* Ashley applied for the Operations manager position vacated by Paige, but ultimately they decided on an external hire
* Ashley applies for the CS manager position
  + She is told that she was one of the top candidates
  + Ops decided that Ashley was great and did not want to lose her and needed to keep her in operations
* Ashley is offered a promotion and raise
  + Her duties in this new position were not defined other than she would report to Kellie and be over Transfers and CIP as well as Inbound operations
  + She was told that she was taking Lina’s position because Lina no longer wanted to be a team lead
  + Ashley expressed concern with these changes right before busy season
* Lina was given the position of Bulk Transfer Coordinator (new position)
  + No duties were outlined other than Ashley would help get Lina up to speed and Lina was to report to Kellie not to Ashley
* Kellie leaves for two weeks
  + Lina is also out during this time
  + Ashley is left in charge to run things with no training or direction
* Nate leaves operations and Kristi is hired
* UAT training for DMS/ Grouper starts and last two weeks
  + Ashley had very little involvement with her teams during this time
  + Ashley again expresses concerns with her and Lina’s training
* Testing for grouper started
  + Ashley was involved for a couple days until Kellie had her pulled back up stairs
  + Kellie needed her help with the day to day operations
  + Lina is asked to join Kellie for the testing
  + Ashley informed them both of the issues that she had encountered already in testing and that it would impact the workload greatly if not fixed.
  + She was told that they would handle it (issues present in production today and quadruples the work for inbound operations)
* Grouper is completed and Ashley is asked to help train Lina on bulk transfers
  + Her duties in her new position have not been identified yet
  + Ashley received no training on the inbound processes from Lina or Kellie
  + Ashley learns what she can by doing side by sides.
* SLAs for inbound operations are changed to accommodate RA in grouper
  + Inbound operations for grouper was 48 hours MS/CS and RA was 24 hours
  + There is no way of separating the two so SLA for ops changes to 24 hours
  + Ashley expresses concern telling them that they would need more people
* Issues begin with Bulk Transfers
  + Lina complains that she was not trained accordingly
  + Ashley is blamed for issues and doing a poor job training her (Ashley trained for months and Paige still was involved throughout the busy season last year)
  + Ashley continuously expressed concern of not being involved in Bulk Transfers and Kellie said that she and Lina will handle them
* Busy season begins and SLAs start to become concerning
  + Ashley is told to focus on grouper and that is the priority
  + Ashley informs Kellie of the Card returns and that she needs help getting them processed
  + Kellie informs her that she will work to get her help
* Starting before and throughout the busy season Kellie sends ops team members to so side by sides with RAs
  + Ashley informs Kellie that this is a mistake and that she cannot afford to have her team members taken for side by sides
  + Kellie informs her that she should not worry about it
* CIP broke for several days and Ashley did everything on the PnP to resolve the issue
  + PIMs reached out to Ashley and Kellie asking why a group had not been run through CIP, Kellie asked Ashley to respond letting them know that CIP was down, but they had Data Ops resolve it
  + Kellie asked Ashley if CIP had ever broken so many times in a row and what else could be done, Ashley told her that she would normally go to her Manager for advice
  + Carrie asked if this was an issue that needed to be brought up in Service Huddle, Kellie asked Ashley what Service Huddle was, Ashley didn’t know, so Kellie had Ashley call Carrie to reassure her that CIP was resolved although it was not
  + Ashley got blamed for CIP being down for so long
* Ashley starts to stay late to help her team out, frequently until 6:30 or later
  + Managers work normal hours
* Ashley receives an email from Vaughn that Ambig Match is broken. Kellie was copied on the email
  + Ashley’s team had just received the new ambig match report less than a week prior to the email
  + Ashley replied to the email and said that she would work on getting the ambig matches resolved (she couldn’t ask her team to help because there is no bandwidth)
  + Ashley continues to keep Vaughn updated with progress as it takes a few days to finish
* Ashley’s team member had an outburst against Kellie during a team huddle
  + Ashley was blamed for the team’s disrespect for Kellie although Ashley attempted multiple times to try to bridge the gap between Kellie and her team by suggesting spending time with them and getting to know them better, understanding their processes, and listening to their ideas
* Ashley was placed on a verbal warning for not escalating missed SLAs, bulk transfer issue, the ambig match issue, and the CIP issue

1. exceptional in character, extent, degree; remarkable
2. worthy of notice or attention; outstanding
3. notably or conspicuously unusual; extraordinary

Ashley understands that she definitely could have communicated better with her leadership. In many of the instances, she didn’t because her direct manager was copied on the emails and Kellie had asked her about the issues. Ashley and Kellie had conversations about them. Ashley raised concerns for SLAs in morning huddles and she was told that Grooper was the number one priority. Ashley tried multiple times to explain that the teams have additional tasks and that they each are important and Kellie seemed to brush that off. There were multiple times that Kellie would pull people off of the Transfer & Enrollment team while those SLAs were behind to help out in Grooper even though Ashley would protest. The returned cards and stop payments were in plain sight in the mail room and Kellie was in there every day. She knew where they were kept and could see them continue to collect. She tied to claim that the Inbound Ops team did not work any returned cards in the month of December (also on Ashley’s verbal), but they processed over 6000. Ashley sees now that maybe she should have used different language. Something much more clear and concise. At the same time, she felt she had no options as Kellie had said multiple times that she was the Manager and she had the final say.