

Problem Solving and Decision Making.docx

by B B

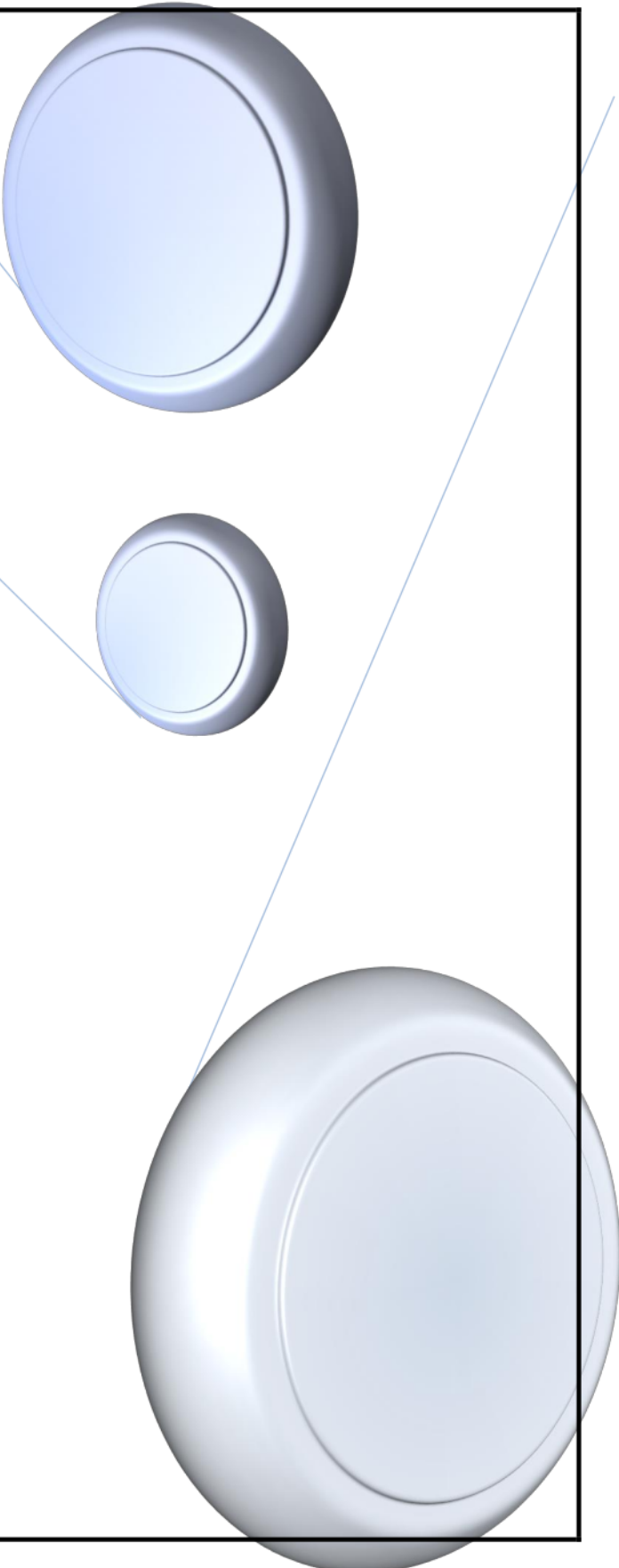
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Problem Solving and decision Making

Case Study

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Submission Date:

Table of Contents

Decision-making and Problem-Solving	2
Task.....	2
Problem.....	3
Analysis of problem.....	4
Problem-Solving Tool	5
Solutions.....	5
Implementation Plan	6
Communication Plan.....	7
Process of Monitoring and Evaluation	7
Conclusion.....	8
References.....	8

Decision-making and Problem-Solving

The ability to solve problems and make decisions is essential for an organization to succeed. People with the right art of decision-making demonstrate excellent problem-solving skills, which are essential in dealing with various problems and conflicts in the workplace. To promote employee engagement, leaders must incorporate decision-making and problem-solving processes into organizational management tasks. Managers frequently need to be able to pinpoint the issues affecting employees' productivity in order to develop remedies and provide thorough justifications for implementation decisions. Effective evaluation of a situation entails discussion of obstacles, evaluation of potential solutions, and creation of action plans to deal with problems that have been discovered. Ideally, employee tardiness is one of the common problems in the workplace. Based on the prevalence of the problem among employees, this report uses fishbone problem solving to assess the extent of the problem and suggest solutions such as reinstatement of the due diligence policy, necessary program to reward and improve happiness at work and in personal life. Programs can be implemented to reduce the challenge of employee tardiness in organizations (Garrrick, 2011).

Task

Similar to many other mid-sized general hospital trusts, the Mid Cheshire Hospitals NHS Foundation Trust (MCHT) has experienced challenges with employee absenteeism. The Trust's rotating average increased consistently from 2007 to 2012, while being well below the 4.51 percent objective that had previously been established by Clinical Commissions Groups (CCGs) and NHS North West. Due to a rise in the use of temporary and contract workers, high absenteeism also has a negative impact on service quality and costs the Trust more than £1 million annually in percentage points. Recognizing the significance of this, the Trust's Director of Human Resources submitted a business case in July 2012 that called for the secondment of an HR specialist to oversee the implementation of a number of initiatives to lower employee absenteeism. (Dobni & Luffman, 2003) The Trust's attendance management policy has been modified to reflect the consensus that long-term absences should be its top concern. 210 managers are a part of a training programme that has been created to assist in managing long-term sick leave situations. Employees who have had a long-term health condition in the past have also undergone a voluntary health improvement assessment (HIA), and a case management

strategy that involves close coordination between managers, HR, and employee occupational health is presently being implemented. As a result, the Trust's long-term sick leave numbers have significantly decreased. When compared against other trusts of a comparable size in the North West, Mid Cheshire was placed sixteenth out of twenty-eight when the project began, but by September 2013, it had fallen to third place. (2003 Dobni & Luffman)

Since 2002, the Director of Workforce and OD has been employed by the NHS. She started her career in the Welsh NHS, where she held several HR positions for close to ten years. She earned a graduate degree in labour law and a master's degree in human resource management during this time. She relocated to Clatter Bridge Cancer Center NHS Foundation Trust in 2012, where she served as Director of Workforce and OD up until recently. As part of the organization's Transforming Cancer Care project, she concentrated on effective workforce development and transformation during her time at Clatter Bridge. She is skilled in organisational development and change management, and she is dedicated to working with workers and unions to implement successful transformation. Her second master's degree in executive coaching was just recently finished. Additionally, she is a registered coach with the NHS Leadership Academy. The Central Cheshire Integrated Care Partnership offers a range of community services. There is a strategic partnership director who ensures that assurance related to community services is reported to the board through the trust structure. The Chief Medical Officer and Chief Financial Officer provided executive leadership of the partnership alongside GPs and another trust through the Partnership Council.

Problem

Sickness absences decreased overall between August 2012 and February 2014, falling from 4.51 percent to 3.56 percent, a reduction of 21 percent, according to the Trust's rolling 12-month absence numbers. One of the typical issues that most leaders face in a perfect office environment is employee tardiness. A sizable portion of workers frequently arrive late for work. Regular tardiness puts the productivity of a company in danger. Most of the time, employees don't follow the essential rules and discipline procedures that promote prompt reporting among employees. Even though there are now in existence rules requiring employees to arrive at work before a specific time, the majority absconds from their duties and gives a variety of personal explanations for their tardiness. The effectiveness of a company is seriously threatened by

employee tardiness. When employees arrive late for work, the organization's goals and performance requirements are likely to be hampered. Being late is a problem at work that goes against the framework for employee management's code of conduct.

Analysis of problem

When someone is tardy, they arrive at work after the appointed time. Many researches link withdrawal behaviour, which includes absenteeism and turnover factors, with employee tardiness. Employee turnover that occurs involuntarily can be prevented by addressing the causes of employee tardiness. Health problems, excessive sleep, or procrastination can all contribute to tardiness. Although these are the most common, reliable justifications, the majority of employees blame their persistent tardiness on protracted traffic jams and private issues. In a 2007 study by Jones, George, and Hill, it was discovered that over 23% of employees acknowledged to being at least twice a week late for work. Some employees have a tendency of being late. The majority of respondents to the poll claimed that the stringent and uninspiring workplace policies deter them from arriving at work on time. The remaining 25% indicates that personal factors, such as obligations to their families and health concerns, play a big role in why they arrive at work late. Employees who are either dissatisfied with organisational policy frameworks or encounter personal issues that diminish their accountability to work-related activities frequently exhibit withdrawal behaviour. Employees who arrive late to work may give many justifications, such as bad weather, traffic, health issues, or having to attend to family obligations, but in most situations, the practice becomes a pattern, which causes a problem at work: employee tardiness. Positively, it is wise to offer the benefit of the doubt to workers who frequently arrive late to work because some of them have good excuses. However, in order to adopt resolute solutions that would encourage employees to arrive at work on time, managers must take the effort to identify the potential causes of employee tardiness through a rigorous investigative process. For instance, based on the potential causes of certain employees, leaders might take positive action by raising solutions in order to enhance employee productivity. In particular, demonstrating acceptance of employees' frequent tardiness makes them more at ease an employee who consistently arrives late poses a risk to the success of the business. Even when the immediate cause is outside the direct control of an employee, employing good time management strategies lowers tardiness (Moore, 1995)

Reduced frequency and duration of long-term absences due to illness The average number of long-term absences, which is defined as an employee being absent for more than four weeks, decreased from 55 in September 2012 to 29.5 by June 2014 with a headcount of 3,300 workers. Most of this absence was due to extended sick leave. There were very few short-term absences, defined as being under or over 7 days, lasting less than 4 weeks across the entire period.

Problem-Solving Tool

A fishbone diagram is an effective tool for analyzing potential solutions to the problem of employee tardiness at work. A fishbone diagram classifies multiple reasons of a problem into various categories that branch off from the primary issue. It is a cause and effect framework. As a result, each of the identified categories has several sub-causes that branch out of it in the framework. Because it will assist management teams in firms in identifying various causes of lateness, the tool successfully handles the issue of employee tardiness at the workplace. It is easy to comprehend the fundamental cause of a problem by using the six sigma factors. For example, tardiness is now a problem in many firms. The effectiveness of coming up with solid solutions is less affected by repeated warnings and justifications. The fishbone diagram can therefore be used to discover potential circumstances that may have an impact on each employee's reporting time for work. It is feasible to identify the effects of the identified causes and suggest appropriate solutions that fully resolve the issue. Overall, using a fishbone-cause-effect tool makes it possible to analyse the causes of tardiness thoroughly and serves as a guide for creating solid solutions that can be put into practice to address the problem.

Solutions

One strategy for dealing with staff absenteeism is to reestablish a clear attendance policy. The fishbone analysis tool revealed that most employees oversleep and worry about postponements, which causes them to come at work late. As a result, management shouldn't just print up an attendance policy. The attendance policy should be included in an employee manual to span understanding of what it means to be late, why it matters to a firm, and the repercussions in case of a policy infringement. For being late, there should be warnings and penalties like fines, suspensions, and job termination. The establishment of reward programs for proper and on-time attendance to job tasks is another approach that might be taken to address the problem of employee tardiness. Some of the employees claim that their tardiness to work is a result of low employee motivation and engagement at work, again citing the fishbone tool research.

Workplace punctuality should be rewarded with a variety of incentives, including annual bonuses, pay raises, or promotions. To reward workers, a strong rewards program might be put in place. Additionally, it encourages employees who frequently show up late for work to get better. The management team can also implement an employee assistance program to promote employees' wellbeing and increase productivity. Some workers arrive at work late due to problems juggling their personal and professional lives. According to the fishbone investigation, people who have trouble handling their problems are more likely to bring those issues into the workplace. One of the challenges is being late. In order to provide services that help employees effectively manage their personal, family, and work-related duties, a firm can set up an employee support program. Employee assistance programs give workers support at trying times as well as a sense of worth and belonging to the company.

Implementation Plan

The best approach to improving employee attendance appears to be to reestablish a clear attendance policy. According to the results of the fishbone analysis tool, most employees arrive at work late due to oversleeping and postponement worries. An employee manual that clarifies what it means to be late, why it matters to a business, and what happens when a policy is broken is part of the strategy to resolve such problems and encourage workers to be at work on time. To encourage their engagement in the policy implementation process, management will arrange a meeting with all employees. The meeting will include a discussion of the penalties for violating the attendance requirement, including fines, suspensions, and expulsions for being late. Thus, in order to demonstrate that they have read, comprehended, and agreed to the provisions of the attendance policy, employees will sign compliance papers. Again, during the initial weeks of the implementation phase, management should have three weekly meetings with employees to discuss any new changes and problems. The management will also develop plans to keep employees developing and learning. Most importantly, it is important to hold training sessions once a week to improve employee proficiency. During training sessions, staff members will have the chance to ask questions in order to maintain a positive feedback process with the management team. Peer assessments and 360-degree feedback appraisals are two monitoring and evaluation techniques that will be used to evaluate performance.

Communication Plan

For a change process to be implemented and carried out successfully in an organisation, communication is a critical component. The necessity for and scope of a change process can be understood by stakeholders with the help of an effective communication strategy. The management should preferably include a documented communication plan with important messages and strategies that will help engage stakeholders and individual employees with the strategy in order to implement the attendance policy successfully. Stakeholders should be informed of the implementation plan through memo. In order to involve stakeholders in the review and approval process, management should interview stakeholder groups. The core of the problem-solving strategy is a description of the implementation plan, which will direct all the deliverable efforts. In order to ensure their participation in the strategy execution process, copies of the implementation plan will be made available to stakeholders. Stakeholders can agree and provide input on the best paths forward for affirmative action when there is effective communication, in general.

Process of Monitoring and Evaluation

Monitoring is an ongoing activity that provides routine data on a program's viability. To make sure the attendance policy solution is implemented successfully, a few monitoring and evaluation strategies will be used. Peer review is one of the methods used for monitoring and assessing employee compliance with the requirements of the attendance policy. The management group will collect anonymous employee input on specific employee attendance issues, such as the time of arrival at work, the effect of the attendance policy on their welfare, and changes in employee engagement. The strategy offers a rare chance to evaluate employees' competencies and skills for the program's success. Another monitoring strategy will be the use of competency on a scale to assess each person's performance in various areas of time management, which will then be graded on a scale. The strategy used by the management team assesses both employee compliance and capability simultaneously. Additionally, a 360-degree feedback appraisal system will be employed to give all employees an equal opportunity to contribute their ideas and opinions to the ongoing project. Employee information will be gathered through questionnaires that include topics like motivation levels, leadership abilities, and adaptability under the 360-degree feedback approach. A systematic process called monitoring and evaluation enables the management team to link changes in specific outcomes to program activity.

Positive employee comments: As part of this effort, a training program was devised and presented to 210 managers, and it received overwhelmingly positive feedback. Here are a few instances of participant feedback: “The best course I’ve done since I’ve been at the Trust, well presented and highly relevant” “I feel much more confident in this area now”

Conclusion

Employee problems and conflicts, specifically, are unavoidable in the ideal working environment. Finding bold and effective answers to issues is especially important for better organisation. One of the frequent issues that executives face in ideal workplaces is employee tardiness. While businesses expect workers to arrive on time, some frequently arrive late. According to the results of the fishbone analysis tool, frequent excuses offered by employees for not reporting to work on time include a lengthy traffic delay, personal matters, and terrible weather. To address employee tardiness, managers can positively implement measures such as developing a reward program, an employee support program, or an attendance regulation. The best course of action is to reinstate an attendance policy because it will increase employee accountability and participation. It is crucial to include accurate monitoring methods like peer reviews and 360-degree feedback appraisals to guarantee the success of the change endeavor. (Oliveri et al., 2017)

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