

Level 3 Cambridge Technicals in Business 05878

Unit 9: Human resources

Sample Assessment Material

Date – Morning/Afternoon

Time Allowed: 2 hours



You may use:

- Calculator



First Name		Last Name	
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Centre Number						Candidate Number				
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Date of Birth									
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INSTRUCTIONS

- Use black ink.
- Complete the boxes above with your name, centre number and candidate number. Please write clearly and in capital letters.
- Answer **all** the questions.
- Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number (s).
- Do **not** write in the bar codes.

INFORMATION

- The total mark for this paper is **90**.
- The marks for each question or part question are shown in brackets [].
- This document consists of **16** pages.

Text 1 - Valor Stores Ltd

Introduction to Valor Stores Ltd - Valor Stores Ltd is a supermarket chain that has operated in the UK since 1992. The company is owned by a large Spanish supermarket chain. Simon Alvaro has been the Managing Director of Valor Stores Ltd for three years. He lived and worked in Spain for all of his life before taking up this role.

All of Valor Stores Ltd's 26 supermarkets are located in East Anglia. The Head Office and warehouse are located on the same site in Norwich, the largest city in East Anglia. All deliveries to Valor Stores Ltd's supermarkets are made from this warehouse by lorry.

Although Simon has been working in the UK for three years, he has struggled to adapt to UK business culture. He is an autocratic leader and involves himself in all areas of the business, from marketing to sourcing products to the running of the warehouse. This autocratic leadership style has caused discontent amongst departmental managers, especially the Warehouse Manager and the Human Resources Manager. Departmental managers are sometimes over-ruled when making decisions and feel that they do not have full control over the running of their departments.

Pay and benefits for warehouse employees - Simon believes that the business can pay low wages and salaries as the business operates in an area which relies on tourism; a seasonal industry. He believes that employees should appreciate having a reliable income, even though it is not a high one. The Warehouse Manager is paid £25,000 per year and warehouse operatives are paid the national minimum wage. All employees receive 5% discount on their shopping at Valor Stores Ltd.

Working conditions in the warehouse - The Health and Safety Manager is worried about working conditions in the warehouse. He thinks that the lighting is poor, boxes are being stacked too high and that employees have not received up-to-date training in the use of equipment.

Training for warehouse employees - When new employees join the business they are given a one hour induction tour. This involves being shown around the site and being introduced to employees that they will be working with. They then observe a colleague carrying out the warehouse operative role for half a day. Other than basic health and safety training, there are no training and development opportunities for warehouse operatives.

Employee relations in the warehouse - 90% of the warehouse employees are trade union members. Relations are poor between Simon and the union representatives because he feels that they are interfering in the running of the business. It has been suggested that Simon considers setting up a work council which may help to improve employee relations, but this does not fit with his autocratic management style.

Table 1 - Performance Indicators for warehouse employees at Valor Stores Ltd

Performance indicators	2013	2014	2015
Average number of days absent per employee	12	15	15
Labour turnover	14%	17%	?
Number of reported issues causing conflict in the workplace	64	73	82
Product wastage (boxes damaged in the warehouse)	1 842 000 boxes	2 076 000 boxes	3 900 000 boxes
Quality of performance (percentage of boxes accurately loaded onto lorries for delivery to stores)	82%	75%	72%

Answer **all** questions

1 (a) Identify **one** internal factor that may affect human resource planning at Valor Stores Ltd.

1. _____

[1]

(b) Describe **three** likely responsibilities of the human resources function in Valor Stores Ltd.

1. _____

2. _____

3. _____

[6]

Turn over

2 (a) Explain **two** possible consequences to Valor Stores Ltd of **not** providing safe working conditions.

1. _____

2. _____

[4]

(b) Valor Stores Ltd are considering introducing a new training and development programme for warehouse operatives.

Explain, using motivational theory, why introducing a new training and development programme could increase the motivation of warehouse operatives.

[6]

(c) Explain **two** methods that Valor Stores Ltd could use to measure the effectiveness of any training provided for its supermarket employees.

1. _____

2. _____

[4]

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Turn over for the next question

Turn over

Text 2– Job advertisement

Warehouse Manager

Location: Norwich, East Anglia

Salary: £25,000 per year

Valor Stores Ltd is one of the country's leading supermarket chains. We currently have a fantastic opportunity for an enthusiastic and highly motivated Warehouse Manager.

You must be able to deliver first class service, be target driven, a team player and be physically fit. Previous experience is essential.

In return we offer a competitive salary, bonus scheme and a comprehensive training programme.

If you are interested in this role, please apply by completing our application form and a covering letter.

- 3 (a) Explain **one** advantage and **one** disadvantage to Valor Stores Ltd of placing the job advertisement shown in **Text 2** in a national newspaper.

Advantage _____

Disadvantage _____

[4]

Table 2 - Extract from Valor Stores Ltd's interview records

Job role – Warehouse Manager	
Interview date – 30 April	
Candidate 1	Candidate 2
Q1. Tell me about yourself	Q1. Tell me about yourself
I work for Karmen Transport at the moment which I quite enjoy. People say that I'm a perfectionist. I always try to develop new skills and push myself that bit further.	I am a very hardworking person who always wants to get a job done to the best of my ability. I am married with four children. I have two dogs. I like walking the dogs – and calling at the pub on the way home!
Q2. Do you work well as part of a team?	Q2. Do you work well as part of a team?
I really like working in a team. The social side of work is always good but I know that if I am the boss then there are times when I will need to make decisions which other people might not like.	I can do but as a manager you can't get too friendly with your team as you are the one who has to intervene, for example if there is some form of conflict.
Q3. What skills and experience could you bring to Valor Stores Ltd?	Q3. What skills and experience could you bring to Valor Stores Ltd?
I am used to transporting chilled and frozen food, so I know the importance of treating these items correctly so that they arrive at stores in the correct condition. I am willing to work long hours if necessary to make sure that a job is done properly. I am good at making decisions and my staff always seem to like me.	I am currently a warehouse manager for Alnwick Textiles. This means I am aware of what the job includes and the importance of getting the right products to the right store at the right time. It's all about keeping customers happy.
Additional notes: <ul style="list-style-type: none"> • Brought examination certificates. • Brought photo ID. • Dressed smartly. • Made eye contact throughout. • Seemed nervous. 	Additional notes: <ul style="list-style-type: none"> • Brought examination certificates. • Did not bring photo ID. • Dressed in casual clothing. • Made eye contact throughout. • Good communication skills.

5 (a) Identify **three** services that trade unions provide for their members.

1. _____

2. _____

3. _____

[3]

(b) State and describe **three** possible barriers to effective employee relations at Valor Stores Ltd.

Barrier 1 _____

Barrier 2 _____

Barrier 3 _____

[6]

Table 3 – Valor Stores Ltd's performance data

Performance data	2015
Average number of warehouse operatives employed during the year	130
Total number of boxes loaded onto lorries during the year	65 000 000
Number of warehouse operatives leaving during the year	26

- 6 (a) Using information from Table 3 above, calculate the labour turnover rate for 2015.

[2]

- (b) Using information from Table 1 **and** Table 3, calculate the product wastage rate for 2015.

[2]

Turn over

7 (a) (i) Identify **two** pieces of legislation relating to human resources that impact Valor Stores Ltd.

1. _____

2. _____

[2]

(ii) Identify a possible impact on Valor Stores Ltd of each of the two pieces of human resources legislation identified in **part (a) (i)**.

Possible impact of piece of legislation 1 _____

Possible impact of piece of legislation 2 _____

[2]

(b) Identify, from **Text 1**, **two** causes of workplace conflict at Valor Stores Ltd.

1. _____

2. _____

[2]

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SPECIMEN

Sample Assessment Material

LEVEL 3 CAMBRIDGE TECHNICAL IN BUSINESS

Unit 9: Human resources

MARK SCHEME

Duration: 2 hours

MAXIMUM MARK 90

SPECIMEN

Version: 2 Date: March 2018

This document consists of 13 pages

Question	Answer	Marks	Guidance
SECTION A			
1	<p>(a) Indicative content:</p> <ul style="list-style-type: none"> • Business growth • Diversification into new sectors • Employee skill sets • Finance available from internal sources • Labour turnover rates • Restructuring • Retirement rates 	1	<p>Award one mark for correct identification.</p> <p>Factor must be internal.</p>
1	<p>(b) Indicative content:</p> <ul style="list-style-type: none"> • Compensation and benefits • Employee relations • Employee engagement • Ensuring compliance with employment legislation • Health and safety • Linking with other functions of the business to contribute to the success of the business • Recruitment and selection • Skills audit • Training and development • Exit process <p>Exemplar response:</p> <p>The human resources function is responsible for designing and initiating the different recruitment and selection processes used by the business (1). They must try to attract and select the most suitable person for all job vacancies whatever the level of seniority within the business (1).</p>	3 x 2 marks	<p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three descriptions.</p> <p>Context not required for full marks.</p>

Question	Answer	Marks	Guidance
2 (a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • An injury may result in adverse media attention/publicity e.g. if boxes are piled too high they could fall and crush an employee • Breaching legislation can lead to prosecution, fines and compensation claims • Demotivated staff • Difficult to recruit new employees • Reduced productivity e.g. poor lighting could lead to mistakes <p>Exemplar response:</p> <p>If Valor Stores Ltd do not provide safe working conditions then there is a chance that an employee will be injured. For example if the boxes that are piled too high fall over and crush one or more employees (1). The employee may sue the business for compensation and the business may have to pay for a temporary worker to fulfil the role whilst they recover (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Explanation must be in context.</p>
2 (b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Employees feels more valued (Maslow) • Employees feel safer in their working environment (Maslow) • Employees are allowed to develop and grow (McGregor's Theory Y) • Employees are more productive. Greater confidence in their abilities results in increased motivation (Maslow) <p>Exemplar response:</p> <p>Introducing a new training and development programme could help to increase motivation because the operatives may feel that their employer is showing an interest in them and this makes them feel more valued in the workplace. Similarly, this can impact on their confidence, not only</p>	6	<p>Levels of response</p> <p>Level 2 (4 – 6 marks) Candidate explains why introducing a new training and development programme could increase the motivation of warehouse operatives with explicit reference to at least one motivational theory.</p> <p>Level 1 (1 – 3 marks) Candidate explains why introducing a new training and development programme could increase the motivation of warehouse operatives without explicit reference to motivational theory.</p>

Question	Answer	Marks	Guidance
	<p>because their employer is showing an interest in them, but also because they feel more confident in their ability to carry out their role. (L1) Maslow's Hierarchy of Needs suggests that if an employee feels more valued and more confident then this will help to meet their esteem needs. As such this will increase their level of motivation (L2).</p>		
2	<p>(c) Indicative content:</p> <ul style="list-style-type: none"> • Customer feedback (internal and/or external) • Employee surveys • Monitoring performance • Performance ratios • Quality of service <p>Exemplar response: The business could assess feedback received from supermarket customers (1). The level of customer service should improve if employees are better trained so feedback should be more positive than previously (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Explanation must be in context i.e. relevant to employees working in the supermarket stores rather than the warehouse.</p>
3	<p>(a) Indicative content:</p> <ul style="list-style-type: none"> • Advantages include <ul style="list-style-type: none"> - Seen by a wider audience than advertising locally - Best qualified/skilled/experienced candidate may not live in the local area - Raises the profile of the business to a wider audience • Disadvantages include <ul style="list-style-type: none"> - Will cost more than advertising in a local newspaper - Not many people may be willing to relocate for a role paying £25,00 per year so a local paper may be more appropriate 	2 x 2 marks	<p>One mark for the correct identification of an advantage and one mark for the correct identification of a disadvantage, plus a further one mark for each of two explanations.</p> <p>Explanation must be relevant to the role being advertised.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> - People today are more likely to look online for job opportunities - Not many readers will have the skills required. - Advertising in the trade press may be more appropriate. <p>Exemplar response:</p> <p>By advertising in a national newspaper more people will see the advertisement (1) which opens up the potential pool of applicants and increases the chances of attracting an applicant who has the skills and experience required (1).</p>		
3	<p>(b) Indicative content:</p> <ul style="list-style-type: none"> • Positive factors <ul style="list-style-type: none"> - Clearly states the job title - Clearly states the location - Clearly states the salary - Clearly states the method of application i.e. application form - Gives an overview of the skills and experience required - It is professionally presented e.g. appropriate style, spelling accurate • Negative factors <ul style="list-style-type: none"> - Stating 'physically fit' may breach equality legislation - States 'comprehensive training programme' but it is not stated whether Valor Stores Ltd offer this currently e.g. their induction training for operatives is not comprehensive - It may be beneficial for the business' name to be more prominent - No information about where the application form can be found 	6	<p>Levels of response</p> <p>Level 3 (5 – 6 marks) Candidate assesses whether the job advertisement is fit for purpose.</p> <p>Level 2 (3 – 4 marks) Candidate analyses why factors identified do/do not make the advertisement fit for purpose.</p> <p>Level 1 (1 – 2 marks) Candidate identifies relevant factors why the advertisement is/is not fit for purpose.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> - Valor Stores Ltd are a regional store so they cannot be one of the country’s leading supermarket chains – the business is ‘selling’ themselves. - No information about who or where the application should be sent to. - No closing date stated for applications to be received <p>Exemplar response:</p> <p>The advertisement clearly states the job title, the salary and the location of the role. (L1) These are all required by potential applicants to help them to make a decision about whether the role will suit them. (L2) In this respect the advertisement is fit for purpose.</p> <p>It clearly states that applicants should apply using an application form. However, it does not state where they can get the application form from or how/where this should be returned. (L1) This means that the advertisement is not fit for purpose because they will be unable to apply if they rely on the information which is available here. (L2)</p> <p>The job advertisement does not tell applicants when the closing date is. (L1) This means the business could receive applications over a long period which might delay shortlisting or could mean a good application could be received after interviews had taken place. (L2)</p> <p>Overall, the advertisement is not fit for purpose. If there are no details about how to get an application form, where it needs to be returned to and the closing date then the other details in the advertisement such as the job title and an outline of the role are of little use to potential applicants. (L3)</p>		

Question	Answer	Marks	Guidance
4	<p>Responses may include:</p> <ul style="list-style-type: none"> • Candidate 1 <ul style="list-style-type: none"> - <i>For</i> – brought the information requested, dressed smartly, made eye contact, perfectionist, interested in personal development, likes working in a team but recognises the importance of making management decisions, popular with current staff, has experience of chilled/frozen food products, will work longer hours if the job requires. - <i>Against</i> – was nervous, likes the social side of working in a team, experience of chilled/frozen products is in a transport context rather than in a warehouse context. • Candidate 2 <ul style="list-style-type: none"> - <i>For</i> – made eye contact, good communication skills, hardworking, interested in personal development, recognises the importance of not being too friendly with others in a team, has experience in a very similar job role. - <i>Against</i> – didn't bring photo ID, dressed casually, Q1 answer contained non-job relevant information, mentioning the pub is not advisable in an interview, could argue isn't a team player. 	8	<p>Levels of response</p> <p>Level 4 (7 – 8) Candidate makes a justified decision as to which candidate should be chosen.</p> <p>Level 3 (5 – 6) Candidate analyses reasons why factors identified are relevant.</p> <p>Level 2 (3 – 4 marks) Candidate explains reasons why factors identified are relevant.</p> <p>Level 1 (1 – 2 marks) Candidate identifies relevant factors from the interview extract.</p> <p>Learners may choose either candidate 1 or candidate 2 but this must be a supported judgement to achieve Level 4.</p>

Question		Answer	Marks	Guidance
5	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Accompanying employees to disciplinary/grievance meetings with employers • Discussion with employers regarding employee concerns • Discussions with employers regarding major changes within the workplace • Negotiating agreements with employers regarding pay and conditions • Union specific services e.g. free legal advice, financial advice, discounted rates on insurance products etc. 	3	One mark for each correct identification, up to a maximum of three identifications.
5	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Communication issues e.g. if Simon does not listen to the views of his departmental managers. • Disengaged employees e.g. lack of training, poor working conditions, safety issues • Lack of leadership e.g. departmental managers are over-ruled by the Managing Director so decisions may change • Management style e.g. autocratic Managing Director • Conflict between Managing Director and union representatives <p>Exemplar response:</p> <p>Simon uses an autocratic management style (1). This may be a barrier to effective employee relations because some employees resent being told what to do with no reasoning or explanation (1).</p>	3 x 2 marks	<p>One mark for each correct identification up to a maximum of three identifications, plus a further one mark for each of three descriptions.</p> <p>Descriptions must be in context.</p>

Question	Answer	Marks	Guidance
5 (c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • 5% discount could be increased. • Cultural shift e.g. management style becomes more democratic • Effective conflict management e.g. introducing clear business policies and procedures. • Effective two-way communication between management and employees • Employee representation e.g. work council • Empowerment of employees e.g. delegating a project to identify whether an operative's role can become more efficient to an small team of operatives carrying out the role on a day-to-day basis • Flexible working e.g. having flexible start and finish times to each shift • Improved compensation and benefits e.g. employees paid minimum wage may be better engaged if their pay is increased. • Improved working conditions e.g. resolve the Health & Safety Manager's concerns • Team working e.g. encouraging better teamwork by arranging teambuilding activities • Training and development e.g. there is currently very little opportunity for this <p>Exemplar response:</p> <p>Simon could consider the suggestion that has been made about setting up a work council (L1). This means that employees should be more informed about decisions that Simon is making that may have an effect on them (L2). As a result employees may feel more involved with the business, especially if they can put forward their own views about decisions via the work council, and know that Simon may take notice of these (L3). This should improve employee engagement as long as</p>	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates methods that could be used to achieve employee engagement at Valor Stores Ltd.</p> <p>Level 3 (9 - 12 marks) Candidate analyses methods that could be used to achieve employee engagement at Valor Stores Ltd.</p> <p>Level 2 (5 – 8 marks) Candidate explains methods that could be used to achieve employee engagement at Valor Stores Ltd.</p> <p>Level 1 (1 – 4 marks) Candidate identifies relevant methods that could be used to achieve employee engagement.</p>

Question	Answer	Marks	Guidance
	Simon does listen to the views of the employees, if not then it could have the opposite effect and employees may feel ignored. If this were the case then the level of engagement is likely to fall below where it is at the moment (L4).		
6	<p>(a)</p> $\frac{\text{Number of employees leaving during the year}}{\text{Average number of employees employed during the year}} \times 100$ <p>Answer: 20%</p>	2	<p>Up to two marks.</p> <p>Award full marks for '20%, 1/5 or 0.2' irrespective of workings. Award maximum 1 mark for correct formula (in words or figures) or '20' (without percentage symbol) if seen.</p>
6	<p>(b)</p> $\frac{\text{Quantity of waste material (damaged boxes)}}{\text{Total production (total number of boxes loaded)}} \times 100$ <p>Answer: 6%</p>	2	<p>Up to two marks</p> <p>Award full marks for '6%, 1/16.7 or 0.6' irrespective of workings. Award maximum 1 mark for correct formula (in words or figures) or '6' (without percentage symbol) if seen.</p>
7	<p>(a)</p> <p>(i)</p> <p>Indicative content:</p> <ul style="list-style-type: none"> • Data Protection Act • Employment Act • Equality Act • Health & Safety at Work Act • National Minimum Wage Act • Personal Protective Equipment at Work Regulations • Working Time Regulations 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Legislation identified must relate to human resources.</p>
7	<p>(a)</p> <p>(ii)</p> <p>Exemplar responses:</p> <ul style="list-style-type: none"> • PPE - There may be a financial cost to the business (1) • Minimum wage - Paying national minimum wage limits wage costs for the business (positive impact) (1) 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p>

Question		Answer	Marks	Guidance
7	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Autocratic management style • Communication • Lack of training causing employee dissatisfaction • Poor relationship with union representatives • Poor working conditions 	2	One mark for each correct identification, up to a maximum of two identifications
7	(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Encouraging better communication will build better relationships between the business and employees and between employees themselves. This should help to reduce conflict because stakeholders are more likely to feel that they can discuss concerns or issues, before they escalate. This will benefit both Valor Stores Ltd and their employees. • Better communication between the business and the union representatives will help to avoid conflict which might result in industrial action. This will benefit the business as industrial action will not only prevent customers being able to shop at the stores but will also result in adverse media attention. • Effective two way communication, particularly between management and employees will help employees to feel more valued. Not only may this reduce conflict but it may also improve motivation which will benefit Valor Stores Ltd. • Having specified grievance and disciplinary procedures means that all stakeholders are aware of the process should there be an issue. • The business, unions or other stakeholders can see whether the correct procedure has been followed. • Employees know that if they have a problem, that they can begin the grievance procedure. This may make them more confident to speak up about any conflict. However, having a formal procedure 	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate makes a justified recommendation whether Simon should agree to the introduction of this process at Valor Stores Ltd.</p> <p>Level 3 (9 - 12 marks) Candidate analyses the suggested process at Valor Stores Ltd.</p> <p>Level 2 (5 – 8 marks) Candidate explains the advantages and disadvantages of the suggested process. Context not required.</p> <p>Level 1 (1 – 4 marks) Candidate identifies advantages and disadvantages of the suggested process. Context not required.</p>

Question	Answer	Marks	Guidance
	<p>may mean that employees are more likely to make a formal complaint.</p> <ul style="list-style-type: none"> • Having a formal disciplinary procedure means that should there be any legal issue, the business can show that the correct procedure was followed. Employees are aware of the consequences should they behave inappropriately. • Providing training for managers means that they will be more aware of how to deal with conflict and try to minimise any escalation of the issue. • Training will be a cost for the business, not only in terms of potential course fees but also in terms of the managers' time. As the business currently carries out little training, Simon may not wish to go down this route. • If employees feel that managers are experienced and skilled in dealing with conflict then they are more likely to have confidence and/or trust in their approach to resolving the issue. • If Simon is involved in planning the grievance and disciplinary procedures then this should limit the impact on his level of control significantly, although the ACAS code of practice should be followed. • Simon may have to develop a better working relationship with the unions which should benefit the business and the employees in the long-run. <p>Exemplar response:</p> <p>Encouraging better communication in the workplace should minimise the effect of any conflict, and in the long-run may help to prevent conflict arising in the first place (L1). By encouraging relevant parties to talk to each other to try to resolve an issue before it escalates (L1) should also help to minimise disruption to the warehouse and mean that deliveries to stores aren't affected (L2). However, accompanying this with specified grievance and disciplinary procedures means that all stakeholders will</p>		

Question	Answer	Marks	Guidance
	<p>be aware of the procedure should conflict arise that can't be dealt with via better communication.</p> <p>Having specified procedures means that there should be no debate about how an issue is dealt with; it won't depend for example on which manager is dealing with it (L3). It also means that should there be trade union involvement or even an employment tribunal, then all parties can show that the correct process was followed (L2).</p> <p>Finally, providing training for managers should help them to deal more confidently and knowledgably with any conflict (L1). This works in conjunction with the specified grievance and disciplinary procedures as this training should include an introduction to these (L3). Again, if managers know how to deal with issues fairly then employees are more likely to report conflict as it arises rather than leave it until it has become a more serious matter (L4). However, having a formal grievance procedure may mean that employees are more likely to make a formal complaint (L1) which may affect team morale and therefore productivity within the warehouse (L3).</p> <p>Overall I recommend that Simon does introduce the new process. Having a specified procedure for managers to follow which employees are aware of should help to deal with any conflict quickly and efficiently. Training for managers will hopefully help to resolve conflict before it escalates but as Simon currently provides little training for employees he may not want to go down this route. All three of the suggested processes will work well together; encouraging better communication and training managers should minimise the risk of conflict escalating and having specified disciplinary and grievance procedures will provide a more formalised process if the conflict is not resolved at an early stage (L4).</p>		