

Answers

ACTIVITY 2

Worker control involves employees taking over all responsibility for decision making which means a significant change in the 'employment relationship'.

In 'employee involvement' management retains its decision making responsibility but seeks to motivate employees and maximise their commitment and contribution to the organisation's success by seeking their views and suggestions about problems facing the organisation.

ACTIVITY 3

- a Participative Work Organisation would be concerned with working methods and similar task centred, low level discussions.
- b 'Direct' means that the employees concerned are present at the meetings; 'Representative' means that the employees concerned are represented by someone else.
- c A committee on new working methods would probably consist of the people who have to put the new methods into practice; it would be Direct.
- d Employee Directors and Work Councils are two forms of participation concerned with top level decisions.

ACTIVITY 4

- a The Personnel Department's visit to the other organisations was to obtain both information and advice. It is this information which is being passed on to you in the leaflet.
- b The manager's meeting with you is to obtain expert opinion (from the employees) about the proposals, and to secure your co-operation and goodwill for any change that will be made.
- c The management meeting later in the month is to pool the collective information and ideas of the management prior to making the decision as to which proposal, if any, to adopt.

ACTIVITY 7

- a Surveying
- b Delegating
- c Informing
- d Deciding
- e Consulting
- f Negotiating
- g Selling

ACTIVITY 8

	Who decides what the solution will be?	At what stage in the problem solving process do you involve your staff?	What role is there for your staff in the problem solving process?
Inform staff of your solution	a	c	a
Consult your staff	a	a, b and c	b, c, and d
'Sell' them your solution	a	c	a
Delegate - ask them to find a solution	b	a and possible b and c	e
Survey their views	a	a, b or c	b and c
Negotiate an agreed solution	d	a or b	b, c, d and e

ACTIVITY 10

Experts might include:

- a suppliers, to obtain information about the capabilities of various models and for 'expert' advice about which is most suitable for your needs;
- b your Computer Department expert (if your organisation has one) who perhaps has the most knowledge of your needs and whether any of the models you are considering is compatible with the Computer Department's plans for the future;
- c your Finance Director about the priority in his/her budget for the purchase of word processors as this could affect which model you are able to purchase;

d Office Managers in other companies.

Groups of employees would probably include;

- a the typing pool employees and supervisor
- b the senior managers' secretaries

In both cases you would want to secure their co-operation in making the change, so you would be concerned with how it would affect their work, health and safety issues, possible regradings etc.

- c the people who use your services (in particular the senior managers). After all, they will probably have to change their method of working almost as much as the typists and secretaries.

ACTIVITY 11

Stage in decision making	Person or people consulted
1	Driver
2	Driver/Mechanic
3	Mechanic
4	No one. He knew there were only two alternatives: to replace or to repair
5	Brother
6	Not applicable

In this case there were two decisions to make. Whether to replace or to repair the lorry, and if the decision was to buy a new one, then what make?

Advantages of consultation:

It obtains the advice of experts (mechanic) (c), and the opinions and knowledge of people directly on the job (brother and driver) (d) and (f); obtains the willingness of the drivers to make a decision work if their views have been taken into account (g).

Disadvantages of consultation:

Consultation takes time and sometimes the urgency of a decision will prevent consultation.

Jon was subjected to conflicting pressures from the different groups of drivers (f).

ACTIVITY 12

Reasons for people resisting change:

- 1 Uncertainty or fear of the unknown
- 2 Concern about how it may affect their terms and conditions of employment (pay, hours, job)
- 3 Concern that it may result in a reduction in the number of people employed
- 4 Concern that they, as individuals, may not be able to adjust to and cope with the new system
- 5 Concern that they may lose some control over their own work situation

ACTIVITY 14**Questions employees might ask****Action employer might take**

- | | |
|--|--|
| 1 What health hazards are created by VDUs? | 1 Provide employee representatives with reports prepared by Trade Unions |
| 2 We have heard that working VDUs
a causes headaches
b increases rate of miscarriage
c increases back ache
What will management do about this? | 2 Careful monitoring
Provide correct seating which is adjustable for b and c. Keep time on VDU to no more than 75 minutes without a break |
| 3 Will management agree to limit work on VDUs to one hour at a time to reduce ill effects? | 3 See 2 |
| 4 Since VDUs offer greater efficiency, will management increase pay, and give a no redundancy agreement? | 4 Pay is a matter for the negotiation committee, fair terms of redundancy will be negotiated. |
| 5 Will we be consulted on colour of screen, furniture and office layout? | 5 All these matters are open to consultation. |

ACTIVITY 15

Your list should have included some of the following points:

Advantages

- 1 Working to an agenda makes discussion more purposeful;
- 2 Participants can be provided with records of previous discussions on the topic, or on related items;
- 3 Decisions are made;
- 4 Decisions are recorded;
- 5 Order is maintained through the chair;
- 6 Members know the terms of reference of the committee.

Disadvantages

- 1 Exclusion of certain issues may prevent members raising important matters;
- 2 An agenda which is prearranged may restrict discussion;
- 3 Rigid control by the Chair;
- 4 Free exploration of ideas may be inhibited, thus reducing possible creativity;
- 5 People who are shy in formal situations may not contribute;
- 6 Real feelings may not be reported because they cannot be easily minuted.

ACTIVITY 16

Your lists should have included some of the following points:

Advantages

Can be frequent, or at shorter notice than formal consultation;

Can be more problem-specific;

Can be with the people involved rather than representatives;

Can be genuine exchange of views in a freer atmosphere than with formal consultation.

Disadvantages

Requires considerable skills in establishing the purpose and keeping to that purpose;

It is probably harder to achieve workable solutions in terms of communication skills or checking understanding of decisions.

ACTIVITY 17

		Types of Issue				
		large changes	small changes	staff conditions	safety	continuous monitoring
Method of Consultation	Formal	x		x	x	
	Informal	x	x	x		x

ACTIVITY 18

Informal consultation is most appropriate for small changes because:

it promotes creative problem solving

frequent meetings can be held

it allows you to talk to those directly involved, so that a frank exchange of views can be obtained. This can prevent the issue from developing into something major.

Formal consultation is most appropriate for safety issues because:

safety is a legal issue, and needs to be handled formally

safety information should be presented in an accurate and technical way on paper

employees often need formal guidance on safety procedures

responsibility for corrective action should be minuted clearly

the issue is sufficiently important to warrant formal recording of decisions.

ACTIVITY 20

You might have thought:

Senior management have not thought about these issues.

If they have, the issues are not considered a high priority.

There must be some reason for not wanting to discuss these issues.

ACTIVITY 21

1 and 4 apply particularly here. An important aspect of being organised is anticipation of what the 'other side' or party expects you to be able to answer. The other important aspect is having a set time, however short, when you prepare as a management team to allocate spokesman roles; to agree a common view to be put.

ACTIVITY 22

Cost and timing might be crucial to management and might be fixed. On the other two items management might be very willing to give choice of colour(s) to staff but might, for example, want a washable surface paint or paper.

ACTIVITY 24

There are several different ways in which you may have prepared for this meeting, each of which might have been equally satisfactory. Here are two possible approaches:

WHAT?

What security cover is needed?

WHY?

Why is it needed?

WHEN?

Over what period is cover required and how many staff per day?

WHERE?

What areas of the site should be under surveillance?

HOW?

How will staff be allocated? Volunteers, nominations? How much will they be paid?

WHO?

Who is to be nominated?

PURPOSE

What is the precise purpose of security cover?

PLANNING

Who is to co-ordinate and brief personnel?

ORGANISATION

What will it entail? Who is responsible? How will they be briefed? What areas are involved?

MOTIVATION

Payments? perks? time off?

IMPLEMENTATION

any special conditions?

REVIEW

ACTIVITY 25

Your plan for the meeting may have looked something like this:

OBJECTIVES

To choose an effective way to protect workers' hearing at reasonable cost, without requiring factory shut-down, that will be acceptable to workers and not interfere with day-to-day working operations.

OBSTACLES

Previous unsuccessful consultation about the same issue may have made workers uncommitted to looking for solutions.

The unions may prefer to bargain for danger money rather than accept a solution.

No solution can be found to meet the criteria.

OVERCOMING OBSTACLES

Appeal for commitment from both sides to create the co-operation needed to solve the problem.

State that no danger money will be paid.

Search for suitable solutions (see next paragraph below).

FINDING SOLUTIONS

The meeting:

will consider government code of practice;
will study the consultant's report;
will ask the members of the consultative committee to create other possible solutions.

CHOOSING SOLUTIONS

each possible solution will be matched against the 'OBJECTIVES'.
The best acceptable solution will be implemented.

If there are any differences between your proposals and these, it may be that yours is the best way forward.

ACTIVITY 26

We can't be sure which is the key objective of any group, but the following list provides likely answers

- a Management:
to secure a system of recording who is on the site
- b Shop stewards:
to prevent any change in the clocking-on arrangements

- c Fire Brigade:
to secure a system of recording who is on the site
- d Drivers:
to preserve their current clocking-on and relaxation arrangements

ACTIVITY 28

You probably included such reasons as:

I wasn't really committed to the action in the first place.

I didn't really know what I was supposed to do.

I tried to contact the person who had the information I wanted but couldn't find them.

Other jobs came up so I let things slip.

It didn't seem worth doing once I had left the meeting.

ACTIVITY 32

Your list may have included the following:

- a Dangers of delay: company is thought to be either complacent, intending to ignore the issue, or unsure of what to do.
- b Dangers of distortion: employees become afraid of hazards and refuse to work in dangerous areas.

ACTIVITY 33

Your list may have included the following:

Longest serving employees feel they always have priority;

All of one section of the department wants to go on holiday at once;

People attempt to book up holidays too long in advance.

ACTIVITY 34

- 1 Who needs to know?

Cleaning supervisor.
Safety officer.
Fire officer.
- 2 What do they need to know?

The existence of a fire risk.
Which cupboard the rubbish was in.

3 Why do they need to know?

So that they can eliminate that particular problem (which Trevor could have done on his own initiative) and check other places where the same risk might occur.

4 What do they know already?

Causes of fire.
Need for storage, alternative sites for storage.

5 When do they need to know?

Immediately.

6 How will they receive the information?

Since the information doesn't threaten the fire officer and safety officer they would not reject it; since a report might appear to be critical of cleaning staff and the cleaning supervisor, he might tend to be defensive and delay the solution.

7 What interpretation might they put on the information?

They might think that someone was 'having a go' at the cleaning supervisor but it is more likely that they would think it was an act of a responsible individual who saved a potential danger.