



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

PROBLEM SOLVING AND DECISION MAKING

BMSW4004

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Role Play Based on Case Study

Date of Submission:01/09/2021

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Introduction

Good morning my name is Elizabeth Molineros and In this assignment I will be doing a roleplay based on the provided case study about the unsatisfied employees. It will be done in this manner:

Speaker A: Unsatisfied employee

Speaker B: Managing consultant

Roleplay

Speaker A: Hi I wanted to talk to you because I have some problems that I need to discuss with you. I hope that we can resolve these together. I tried to reach you a few months ago but there was no response.

Speaker B: Hi good morning I hope you are well. I am sorry to hear that, unfortunately we had a very high number of employees to talk to and we must have missed your message. I will be more than happy to help you, what are the problems that you are having?

Speaker A: I have been working here in the area of childcare for over 6 years. I am currently on a full time contract which says overtime hours are paid on top of my monthly salary. This has been correct up to the start of the pandemic and when we started working from home during march. I have continued to work more than 45 hours a week only to be paid for 35 hours. All of the overtime hours have not been paid. This is very stressful as I am giving up my time with my family and my life in general for work that I haven't been paid for. I have given this company time to sort this issue but seeing that it has been six months I have had no choice but to contact you about this.

Speaker B: Yes I have spoken to the manager and he has given me your hour log which confirms this. I would like to apologise in the name of the company. This is something that should have never happened. I will see that your unpaid hours are added to this month's salary and that all future overtime hours are paid on time. Is that ok for you?

Speaker A: Yes, that would solve this issue. I feel like the company should pay closer attention to the hours of the employees so that this doesn't happen to anyone again.

Speaker B: Yes I completely agree with that, I will inform the managers and we will keep better track of this. Is there anything more I can help you with?

Speaker A: Yes there is. I work all day in shifts of 10 hours per day with only 2 short breaks of 15 minutes which is only enough time for me to have my lunch and then rush back to my workplace. This is extremely stressful for me. If this keeps going the way it is I just don't feel like I can keep going the way I can. On my old schedule I would get two breaks of 30 minutes which was good but since they changed my schedule 3 months this is what I get now.

Speaker B : I am sorry to hear this, all of our workers should have more time to relax and mentally prepare for the rest of the day. I will adjust the schedule and make sure that we can fit in at least two breaks of 30 minutes, one at lunch time and one in the evening. The well being of our employees is always our priority. Does this sound good to you?

Speaker A: Yes that's great, I would also like to point out that I am not feeling secure about my job position as many of my colleagues have been let go.

Speaker B: That is correct, unfortunately due to the tough times that the pandemic has caused, the demand for childcare has gone down therefore we have had to let some of our part time staff go. The company always prioritizes senior staff members like yourself who have been working in the company for years so there is absolutely nothing to worry about and in terms of your position in the company. We will also be hiring a lot more people within the next few months seeing that the company is finally getting back on its feet.

Speaker A: I understand, thank you I am relieved to hear that. The last thing I wanted to talk to you about is the lack of hygiene supplies in the workplace. It has been 3 weeks since we returned to the workplace and I find that the hand sanitizer is always empty

and there are never any face masks available. A lot of us have had to bring our own supplies in order to work safely. I feel like this is a very unsafe thing to happen.

Speaker B: Again I am sorry to hear that ,yes you are right this should never happen. It is very unsafe thing especially during this time. I will inform the manager and make sure that the sanitizing stations are stocked with supplies and that they never run out. I hope this has solved the issues and from now on ,the workplace will be a more comfortable place for you. Is there anything else I can help you with today?

Speaker A: Thank you that was all, I will contact you if there are any more issues.

Speaker B: That's good to hear, I am glad I could help you. Don't hesitate to contact me if you have any more issues or if you need any support. Have a good rest of your day.



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Complex Problem Report

Introduction

In this report, I will discuss a problem within my current workplace and find ways in which this pro and con can be resolved. The issue that I have chosen is the lack of training in the workplace. Working in this company for so long and seeing many new employees join the company has shown me a trend of more and more unprepared employees who are not able to perform their duties properly. This has been the root cause of many other problems that we have now such as; a delayed workflow, unsafe work conditions, lack of productivity, unhappy employees and customers. I will do my best to find a solution to this problem within this report.

Problem in the workplace

The childcare company where I am working now has developed an issue over the last few months. The company has expanded more than ever. This has resulted in many new employees, which is very good news as it means that the company is growing. Most of the people that have been hired are very well prepared professionals whereas others are extremely unprepared and often delay and cause issues in the workflow. The company seems to have traded speed with efficiency which seems to me like it is a very poor choice. A company that lacks training and professionalism forces managers to have to deal with unprepared employees. This has caused difficulty in the organization because managers already have many tasks and responsibilities to work towards every single day, and ensuring new employees understand how to do their work is wasted time as an employee should already be prepared or trained before they start the job.

Learning on the job causes problems to the workflow and in the industry of childcare, a mistake could be very costly towards the company and the particular employee. The manager who takes time out of his regular work schedule to take the employee throughout the day may make him unable to fully accomplish his work, this includes getting inventory and making sure the workplace runs smoothly. Adding to this, a lack of training in the workplace has caused unhappy employees and customers and as a result of this, the company has lost various of its most loyal customers and best employees. Ignoring this issue will only make it worse. We have gotten many complaints from our employees about not being able to complete their tasks properly or not having enough knowledge to perform them effectively. This has led our customers to switch to another service provider for help with their childcare.

Another major issue that lack of training has caused the company is an unsafe work environment. This could lead to serious injuries and even death. In addition, it can make the company have a bad reputation if we don't train our employees properly. There are many reasons why employers do not train their workers correctly, such as a lack of proper training supervision. If we do not train properly, then the employees will be more likely to get injured or injure others. The company has noticed a 30% decrease of productivity in the workplace which is absolutely unacceptable. We believe that this is due to our employees feeling unhappy and unappreciated due to the lack of training and preparation invested in them. The company must

work on the well being of their employees as this will lead to better team working, better communication, less work related stress and overall higher productivity level amongst the company.

Possible Solutions to the problem

We as a company have to find a way to fix this. We train our workers for a week before they start working and this has worked well over the past few years but clearly it is time to change the way we train our employees. There are 2 clear solutions that I can come up with. The first one is;

Better employee training:

Our employees are trained in about a week. This takes them through their daily routine. When we train our employees, they are taught how to perform tasks that require them to have good judgment. They are also taught how to deal with people who don't know what to say and how to handle situations that may arise. These skills are important because they help us become better leaders by helping us understand the importance of being able to communicate effectively. We also train our employees the importance of teamwork. Teamwork is very important for any organization to succeed. This has been effective up until the last few months where all the issue arises. Instead of training our workers for a week alone, we should now train them over the period of 2 weeks. We should also assign a work colleague to them that will show them exactly what they need to do and in the manner that it has to be done. We understand that every employee is different so if more training is necessary for a specific employee then the training should be extended. We should also make sure that the training is not too long or too short. If the training is too long then it can be very difficult to get employees on board with the new training. This is because there are many people who have already been trained but still need to learn all the needs of each of our employees. We should also ensure that the training has to be flexible enough so that it can adapt as needed. This will help us to keep our employees motivated and satisfied. something new. We should also ensure that the training is well structured and designed to meet

Better employee hiring:

Another solution to this problem would be to improve our hiring managers, which would allow them to make changes in their job descriptions therefore finding employees that are already more prepared to do the job they are hired for. This would also help us to find out if the current workforce is ready or not. We need to have a good understanding of what is required from our new hires. We need to know how much time they spend on the job and how long they work. The next step is to determine if there are any gaps in the skills needed by our new hires. We then would look for hires that are prepared and ready to go. This would reduce the training process and costs of training an employee. When we look at this option from a business standpoint, it makes sense to hire someone who already has the necessary skills and experience rather than train them and teach them this. The downside to this could be that finding these types of people would be much more difficult and time consuming, therefore we would run low on staff and

many of our current employees would have to work extra hours and they would not be able to do their job as well. we would also be reducing the amount of opportunities that we give to employees. Hiring people with extensive experience will stop giving opportunities to young people who are looking to gain experience or start their first job in childcare or other similar positions. It is important for us as a company to give opportunities to young people so that they can learn from others and become better at what they do. I feel like none of the solutions that have been presented here will be good enough on their own.

Solution

I feel like the best way to solve this issue is to combine these two solutions into one. Our hiring team will focus on scouting for employees who don't necessarily have an extensive amount of experience but who are willing to learn and progress within the company. We will assess each new hire within the period of two weeks and determine whether they can continue to work with us or not. This will motivate each employee in a different way, which will help them to grow and develop as individuals. We will also make our training more extense based on each employee's needs which will also reduce the cost of teaching every employee things that they already know and give help to the employees that actually require it. We will also provide training to all of our current staff in the case that they need it. We will start evaluating every current employee and new hire and we will determine the various aspects discussed such as; the training that is required for them, whether they can continue working for us and whether they need any extra support. This will be done by using a variety of methods including:

- interviews
- surveys
- questionnaires

We will also have a survey on the job satisfaction of each employee.

Implementation PLAN

Action	Responsible	Priority	Status	Start Date	End Date	Notes
Action #1:						
Employee Evaluation	HR team	Asap	Complete	1/8/2021	1/9/2021	The needs of the employees has been determined
Action #2:						
Surveys	HR team	Asap	Outstanding	1/9/2021	7/9/2021	Employee satisfaction has been assessed
Action #3:						
Questionnaires	HR team	Asap	Outstanding	7/9/2021	10/9/2021	
Action #4:						
Adequate support/ Training given	Training team	Asap	outstanding	10/9/2021	30/9/2021	Training will be allocated

Communicating the plan to the stakeholders

STAKEHOLDER COMMUNICATION PLAN					
STAKEHOLDER	POWER/INTEREST	KEY INTEREST & ISSUES	COMMUNICATION VEHICLE	FREQUENCY	COMMENTS
John Davis	VP of communications	Status of the project	Meeting	Major Milestones	Prefers Final results
Corey Graham	HR leader	Project success rate	Email with detailed graph	Weekly	Prefers Information In graphs /statistics
Chris Don	Hiring team	Employee success Rate	Meeting	Monthly	Detailed Info on Each Employee
James project Hudson	Costumer service Leader	Project status	Meeting	Weekly	Key Info

Plan monitoring and review

This plan will be monitored carefully and will be completed. Half way through the plan, the stakeholders will assess the success rate and decide whether this will continue or not. I hope that this will solve the issue and make the company and its employees better.

This will be done in this manner

1. We will collect the data from the surveys and questionnaires
2. We will evaluate this data
3. We will determine the needs of the employees
4. We will give the necessary support
5. We will determine a success rate
6. After the success rate has been done, we will determine whether the project will keep going or not.

Resources

<https://www.paymoapp.com/blog/stakeholder-management-plan/>

[How-develop-monitoring-and-evaluation-plan](#)

<https://www.acas.org.uk/dealing-with-workplace-problems>

<https://www.glassmagazine.com/article/10-most-common-problems-workplace>