



SEPTEMBER 3, 2022

Problem Solving and Decision Making

BMSW_4004

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Introduction

Labour problems are situations that generate a conflict, dissatisfaction, or difficulty at work.

The problems can be very different, such as problems with your boss or teammates, excessive workload, not receiving adequate motivation or bad facilities.

Labour conflicts affect the operation and the productivity of the company, so we must find the problems and resolve them as quickly as possible and like this avoid a bigger problem in the future.

Define a complex problem in the workplace including its scope and impact.

In my workplace there are some problems that I have identified, as number one it would be a problem of space since productivity and workers have increased, but it is still the same factory, so there is discomfort in the workplace, this can cause not work efficiently and productivity drops.

Secondly, there is a problem with the control of break time, since it is 30 minutes and the workers do not respect it, and time to go to the bathroom, since it is not regulated, it is not controlled and the workers abuse it, this causes production slows down or even stops production, causing losses to the company.

Third is the space of the canteen where the workers take their break, as the number of staff has increased it has become too small and it is impossible to find a place to sit down, this means that the workers cannot have their break and return to the workplace just as tired.

Fourthly, it would be a problem with the machinery since the oven I work with is old and tends to get stuck, this causes production to stop, and it is impossible to finish production.

In fifth position I have detected a problem with the drainage, in my workplace we use a lot of water, and the drainage does not work correctly causing the water to accumulate, this causes the floor to be flooded with water and it is dangerous due to the possibility of slipping as well of the bad smell it gives off.

To conclude the problems, I have to say that the increase in staff causes crowding when entering and leaving and there are usually arguments between workers causing discomfort among the team. These are problems that directly affect my job.

Analyse information on the identified problem, to help inform the decision-making process

As a first point, the increase in personnel is due to the increase in demand, indeed the workers work in smaller jobs, the complaints in human resources have increased, which shows the discomfort.

Secondly, about break time and time to go to the bathroom, it is impossible to measure since the company does not currently have the means to control times, there are reports from team leaders that show this behaviour.

The third problem is evidently associated with problem one, since the space reserved for rest was not designed to accommodate so many workers.

The fourth machinery problem becomes apparent when production is not finished, as problems with the oven are analysed by the technician.

Fifth, the drainage problem is due to the deterioration of the pipes, there have been some problems due to falls caused by water on the ground.

Finally, the problem of crowding is related to the problem of increase in personnel and the reports of complaints between workers.

Propose a range of alternative solutions to the problem.

To solve the space problem, it is proposed to rent another warehouse, build prefabricated modules to use as warehouses or sell directly without storage.

To cover the problem of rest time and going to the bathroom, it is proposed to put a guard at the entrance, sign in and out in a registry or establish a fingerprint system.

Regarding the furnace problem, a new furnace could be purchased, another smaller support furnace could be purchased, or the shift of the engineers could be changed.

To cover the drainage problem, it can be cleaned with a specialized unclogging product, cleaned by cleaning staff, or increased drainage by a professional.

To finish, the problem of entrances and exits could be to establish a system of entrance and exit by turns of line or to establish another access point by means of fingerprint.

Use a decision-making technique to evaluate a range of solutions to identify the most appropriate option.

As a solution to the problem of lack of space due to the increase in workers, a solution is proposed that adapts to the problem since it is decided to expand the factory by contracting a new adjoining warehouse.

The solution that is taken to control the time of rest and going to the bathroom is an innovative solution since a fingerprint recognition technology is going to be installed in which you will have to tick each time you enter and leave, with this system you will record the times of the workers, punishing them with a loss of bonuses if they are not met.

Regarding the problem of the oven, a routine solution of changing the schedule was decided for the engineers in rotation of night and day shifts.

It is decided that the drainage problem be solved by notifying a plumber to increase the drainage flow and thus adapt to the new production circumstances.

To solve in an innovative way, technology continues to be used and another entry point is added with a clock in clock out system, dividing by nearby sections.

Develop a plan to implement the solution.

To solve the first problem, we first contacted the rental company responsible for the adjoining warehouses, after verifying that the space could be adapted to our factory, a meeting was agreed between the general manager and the real estate company to agree on a rental and signing of contract.

Once contracted, a renovation company was contracted to adapt the warehouse to our requirements, once the remodelling was finished, the warehouse was changed, and the warehouse was restructured as a production space.

Regarding the problem of control of rest and bathroom time, a technology company was contacted, the needs were informed and the budget for the machinery and installation was approved, we can add at this point the installation of another access point and so on. We would also cover the problem of crowds, after informing the workers in a meeting, each footprint was recorded in the system.

To act on the problem of the furnace, a new schedule system was established by the engineering supervisor in which a rotation between night and day was established.

For the drainage problem, a plumbing company was contacted, the problem was explained to them and after an inspection a meeting was agreed with the general manager to approve the budget and establish the best way to make the repair without affecting production.

Communicate the plan to stakeholders.

In the first place, to communicate the solution to the problem of space, an informative meeting will be held with the primary stakeholders who are directly interested in solving the problem, they will be shown the execution plan and informative posters will be placed so that there is a constant visible memory of the problem. changes, a suggestion box will be offered for possible questions and doubts. In a second place, the secondary stakeholders, who would be the suppliers and distributors, would be contacted via email about the new location of the warehouse and the protocol to follow, a positive confirmation of the information received would be requested to ensure that the path of the information been adequate, and a second email would be sent per month as a reminder, the solution to any doubt would also be requested via email.

Regarding the problem of break time, time to go to the bathroom and crowding problems, it would be communicated to the primary stakeholders only when dealing with internal problems, in the form of a general meeting where the solutions adopted and the form of implementation would be covered, Informative posters in the common areas so that there is a continuous reminder, in addition to the team leaders being urged to remind them weekly orally and receive any questions or comments directly to analyse it.

For the problem of the oven, an email will be sent to the engineers, primary stakeholders, since it only affects them directly, they will be informed of the problem in question and the decision taken to solve it, it will be recommended to the manager of the section that remembers changes weekly and record any comments that may arise.

To finish, the drainage problem will meet with the team that works in the affected area since they are the ones directly affected by the problem, primary stakeholders, and they will be informed of the changes to solve the problem, no type of reminder will be necessary anymore. that there will be no type of continuity and a debate will be opened to resolve doubts.

Evaluate appropriate monitoring and review techniques to ensure successful implementation of the solution.

To use an appropriate monitoring technique, an output control will be applied to the problem of space, where it will be monitored that the measures are effective and that the planned objectives are met. It is essential that after an investment of this level there is an immediate significant increase in production, so control is essential.

To monitor the measures used to control break time and going to the bathroom, as well as measures to avoid crowds, a control clan will be established, since team leaders will be urged to monitor effectiveness, as well as those responsible for human resources who will control directly if the complaints continue. Compliance with the new standards will also be monitored continuously.

For the problem of the oven, a behaviour control will be used since the section manager will ensure that the established rules are complied with, exercising continuous supervision and

verifying that the measures have the expected success, being able to change what is necessary for the measures to work.

For the last problem, a behaviour control will be carried out since the section supervisor will be in charge of supervising that the measures taken have the desired effect.

Conclusion

When there is a problem in the workplace, whether with colleagues, with the facilities or with the company, we must be certain that there is a solution. For any problem, the parties involved must have the desire to resolve the conflict accordingly. In this way, the problem will become an opportunity for both the worker and the company to improve.

The efficiency of the company is directly related to its workers, if harmony is achieved between the work and well-being of its workers, productivity will increase exponentially.

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Task 1

Problem Solving and Decision Making (BMSW4004_LON)

-Good morning, Miss Sandra

-Good morning, Mr Francisco what can I assist

-First, sorry to bother you but I need to let you know several problems, what gives me some discomfort in my workplace and maybe arrives to suggest to the company to take action

-Ok...good, do you want to have a coffee and we can chat and see what we can do?

-Yes, please I appreciate.

COFFE...

-Ok. Francisco, so now... please one by one let discuss your grievances.

-First, I understand that our productivity has growth but, also the staff...and we don't have enough space between people, and this make some discomfort and for me understand we don't work efficiently.

-We know Francisco, we are trying to amplify the space and reduce another's, also we just one week ago signed the contract to rent another warehouse next building.

-Another thing is Sandra, you need to control more the time for break...because the people don't respect the half an hour break and there are a lot of extensive toilets service, I can't work only by my own ...and the productivity can't stop.

-We know also Francisco, CCTV is recording all that thing and are reported to the respective duty manager...but it's difficult to control because, yes we have a lot of staff but, half of them are from agencies...because the lack of staff...you know Brexit...

-Also ...our canteen is small now and we don't have space most of the times, where to sit down.

-In two weeks, Francisco, we will amplify the canteen and also, we will change the lockers ...all of them will be transparent...because we listen that some individuals bring alcohol to the work.

-Good news Sandra, thank you it's really necessary that change, another important thing in my workplace...you know we have problems with the oven...it's always broken and the engineer isn't there on night shift, the most of the time I am able to fix it but....this stopped our production and give us extra hours to work (overtime)... and the most of the people after 8 hours leave....and the next day production start without all the rice, the rice is hot don't have time to chill and after the quality is very poor.

-We are trying to hire somebody to do engineering night shift...but we don't find nobody yet.

-Another problem is that ...Drain grates need a deep clean, they get stuck, and this induces bad smells and water in the floor, can be dangerous to slip. When we need also to clock out, day shift arrivals arrive also, and huge queues create tension between individuals and the shout to another making conflict happen

-I understand Francisco and what you say it's perfectly right, we are happy to have you in our staff members, I think you already have with us near than 2 years now, so maybe it's time to grow and make you happy...because I can see you a very responsible worker. I will speak with our director today and propose you for the vacancy like a supervisor.

After that we will be in touch and together, we will try to solve these problems.

What do you think?

-Oh Sandra, that sound grate, I am happy and I can feel that I am so motivated right now, thank you very much for your time and listen.

-Thank you to Francisco, I will send you an email this afternoon, please be aware to accept, you are the perfect individual for this role.

-Thank you, have a nice day,

-You too !