

University of Wales Trinity Saint David

Problem Solving and Decision Making

BMSW4004

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Introduction

The problem that is evident within Rank Group is that the existing employees are not getting higher salaries through their experience. However, without much experience, new employees are earning higher wages. This problem is needed to be solved. The reason is when the situation prevails within a company, the focus of the employees and the employer transfer in issue, and the chaos leads to the reduction of productivity. The present assignment is about identifying a problem and finding out solutions to solve it.

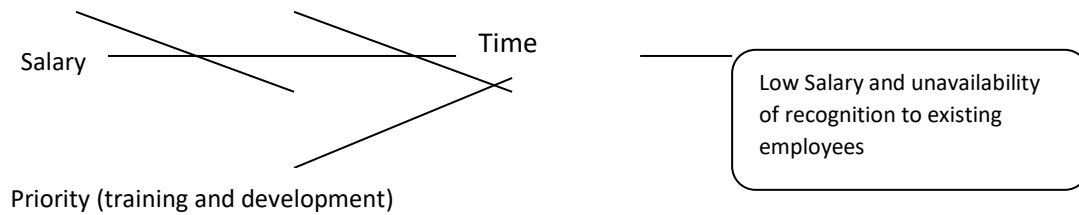
Rank Group is a famous gambling firm in the UK with almost 9000 employees. It is existence shown in cinema until 2006. The company serves its products/services in Belgium and Spain as well. As per a report of 2019, its annual revenue income is around £695.1 million.

Workplace Problem

The problem that is prevalent in Rank Group is that the new employees lack experience; however, they are getting higher salaries than the existing ones. The impact of this problem is that it has raised the dissatisfaction level among the current employees. Moreover, existing employees lack the motivation to work hard. Therefore, the productivity of the company is on the verge of reduction. A company could run well if the innovative ideas of the new employees and the experience of the exiting employees used collaboratively. However, in Rank Group, the collaboration of the employees' efforts and skills are not done. Therefore, the disagreements among the existing employees have increased, and the workspace has become chaotic.

Analyzing information

The fishbone diagram can be used to segregate the impact and cause of the problems that are prevalent in Rank Group-



Impact of the problem- The problem as per which Rank Group provides more salaries and recognition to the new employees than the existing employees gives rise to substantial adverse impacts. The workforce is unable to cooperate as the salary differences have started to increase a dissatisfaction level among the exiting employees. This has made it hard for them to collaborate with new employees. That's why the company's productivity is decreasing, and the employees are decision-making process has slowed down as they are unable to come to a specific agreement while doing their tasks. As an impact, the existing employees might leave the company if they continue to get low salaries and low recognition (Holyoak, 2018).

Cause of problem- The fishbone diagram shows the grounds of the problem. The company is focusing on the lack of innovative ideas among the exiting employees rather than focusing on their experiences (Rouse, nd). The time segment shows that the existing employees' opinions are not updated. That is the cause for which their skills are not seen at the time. The segment shows that the salaries that were set up in the earlier times were based on the value of money and the expenses. The value of money changed with time, and therefore the new employees have been able to get more money due to the growing experience and the change in the importance of money. It has caused a hike in the new employees' salaries. The priority segment explains that the company does not focus on the existing employees' training and development programs as they can save money by recruiting updated new employees. Therefore the current employees are unable to develop their innovative ideas which further leads to their lower salaries (Duncker and Lees, 2019).

Range of alternative solutions

The solutions that could propose for eradicating the problem prevailing in Rank Group discussed below-

Providing progress opportunities to existing employees- Rank Group needs to arrange training and development programs for the existing employees. The training programs need to take tests of the employees and teach them about new techniques and technologies. The training programs should involve information about the latest business strategies and methods. Rank Group must create teams with new and existing employees. The team will provide with tasks and other group activities such that they can interact with each other openly. The members of the team will be provided with functions as per their skills and knowledge (Boogaard, nd).

Regular reviews- Rank Group needs to provide proper checks on the employees' performances. The management needs to interact with both new and existing employees about the ways they can change their working style to develop their performances (insightsforprofessionals.com, 2019).

Evaluation of alternative solutions

The solutions mentioned above evaluated below to explain their effectiveness-

Solutions	Pros	Cons
Providing progress opportunities to existing employees	1. Training programs will help them to learn new techniques and develop their talents and skills. The training and development programs will allow them to brainstorm	1. Progress opportunities like training programs for only existing employees will create chaos within new employees as they

	innovative ideas like new employees. 2. Working in teams will help the employees to collaborate their experience and ideas. It will further help them to learn teamwork skills, and they will be able to make better decisions. It will help to create a unified workspace, and it will increase the productivity of the company. This will help to focus on their specific talents and skills (Baker, 2017).	might feel that they ignored. 2. The expense of the training programs will be huge. 3. Team tasks might create huge chaos as the perceptions of the new and exciting employees will not match (asset-wisdom.com, 2018).
Regular reviews	1. Performance reviews will help the employees to know their mistakes and develop them. 2. This will even help them to learn from their mistakes, and they will be able to know the type of development they need. It will reduce the dissatisfaction among the employees.	1. The employees will feel that by the review and evaluation process, the management is intervening in their jobs. 2. The employees' work will be late as they must change the methods and techniques that they have repeatedly been using which will make them unable to meet the deadline (Tsigilis and

		Grammatikopoulos, 2016).
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Implementing the solution

The issue indicates a low satisfaction level among the old employees of The Rank Group caused due to lower salary and recognition than the new employees. While considering the issues, some of the practical solutions have been determined, and due to this, it needs an effective plan as well. The goal is discussed step by step below,

Step 1- Defining the goal: The goal of this plan is to pay attention to both the new and old employees accordingly. Thus, the plan sets its objective to make both types of employees satisfied while retaining them, as all the employees within the workplace are equally important.

Step 2- Assigning role and responsibilities: To execute the plan accordingly, the company will appoint an executive from the Human Resource department. They will set up a team of 5 company members. Thus, the company will involve different company members of other departments (Eldridge, and Mason, 2016).

Step 3- Determining the essential tasks: One will determine the budget while allocating the resources, one will discuss the metrics, one will prepare all the official documents, one will discuss the plan with the company stakeholders, and two of them will be responsible for conducting monitoring and review.

Step 4- Implementing the schedule: The appointed HR executive of the company will determine the plan completion date. In this case, he/she has decided to execute and implement the plan within two months. Through this way, the milestones of the plan will also be mentioned while keeping the employees on the right track and pace (McPhail, 2017).

Step 5- Allocating the resources: As per the resources, the company will need different types of help, starting from human resource to technological assistance. Thus, the plan will involve other departmental employees, the time frame of 2 months, the budget of £8000, new technical equipment such as MS projector along with software like Zoom, Expo and so on.

Step 6- Additional documents: Here, the company will attach a different type of documents, which will support the plan's effectiveness indicating

its success gaining capability. Thus, the company will attach past project executions along with the PDF of the strategic plan (blog.bit.ai, 2020).

Step 7- Defining the metrics: The plan will also involve some of the best measuring matrices to evaluate the success ration of the initiative to solve the issue. Thus, it will prioritize the financial gains through the plan involving increased sales. Other metrics will be conversions, value creation index, and hours lost to injury, and energy use, which will be helpful to apply the right strategy and track the progress of the plan.

Step 8- Project approval: The appointed HR executive for the execution of the plan, he/he will ask for the upper management for final permission before the ultimate implementation of the same strategy. Thus, the plan will leave space for a formal signoff.

Budget:

Particulars	Costs
App for performance evaluation	£1000
Employee salary increment	£3000
Employee training development	£1500
Group activities	£1500
Miscellaneous	£1000
Total	£8000

Communication plan to stakeholders

Before implementing the plan, The Rank Group must communicate the program to its different stakeholders. Due to this, the company will follow an effective communication plan to the stakeholders provided below,

Identifying the stakeholders: The company needs to communicate the plan with its prime stakeholders that both the old and new employees. Along with this, the company investors and suppliers and partners will be informed as well (Gregory, 2017).

Identifying the stakeholders' expectation: These stakeholders will be informed and well communicated as they have different expectations from the company. For example, the investors of the company expect that the company will earn more than the invested money.

Identifying communication necessity: As the expectation of the stakeholders is vital, they will be informed that the old employees are not satisfied with the company, as the new employees are getting a higher salary than them. The plan to resolve this issue will be well informed to the stakeholders.

Identifying timeframe: As per the timescale, the stakeholders will be informed about the plan before the implementation and submitting the final documentation (ROSEKE, 2019).

Identifying the way communication message will be conveyed: To convey the message, the company will apply digital media and thus, video conferencing and call, through Zoom, Google meet etc. It is so, as amid the pandemic situation these methods will be suitable to all.

Identifying respondents: The appointed HR Executive will take the responsibility of communicating the message of the plan.

Documenting the items: The items and components of the plan involving templates and brochures will be provided to the stakeholders (Meyers, Durlak, and Wandersman, 2018).

Monitoring and review techniques

Monitoring techniques: To apply useful monitoring tools accordingly, the appointed HR executive will take responsibility. In this case, he or she will be using different monitoring tools that will be categorized into three other parts that are technical, functional and business process monitoring (Chaplowe, nd). To meet all these categories, he/she will conduct the survey. Through this way, the company will gain more knowledge regarding the ongoing issue. Thus, it can evaluate the effectiveness of providing both training and development and higher salaries to the old employee can be assessed.

Review techniques: After applying the monitoring tools, the company will conduct an effective review process. For this reason, the HR executive will use software like Google Analytics to review the plan. Along with this,

the process of feedback exchange will be conducted. Through this way, the project will understand the ongoing perspectives of the employees regarding the issue.

Conclusion

Based on the mentioned issue that has been faced by The Rank Group, which is a gambling company based in the UK. As per the case, the report has discussed the problem thoroughly, analyzed the information, provided a range of solution, and evaluated alternative solutions. After this, the report has also implemented the entire plan so that the determined solutions can be applied. It has also communicated the project with the company stakeholders, and at last, it has monitored and reviewed the solutions and entire plan. Due to this, it has applied some effective monitoring and reviewing techniques to ensure better results.

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