

## **REPORT 1**

**TO:** Michael Morgan, Managing Director

**FROM:** Deborah Jones, Personnel Manager

**SUBJECT:** Introduction of Flexitime System

**DATE:** 3 December 20....

During the Management meeting on 13 October 20..., this department was requested to investigate the feasibility of introducing a flexitime system for all lower managerial and office workers at the headquarters. The current report discusses financial implications, the effect on work performance and employee reactions to the scheme.

It is obvious that the scheme would be financially advantageous to the company. First, many departments have a busy period at the end of each month when it is necessary for staff to work excess hours. This is currently paid on overtime and costs the company an average of £11,500 per month. With the introduction of the flexitime system, this cost will disappear. Moreover, with the flexitime system, no time would be lost due to staff lateness or absenteeism, which has been a growing problem and cost the company both in terms of time lost and disruptions of work.

In order to determine the effect on work performance, all Heads of Section were asked to study the scheme and to comment on the implications for their section. The following points arose: there would inevitably be times when employees were working without managerial supervision. Many managers felt that for certain employees such supervision was essential. Furthermore, work could be delayed because of the absence of a key person. This would affect not only work within the company, but also queries from customers. In order to gauge potential reaction to the scheme, the department issued a questionnaire to all those employees concerned.

It is quite certain that there is currently great opposition to the introduction of flexitime. The main objection centres on the loss of overtime earnings that the introduction of flexitime would involve. Moreover, this point was also stressed in an informal consultation with union officials, who indicated a readiness to take industrial action over the issue if they were not consulted further.

Despite the evident financial advantages, it is felt that it would be unwise to proceed with the scheme without further investigation of the effect on work performance and, most importantly, without further consultation with union representatives. In its present form the scheme will not be acceptable to the unions, and its introduction could lead to a considerable amount of industrial unrest. It is therefore recommended that the scheme should not be introduced in its present form.

## **REPORT 2**

**TO:** Mary Robbins, Health and Safety Manager

**FROM:** Andrew Johnson, Health and Safety Supervisor

**SUBJECT:** Inspection of Company Kitchens

**DATE:** 16 October 20...

On 21 September 20..., the company's kitchens were inspected in order to ensure that correct storage procedures were being followed. The inspection concentrated on two main aspects, namely hygiene and security. The current report outlines the main problems identified and recommends corrective measures.

First, standards of hygiene were not fully satisfactory. It was discovered that two of the kitchen's refrigerators were frequently left unlocked. Consequently, it was felt that this could lead to doors being left open, and thus to accidental defrosting or to the meat being attacked by insects or vermin.

Furthermore, leaving these refrigerators unlocked is also a threat to kitchen security. The refrigerators are positioned close to the kitchen doors, and passing personnel could easily enter unseen and remove their contents. Moreover, it was found that the refrigerator keys are kept on a hook immediately above the refrigerators themselves, so that thefts could easily occur even when the refrigerators are securely locked.

In order to prevent these occurrences, it is recommended that the kitchen personnel should be instructed that the refrigerators must remain locked at all times. Moreover, the keys must be kept in a secure place.

## **REPORT 3**

**TO:** Alan Green, Managing Director

**FROM:** Peter Jackson, Personnel Manager Division A

**SUBJECT:** Proposed Installation of Clocking-in Machines

**DATE:** 16 May 20....

Following the management's proposal of 27 April concerning the installation of clocking-in machines, a small study of staff views in three selected departments was conducted to see how the arrangements of breaks had been working out. A summary of the results is given in this report.

Although 25% of office workers would be in favour of a shorter lunch break and finishing earlier, 65% found the present break arrangements satisfactory. First, it is too early to say definitely how many machines would be needed, but at least one for every divisional office seems a reasonable estimate. In addition, the personnel officers were asked about the saving of time, and the prevailing opinion was that an improvement in time-keeping could be made.

However, the personnel's reaction to the idea was not very encouraging. In the conducted survey only 15% supported the use of clocking-in machines. Given the choice, the majority would not use them.

In conclusion, it is important to draw the Board's attention to possible difficulties which the rapid installation of clocking-in machines could bring. The problem needs to be discussed in more detail and with more people before taking any action.

#### **REPORT 4**

TO: George Picket, Supervisor, Transport Division

FROM: Anthony Hopkinson, Supervisor, External Relations

SUBJECT: The Immediate Reporting of Road Accidents

DATE: 6 June 20...

The company is facing involvement in a long and complicated enquiry by the police authorities investigating a collision between two company buses outside the main gates on 29 May 20.... This has arisen as a result of the behaviour of the two drivers after the accident had taken place. External Relations Department has investigated the matter and the conclusions drawn are presented in the current report.

The main reason for this situation is that neither of the men would accept responsibility for the accident, and each tried to blame the other. A prolonged argument ensued, in which the police also became involved when a patrol car arrived thirty minutes later. No agreement was reached between the drivers, and hence a full police enquiry has been started.

Furthermore, it was not until the following day that this department was informed of the accident. By this time it was impossible to prevent extensive police involvement. However, this could have been avoided, as no other vehicle was present or involved in the accident.

Therefore, it would be appreciated if all drivers could immediately be instructed to notify External Relations Department at once whether they are involved in an accident. It is also recommended that they avoid speaking to the police about company matters.