



Problem Solving and Decision Making (BMSW4004)

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Problem Definition.

The purpose behind this report is analyse and provide a valid solution to the problem that I was able to target using different tools and techniques that I have learned during this course, like for example the observation of a situation.

I have been working for a company that has healthy fast foods with dining rooms established in all areas around London, as the front of house staff and back of house staff. Suddenly I have been able to notice that there was a huge problem with the staff who has a family, in fact, all the employees with children did not want to get any evening or night shift and obviously weekends. Consequentially the department of the company most affected by this problem was the sales department and the teamwork aspect.

At some point a conflict born between the two different categories of employees: on one side the employees with children who are demanding and pretend to get only mornings shifts and the other workers who are tired to close every night late nor never be off on weekends.

I think that the department that should be involved in the problem and the most entitled to take any further action is the HR. I suppose that what they should change is the way who they advertise the job been clearer with what the company is looking for in candidates and while they are recruiting, about the turnover of the rota, hence that the pub needs a fully flexible team been able to switch roles, duties, and shifts.

Most of the time team workers without children consider themselves as the part discriminated like they need to do all the worst shift because otherwise the employees with children, in particular women, start to complain or call in sick the week they got any evening/night shift using as an excuse the children. Lots of workers are giving the resignation because of that and the managers are not able to deal with the problem as it's the Human Resources Department that is entitled to hired people.

During my observation of the problem, I realized how the demanding attitude of some workers could create lots of collateral problems, for example: because workers are not happy to close every night and because closing, especially in hospitality, are always harder than openings, most of them start to do not complete all the task that they were supposed to do following the checklist leaving it for the morning team who will be unable to deal with the closing task and will procrastinate important tasks to do.

Evaluation the current situation and identify and define alternative solutions.

SWOT ANALYSIS

The SWOT analysis is an evaluation of the strengths, weaknesses, opportunities, and threats suggest the best action to take.

Strengths: Some of the employees want to rotate and learn different skills like opening or closing a shop. Different categories of employees that might connect with customers of different ages nor backgrounds or social levels.

Opportunities: Improve the communication between the team and management. Ends the conflict between employees creating a flexible rota. Improve the customer service because employees are happy at work. Increase Human Resources department's works. Create weekly meetings with the team. Have team members able to switch position because knows how to do all the task.

Weaknesses: Team members are not well trained and not able to do everything need to do. Negligence. Harassment between colleagues due to the conflict. Poor communication between management and team. Recruitment phase. Human Resources do not get involved enough.

Threats: Team members will not cooperate. The company could be accused of discrimination by employees. Increase of the conflict between the two categories. Management is not able to deal with it.

PESTLE ANALYSIS

The Pestle analysis is an evaluation of different aspects like all the political, economic, sociological, technological, legal, and environmental factors that are going to influence the situation; **Political:** people with kids get more benefits. **Economic:** losing customers because employees are not happy at work. **Sociological:** people with no kids have been discriminated against in terms of work shifts. **Technological:** not all the workers who get better shifts know how to deal with the tills' systems. **Legal:** because of the Equality Act from 2010 people with kids could complain about discrimination if they do not get the shifts that they want. **Environmental:** harassment between colleagues because of the conflict between the two categories of employees.

FISHBONE ANALISYS

The Fishbone Diagram is a visualization instrument for classifying the possible reasons of a problem. Basically, it combines the method of brainstorming with a type of mind map model. The Fishbone Diagram has four steps starting with **Identify the problem**: the main problem is the difference of treatments on the job place between people with kids and people with none. **The majors' factors involved**: problem with rotas, harassment between colleagues, no communications, discrimination, equality. **Identify possible causes**: Management gives too many advantages to people with kids, poor communication, the wrong style of recruitment, managers not being well prepared to deal with problems like this one. **Analyse the diagram**: The problem could easily avoid hiring only candidates who got the skills and knowledge likewise fit the role because they got the criteria established by the Company.

Define alternative solution

Solution 1: Improved the recruitment moment been clearer and straightforward during the advertisement and the interviews with the candidates. **Solution 2**: Improve the Human Resource communication with management and employees. **Solution 3**: Set up a line guide that could be applied to everybody avoiding discrimination in the way the employees are treated. **Solution 4**: Weekly Team meeting between team and management to improve communication and teamwork, creating a safe space.

PMI Decision Making Tool

Solution 1 – Improved the recruitment moment been clearer and straight forward during advertisement and the interviews with the candidates. – **PMI Model (score scale is 5)**

Plus, Points	Minus Points	Interesting Points
1. Reduce the time of the interview (+4)	1. Company must allocate an extra budget (-3)	1. new style of recruitment (+4)
2. Reduce number of people to interview (+5)	2. need to provide training to recruitment staff (-3)	2. extra work for HR (+2)
3. Customer is satisfied (+5)	3. need to allocate extra time (-2)	3. reduction of long-term cost (+4)
4. Less stress for check the staff job (+4)	4. people will not attend the interview (-5)	4. opportunity to hired very motivated people (+5)
5. Improving selling (+5)	5. people with child will not accept the job rule (-5)	5. save time and money hiring only people who fit into the position (+5)
Total Plus Points = 23	Minus Points = (-18)	Interesting Points = (+20)

Final Value for solution 01 = 23 + 20 – 18 = 25

Solution 2 – Improve the Human Resource communication with management and employees. – **PMI Model (score scale is 5)**

Plus, Points	Minus Points	Interesting Points
6. Reduce the time of the interview (+5)	2. Company must find time for meeting (-3)	1. new style of recruitment (+5)
7. Reduce risk of hired wrong candidate (+5)	2. need to provide training to HR staff (-2)	2. more task for HR (+5)
8. Improving communication (+ 5)	3. need to allocate extra time (-4)	3. avoid misunderstanding (+5)
9. Job rules and duties established (+5)	4. People will be fake during the interview (-3)	4. opportunity to hired very motivated people (+5)
10. Improving teamwork (+5)	5. people with child will not accept the job rule (-5)	5. save time and money hiring only people who fit into the position (+2)
Total Plus Points = 25	Minus Points = (-17)	Interesting Points = (+22)

Final Value for solution 01 = 25 + 22 – 17 = 30

Solution 3 – Set up line guide that could be applied to everybody avoiding discrimination in the way the employees are treated. – **PMI Model (score scale is 5)**

Plus, Points	Minus Points	Interesting Points
11. Avoiding discrimination (+5)	3. Company must train employees (-1)	1. new style of recruitment (+5)
12. Reduce risk of hired wrong candidate (+5)	2. people will not accept no to be flexible (-5)	2. more job for recruiters (+5)
13. Improving communication (+ 5)	3. need to get extra team (-5)	3. avoid to hired people that will not attend the shift (+5)
14. Same duties and right established for all the team (+5)	4. People will give the notice (-5)	4. opportunity to hired very motivated people (+5)
15. Improving life-work balance (+5)	5. people with child will not be flexible (-5)	5. save time and money hiring only people who fit into the position (+2)
Total Plus Points = 25	Minus Points = (-21)	Interesting Points = (+22)

Final Value for solution 02 = 25 + 22 – 21 = 26

Solution 4 –Weekly Team meeting between team and management to improve communication and teamwork. – **PMI Model (score scale is 5)**

Plus, Points	Minus Points	Interesting Points
16. Avoiding discrimination (+5)	4. Find time for the meeting (-2)	1. safe space (+5)
17. Improve teamwork (+5)	2. find a space where have the meeting (-3)	2. more time for resolve conflict (+5)
18. Improve communication (+ 5)	3. people does not want to deal with conflict (-3)	3. avoid creating discrimination (+5)
19. Create a safe space for the staff (+3)	4. People won't agree to the meeting (-5)	4. opportunity to let the team built good relationship (+5)
20. Improving life-work balance of the team (+4)	5. people with child will not be flexible (-5)	5. improving customer service (+3)
Total Plus Points = 26	Minus Points = (-20)	Interesting Points = (+23)

Final Value for solution 04 = 26 + 23 – 18 = 31

Produce your plan

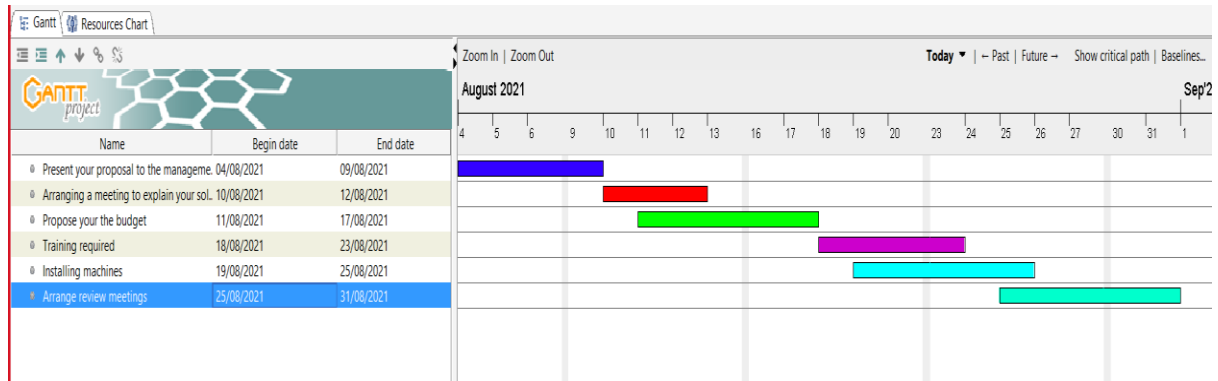
The PMI Model suggest that should be the management in collaboration with the Human Resources that should review some of the steps between the recruitment moment and the training of the new team members, being very clear about the Company's necessities.

It also suggests that the possible resolution to the problem of the conflict is scheduled weekly meetings between managers and the team where eventually issues could be discussed to keep the team strong and help the teamwork improve to report to during the weekly meeting with the Human Resources Department.

The plan does not need a big budget and by the way the ROI (Return of Investment) it could be guarantee by the fact that a strong team with good opinion leaders (managers) could lead the business to earn more money because is capable of good teamwork. If the team is happy, the cases of absenteeism and resignations will decrease. Part of the budget should be also destined to improve the quality of the recruitment phase providing better training to the recruiters and invested in meeting between management and Huma Resource. There is in fact the necessity to review some criteria, and this needs time and time cost money.

Task	Duration	Resources required
Present your proposal to the management	1 day	Laptop, meeting room.
Arranging a meeting to explain your solution	2 weeks	Laptop, projector, digital screen, internet, and meeting room.
Propose the budget	5 days	Contact recruiters and Human Resources and get an estimate for training components and estimate for how many meetings will need to plan.
Training required	4 days	Laptop, office room, internet, online courses.
Team meetings	1 months	Location, recruiters, internet, Power Point presentation, time.
Arrange review meetings	5 days (one day per week)	Laptop, projector, feedback forms for company stakeholders, office room, internet, online courses.

Technology like a virtual agenda is very helpful to keep track of all the meetings to have with the different stakeholders involved. It will be easier also the organization of the meetings likewise the communication because all the stakeholders involved will keep update through the system.



Review your implementation process

The main problem is that some employees are not flexible either want to be flexible. However, collaboration could be created during the meetings; if the employees will get that the management and Human resources are there for help to resolve the conflict, they will be more open eventually to accept alternative solutions and perhaps create an agreement with the others involved.

It could also, be a total failure, but the communication is most of the time the key to solve conflict and in this specific case where the discrimination is so evident the stakeholders involved needs to understand each other before continuing to lose money and team members.

Conclusion

A budget should be dedicated to arranging weekly meetings between the HR Department and the management after a weekly meeting has been made between management and employees getting feedback by the employees to report to the Human Resource that will try to change and made clearer the criteria that the company is looking for in candidates during the hiring process. Also, some of the budgets should be dedicated to training the recruiter, providing to them an update about the new policy and proper training to employees that will learn opening and closing of the stores. The meeting between managers and team members will help to deal with the conflict between the groups of team members.

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