2022 specification
first exams in 2023

Unit 2: People

Course Companion

for T Level in Management and Administration

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Contents

Teacher's Introduction

This course companion is for core content section 2: People.
It forms part of Paper 1 of the Technical Qualification in Management and Administration, which is assessed externally by City and Guilds.

Students are introduced to different types of legislation in the workplace and how it regulates the conduct of both employers and employees.

The unit also explores the methods and processes involved in recruitment, which enable organisations to recruit and employ suitable employees who can meet the aims and objectives of the organisation. The workplace consists of diverse individuals who need to be acknowledged for their unique characteristics, contributions and skills. Employers also need to monitor the well-being of their employees to ensure that they remain resilient in the workplace. Students will learn about different leadership and management styles as well as the impact of organisational structures and staffing on leadership and management. When organisations train and develop their staff, they will be more successful in retaining them. The last topic focuses on the different types of teams that exist in the workplace as well as team roles, dynamics and successful teamwork.

The material has relevant workplace examples, which students can discuss in class, as well as further research activities which will allow students to apply and discuss theoretical concepts. The use of mind maps, diagrams and matching activities will further enhance students' learning experience and will assist them in retaining information and key concepts.

Suggested answers for all activities can be found at the end of this course companion in addition to a glossary of key terms for easy referencing when studying.

June 2023

Learning objectives checklist

- ❑ Regulations vs legislation
- ❑ The meaning of 'duty of care'
- ❑ Overview and characteristics of legislation ~~protecting~~ employees in the workplace
- ❑ Rights and responsibilities ~~of employers~~ and employees
- ❑ The legitimate ~~rights of employers~~ to discipline or dismiss ~~employees~~

When
employ
and reg
unsafe

Introduction

Employers and employees need to be aware of the different types of legislation which govern the workplace during an **employee's life cycle** and which protect both employers and employees from unfair work practices and ensure that an employee works in a safe working environment free from conflict and discrimination. This topic will look at the differences between regulations and legislation, as well as the duty of care that an employer legally has to offer its employees. The main focus of this section will be to introduce students to the different types of employment legislation impacting both employer and employee. Both e~~mplo~~yer and employee responsibilities to ensure that they are adhering to ~~relevant~~ legislation in the ~~workplace~~

Did you k
The employe
standard HR
in the durati
at an organi
employee lif
Attraction, R
Retention, D

Regulations vs legis~~lation~~

In order for ~~organisations~~ to adhere to workplace legislation, regulations need to distinguished ~~between~~ regulations and legislation.

Regulations	
Rules which are written by organisations to explain how laws will be enforced.	Laws established a~~t~~ Parliament and leg~~islature~~
Private agencies or organisations control how laws from government bodies and regulators are enforced within the organisation by setting standards, specifications, and requirements to be followed by employees.	Regulators such as~~ departments desig~~ principles of legisla~~tion~~
Liability for not following regulations within an organisation cannot always be enforced legally.	Liability for not adh~~ering~~ lead to legal action

Employee life cycle: The six stages throug~~h which an~~ employee progresses, fro~~m~~ made with the organisation durin~~g recruiting~~ and the interviewing stage, throu~~gh~~ appointment, development ~~and training~~, retention and finally termination of empl~~oyment~~ resignation or other ~~means~~.

Regulati~~ons:~~ ~~gu~~id~~eli~~nes which organisations set for employees to follow or adh~~ere~~ implement~~ the la~~ws set by legislative bodies.

Legislation: Laws which are enacted by legal entities or bodies such as governm~~ent~~

The meaning of 'duty of care'

Employers have a **duty of care** to ensure the health and safety of their employees. This means that employees should not be harmed while employed a an organisation. This harm includes the physical health and safety of employees as well as their psychological well-being. Areas of care include a safe working environment and equipment, reasonable working hours an⌂ ⌂rotection against harassment. The duty of care is enforced legally th⌂⌂g⌂⌂⌂ri⌂⌂s types of workplace legislation. An employee will be ⌂⌂⌂ t⌂ h⌂⌂⌂ in a grievance or seek compensation from an organisati⌂⌂⌂⌂⌂⌂⌂⌂a of 'duty of care' has been breached.

Duty of c⌂ ⌂ ⌂loyers have a duty to ensure the physical and psychologic⌂ ⌂ealth and safety of their employees at an organisation.

Health
(Acceptable working hours,
fair pay and stress
management)

Duty of Care

(Safe wo
an⌂

Support
(Training a⌂ d
plat⌂⌂ ⌂ ⌂ ⌂se
⌂⌂cerns)

Mental ⌂
(Freed⌂
harassm⌂
and disc⌂
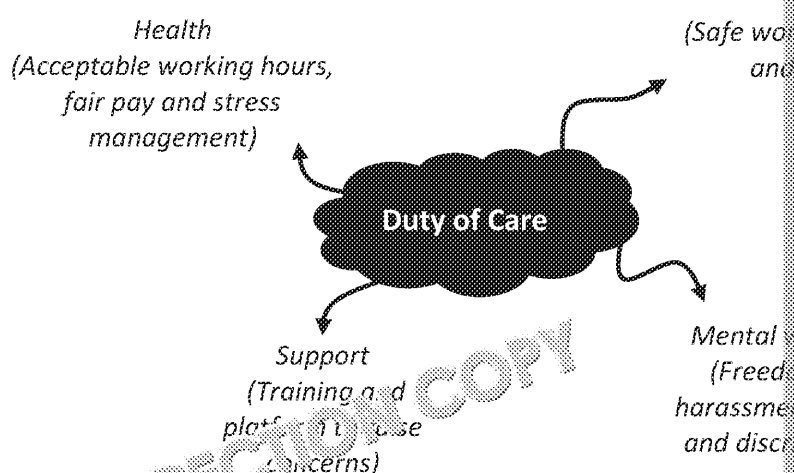
Research task

Read the article on the World Health Organization's website titled 'World fail⌂ protect mental health and well-being of health and care workers, finds report ⌂ **zzed.uk/12234-DOC**

The report was published by the Qatar Foundation, following the World Innov⌂ which reported on the impact of COVID-19 on healthcare workers. When you ⌂ the following questions:

1. Why are health organisations across the globe failing health and care workers in their 'duty of care'?

2. What other breach of 'duty of care' did the surve⌂⌂⌂ ⌂lts reveal?

3. Which solutions were proposed by t⌂ ⌂⌂ ⌂⌂⌂⌂protect health and care workers?

4. What other '⌂⌂⌂ ⌂ a⌂⌂ aspects should employers in the health sector ha⌂ ⌂ ⌂e⌂ ⌂⌂⌂ employees during COVID-19?

Legislation protecting employees in the workplace

Within the workplace, employers must be aware of the different types of employment legislation which apply at the start of the recruitment and selection process of new candidates through to the appointment, development, retention and resignation or retirement phases of employees, signalling the termination of their life cycle at an organisation.

Equality and diversity legislation

The most important legislation w'___ __ ___ __der equality and diversity is the **Equality Act 2010**, which ___ ___ ___ __ployers and employees against unfair treatment i__ ___ wc__ ___ __ased on the characteristics of sex, race, age, gender reassignme__ ___ion, pregnancy and maternity, disability, marriage and civil partnership. ___se characteristics will also be discussed in topic 3 when looking a an equal and inclusive workforce.

Health and safety at work legislation and regulations

The Health and Safety at Work Act 1974 and the Management of Health and Safe cover overall standards and regulations for health and safety in the workplace.

Health and Safety at Work Act 1974 (HSWA)

Overview and characteristics:

The Act wants to ensure that employers of organisations offer employees a work healthy and that ensures their welfare. The legislation also oversees the prevent possession of dangerous substances in the workplace, as well as controlling dang of buildings.

Regulations and duties of employers:

*   Maintaining plants and system__ __ __ a __ __ working order
*   Safe handling, storage __ __ __ __ __ __ __t of articles and substances
*   Training t__ __ e __ __ __ __ __ health and safety of employees
*   Maint__ __ __ s__e place of work as well as safe access and exit
*   Adequa__ __ovision of facilities to ensure welfare at work
*   A revised written statement of a health and safety policy made available by the employer to employees
*   Appointment of safety representatives to represent employees
*   Safety representatives who form a committee to review health and safety measures

Responsibilities of employees:

*   Take responsibility for their health as well as that of other people who migh be affected by their actions in the workplace
*   To work with their employer to ensure that the health and safety legislation

Organisations should offer their employees training on how to use work and safety equipment.

Management of Health and Safety at Work

Overview and characteristics:

This piece of legislation gives employers the resp
health and safety risks in the workplace.

Regulations and duties of employers:

- Evaluating, eliminati... ...d avoiding risks in
- The design o... wc... ...ces, choice of equipm...
  sho... ...mise the risk to an employee's h...
- ...acement of dangerous practices and eq...
  An overall 'prevention policy' should be in p...
- Health and safety training should take place

Responsibilities of employees:

- Safe and responsible use of equipment and
  during training
- Informing employer or fellow employees of
  pose a potential health and safety risk

Data Protection Act 2018 (implementation of the General Data Protecti

GDPR is a European law that has replaced the previous Data Protection
Act of 2018. It specifies requirements on the handling of personal data as
well as providing guidance to individuals when their data is held.
Organisations need to have regulations in place to ensure that the data
of their employees and customers is protected against unlawful access.

Th...

The following table indicates additional legislation that has been developed to [...]
and safety in specialised areas:

Legislation	Overview	Ar[...]
Workplace (Health, Safety and Welfare) Regulations 1992	Maintains a safe workplace equipment, devices an[...]	• Ventilation[...] workspace[...] materials.[...] • Seating, tr[...] • Falling obj[...] • Windows,[...] • Facilities ([...]
Regulato[...]m (Fire Safet[...]r 2005	Ensures fire safety and standards in the workplace	• Fire preca[...] firefighting[...] routes and[...] fire trainin[...]
Manual Handling Operations Regulations 1992 Amended 2002	Applies safety measures when manually handling equipment in the workplace	• Risk assess[...] • Training in[...] loads hand[...]
Health and Safety (Display Screen Equipment) Regulations 1992	Maintains the health and safety of DSE users	• Workstatio[...] users, wor[...]
COSHH (Control of Substances Hazardous to Health) 2002	Protects workers against exposure to harmful substances in the workpla[...]e which may affect their hea[...]	• Prohibiting[...] dust, gases[...] other biol[...] substance[...] with accid[...]
Personal Protective Equipment at Work Regulatio[...]2	Makes pr[...]on[...] protective [...]e[...] to protect employees [...]ainst health and safety risks in the workplace	• Provision [...] assessing [...]
RIDDOR (R[...]ing of Injuries, Diseases and Dangerous Occurrences Regulations (1995))	Allows for the reporting and recording of injuries and accidents in the workplace	• Notificatio[...] injuries, re[...] employee,[...]
Provision and Use of Work Equipment Regulations 1998 (PUWER)	Lays down regulations for the safe use of equipment in the workplace	• Suitability[...] maintenan[...] assessmen[...] machinery[...] when usin[...] and lightin[...]
Working Time Regulations 1998	Ensuring workers' safe[...]y b[...]li[...]king the number o[...] [...]g hours	• Working h[...] hours for a[...] • Working h[...] 8 hours fo[...] 40-hour w[...]

Employment legislation

The aim of employment legislation is to protect the relationship between the employer and the employee as well as the rights of both parties. It also ensures that the stages in the employee's life cycle, including recruitment and appointment through to separation from the organisation, happen fairly. Guidelines and regulations surrounding the employment legislation which will affect employees will be included in an employee's employment contract.

Employment Rights Act 1996

The Employment Rights Act 1996 aim to lay down rules with regard to employment particulars, protection of wages, zero-hours workers, working on a Sunday, time off work and unfair dismissal.

Whistle-blowing: Disclosing practices in the workplace that are criminal offences or which do not meet legal obligations.

National Minimum Wage: A minimum amount that a worker must be paid by an employer based on the hours that they work. This wage amount is determined by national employment legislation.

In order to determine the rights that
it should be noted that according to t
there is a difference between the em
'workers' and 'self-employed'. Emplo
consistently and have regular working
rights and responsibilities than worke
regular or guaranteed working hours
him/herself and works on a more cas
or casual workers often fall under the
'Self-employed' workers provide spec
are often owners of their own busines
organisation to get paid – they will no

According to the Employment Rights Act, employees, workers and self-employed ind

Employees	Workers
• Access to a written statement (job description) that outlines the personal particulars and the duties of the employee	• Access to a written statement (job description) that out the person's duties
• Receipt of a payslip	• Being paid **National Mini Wage**
• Working time rights which include daily and weekly rest breaks as well as a working week of not more than 48 hours	• Receiving a payslip
• Freedom from discrimination	• Working time rights whic include daily and weekly breaks as well as a worki week of not more than 48 hours
• Health and safety at work	
• The following types of leave and pay: sick, maternity, parental, adoption and annual leave	• Protection against discrimination
• Allowance for flexible working hours	• Health and safety at wor
• Minimum notice period	• Annual leave and pay
• **Whistle-blowing** protection	• No detrimental or unfair treatment because of an employee fearing unsafe working conditions
• No detrimental or unfair treatment because of unfair working conditions	
• Getting paid for trade union and antenatal care duties	• Whistle-blowing protecti
• TUPE protection (Transfer of Undertakings (Protection of Employment))	• Representation during a disciplinary or grievance procedure
• Representation during a disciplinary or grievance procedure	• Automatic enrolment on pension scheme
• Protection against unfair dismissal and redundancy pay after two years of continuous service	
• Automatic enrolment onto a pension scheme	

Wages

National Minimum Wage Act 1998

The National Minimum Wage Act 1998 ensures that employers pay workers a minimum hourly rate based on their age. The National Minimum Wage is reviewed and amended in April every year.

The projected National Minimum Wage (April 2023) for different age groups is given below:[1]

23 and over	£10.42
21–22	£10.18
18–20	£7.??
Under 18	£5.28
Apprentice	£5.28

Pensions

Pensions Act 2008

It is the responsibility of each employer to provide their workers and employees called **automatic enrolment**.

An employer must automatically enrol a pension scheme if:

- Their employment status falls under or 'employee'
- They are between 22 and state pens under review
- Their earnings are £10,000 or more
- They work in the UK (immigration re
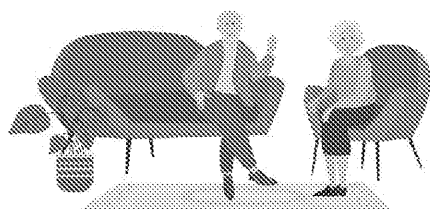
It is the duty of employers to enrol their workers and employees onto pension scheme

The Pensions Schemes Act 2021 has also the operators of pension funds to protec

Maternity leave

Statutory Maternity Pay (SMP) Regulations 1986 and the Maternity and Pa

Maternity legislation specifies notification periods for pregnancy as well as the m that employees are entitled to.

The regulations for maternity leave are as follows:
- An employee must have 'employee' status to claim maternity leave
- An employee must notify their employer of the pregnancy no later than the end of the 15th week before the expected week of childbirth
- Maternity leave is 52 days divided into the first 26 ordinary leave days and the last 26 additional maternity leave days
- The earliest date when leave can be taken is 11 weeks before the expected week of childbirth
- Any employee who gives birth must take a minimum two weeks maternity leave
- SMP is paid for 39

It includes:
- 90% of the employee's average weekly earnings (before tax) for the first six
- £172.48 per week, as of June 2023, or 90% of the employee's average week for the next 33 weeks (based on current rate)

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[1] *https://www.gov.uk/national-minimum-wage-rates*

Parental leave

Paternity and Adoption Leave Regulations 2002 and Shared Parental Leave Regulations 2014

- An employee should have been continuously employed for 26 weeks by the end of the 15th week before the baby's due date to be eligible, or, if adopting, 26 weeks ending with the notification of a match for adoption
- An employee must be the father or the spouse, partner, or partner of the child's mother (includes same-sex partner) or the primary adopter to be eligible

Parental and adoption leave applies to employees and their partners who are

- ❖ Having a baby
- ❖ Adopting a child
- ❖ Having a baby through surrogacy

- Written notification of paternity leave must be given to the employer no lat[er]
expected week of childbirth or within seven days following notification of a[doption]
- Eligible employees can take one or two consecutive weeks' parental leave
- The leave will start:
  - o On the actual date of birth of the child / the date of adoption placemen[t]
  - o An agreed number of days after the birth of the child or date of adopti[on]
  - o An agreed number of days after the expected week of childbirth
  - o On the day the child is born or the day after for surrogate parents
- The parental leave must finish within 56 days of birth or the adoption place[ment]
- Statutory parental leave will be £172.48 a week, as of June 2023, or 90% of th[e]
earnings (whichever is lower)
- Parents who have the duty of looking after child are eligible for unpaid p[arental]
contract) to spend time with them and take care of them if they are sick
- A parent has 18 weeks unpaid leave for each child up to their 18th birthday

Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP)

Shared Parental Leave was introduced by the Children and Families Act 2014. A mother or an adoptee of a child may want to end their maternity or adoption leave and share it with the other partner, a spouse or a parent. This allows the mother or primary carer to return to work without giving up their leave entitlement.

Parents who share responsibility for a child at birth or adoption are eligible for Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP) if they meet the necessary work and pay criteria:

- Employees must have 'employee' and not 'worker' status to qualify for SPL
- Parents employed by the same employer for 26 weeks by the end of the 15th week before the baby's due date and must stay with the same employer until they start their SPL
- To be eligible for ShPP, employees must each earn on average at least £123
- Partners can share up to 50 weeks of leave and up to 37 weeks of pay betwe[en]
- Pay and leave should be shared in the first year the child is born or placed w[ith]
- SPL can be taken together in blocks separated by periods of work or in one go
- Partners can be off work together or can stagger leave and pay

Parent[s]
child [a]
to sh[are]

Activity

How legislation applies to employees
Look at the different workplace scenarios and match them to the correct legislati

A worker is not satisfied with her hourly rate

| A worker is dismissed without w̶ |

| A wor̶ ̶ur̶d on a factory floor at his workplace |

| An applicant is not employed because she is a young female |

| A new employee is not given a written job description and payslip |

| A client is complaining because his contact details were compromised |

The legitimate rights of employers to dismiss employee

Unfair dismissal

An employer cannot ter̶̶ ̶ ̶ mployee's employment without giving a valid
reasonable ̶ ̶ ̶ ̶ nfair dismissal falls under the Employment Rights A

If an employ̶ ̶ cides to dismiss an employee, the employee must be given a m
within the employee's employment contract, or the statutory notice period. If a
for at least two years in continued service, they can request a written statement
reasons why dismissal has taken place; the employer must submit the
written statement within two weeks.

Dismissals are unlawful if they involve the following instances:

- Forced retirement
- Whistle-blowing
- As a result of requesting maternity, paternity or adoption leave
- Breach of working time rights

Reasons why an employer can dismiss a worker:
An employer has the right to dismiss an e̶̶ ̶ ̶ ̶ ̶ ̶ the
following grounds:

- Lack of flexibility or ̶ ̶ ̶ ̶ ess to keep up with crucial changes ̶ ̶ ̶ ir ̶ ̶ job
- Emplo̶ ̶ ̶ uit̶y of misconduct
- Employe̶ ̶ performs work that is not up to standard
- Employee is unable to maintain good interpersonal relationships with colle̶

The employer should first warn the employee of any dissatisfaction; the employe
necessary changes by being offered assistance and training, or should be advise̶

*An en̶
e̶*

If an employee is unable to complete their job due to a long-term illness, the em[...]
assist the employee and give him/her reasonable time to recover from the illnes[...]
dismissed due to a disability.

Research task

Read the article 'Mother sacked by firm wins test ca[...] [...]arents' by Angeliqu[...]
The Guardian on Wednesday 20th December, 2[...] [...].uk/12234-mother-sa[...]
following questions:

1. Why was Ms Perc[...] [...]nfair?

2. Wh[...] [...]r [...]ployment legislation did Ms Percy's boss breach, and why?

3. What action could Ms Percy have taken when she heard that her boss wa[...]

Assessment questions

1. What are 'rules that are written by organisations which explain how law[...]
   enforced' called?

2. Give **two** rights that employees have under the Employment Rights Act 1[...]

3. Describe **two** ways in which an employer can show an employee 'duty o[...]
   the workplace.

4. A manager is asking the HR department to m[...] [...]co[...]mendations on h[...]
   improve the health and safety of em[...] y[...] [...] [...]he organisation.

   Explain what duties th[...] [...]mpl[...]y[...] [...]as to comply with health and safety r[...]
   at work.

Learning objectives checklist

- ❏ How job roles align with business aims
- ❏ Recruiting to find suitable candidates for job roles
- ❏ Methods used for staff planning
- ❏ Different recruitment channels
- ❏ A fair and transparent recr⋯⋯cess
- ❏ The role of the job ⋯⋯
- ❏ Pers⋯⋯ifi⋯
- ❏ Comp⋯different employment contracts

Recruit⋯
candid⋯
organisati⋯
the aim⋯

Introduction

This unit will look at how organisations ensure that they have the right people to⋯ and objectives of the organisation. It also takes a closer look at the planning that⋯ positions in an organisation, as well as the recruitment channels and the recruitm⋯ be done for it to be fair and transparent. There are a variety of recruitment chan⋯ attract the right job candidates which will be discussed as well as the role that a j⋯ specification plays in attracting suitable candidates. Lastly, the topic looks at the⋯ contracts that indicate the length and conditions under which employees have b⋯

How job roles align with business aim⋯

The recruitment process needs to be do⋯⋯e context of **strategic planning** of a business; this is b⋯⋯ aim of recruitment is to find the right people for an org⋯⋯o can help the business to achieve its aims and gi⋯⋯re⋯

The type of a⋯⋯ that businesses set during strategic planning assist organisations to find the right job roles and people needed within the business. Aims that businesses set out to achieve could include:

- ❖ growth
- ❖ increasing market share
- ❖ innovation
- ❖ profits
- ❖ product development

During the interviewing process, job candidates are assessed to find out if they h⋯ and training to fit in with the overall culture of the business which is reflected in⋯ business which wants to expand rapidly and increase its profits, for example, wil⋯ are target-driven and who can meet tight deadlines.

> **Strategic planni⋯** ⋯ ⋯ an organisati⋯ ⋯o⋯ ⋯lanning to ⋯⋯ ⋯⋯ direction and vision ⋯⋯ring aims and objectives and strategies to achieve its long-term goals.

Research task

The two links below indicate the organisational aims and job roles that the Coc[...]
the aims and job roles and answer the questions which follow:

zzed.uk/12234-coca-cola
zzed.uk/12234-cola-careers

1. Write down the **six** aims of the Coca-Cola Company.

2. Write down **any five** [ro]l[es t]ha[t] can help the Coca-Cola Company to [...]
   down in que[st]i[on ...] write the organisational aim that each job role w[...]

   For [examp]le:

Job role	Aim
Manager Global Sustainability	Refreshing the world and mak[...] and creating a world without [...]

Recruiting to find suitable candidates for job roles

The recruitment process is designed to ensure that the right types of job roles are filled within the organisation and that the most suitable candidates will apply for vacancies.

Organisations ensure that their recruitment process attracts suitable job candidates to fill their vacan[cies] [...]

- Establishing the exact vacant po[sition wi]thin the organisation
- Analysing and id[entifyin]g [th]e type of job candidates the or[ganisat]io[n ne]eds
- Identif[ying th]e skills, duties and qualifications which are needed to fill vacant positions
- Compiling a **job description** and a **person specification**
- Using the right recruitment channels to target potential candidates
- Carefully **screening** and **selecting** candidates before the interview process
- Scoring or assessing candidates against a set of required criteria during the [...]

*Candidates ap[...]
sc[...]*

Job description: A summary of the job title, where the job is located, the duties, [...] responsibilities involved in the job.

Person specification: A description of the skills, personality and qualities that a j[...]

Selection: A step in the recruitment process whereby su[itabl]e [c]andidates are sele[...] include CVs, application forms, aptitude tests and [interview]ing.

Screening: Sifting and skimming thr[ough th]e [tot]al number of job applications to f[...] most suited to job roles.

Methods used for staff planning

Organisations need to be prepared when crucial, skilled staff leave the company in pursuit of better opportunities at other organisations or when employees reach retirement age. It is important to plan which staff fulfil crucial positions within the organisation and what skills they have, so that successors can be identified or existing staff can be trained to fill these vacancies in the future. There are various methods that are used to ensure that organisations are sufficiently staffed which will minimise the costs involved to recruit new staff members.

HR planning

The planning process of establishing the number of people that an organisation needs to fill various future job roles within the organisation, as well as the range of skills needed, is known as **HR planning**.

HR planning needs to happen continuously in an organisation due to various internal and external changes that affect all businesses, such as technology, the economy and legislation. Management is responsible for doing HR planning, which forms part of its strategic planning. It also needs to consider the financial budget available for recruitment, as well as the time frames and deadlines for when staff need to be placed or recruited in order to achieve the short- and long-term objectives.

> **HR planning**
> that is
> establis
> that ar
> various
> skills n

1. Conducting strategic planning to establish the aims and objectives of the organisation which align with a need for human resources.

2. Assessing cu and qualifica existing emp

3.

4. Determining shortages and surpluses of employees (new recruitment / termination of employment / transfers / promotions / training).

5. Formulation and implementation of plan.

HR planning

Organisations need ... ...develop existing st... ...fu... ...critical job roles.

Succession planning

The need for **succession planning** in organisations need to be able to repl the organisation at short notice, whi to incur unplanned recruitment cost staff members in a short period of tir planning is to... ...re that critical pos possi... ...the right candidates wi ...ess the necessary skills. Successi identifying skills gaps and offering tr them to fill future vacancies.

1. Researching and identifying key job roles in the organisation which are crucial in achieving organisational aims.

2. Conducting a which positio restructuring,

3.

Succession planning

4. Training and developing existing personnel.

> **Succession planning:** Planning done by organisations to determine critical future job roles and skills needed in the business and identifying successors within the business who can fill critical vacancies.

Capacity planning
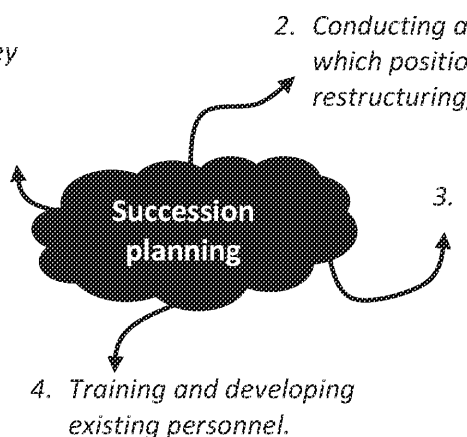
Organisations need to do ... ...anning in order to establish how many emplo... ...ar... ...hey have available to complete the work. Organisatic... ...h do not have enough time to deliver products or complete pr... ...s or work will have to employ more employees or workers to assist. There are various short- and long-term approaches that organisations use to plan the capacity of their workforce. Organisations will base their strategies on the budget that they have available to spend on temporary or new staff, but they will also look at supply and demand in the long run by analysing statistical data of past sales and other changes in markets and the introduction of new technology. There are four types of capacity planning strategies: 'Match', 'Lag', '

Match
Monitoring the demand for products in the organisation and matching workforce capacity to the demand

Lag
Waiting until there is a high de services before increasing wor on recruitmen

Capacity planning

> **Capacity planning:** The number of employees and hours an organisation has or needs in order to complete work within the organisation.

Lead
Forecasting an increase in produc demand in the organisation ar workforce capacity ahead of time prepared. (Could lead to worke

Activity

Methods of staff planning

Look at the different types of methods that organisations use to ensure that they choose the correct method of staffing for each scenario.

A small private school with five staff members has noticed an increase in the need to offer educat' online after the COVID-19 pandemic and need to keep up with demand.

An advert' a c   as a group of talented graphic er who will be leaving the company at the end   year to go and work abroad.

A hotel chain is already employing staff for its Hawaiian properties, given that each year there is an increase in sales during the summer months.

A retailer which sells ski supplies will wait until winter when there is an increased demand for the products to recruit new sales personnel.

A bank needs to determine how the introduction of Internet banking will affect the number of staff it will employ in the future.

Case study

A food ret   r h   r   enced an increase in the demand for onlin   ry   elivery service initiated by the COVID-19 pandemi   experiencing a shortage of staff to meet the new demand. As a class, brainstorm and evaluate possible short-term and long-term practical solutions to solve the staffing issue. (Refer to methods used for staff planning.)

Different recruitment channels

Organisations use a wide range of recruitment channels when looking for ideal c

The range of internal recruitment channels may include:
- Internal skills databases or records as part of succession planning
- Intranet
- Organisational bulletins and emails
- Organisation's website

The reasons for using in* ** ***els of recruitment include:**
- It is les*** ***n*** ***ain and appoint existing employees than recruiting candid*** ***ternally
- It allows existing employees the opportunity to progress and grow within a organisation through promotion opportunities
- It allows for a smoother transition of an employee into their new role because they are used to how the organisation functions
- It motivates existing employees to work hard, with the realisation that the c growth opportunities

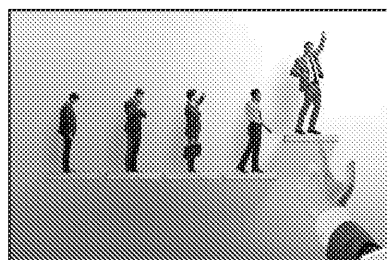**The range of external recruitment channels may include:**
- Recruitment agencies
- Professional bodies which specialise in specific professions
- Headhunting
- Internet, social media and networking sites (e.g. Facebook and LinkedIn)
- Newspapers or trade magazines
- Trade events

The reasons for using external ch* *** of *** ruitment include:**
- Lack of strong, intern*** *** *** es for the job position
- The org*** ***tic*** *** ***ing for new talent
- A new*** ***n without successors or existing skills has been created
- A new c*** ***isation is recruiting employees for the first time

A fair and transparent recruitment process

For the right type of jobs to be filled within the organisation, the recruitment pr consistent and fair. The process is, therefore, divided into several steps which w roles are identified and the right type of people will respond.

*The recruitment pro*** *** consistent*** ***s v*** *** ***ms to select s*** ***andidates in a fair and*** ***sparent way.*

Step 1: HR needs to establish how many and the organisation.

Step 2: Analysing and iden*ifying the type of j needs, and which *** *** du*** es and qualificatic these po*it*an*

*** *** *** organisation has done an analysis tc *** ***ecification, a job description can be compil vacant position is advertised.

Step 3: HR starts its search for the ideal candi recruitment channels, which may include the agencies, social media and employment web*

Step 4: Selection and screening to sieve throu most suitable candidates for the position.

The selection process involves selecting suitable job candidates through screening application forms, CVs, aptitude tests, interviews and references. These method consistent throughout the process and make accurate and fair judgements.

Application forms

- An application form allows the recruiter to check the relevance of personal
- An application form also draws out important inf___ __ n from a candidate
- Specific questions asked in the applicatio_ fc m __ assist in the screening
- The candidate's ability to comp____ __ ___lication form could be indicative effective communication

CVs

As part of th__ __tion process, an applicant is required to send in a CV which can reveal important objective information about the candidate.

- It is often the first form of contact that a recruiter has with a potential job candidate.
- The CV offers a quick overview of a candidate's skills, education and experience, and these elements are matched to the characteristics of the job vacancy.

Assessments

Due to the subjective nature of interviews, job candidates are given aptitude and personality tests as part of their job interview. These tests are focused on finding candidates who have the best potential to perform the job. Aptitude tests such as **psychometric tests** are designed to test candidates' logic and analytical ___.
The latest aptitude tests that organisations use a__ __ ___ __ d and conducted online, which allows a varie___ __ ___didates at different locations to access a__ __in __ ___ _he tests.

> Psychom___ __s___ __ ___ __ at are designed to assess a
> job cand___ __ __ __al aptitude and personality.

Step 5: Interviewing candidates who have made the shortlist.

Interviews

An interview is designed to allow the recruiter the opportunity to find out more specific and detailed information about a candidate to determine whether they will fit into the corporate culture of the organisation and whether the job candidate has the necessary skills to perform the job successfully. It is important that the interview is conducted by a professional interviewer to ensure that the interview is consistent and unbiased. An interviewer should guard against makin_ __ __ s_bjective judgements of job candidates and should ens__e __a_ __ _y have a thorough knowledge of what the job_ __ __ __ __n conducting the interview, so that the right __ __ __ __n___ __ be asked to assess the knowledge of the a_____

Interview questions and criteria

The interviewer should ensure that the criteria against which the applicant is ass
comprehensive, covering areas such as relevant experience, achievements, pote
Interviewers should ask the right questions to gain as much information as possi
questions which force applicants to answer in a prescribed way, as well as quest
discrimination against candidates, should be avoided. Open questions which req
and give their own opinion are a good way of learning more about a candidate's

Presentations

Job candidates are often required to give a presentation as part of the interview
be a sales pitch if the candidate is applying for a sales position, or could involve t
the organisation that they are applying for a management position.

* Recruiters able to assess whether a job candidate has enough knowledg
* The recruiter can ask specific questions to test the candidate's knowledge d

Step 6: Offer of employment.

References

In order to verify whether the interviewer has made the right decision in choosir
the job applicant's referees as indicated on the candidate's CV. Referees could p
individual's character and their experience in a certain position.

Step 7: Onboarding.

Onboarding: The process after an employee has been offered a position at an o
offered orientation training to introduce him/her to the processes and culture of th

Research s.
The link below s for the recruitment process at the Coca-Cola Company:
zzed.uk/12234-cola-hiring

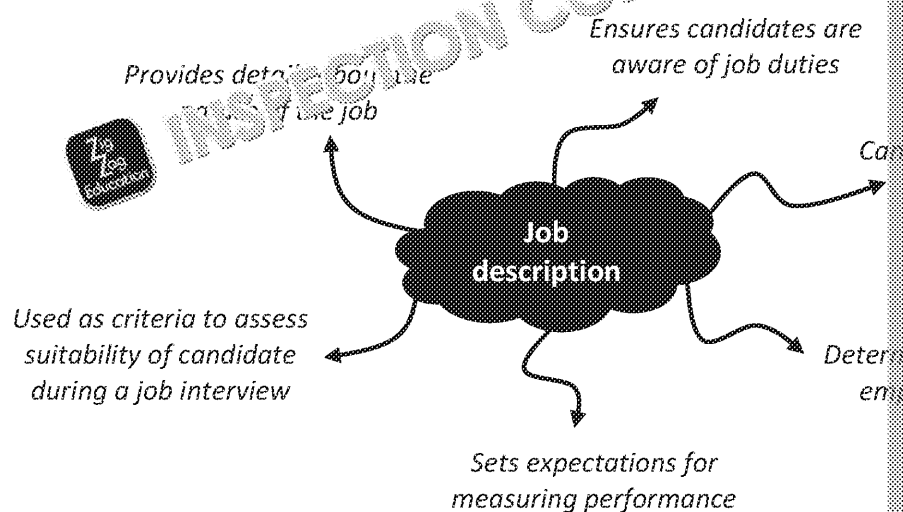Read through the process and answer the questions which follow:

1. Which channel must applicants use to apply for a position at Coca-Cola?
2. What screening process does Coca-Cola follow once an applicant has ap
3. What type of interview does Coca-Cola conduct?
4. What two other screening methods does Coca-Cola use after an applican
5. Would you say that Coca-Cola's recruitment process is fair and transpare

The role of the job description

To compile a job description, organisations need to first do a **job analysis** which i
needed to do a specific job as well as indicating the functions of a specific job rol
include all the elements of the job, including the job title, salary, functions, job d
qualifications and experience needed. The job description should be verified by
already in the job role.

Provides det...... bo'... se
...... he job

Ensures candidates are
aware of job duties

Ca

Job description

Used as criteria to assess
suitability of candidate
during a job interview

Deter
en

Sets expectations for
measuring performance

> **Job analysis:** The process of analysing an existing job role to find out what skill
> needed to perform the job, as well as the duties and working conditions.

Person specification

A person specification ...... focus from the purpose and tasks of the job,
description...... p...ality traits, attributes and specific capabilities of the jo
the employ...... ld not discriminate when mentioning the physical qualities re
latter should be qualities that are essential to complete a specific job, such as re
height due to the restrictions of a specific work environment. Job applicants wil
specification to assess themselves against set criteria.

Allows a candidate to compare
capabilities against set criteria
before applying for the position

Focuses on spec
skills and attribut

Person specifi...... n

New employees are able to adapt
more quickly, due to their
capabilities and attributes
matching the culture of
the organi...
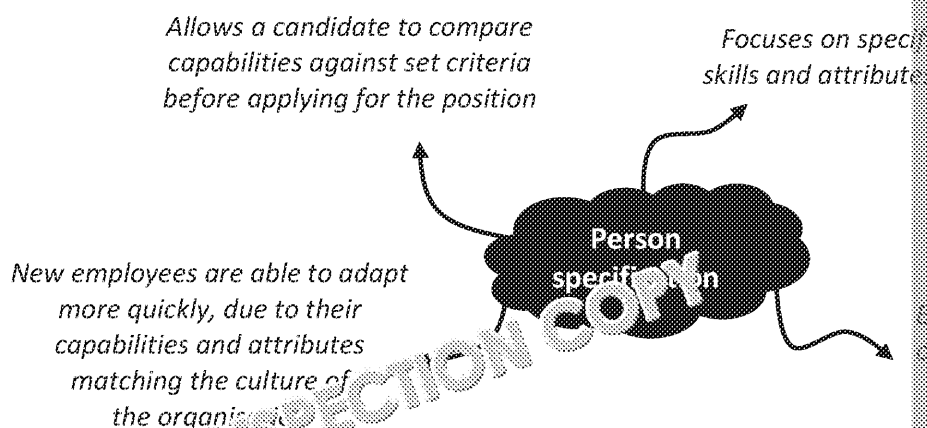
Activ:

Find a job description and a person specification, either in a newspaper or onlin
would like to do in Management and Administration. Bring them to class and mat
and skills to the job you have chosen.

Comparing different types of employment contract

An **employment contract** is a written agreement between an employer and an e[...]
terms of the employment. Both the employer and the employee agree on the co[...]
also includes the rights and responsibilities of both employer and employee.

Type of contract	Nature/duration	
Full-time	Permanent	Paid ho[...] medical[...]
Fixed-term	Valid for a[...] amount of time or while [...] for the position	Same as[...]
Part-time	Employee works reduced number of hours	May inc[...] as full-t[...]
Short-term	Specific start and end date, usually longer than a month and shorter than 12 months	Same b[...]
Outsourced	Contract between organisation and a service provider	Service [...] from its[...]
Freelance/contractor	Self-employed individual	Does no[...] term or[...]
Consultant	Specified amount of time for specified services	Health i[...] holiday [...] on orga[...]
Agency	Temporary from an agency to meet urgent needs of organisation	Same co[...] after th[...]

Assessment questions

1. What do recruiters need t[...] [...] [...]at includes all the elements of a jo[...] the job title, dutie[...] [...]rements?

2. Exp[...] [...]o ways in which a recruitment process can ensure that the rig[...] app[...] job roles in an organisation.

3. Give **three** methods that can be used to ensure that an organisation is sufficiently staffed.

4. Explain the difference between a full-time contract and a fixed-term con[...]

Learning objectives checklist

- ☐ The meaning of equality, diversity and inclusion
- ☐ Protected characteristics of the Equality Act 2010
- ☐ Recruitment approaches to support diversity
- ☐ Policy elements and approaches to inclusive practices
- ☐ Values vs benefits
- ☐ Values and benefits of an equal, diverse and inclusive workforce

*Employee
w*

Introduction

Workplaces consist of individuals with different backgrounds and characteristics and have equal access and opportunities in the workplace. This topic will look at in the workplace and how the Equality Act 2010 identifies certain characteristics also focus on the approaches that organisations can take when recruiting emplo and how to support equality, diversity and inclusion in the workplace. Lastly, this values that organisations will have if they are inclusive and diverse, as well as the being inclusive.

The meaning of equality and diversity

In the workplace, **equality** means that all employees should have equal rights and should be treated fairly as well as having equal access to employment, training and opportunities without being discriminated against, so that they can reach their full potential. The equal rights of employees are formalised in the Equality Act 2010. Employers are encouraged as organisations to identify and overcome equality barriers that may disadvantage certain groups in the workplace. **Diversity** means accepting that employees come from different backgrounds, that visual and non-visual differences should be embraced and that each employee can positively shape the corporate culture of the organisation. Employees should feel 'included' in an organisation, which forms part of a policy of **inclusion** which values all employees and the unique contributions that they can make to the organisation.

Equality: All employees should have equal rights and access to employment, tra opportunities within the workplace.

Diversity: Employees come from different backgrounds and walks of life, with vi which should be embraced and be incorporated into the organisation's culture.
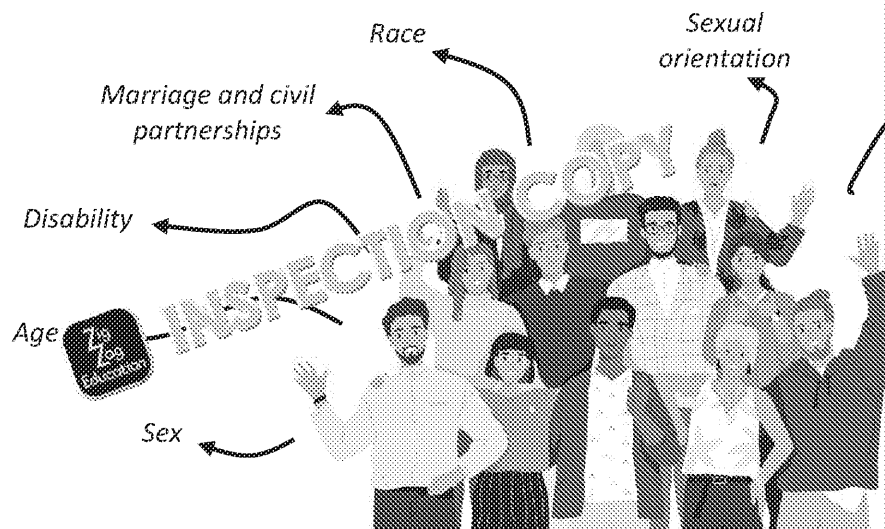
Inclusion: The contributions that different individuals make to an organisatio and included.

Protected characteristics of the Equality Act 2010

Race

Sexual orientation

Marriage and civil partnerships

Disability

Age

Sex

Activity

Equality, diversity and inclusion
Look at the following EDI scenarios and choose the correct term for each scenario

> An organisation is encouraging applicants with disabilities to apply for a vacant position.

> A manager has decided to offer two different training sessions for its junior and senior personnel.

> A workplace cafe has started offering more halal lunches.

Recruitment approaches to support diversity

Organisations should use the right approaches during recruitment to ensure that they are supporting diverse applicants to apply for job vacancies.

* Employers should ensure that job vacancies are advertised using correct and unbiased wording.
* Job advertisements must attract applications from a diversity of applicants without excluding individuals mentioned in the characteristics of the Equality Act 2010.
* The organisation's policy on EDI (equality, diversity and inclusion) should appear in job advertisements and the job application documentation.
* Organisations should be able to prove that their recruitment process are fair and transparent.
* The interview process should be objective and focus on an applicant's ability job description.
* Assessments of job applicants' aptitude should be fair and consistent.
* Organisations should choose recruitment channels that diverse applicants h
* Educational qualification required for a vacant position should not be exclu

Policy elements and approaches to inclusive practices

The inclusive approaches that organisations follow on EDI should be included in their policy statements. Organisations should focus on the following approaches to inclusive practices:

- Formulating a clear and transparent policy on diversity and inclusion
- Giving employees platforms and forums to discuss what EDI means to them and how it impacts them
- Creating a corporate culture that incorporate individuals from diverse backgrounds
- Having regulatory m   auditing processes in place to identify   gu   st any discrimination within the structure, proces   policies of an organisation
- Being a   of the different cultural and religious beliefs and customs of employees, such as religious holidays
- Ensuring that the structuring of benefits, salaries and advancement opportunities within the organisation is equal and fair
- Training staff on the latest EDI legislation as well as the occurrence of uncon
- Hosting regular workshops to introduce and teach employees about differe
- Making EDI policies available internally via channels such as the staff intran

---

Research task

The link below will take you to the 'Diversity' section of Boots:

zzed.uk/12234-boots

Read the information that Boots provides on di   rs   and answer the questions

1. Describe **three** approach s t   ots uses to promote diversity in the o
2. Name   o   at Boots is experiencing by having a diverse and in
3. Wh   protected characteristics of the Equality Act does Boots focu
4. Which training initiatives is Boots implementing to promote diversity?

Values vs benefits

Values are principles which determine how organisations and employees behave or act in the workplace, while **benefits** refer to the positive results or outcomes when implementing the values in the organisation's policies and processes.

Activity

As a class, write down **five** important value t at o   l organisations should have in order to have an eq   iv   and inclusive workplace.

Values and benefits of an EDI (equal, diverse and inclusi

Organisations which value equality, diversity and inclusion will have the follow

* Respect (employees come from different backgrounds)
* Trust and confidence (all employees should be involved in the organisation'
* Fairness (employees should all have the same rights in the workplace)
* Empathy (employees will make an effort to understa... fferent viewpoint
* Acceptance (employees will have a sense of '... ng ')

Benefits of equality in the workp'...

* A variety of skills an... ...ves can be consulted during problem-solving
* It boos... m... ...id productivity in the workplace because employees contri... ...owards achieving organisational aims
* It promotes good customer relations and public image
* It enhances the marketing efforts of the organisation, through a better und... that a diverse workforce brings
* It promotes a culture of creativity and innovation by welcoming new ideas f
* It creates more trust and a stronger corporate culture because employees r

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Assessment questions

1. What does the term 'diversity' mean?

2. Identify **two** ways in which an organisation can make its staff feel includ the organisation.

3. As part of a training worksh... ...m... ...er wants to present different str policies that organi... ...c... ...implement to support equality, diversity during its re... ...i... process.

   Eva... ...nd recommend **three** strategies that management can implen

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Learning objectives checklist

- [ ] A resilient workforce
- [ ] The importance of well-being and mental health
- [ ] Factors affecting employee well-being
- [ ] The reasons for well-being initiative[s] i[n] [the] [w]orkplace
- [ ] Types of well-being initiati[ves]
- [ ] Advantages and d[isadvantage]s of well-being initiatives
- [ ] Well-b[eing] f[or] [improv]ed motivation and retention
- [ ] Imp[act of we]ll[ne]ss on the organisation
- [ ] Moni[toring] well-being at work

Introduction

When an organisation looks after the well-being of its employees, they will be m[ore] able to cope with challenges and drawbacks. This topic discusses the meaning of [as] well as the important role that the well-being and mental health of employees p[lay] at the factors affecting employee well-being as well as the types of well-being in[itiatives] offer employees. Well-being initiatives have positive effects on employers and e[mployees].

A resilient workforce

A **resilient workforce** means that employees are able to ['boun]ce back' or recover from any setbacks that they experienc[e w]he[n w]orking for an organisation; this means that they have [develop]a [po]sitive and healthy mindset and are able to cope i[n s]res[ful] [sit]uations. It is, therefore, important for organisa[tion]s [to] [loo]k after the physical and mental well-being of th[eir wor]kf[orce.]

> **Resilience:** Being able to 'bounce back' and recover after facing setbacks and challenges.

The importance of well-being and mental health

The COVID-19 pandemic has emphasised the importance of employee well-being [a] [the] workplace. More employees are working from home and are feeling isolated with[out] support. Some employees who work from home are finding it harder to stay moti[vated] supervision and guidelines from superiors and managers. Mental well-being will e[nsure] counter stress involved in any job position and to continue working productively w[ith]

Needed for focus and rational problem-solvin[g]

Ensures health[y] and emotions

Creat[es] [a] [b]alanced employ[ee]

The importance of mental health and well-being in the workplace

Essential for decision-making

Affects morale and motivation
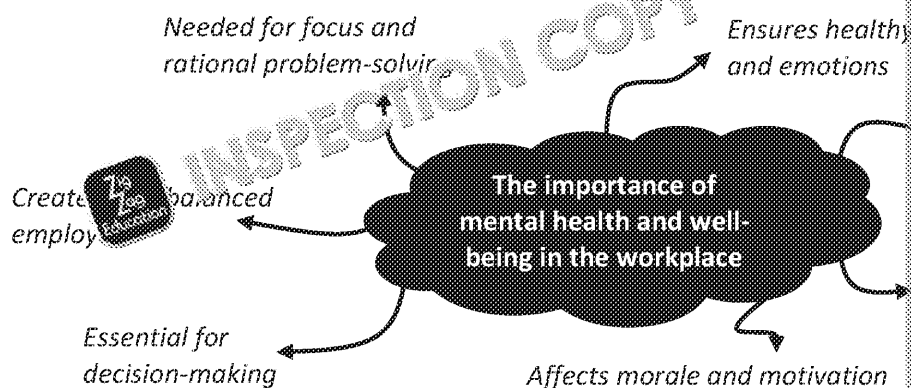
Factors affecting employee well-being

There is a variety of factors and circumstances that can negatively impact the well-being of employees in the workplace; they are as follows:

- A lack of control in a job role or the working environment
- Long working hours
- Insufficient support from management
- Lack of communication channels to voice concerns
- Stress caused by the difficult nature of the job role itself
- Poor leadership
- Poor organisational structures and systems
- Lack of recognition

Long work...
managem...

The reasons for well-being initiatives in the workplace

Organisations introduce well-being initiatives in the workplace to improve the ov... and to minimise the negative impacts and risks of an unhealthy, overworked and to lower productivity and an increase in staff turnover.

Organisations introduce **well-being init...**

- Improve employees' health
- Reduce medical costs
- Increase job satisfaction
- Create a healthy and safe working
- Retain existing employees
- Reduce absenteeism at work

...-being initiatives: Programmes, ...fered by employers to employees i... improve their physical and mental we...
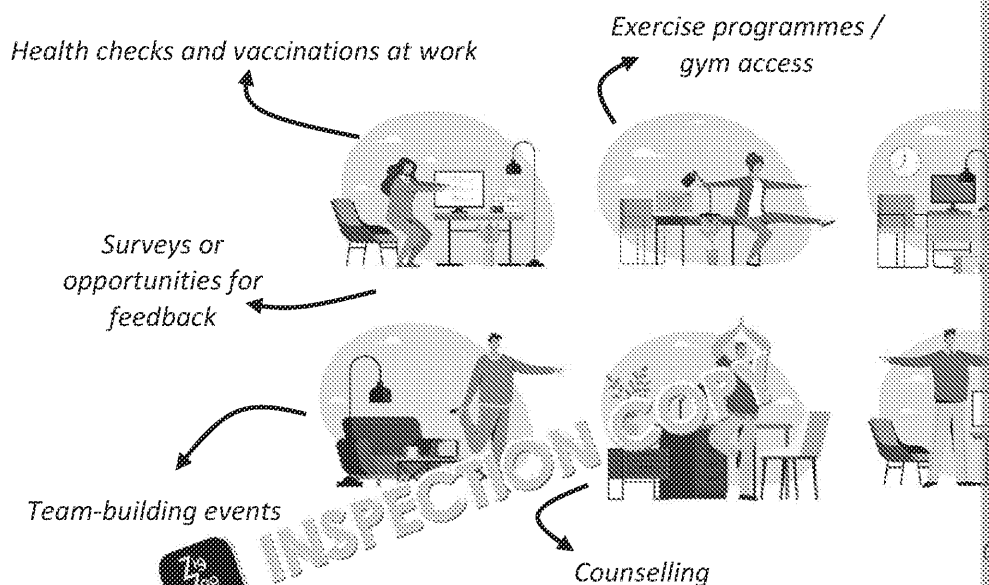
Organisations which introduce well-being initiatives have a lower r... of absenteeism at ...

Types of well-being initiatives

Health checks and vaccinations at work

Exercise programmes / gym access

Surveys or opportunities for feedback

Team-building events

Counselling

Advantages and disadvantages of well-being initiatives

Employers who focus on the well-being and mental health of employees experience the following positive outcomes:

* More productive workers
* Staff have a higher morale due to continued mental support from management
* Employees develop the ability to be flexible and adapt to changes required from their job roles
* Staff engage in healthy interpersonal relations with their colleagues
* The organisation experiences lower absenteeism and staff turnover
* An organisation that cares about the well-being of its employees serves as a strong motivation for potential job candidates to join the organisation

Wellness programmes are beneficial in the workplace, but they can also have the

* Additional costs are involved in launching and maintaining wellness progran
* There might be a lack of enthusiasm from staff to participate in wellness pro
* Additional time and resources are needed to sustain wellness programmes.
* A lack of participation in these initiatives may lead to time and money being invested elsewhere or used to achieve other important organisational goals

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Research task

The link below is for an article titled 'Boots UK signs pledge for inclusion and w

zzed.uk/12234-boots-inclusive

Read the article and answer the questions which follow:

1. Which **three** external well-being initiatives has Boots UK already introduce

2. Write down, in your own words, how you think the following new well-bei Boots can assist in the well-being of pharmacists:
   Wellbeing Hub, Wellbeing Action Plan, Wellbeing Steering Group

3. Organisations also need to monitor the well-being of their employees. Wh help with the monitoring of the mental health of Boots pharmacists?

Well-being for improved motivation and retention

Employers who are focused on improving employee well-being through various initiatives and assistance schemes will improve the level of motivation of their employees and will be able to improve retention at the organisation for the following reasons:

- Employees will have a sense of belonging and loyalty if the organisation invests time in them, and they are likely to stay at the organisation for longer.
- Initiatives such as team building will improve trust between employees, which leads to greater cooperation and motivation.
- When organisation focus on employee well-being, they are improving psychological and physical well-being of their employees, which will lead to a lower rate of long-term illness and absenteeism from work.

Impact of wellness on the organisation

Organisations which have successful wellness programmes and initiatives experience following areas:

- Productivity
- Motivation
- Interpersonal relationships
- Level of trust

- Absenteeism
- Physical health
- Communication

Monitoring well-being at work

Organisations should ensure that they implement ways to monitor the well-being of staff in order to maintain their health and for prevention and early detection of any mental or physical health problems.
Well-being monitoring include:

- Helpline call centres
- Regular health screenings
- Regular health surveys
- Health personnel at the workplace
- First aid classes
- Well-being committees
- Well-being champions

Assessment questions

1. State **two** factors in the workplace that can affect employee's well-being

2. Explain how employee wellness initiatives can improve retention in an organisation

3. An organisation is experiencing a low morale among staff members high staff turnover. Explain what approaches management can take to improve well-being of staff and to counter the low morale and high staff turnover.

Learning objectives checklist

- ☐ Approaches to managing people
- ☐ Importance of managing people in the workplace
- ☐ Organisational structures and leadership
- ☐ Management approaches in differe... ...fi... ...ituations

Manag... different m...

Introdu...

Organisations need managers and leaders to lead and motivate their subordinat... and functions within the workplace in order for organisations to achieve their ov... looks at the different approaches and styles that managers apply in the workplac... managing people in order to achieve the outcomes of the organisation and to int... behaviour. It also looks at the ways in which organisations are structured or func... structures have on the ways in which people are managed. Different business sit... leadership approaches and these will be explored.

Approaches to managing people

In order to understand the different management approaches and leadership styles that organisations have, one must be able to distinguish between management and leadership. Manar... ...re responsible for the allocation of resources as wel'... ...e... ...ordination of processes and activities and the imple... ...io... ...f various functions within an organisation, ranging fr... ...j... ...e and administration to human resources and i... ...echnology in order to achieve the aims and g... th... ...isation. The way in which a manager coordinates and activities is ... as their **management style**.

Leadership refers to the natural qualities and characteristics which an individual... their behaviour when managing and leading people in the workplace. A leader p... motivating employees to complete various tasks effectively within a specific per... output within an organisation. The natural way in which a person motivates peo... a **leadership style**.

Did
'Lead...
some...
want...
Dwig...

> **Leadership style:** The way in which a leader motivates and leads subordinates ... based on their natural qualities.
>
> **Management style:** The way in which a manager instructs, coordinates and impl... workplace influenced by their leadership style.

The table below illustrates the different approaches to management and leaders[hip]

Management style	Type of leader	Characteristics	Authority an[d] decisions
Directive	Autocratic/ Authoritative	Leader issues instructions and expects tasks to be done	Full authority lie[s] manager and the[y] make decisions
Participative/ Collaborative	Democratic	Leader involves [sub]ordinates through [di]scussions and open forums	Subordinates ass[ist] with decision-ma[king]
Delegative	Laissez-faire	Manager will delegate tasks to competent subordinates and will not get further involved	Subordinates ma[ke] decisions which a[re] needed for tasks [to be] completed. Manager will ma[ke] decisions if dicta[ted by] higher authority.
Pacesetting	A combination of autocratic, democratic and laissez-faire	The leader will set clear performance standards that subordinates must achieve, and will expect them to meet high standards	Subordinates mu[st] take responsibili[ty for] their own decisio[ns] and performance[, and] decide whether [an] intervention is ne[eded]

Activity

Different management s[tyles]
Look at the scenar[ios below] and match them to the correct management style.

> A manager is briefing a team of computer programmers on a new project, after which they will not get further involved.

> A manager gives their subordinates instructions to stop the manufacturing of a certain product.

> A team manager demonstrates how to create an animation to a group of graphic designers; they expect them to recreate it and to follow the exact specifications.

> A manager asks their subordinates to brainstorm [ideas for] a new product.

The importance of managing people in the workplace

Managing and leading people is part of the command function in organisations and it is an important function which allows the giving and receiving of information and the flow of instructions from the top to the bottom of the organisational hierarchy in an organisation.

Managing people is an important function for the following reasons:

- It coordinates the activities and functions of incumbents (position holders) within an organisation
- It plays an important role in the communication of instructions, tasks and information
- It oversees the output processes and production function and processes within an organisation and, therefore, maintains productivity within an organisation
- It builds and helps to strengthen interpersonal relationships within an organisation
- It motivates subordinates to complete tasks
- It is needed for crisis management
- It regulates poor or negative behaviour and controls conflict in an organisation

> **Activity**
>
> Identify a leader or a role model that you look up to or admire, and discuss what makes a good leader.

Organisational structures and leadership

The different ways in which organisations are structured, or their **organisational hierarchies**, will impact the way in which managers will manage employees within an organisation.

A **matrix hierarchy** structures the organisation according to functions where team members report to functional managers as well as project managers.

In a matrix approach, employees are managed in the following ways:

- Employees share their expertise outside of their functional departments with their project team members when working on projects.
- Communication is shared more easily by employees with project and functional managers than in the top-down or bottom-up hierarchy.
- Project and functional managers will focus on the different strengths and participation of subordinates and team members to get tasks done.
- The leadership and management approach under this structure will be collaborative, democratic and people-driven because the expertise of different the opinions of different team members are needed to complete tasks.

In a **functional hierarchy**, the organisation is structured into different departments functions could include marketing, finance, production, administration and human

> **Organisational hierarchy:** The way in which the roles and functions are structured to different — from top management to middle management, down to subordinates.
>
> **Functional hierarchy:** An organisational hierarchy where the organisation is structured or departments.
>
> **Matrix hierarchy:** An organisational hierarchy which combines two different types which allows subordinates to function in departments and project teams needed

In a functional hierarchy, employees are managed in the following ways:

- Departmental managers will issue instructions to employees within their function and direct line of control.
- Employees report to one manager in charge of their function.
- Employees are expected to share expertise within their function or department only.
- Managers lead in an autocratic, directive style due to the 'top-down' structures, with instructions being communicated downwards, leaving little opportunity for feedback from subordinates.

Management approaches in different staffing situations

Organisations will have different staff members who are employed on different terms. These staff members include permanent and temporary staff, staff who report directly to management in the organisation, or staff who report indirectly to management who work remotely or who are outsourced.

Different types of employees need to be managed in different ways in order for tasks to be completed effectively within organisations.

Remote employees

Since the COVID-19 pandemic, there has been an increase in the number of employees who work remotely at organisations. Managers need to apply different management techniques to manage remote employees.

There will be a strong emphasis on collaborative, democratic leadership because remote employees need to be encouraged to feel included in the day-to-day operations of the organisation as well as in the decision-making process of the organisation.

Some guidelines when managing remote employees include:

- Managing interpersonal relationships and collaboration between staff who are off-site
- Effective communication channels to keep remote staff aware of the day-to the organisation
- Updating and involving staff on a regular basis through regular online conta
- Offering mental support to remote colleagues who might feel isolated
- Involving remote employees in decision-making
- Rewarding positive contributions
- Maintaining a high level of trust in remote employees

Outsourced employees

When organisations need specific skills or tasks completed, they may turn to **outsourced employees** or so-called third-party vendors. This allows the organisation to save the cost of employing staff on a permanent basis and allows the organisation to only have the specific work done when the need arises.

Outsourced employees will require a delegative or laissez-faire approach to management because they are not directly employed by the organisation. Managers will have to brief them on the tasks that need to be completed and should trust their expertise to get the tasks done.

Outsourced employees can be managed more effectively in the following ways:

- Providing adequate background and/or training on the operational aspects
- Adopting inclusive management practices that will allow outsourced staff to culture of the organisation in order to improve communication between int
- Monitoring staff consistently to ensure that they stay motivated and they c
- Staying in touch and applying effective communication methods

Research task

The link below is f... ic... titled 'Thousands of HSBC and JP Morgan staff t zzed.uk... ...-...

Read the article and answer the questions which follow:

1. Name **three** advantages of staff working from home which are mentioned the article.

2. Which leadership styles will HSBC and JP Morgan need to adopt for man and why?

3. What will the challenges be that managers will face when allowing their w

Assessment questions

1. Identify **three** types of management approac... ...at... ...re used to manag the workplace.

2. Give **two** reasons w... ...o... ...ould be managed in the workplace.

3. An ... ...at... ...n has been allowing its staff members to work remotely. Ana... ...e implications of this decision on the leadership and managem that will be needed to manage the remote staff effectively.

Learning objectives checklist

- ❑ Processes for staff development
- ❑ Elements in the induction process
- ❑ Employee ownership of personal and professional development
- ❑ Employee engagement
- ❑ The role of motivation in engaging employees
- ❑ Setting SMART targets for CPD
- ❑ Coaching and mentoring in the workplace
- ❑ Organisational benefits of CPD

Introduction

This topic looks at how organisations can train and develop their existing and new
will continue to be productive throughout their life cycles at the organisation. The
developing staff are explored, as well as the elements that are included in an ind
employee's first encounter with the functions and processes of an organisation.
responsibility for their own professional development within an organisation by
needs. Once employees have communicated their training needs, they can track
SMART targets and tracking their progress on a CPD log. In order for employees
and to stay on track, organisations will coach and mentor employees to work tow
Organisations will benefit from continuous staff development.

Processes for staff development

It is important for organisations to invest time in their human resources by offeri
development and training throughout an employee's life cycle. Not only will this
organisation retains current staff, but it can also attract new employees. Inducti
that employees stay committed to the organisation because they are more know
their job roles more effectively. Trained staff can be promoted and will remain i
which will improve retention.

Many employees work in highly pressurised environments where the expectatio
perform tasks effectively in a short period of time, leaving little room for error. T
developing staff members to be flexible and multiskilled, and to improve staff co
productivity when completing tasks in the workplace.

Training can take place either **internally** within the organisation, i.e. training staf
utilising HR and existing staff members, or **externally** through the use of organis
the organisation.

There are different types of training approaches that organisations can take. The
- **Task/job rotation**
  An employee could move to perform a different job role at the same lev
  and share building experience and knowledge which can be helpful in the
  will all employees to become multiskilled, which will allow them to step
  unable to fulfil their job roles at certain times. Job rotation opportunities ca
  employees to work within their job fields abroad in order to gain more expe

- **Coaching/mentoring**
  With the coaching method of training, a more experienced staff member or [...] more about their job position in the organisation. This can help build strong [...] senior staff. This is also a valuable training tool for succession if employees [...] promotion and require further training in management.

- **Workshops**
  Workplace workshops allow an organisation [...] training programmes [...] areas of development and training, [...] identified during job performance [...] be done over a short period [...] trained experts can address the dif[...]

- **Confer[...]**
  Trade [...]nces expose employees to professionals in their trade and pr[...] gather information about best practices and to stay up to date with change[...] their industry. These conferences can also offer valuable networking oppor[...] to collaborate on projects.

- **On-the-job development**
  On-the-job development involves a superior or manager who will monitor or assist an employee while they are performing tasks or duties required within their job role. This could involve troubleshooting and brainstorming solutions as problems arise to develop new skills while the job is being done.

- **Performance reviews**
  Managers can identify gaps in employees' experience and training during performance reviews when employees are [...]ss[...]d and evaluated on their performance or abil[...] [...] [...] their performance targets within their job roles.

Activ[...]

Processes [...] [...]ff development
Match each scenario to a staff development approach.

> A new employee needs to be introduced to the tasks and duties of their new job.

> An existing employee would like to learn more about the latest developments in the banking sector.

> The marketing manager wants marketers to learn about the production of the organisation's products.
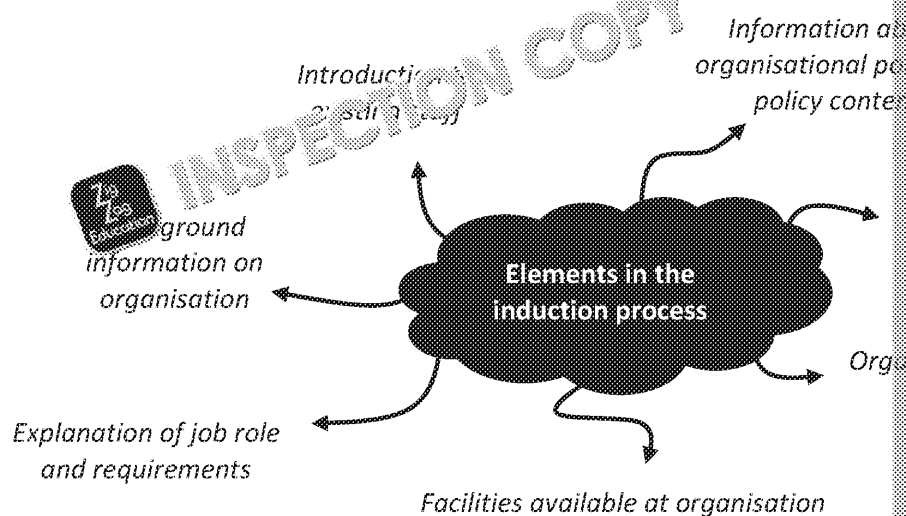
> An employee is not reaching the[...] [...]es [...]gets due to a lack of product knowl[...]

Elements in the induction process

The induction process allows new employees to be introduced to the organisati{...} colleagues, functions, systems and practices of the organisation. It is important f{...} confident and included on the first day in order to ensure a smooth transition int{...} that they can perform job duties as soon as possible to ensure productivity.

Introducti{...}

Information a{...}
organisational p{...}
policy conte{...}

{back}ground
information on
organisation

Elements in the induction process

Org{...}

Explanation of job role
and requirements

Facilities available at organisation

Activity

As a class, discuss possible challenges that a new employee may face during the{...} the workplace.

Induction: The process of familiarising n{...} {emplo}y{...}es with the processes and a{...} so that they can perform their jo{...} {succ}essfully.

Employe{...} {ow}nership of personal and professional devel{...}

Employees should understand their own roles in achieving organisational aims a{...} need to anticipate changes that could occur in their current job roles and should{...} improving their skills to continue to perform their job roles effectively.

An employee can take responsibility for their own personal development in the following ways:

* Understanding how their job role aligns with the aims and objectives of the organisation
* Keeping up to date with changes and opportunities for career development within their specific field
* Identifying training needs during performance appra{...} {s}essions
* Consistently attending training and counselli{...} {s}{...}s offered by the organisation
* Cooperating with coaches {...}
* Communicating tr{...} to HR
* Under{...} {...}

Employee engagement (EE)

Employee engagement refers to the level of motivation and dedication that an employee will have towards their job role and whether they are satisfied within their role. It is important for organisations to have engaged employees who will understand their role towards achieving the aims of the organisation, which will increase their level of dedication and commitment to the organisation. Motivated employees will arrive at the workplace with a sense of purpose. Organisations with motivated employees achieve greater levels of productivity and are more successful.

Why is employee engagement important?

* Employees see the significance of their job roles within the larger organisation
* Employees are motivated because they feel valued
* Engaged employees are highly skilled because they focus on career progression
* Employees who are motivated are more productive
* Employees are loyal to the organisation and remain at the organisation for longer
* It improves the mental health and well-being of employees

The role of motivation in engaging employees

Various models of motivational theory exist which organisations apply to assist them in keeping their workforce motivated and engaged. These models focus on meeting different needs of employees as well as the role played by **intrinsic** and **extrinsic** factors or drivers in motivating employees to achieve organisational goals. Employers will aim to satisfy the different needs that employees have and will consider the various intrinsic and extrinsic factors or drivers when motivating employees to complete tasks.

Motivational theory

Motivational theory	Description	Needs/desires/factors to achieve
Maslow's hierarchy of needs	Employees need to fulfil different levels of needs in order to be motivated and engaged.	Physiological, security, esteem and self-actualisation
McClelland's human motivation theory	Individuals have three main desires in the world of work.	Power, affiliation and achievement
Hertzberg's two factor theory	There are factors that keep workers satisfied, known as hygiene factors, and factors that motivate employees, known as motivational factors.	**Hygiene factors:** salary, security, working conditions **Motivational factors:** responsibility, achievement

Motivational drivers encouraging individual development

It is important for team leaders, managers, mentors and coaches to understand individuals to accomplish their individual goals. Some of the drivers are:

* **Achievement/self-actualisation:** When employees will feel satisfied once they complete tasks successfully. They also want to be challenged and use their talents to the best of their ability.
* **Leadership/power:** Many individuals like to have an influence over others and lead projects or teams. They are only satisfied once they achieve a sense of leadership.
* **Esteem needs:** Employees who are driven by esteem would like to feel recognised, with incentives and opportunities to share their know-how and skills with others, and gain recognition and accomplishment.
* **Affiliation needs:** There are individuals who are reliant on the interdependence of colleagues and other team members, and the goals that they set should focus on working alongside others.

Setting smart targets for CPD

In order for employees to successfully meet organisational aims and objectives, they themselves need to track and achieve their own CPD, SMART targets and KPIs. These SMART targets and KPIs are set during performance appraisals, and will be both short- and long-term, and in alignment with the aims of the organisation. Training needs should be identified and requested with the support of the HR department, and a career plan should be compiled according to the needs of employees and the organisation.

Setting SMART targets and KPIs for CPD is important because:

- Specific areas of learning and development are identified and tracked
- Employees are able to measure their success towards achieving their overall career goal
- Each employee's CPD log is tailor-made to their specific needs, which makes
- Training is relevant and helps to meet the skills gaps identified in the organi
- Time frames are given to track progress towards achieving career goals

SMART targets

- **Specific:** Targets set for training should meet specific needs of an organisation, such as increasing productivity through training or to train new employees to use a specific application. Each training target should also have KPIs with set percentages for improvement as well as identifying the exact nature of the training, which is important for tracking progress and measuring success.
- **Measurable:** Each organisation will determine how it will measure the succe This could be done through training surveys and evaluation, performan such as post-training statistics, etc.
- **Achievable:** The targets set should be within the capacity of the employees within the time frame given for the training.
- **Realistic/relevant:** Training targets should meet relevant aims and objective worthwhile to the overall success of departments and the organisation as a
- **Timed:** Training should be done within or by a specific time in order to mee organisation and ensure that time and resources are not wasted.

Employee engagement: Refers to the sense of involvement, duty, dedication and employees have towards their jobs.

Intrinsic factors: Factors within an individual that can lead to motivation, such as and responsibility.

Extrinsic factors: Factors outside an individual that can lead to motivation, such environment and benefits.

KPIs: Key performance indicators are measurable values that are added to targ successful performance of employees and the organisation.

**SMART targets:** Specific, measurable, achievable, realistic and timed objectives

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CPD logs

CPD logs offer a written record of the learning and development of employees and track the career progress of employees. The emphasis should be on 'continued' professional development, and these logs should regularly be updated with the latest training activities that the employee has completed. CPD logs are important for the following reasons:

* They offer a quick overview of the t... an employee has done to ...
* Training gaps or ne... re identified
* Oppor...s f...ther training and new career ...re identified
* Employees are motivated towards continuous self-development
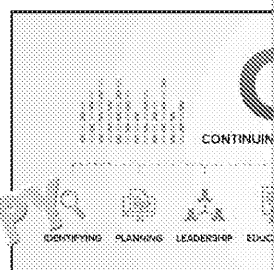
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Research task

The link below is for an online article in ComputerWeekly.com by Karl Flinders, of staff Fintech training':
zzed.uk/12234-fintech

Read the article and answer the questions which follow:

1. Why does HSBC need to offer its staff training in financial technology (Fin
2. Who is the training aimed at, and why?
3. Will this training be internal or external?
4. Explain how HSBC's Fintech training is S.W.RT... explaining it using the S
5. Give an example of KPIs ... the article.

Coachin... mentoring in the workplace

A **coach** in the workplace is an experienced employee who guides other employees towards achieving and reaching their objectives in the workplace. A **mentor** is an employee who is an expert who will share their knowledge and know-how with team members or less-experienced employees. Mentorship will usually last longer than coaching, which can be implemented for a shorter period of time to meet specific performance or organisational goals. Mentorship is also more directive than coaching, which guides the employee towards finding their own solutions.

In the workplace, mentors and coaches feature strongly at th... start of the employee's life cycle or during onboarding when ... mployee is new to the organisation and when they need ... support to learn the ropes or needs to be eased ... ew job role. An employee might preparing them for success... or... otion within an organisation. Team leade... members at the start ... projects or when problems occur during project co...

Mentoring... ...ng expert knowledge or know-how with employees who have le...

Coaching: Guiding employees towards the completion of tasks, problem-solving objectives in the workplace.

Benefits of mentoring and coaching for individuals and organisations include:

- It encourages innovation and problem-solving among team members.
- It supports productivity because it prevents long interruptions in work proce
  or assistance.
- It builds the confidence and morale of employees through steady and consi
- It improves employee engagement through employee motivation.
- It promotes communication and interpersonal rel~ti   s   ps between emplo
- It can be implemented immediately and i le s e   sive than other forms o

Organisational be~   of CPD

Due to the   ac   onstantly facing political, economic, social and technolog
adapt to ch   job roles on a regular basis. Therefore, it is important for orga
their staff members to meet new expectations.

The benefits of continually developing employees include:

- Better-skilled staff members who have been introduced to the latest develo
- An increase in productivity due to an improvement in skills and knowledge
- Staff who are engaged and motivated due to an organisation investing in th
- A professional public image which attracts more talented staff
- Improved retention and staff turnover

Assessment questions

1. What is 'the level of dedication and motiv   t employees have tow
   organisation' called?

2. State **three** inter   es that organisations can use to train staff.

3. Exp   benefits of continually developing staff members.

4. It is the role of the organisation to offer training opportunities to staff m
   Employees should also take responsibility for their own CPD.
   Explain the role that staff play in taking ownership of their own CPD.

Learning objectives checklist

- ❑ Different types of teams in the workplace
- ❑ Roles in teams: Belbin's model
- ❑ The importance and benefits of teamwork
- ❑ The role of team dynamics in team suc[...]
- ❑ Team conflict and resolution
- ❑ Methods to manage [...] effectively
- ❑ Team membe[...] b[...]ry
- ❑ Meth[...] co[...]unication in teams

Employee[...]
perform the[...]

Introduction

An organisation requires its employees to fulfil certain functions and tasks as part [...] cannot be performed without the collaborative effort of different individuals with[...] employees are required to form teams in order to perform certain tasks and proje[...] looks at the different types of teams that are formed in the workplace, as well as t[...] the importance and benefits that teamwork fulfils in an organisation. Different tea[...] dynamics which will impact how successful a team is. Conflict in teams can be con[...] effectively. The methods used to manage teams, as well as the importance of tea[...] develop the team, are introduced. Team members need to communicate with eac[...] complete tasks successfully. There are different types of co[...]unication, such as [...] minutes, agendas and digital methods, that can as[...] [...]ea[...] to stay in touch while[...]

Different types of te[...] in the workplace

[...]ract team
The tea[...]sists of outsourced team members who are outside the organisation and who work on a specific project and are paid on a contract basis.

Tea[...]
sp[...]
pe[...]

Remote/virtual team
Team members are from different geographical locations and work for the same organisation or on the same project.

Troublesho[...]ng or problem-solving team
Individuals within a specific area of expertise are asked to brainstorm and troubleshoot problems and brainstorm solutions within a specific field.

[...]
di[...]
w[...]
wh[...]

Roles in teams: Belbin's model

In order for teams to function effectively, each member has a specific role to play in the team. The roles that individuals play in workplace teams are based on the type of personalities and characteristics that they have.

Team roles will vary according to the type of team and the nature of the project.

Dr Meredith Belbin identified nine different team roles with different behavioural characteristics.

The table below describes Belbin's team roles and how the different roles support an organisation.

Belbin's team role	Description or characteristics	How r...
Coordinator	Confident, can take the lead	Facilitato... and deleg...
Resource investigator	Outgoing, people-person, innovative	Network... explore o...
Team worker	Adaptable, diplomatic, avoids conflict, indecisive	Arbitrato... get along...
Plant	Innovative and creative but also impractical	Initiator/... outside t... original id...
Monitor evaluator	Analytical and critical	Evaluator... decisions...
Specialist	Dedicated, knowledge...	Expert in... subject-s...
Shaper	Driver, ... challenging, stays ... and keeps going	Challeng... find the b...
Implemer...	Doer, practical, inflexible	Strategist... up with a...
Completer finisher	Perfectionist, attention to detail, lacks delegation	Quality c... are done... and on ti...

Activity

Role play

The manager of a food retailer has formed a problem-solving team to try to troubleshoot and come up with solutions for a recent decrease in sales, which is a real concern.

Each student in the class will receive a random Belbin team role.

As a class, role-play a meeting of the problem-solving team. Each student will role-play their Belbin team role based on its individual characteristics, and make suggestions to come up with solutions to solve the decrease in sales.

The importance and benefits of teamwork

Teamwork is important in organisations for the following reasons:
* It assists with rapid problem-solving
* Teamwork and collaboration promotes employee engagement and motivat
* It encourages a cohesive approach to achieving organisational aims and obj
* Positive group norms and standards will have a posit   npact on individua
  promote a stronger corporate culture and et   b aviour
* Teamwork can help identify potenti   er   successors in specific job r
* Teamwork can promote cro   sharing of skills and best practices

The rol   a   dynamics in team success

Team dynamics refers to the behavioural characteristics of team
members and how different team members interact and communicate
with each other, from the formation of the team up to when the team
dissolves or when teamwork ends. Understanding the different team
dynamics that can occur during different stages in teamwork will help the
team leader and other members to anticipate and work through the
different challenges presented by teamworking.

The Tuckman model of 1965 focuses on five stages which are evident in
the development of teams and team dynamics; namely:
forming, storming, norming, performing and adjourning.

The stages can be explained as follows:
* **Forming:** This is the first stage, when team mem   t as a team
  for the first time. Team objectives are e t bl h   d the team is briefed a
  expectations are set. The team   s   ) of input and guidance from the t
* **Storming:** Team mem   rt   rking on the project, and the personalitie
  member   re s   h   cume to the forefront. At this stage, team member
  in opi
* **Normir   his stage team members start accepting each other's roles in t
  reached towards achieving common project goals. The team starts forming
  starts taking on more of the leadership responsibilities.
* **Performing:** The team is now working productively and independently in ac
  project, with less guidance from the team leader. There is strong cooperatio
  achieve a common ground and to complete the project successfully.
* **Adjourning:** The project has been completed and the team dissolves.

Team dynamics: The unique nature of the communication and interaction in a te
personality traits and behavioural characteristics of team members.

Activity

Team dynamics

Determine in which stage of teamwork each of the following scenarios falls by m⟩
Tuckman model.

| A member in a team supports another team member'⟩ decision to change the design of a product. |

| A team member is not in ⟩ eer⟩ ⟩ ⟩ with a proposal made by another team ⟩ ⟩ ⟩ who comes across as being pushy. |

| A pro⟩ ⟩der is explaining the requirements for a new project. |

| Team members agree to work overtime to finish a project. |

Team conflict and resolution

It is important for organisations to see conflict as a natural part of problem-solving, rather than viewing it in a negative light; it is an inevitable part of teamwork. Conflict occurs in teams when team members have incompatible ideas or ways of working. It ⟩ ⟩ t of Tuckman's 'storming' stage of teamwork to exper⟩ ⟩ ⟩ ⟩ations of conflict in a team, when the team memb⟩ ⟩ ⟩ ⟩ ⟩ getting to know each other and learning how t⟩ ⟩ ⟩ ⟩ ⟩ ⟩er.

The negati⟩ ⟩ct ⟩ ⟩ ⟩onflict can have on the functioning of a team includ⟩

- It can lead to a permanent communication breakdown between team members and colleagues
- It can create a negative corporate culture if the team members have negativ⟩
- Conflict can waste valuable time which could be spent on completing tasks
- It can impact productivity in the organisation
- It can affect relationships and create a poor image with clients if team mem⟩ project outcomes
- Conflict is an obstacle to creative thinking

Some of the ways in which organisations can resolve conflict are:
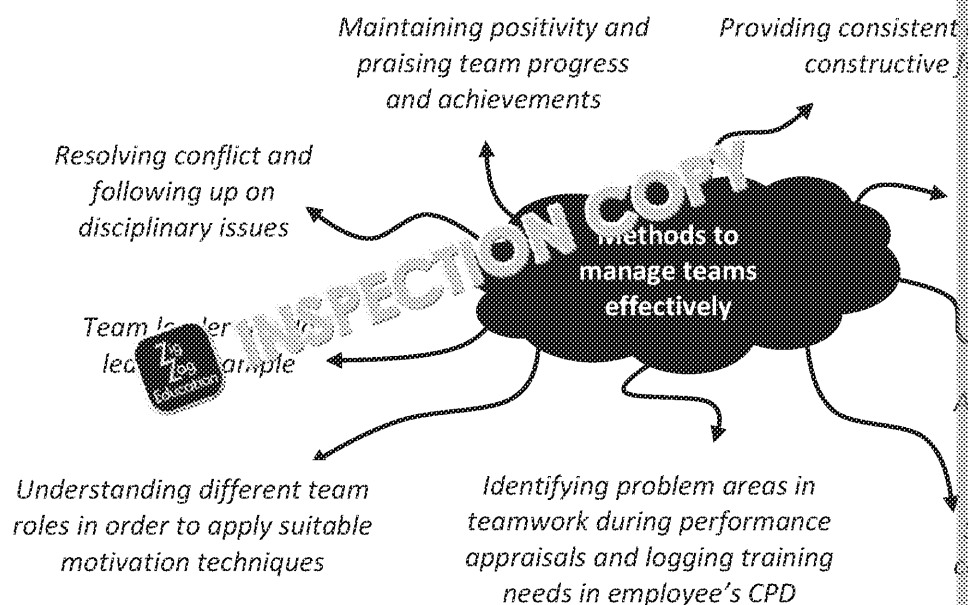- Setting and emphasising clear and common team goals during the 'forming'⟩
- Ensuring that tasks, responsibilities and resource⟩ ⟩ ⟩ ⟩cated fairly and e⟩
- Applying constructive conflict-solving tech⟩ni⟩ ⟩ue⟩ ⟩ ⟩ch as negotiation, coop⟩
- Keeping communication channel⟩ ⟩ ⟩e⟩ ⟩ ⟩ween the team leader and team⟩
- Using mediation and c⟩ ⟩ ⟩ ⟩tio⟩ ⟩ the conflict is not resolved and escalate⟩
- Focusing ⟩ ⟩ th⟩ ⟩ ⟩ ⟩ o⟩tcomes and not the 'problems' and 'personalitie⟩
- Remo⟩ ⟩ ⟩p⟩ ⟩ to the conflicting parties separately
- View c⟩ ⟩as an opportunity for growth which can strengthen the team

Methods to manage teams effectively

Maintaining positivity and praising team progress and achievements

Providing consistent constructive

Resolving conflict and following up on disciplinary issues

Methods to manage teams effectively

Team leader lead by example

Understanding different team roles in order to apply suitable motivation techniques

Identifying problem areas in teamwork during performance appraisals and logging training needs in employee's CPD

Research task

Watch the video of Michael West, Senior Visiting Fellow at the King's Fund, and Psychology at Lancaster University, talking about effective teamwork during the NHS Leadership Academy web page: **zzed.uk/12234-Covid19**

Answer the following questions:

1. Name **five** ways suggested by Professor West to build teamwork and trust

2. What is Professor West's view on conflict between members of a team and

3. Which component that Professor West talks about would you say the teams during COVID-19, and why?

Team member responsibility

In order for teams to operate successfully, each team member has certain responsibilities towards other team members. These include:

* Being responsible and maintaining professional work ethics, such as being on time and fulfilling their individual role or contribution towards the team
* Maintaining open and honest communication with fellow team members, especially when running into difficulties when performing a task or project
* Reporting any misconduct to the team leader
* Respecting the diversity and contribution of all team members in line with the diversity policies of the organisation
* Not giving the members of the team reasons to distrust him/her; maintaining high level of trust with all members of the team
* Familiarising him/herself with the aims and objectives of the team and project
* Being committed towards professional work and meeting project deadlines
* Sharing best practices and coaching fellow team members if necessary
* Sharing the workloads of other members if needed
* Asking for help and feedback if needed
* Attending and taking part in regular team meetings

Methods of communication in teams

Communication in teams is vital to keep team members informed about develop[...] requirements and challenges experienced, and to coordinate the activities betw[...] updates on the progress made towards completing a project.

Project plan

A team needs a **project plan** to be set up in order [...] [...] and communicate resources, timelines, aims [...] [...]es needed for a specific project. It also identifies [...] [...] the project as well as the anticipated budget. Proj[...] [...] use Gantt charts to identify different ta[...] [...] timeline for the tasks to be completed. This allows team [...]ers to get a quick overview of tasks that still need to be complete[...] well as the deadline dates for different parts of the project. It allows team members to track their own progress towards task completion. Different software applications are available for project planning; these include Smartsheet and Microsoft Project.
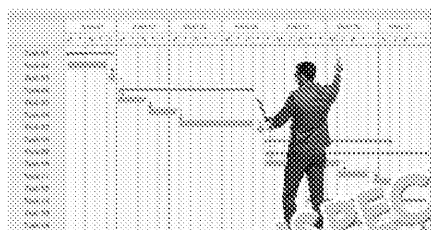
In [...]
pro[...]
re[...]

Project plan: A plan used in project planning that outlines the scope of a project of task, resources needed, stakeholders, human resources and budgets available

Minutes of a meeting: A detailed written or recorded account of what was disc[...]

Agenda: A list of business items or topics that are prioritised and discussed durin[...]

A Gantt ch[...] [...]ed to illustrate the different tasks that need to be completed in a project, as well as the time available to complete the tasks.

Meeting documentation

Teams are required [...] meet on a regular[...] objectives for [...] [...] and to update te[...] whil[...] [...]or[...] [...] a project. Meetings are [...] [...] to communicate with each oth[...] be informed if meetings are taking place[...] notice and agenda, sent through a mem[...] agenda will have a list of the topics that [...] the meeting.

Various templates are available w[...] plan their meetings and docum[...] discussions of topics that t[...]

Team members could be notified via email, in memo format, of a meeting taking place.

To:	Hydraulics Project Team Members
From:	Pete Andrews (Team Leader)
Subject:	PROJECT TEAM MEETING

Please note that we will have a meeting with Samson Hydraulics on Monday 17 April 2023. The purpose of the meeting is to discuss alternatives to the current proposed hydr[...] design.

All team me[...]s a[...] [...] to give their input on t[...] se[...] alternatives.

Please familiarise yourselves with the attached agenda before the meeting.

Regards
Pete

AG[...]

Meeting topic:
Meeting called by:
Date:
Time:
Facilitator:
At[...] e[...]

Absent:

Agenda items:
Topic 1:

Topic 2:

Recorded minutes

The minutes of a meeting can be recorded or written down by the secretary of a[n] employee who has been nominated or assigned to take notes. An effective way [t]o of the discussions that took place at a meeting is by using a voice recorder to rec[ord] should be requested and given by all attendees before a notetaker is able to use is important for the notetaker to seek clarity before writing down what was said applications such as Teams and Zoom have the function to record virtual meetin[g]

Progress reports

A progress report is a written report that is compiled by team members or leaders to keep team members advised on the progress that is being made on a specific project such as the tasks that are still being worked on, which tasks have been completed and which tasks have not yet been attempted. The frequency could be daily, weekly or monthly, depending on the timeline of the project. Details such as the individuals who are responsible for specific tasks, and dates for task completion, are also included in this type of report. It is important to give the report a heading to indicate what progress is being reported on. There are various templates available that can be used to write progress reports.

Te
re

Digital methods of communicating with teams

Zoom and Teams video conferencing software are popular applications that allow colleagues and team members to stay in touch with each other. Some of the features of these programmes include being able to hold meetings online and sharing screens and files, which is crucial when working on projects. Team leaders can also call individual members privately and hold private sessions with the team and individual team members. Microsoft Teams allows team leaders to use the 'Planner' function in order to create action plans for individuals or to share a plan with team members and

M
m

Research task

Listen to Competitive Computing Consultants.inc talk about '5 Important Product[s] Microsoft Teams': **zzed.uk/12234-productivity**

1. Write down the **five** functions or tips that form part of the Microsoft Team[s]

2. Give an example of how each tip can help teams to work together or coll[aborate]

Assessment questions

1. State **two** types of team that exist in the workplace.

2. Identify **two** ways in which teams can resolve conflict.

3. A workplace team is responsible for developing a new product. Explain h[ow] the following of Belbin's team roles can contribute to a brainstorming se[ssion] of new product ideas: Specialist, Plant and Implementer.

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Answers

2.1: Legislation in the life cycle of an employee

Research task: Duty of care for health and care workers during COVID-19

1. A quarter of the respondents in the survey reported that they had burnout sympto[m]
   the organisations they work for did not look after their ps[ycho]logical well-being, w[hich]
   of an organisation.

2. Women, who made up 67% of the worl[dforce fa]ce[d] inequalities in pay, which adde[d]
   and led to an increased risk of r[edundancy and] distress.

3. The rights of health [and car]e [w]orkers should be protected by government and emp[loyers]
   safe pr[actices and] e[nvironm]ent for improved physical and mental well-being.

4. Reason[able wo]rking hours, since healthcare workers work long hours (especially du[ring]
   Personal protective equipment, which was extremely important during COVID-19. ([All])

Activity: How legislation applies to employees

1. A worker is not satisfied with her hourly rate (National Minimum Wage Act 1998)

2. A worker is injured on a factory floor at his workplace (Health and Safety at Work A[ct])

3. An applicant is not employed because she is a young female (Equality Act 2010)

4. A new employee is not given a written job description and payslip (Employment Rig[hts])

5. A client is complaining because his contact details were compromised (Data Protect[ion])

6. A worker is dismissed without warning (Employment Rights Act 1996)

Research task: Unfair dismissal

1. She needs to be given a minimum notice period before being dismissed. According [to]
   it is illegal to dismiss an employee if they applied for paren[tal o]r adoption leave. Th[ey]
   did not act within reasonable circumstances.

2. Equality Act 2010
   She was discriminated against o[n the ba]si[s of] gender because she was a mother wh[o]

3. She could have asked f[or a wr]i[tten] statement and trade union representation.

Assessmen[t quest]ions

1. Regulati[on]

2. Access to a job description and payslip; freedom from discrimination (Any right me[ntioned])

3. An employer can ensure that employees work in a safe and healthy workplace, free [from]
   working conditions as well as adequate support and a platform via which to raise th[eir]
   to look after the mental well-being of employees through monitoring and health ch[ecks]

4. The organisation has to maintain plants and systems that are in working order. It ha[s to]
   articles and substances safely. Employees have to have a safe place to work, which [there]
   has to be adequate facilities for employees. The health and safety policy needs to b[e]
   representatives need to be elected who will form a committee which can represent [the]
   safety measures. The health and safety policy of the organisation needs to be upda[ted]

Preview of Answers Ends Here

Glossary

Agenda	A list of business items or topics that are prioritised an
Capacity planning	The number of employees and hours an organisation complete work within the organisation.
Coaching	Guiding employees towards the completion of tasks, p their objectives in the workplace.
Diversity	Employees that are from different backgrounds and walk possess differences which should be embraced and organisation's culture.
Duty of care	Employers have a duty to ensure the physical and psy their employees at an organisation.
Employee engagement	Refers to the sense of involvement, duty, dedication a have towards their jobs.
Employee life cycle	The six stages through which an employee progresses made with the organisation during recruitment and th selection, appointment, development or training, rete employment through retirement, resignation or other
Employment contract	A written agreement between an employer and an em terms of the employment.
Equality	All employees should have equal rights and access to further opportunities within the workplace.
Extrinsic factors	Factors outside an individual that can lead to motivati environment and benefits
Functional hierarchy	An organisational hierarchy where the organisation is functions or departments.
HR planning	planning process that is done in advance to establish organisation needs to fill various job roles, and the ra an organisation.
Inclusion	The contributions that different individuals can make acknowledged and included.
Induction	The process of familiarising new employees with the p organisation so that they can perform their job roles s
Intrinsic factors	Factors within an individual that can lead to motivatio and responsibility.
Job analysis	The process of analysing an existing job role to find ou are needed to perform the job, as well as the duties a
Job description	A summary of the job title, where the job is located, t and responsibilities involved in the job.
KPIs	Key performance indicators are measurable values tha to measure the successful performance of employees
Leadership style	The way in which a leader motivates and leads subord based on their natural qualities.
Legislation	Laws which are enacted by legal entities or bodies suc
Management style	The way in which a manager instructs, coordinates an in the workplace influenced by their leadership style.

Matrix hierarchy	An organisational hierarchy which combines two diffe... structure which allows subordinates to function in de... needed to complete specific projects.
Mentoring	Sharing expert knowledge or know-how with employe...
Minutes of a meeting	A detailed written or recorded account of what was d...
National Minimum Wage	A minimum amount that a wor... ust be paid by an e... they work. This wage a... etermined by nationa...
Onboarding	The proc... te... employee has been offered a po... th... e of... ed orientation training to introduce him... ...tur e of the organisation.
Organisat... hierarchy	The way in which the roles and functions are structure... to different ranks – from top management to middle ... to subordinates.
Outsourced employees	Employees who are not directly employed by the org... perform specific functions for the organisation when ... specific tasks need to be completed as part of the ope...
Person specification	A description of the skills, personality and qualities th...
Project plan	A plan used in project planning that outlines the scop... timelines, types of task, resources needed, stakehold... budgets available.
Psychometric tests	Tests that are designed to assess a job candidate's me...
Regulations	Guidelines which organisations set for employees to f... assist to implement the laws se... legislative bodies.
Resilience	Being able to 'bounce '... and recover after facing s...
Screening	Sifting an... nr... through the total number of job ... w... e th... most suited to job roles.
Selection	... step in the recruitment process whereby suitable ca... assessments, which include CVs, application forms, ap...
SMART targets	Specific, measurable, achievable, realistic and timed o...
Strategic planning	When an organisation does planning to determine its ... aims and objectives and strategies to achieve its long-...
Succession planning	Planning done by organisations to determine critical f... in the business and identifying successors within the b... critical vacancies.
Team dynamics	The unique nature of the communication and interact... personality traits and behavioural characteristics of te...
Unconscious bias	Assumptions and judgements that people make unco... and values systems.
Well-being initiatives	Programmes, activities ... fit... offered by emplo... maintain or impr... t... physical and mental well-be...
Whistle-blowing	Disclo... ...es in the workplace that are criminal... ...gations.