the case management method, of course, is an integrated approach to the client, eliminating all obstacles on the way to employment, drawing up a comprehensive action plan, taking into account the interaction of all necessary institutions or organizations, which will help the client overcome a difficult situation.

Also, one should not forget about constant monitoring of the progress of work with equal involvement of all parties involved in working with the client. Another advantage from the client's side is the time spent on activation. The downside of the institution is the time it takes to work with the client, to strengthen his attitude and return him to the world of work, where it is not always possible to achieve success despite positive negotiations at the beginning of the journey with the client.

It is also difficult to visualize mental changes in the client's perception through the prism of many institutions. This is a long-term process of strengthening the cooperation of many departments, often independent of each other, which must understand that our common goal is to activate the client. Until now, it was possible to observe duplication of activities of many institutions, which did not bring any results, and in fact the client was stuck in his situation, with his problems.

The situation of the clients of social service institutions is very difficult in terms of meeting their needs and accessing the necessary services. These difficulties

arise from a multifaceted complex situation in which people and their families are waiting for support. Many overlapping problems create a source of unmet needs that the client addresses to many institutions. In fact, in our country, aid agencies operate within the framework of their sectoral objectives and competencies. Thus, in the case manager model there is no employee who could manage the general situation of a client with disabilities. [4, p.42]

Management of the general situation with an individual approach to the client, as well as case management as a formula for coordinating services and activities of social services requires communication, cooperation and coordination of many subsystems, as well as government services and other services, government agencies in the field of social policy and social security, labor market, health care, education or legislation. In our conditions, this is a new concept, and it is difficult to implement it in practice.

Literature

1. D.A. Kurabtsev D.V. Lyfytsev Yndyvydualnoe Soprovozhdenye (Case Management) Kak Forma Sotsyalnoi Raboty V Oblasty Okhrany Psykhycheskoho Zdorovia (Yz Zarubezhnoho Opyta) <http://www.phil.gu.se/sffp/reports2/13.%20Kurabtsev.pdf>.
2. Kurkchy M. I. Zastosuvannia Keis-Menedzhmentu V Sotsialnii Roboti V Sferi Zainiatosti Naseleennia. <http://eir.pstu.edu/bitstream/handle/123456789/19661/%D1%81.%2084-89.pdf?sequence>.
3. Yu. V. Todortseva Keis-Menedzhment Yak Metod Sotsyalnoi Roboty V Protsesi Pidhotovky Profesiino Mobilnykh Maibutnikh Fakhivtsiv Sotsyalnoi Sfery http://pedagogyjourn.kpu.zp.ua/archive/2020/69/part_3/29.pdf.
4. Por. T. Kaźmierczak, M. Rymśa: Case management jako formuła koordynacji usług społecznych i innych działań służb publicznych - przypadek aktywizacji zawodowej i społecznej osób niepełnosprawnych - artykuł do publikacji pokonferencyjnej - konferencja Instytutu Socjologii UMK i Sekcji Pracy Socjalnej PTS, „Wyzwolenia aktywnej polityki społecznej i profesjonalnej pracy socjalnej a kształcenie służb społecznych w Polsce i na Słowacji, Toruń, 28-29.06.2010.
5. Nowe kierunki i tendencje w organizacji i zarządzaniu pomocą społeczną, pod red. A. Skowrońskiej, Warszawa 2013, s. 38-39.
6. Poradnik Elementy metody Case Management w pracy z klientami z niepełnosprawnością w publicznych służbach zatrudnienia województwa śląskiego, konsultacje naukowe B. J. Ertelt, M. Mirowska // Wydawnictwo Grafpol, Wrocław 2015.
7. Mariola Mirowska. Innowacyjna formuła prowadzenia przypadku <http://dlibra.bg.ajd.czyst.pl: 8080/ Content /2743/177.pdf>.
8. E. Trafialek, O nowy model pracy socjalnej, „Praca Socjalna”, 2007, nr 3, s. 29.