

TASK-3

Action/activity	Timeframe	Person/s responsible	Description of strategy/tactic/rationale for action
HR meeting with the manager (rental)	Day 1	HR Partner Business	A discussion should be handled to analyze the problem and evaluate it.
Meeting with the employees and discussing the problem.	Day 2	HR Partner Business	It is essential to consider the perspective of the employees who brought the grievance and hold a meeting with the employees. Obtaining employee suggestions will help to enhance the trust between the employees and the management. Also, the problems conveyed to the managers by the employees should be appropriately addressed by the management.
Deciding on the solution for the issue	Day 2	HR Partner Business	Suggestions from both the managers and the employees should be taken to make the final decision. It is essential for employee participation to come up with a solution.

**Commented [BP1]:** Except role play, your response is okay. You have not managed to perform role play session. Please include these elements on your role play.

- provide leadership through your own behaviour, including:
  - professional conduct that promotes trust with internal and external contacts
  - adjusting own interpersonal communication style to meet the organisation's cultural diversity and ethical environment
- develop and/or implement processes and systems to manage difficulties, including:
  - identifying and resolving conflicts and other difficulties according to organisational policies and procedures
  - planning how to address difficulties
  - providing guidance, counselling and support to assist co-workers in resolving their work difficulties.
- explain and discuss procedures for conflict resolution discuss relevant legislation

**Commented [BP2]:** it is okay.

The main reason for the issue here is the organization having an ineffective communication strategy. The employees have misunderstood that the organization has no intention to retrain the workforce. However, in reality, retraining employees is one of the principal intentions of the organization, and the employees have a misperception about the company intentions. The company expects to retrain employees because it creates a positive impact on both business and employees. The lack of efficiency in the communication process is the main reason for the employees to consider their low wage. Even though the employees cannot understand the basis for determining their salary levels, the organization could resolve this issue in the initial stage of this problem or as soon as this problem occurred, if it had a proper way of communication. Also, the inefficient communication strategy of the company is the main reason behind the employee strike. This inefficient communication strategy has resulted in lack of trust in employees towards the management of the company, and it can create other negative aspects like hurting the image or the reputation of the company as well as harmful productivity levels and low organizational performance. Also, because of the negative aspect of the culture, the idea of restructuring the organization has spread among the employees with a destructive perspective which has made many of the employees frustrated about losing their jobs.

HR business partner is responsible for discussing this issue with the manager. It will facilitate the partner to gain insights on how the salaries are determined, details on the real outcomes of restructuring process inside the organization and the expectations of the management about this process. This discussion will help to recognize whether the manager has done the right thing concerning the current problem and to identify the possible causes.

Rather than just discussing the issue with the managers, it is also essential to expand the discussion to the scope of employees. So, it is required to discuss with the employees who came up with the grievance. It is essential to listen to their grievance in their own words to understand the situation faced by them.

The ideas of both the managers and employees are vital when solving this problem. Generally, the end of a particular conflict or an issue has a winning and a losing party. However, here, the possible solutions may range from offering a more attractive opportunity for the workers which is a win-win situation for both the parties involved in this dispute. Also apart from negotiating the conditions, the managers can communicate how the restructuring of the organization can create a positive impact on the employees. It will help to overcome issues like lack of awareness and misrepresentation of facts. Naturally, it will eliminate the false ideas and negative attitudes within the employees about restructuring. Also, as a part of the solution to the issue, the organization should focus on creating a more positive culture with effective communication. Measures should be taken to avoid this kind of problems in the future such as strengthening the employee and management relationships, effective leadership and implementing effective communication strategies.

Commented [BP3]: well explained.

Q 6 and 7.

#### Reference

McCabe, D. and Lewin, D. (1992). Employee Voice: A Human Resource Management Perspective. *California management review*, [online] 34(3), pp.112-123. Available at: [https://www.researchgate.net/publication/270024125\\_Employee\\_Voice\\_A\\_Human\\_Resource\\_Management\\_Perspective?enrichId=rgreq-3586e9596a053b1c9b079db4e44e44bf-XXX&enrichSource=Y292ZXJQYWdlOzI3MDAyNDEyNTtBUzoyMTcyNjQyNzMwMDY1OTJAMTQyODgxMTI0NzE0Mg%3D%3D&el=1\\_x\\_3&\\_esc=publicationCoverPdf](https://www.researchgate.net/publication/270024125_Employee_Voice_A_Human_Resource_Management_Perspective?enrichId=rgreq-3586e9596a053b1c9b079db4e44e44bf-XXX&enrichSource=Y292ZXJQYWdlOzI3MDAyNDEyNTtBUzoyMTcyNjQyNzMwMDY1OTJAMTQyODgxMTI0NzE0Mg%3D%3D&el=1_x_3&_esc=publicationCoverPdf) [Accessed 2 Jun. 2018].

Barton, P. (2014). *Maximizing internal communication: strategies to turn heads, win hearts, engage employees and get results*. 1<sup>st</sup> ed. New York: Aviva Publishing.

Safe Work Australia. (2016). *Guide to the model work health and safety act*. [online] Available at <https://www.safeworkaustralia.gov.au/system/files/documents/1702/guide-to-the-whs-act-at-21-march-2016.pdf> [Accessed 2 Jun. 2018].

New South Wales Government. (2018). *Anti-Discrimination Act 1977 No 48*. [online] Available at <https://www.legislation.nsw.gov.au/#/view/act/1977/48/part2> [Accessed 2 Jun. 2018].

Aritz, J. and Walker, R. (2014). Leadership Styles in Multicultural Groups: Americans and East Asians Working Together. [online] 51(1), pp.72-92. Available at: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.902.811&rep=rep1&type=pdf> [Accessed 2 Jun. 2018].

**Commented [BP4]:** You have not managed to perform role play session.  
Please include these elements on your role play.  
● provide leadership through your own behaviour, including:  
○ professional conduct that promotes trust with internal and external contacts  
○ adjusting own interpersonal communication style to meet the organisation's cultural diversity and ethical environment  
● develop and/or implement processes and systems to manage difficulties, including:  
○ identifying and resolving conflicts and other difficulties according to organisational policies and procedures  
○ planning how to address difficulties  
○ providing guidance, counselling and support to assist co-workers in resolving their work difficulties.  
● explain and discuss procedures for conflict resolution  
● discuss relevant legislation

**Commented [BP5]:** relevant resources.

