

Team Meeting #1 Notes

Team Name: Workhours

Case # and Description: Case #4 Working hours

Meeting Date and Time: Saturday, October 10th; 10 a.m.

Meeting Location and Type: via Skype, online

Team Members in Attendance:

- Spencer Rosenvall
- Elizabeth Roberts
- Ingrid Beecroft

Team Members Absent:

- Megan Lloyd

Team Contract

Team Member Roles

Task Roles

- Leader: Ingrid Beecroft
- Recorder: Elizabeth Roberts
- Editor: Spencer Rosenvall
- Analyzer: Megan Lloyd

Relational Roles

- Harmonizer : Spencer Rosenvall
- Keep it together-er : Ingrid Beecroft
- Listener: Elizabeth Roberts

Team Norms

Relational Norms:

- Be respectful
- Do not speak over one another
- Respect each others roles (do not try to step on toes)

Task Norms:

- Arrive at meetings on time
- Stay focused on task and speaker
- Be respectful of other's view and opinions

Consequences of Breaking Norms

- Upload a video of you explaining how you're a "little piggy-wiggy" for breaking the task and/or relational norms
- Lose respect among groupmates

- You may sound like a jerk
- Consequences of Keeping Norms
- We accomplish task
 - We can agree more effectively
 - Everyone happy!

Define the Problem

Choose a Problem: **Case study #4: Working Hours More Efficiently**

Define the problem: How do we assign shifts that are fair and acceptable to all 15 workers without having to involve management?

Problem Analysis Area Assignments:

- Characteristics: Elizabeth Roberts
- Stakeholders: Spencer Rosenvall
- History: Ingrid Beecroft
- Policies and Practices: Megan Lloyd
- Resources: all of us
- Other: all of us

Executive Summary

After coordinating on Skype our group began to discuss the team contract. We agreed on a team name and set the details of the meeting i.e. date, location, and discussed our roles for the assignment. Megan Lloyd was absent in our meeting, so we decided on suitable roles for her. After these assignments were made we moved on to the contract where we discussed team norms and consequences, both good and bad.

After establishing the team contract, the team moved on to choosing a problem for to work through. We defined the problem and assigned problem and analysis areas to everyone in the group. Team meeting #2 agenda was discussed and we set a time for when we would

collaborate again. The second meeting will be held Saturday, October 22, 2016 at 10:00 am via SKYPE.

Team Meeting #2 Notes

Team Name: Work Hours

Case # and Description: Case #4 Working hours

Meeting Date and Time: Saturday, October 22nd; 10 a.m.

Meeting Location and Type: via Skype, online

Team Members in Attendance:

- Janice Roberts
- Ingrid Beecroft
- Megan Lloyd
- Spencer Rosenvall

Team Members Absent: None

Define Problem

The problem stated as an open-ended question: How do we assign shifts that are fair and acceptable to all 15 workers without having to involve management?

PROBLEM:

You work with a team of fifteen coworkers. Each of you works four hours a day, five days a week, on either the morning, afternoon, or evening shift. Your manager has left it up to the fifteen of you to work out who will work what shift. No one really wants the evening shift. Right now, the six workers who are married are refusing to work the evening shift, arguing that they need time to be home with their spouses. They claim that their family needs are more important than the wishes of the unmarried workers, who would like evenings free to study or socialize. Your manager does not want to get involved in deciding who works which shift, but wants to approve your final proposal.

Analyze the Problem

Characteristics (Janice Roberts):

The company has employed 15 individuals to work 4 hours a day, five days a week in three shifts (morning, afternoon and evening). We could hypothesis that these individuals displayed a willingness to work whatever shift was assigned, however, all the workers have expressed an aversion to the evening shift. Notably, there are six married workers who have refused to work the evening shift. These employees believe that the needs of their spouses and families should take precedence over the unmarried workers. The others have expressed a need to have evenings available to study and / or socialize. A work-life balance might bear a stronger significance to some, but in all fairness, should be considered important to all members of the team. Lastly, the manager does not want to be involved in making this decision. With the expectation that the employees will decide what shifts to work, management has relegated the job of approving the final decision to our group.

Stakeholders (Spencer Rosenvall): 15 Co-workers (Six Married), Manager, Yourself, children of the 6 coworkers.

The 15 Coworkers are assumed to be equally affected in our problem, where the 6 coworkers with kids make themselves outliers from the norm. Ultimately, all the coworkers will be allotted the same amount of hours, but the problem lies with convenience among the stakeholders. It may be more convenient for students to work evening hours if they don't have classes in the evening. The 6 coworkers with kids don't take others into consideration. The villain of this problem is the manager for neglecting managerial duties in making an executive decision.

History (Ingrid Beecroft):

Researchers believe that rotating work schedule is very difficult. Professionals in the area stated that set schedules, with no rotating shifts, are the best schedules thus resulting in better workers. Studies show that workers that have a rotating shift are among those with a higher risk of poor performance and worst safety issues at work and that workers that work irregular shift times are more likely to experience greater work-family conflict and greater work stress. According to professionals in the area, shift workers are always in conflict in managing time with family members and social life. According to General Social Survey (GSS) and Quality of Work Life (QWL), workers with irregular shifts are among those that encounter work-family interference, work stress, and fatigue.

One of the problems found by those that had to work night shifts was not being able to socialize during the week with their loved ones since their friends and family members work during regular hours. A problem encountered by those that work regular hours is related to doctor appointments thus having to miss work to be able to attend them. History shows that workers that have a set schedule, with no rotating shifts were able to manage their time better since their schedule would become a daily routine.

Policies and Politics (Megan Lloyd):

- Each employee must show up to their shift whether it's morning, afternoon or evening. If an employee is going to miss a day of work they need to notify their manager or head of the department ahead of time.
- All employees must be on time to their scheduled shift. If employees don't show up on time or if they leave early, then there can be negative consequences. Doing so could also potentially hurt the work atmosphere among the employees..
- The head of the department is the one to set the schedule, but the normal work week is usually around 40 hours, Monday through Friday.

Resources (Entire Team):

There are 15 employees available contribute to making a group decision with the final submission approved by our team. We can draw upon:

- We are to assume that this is the first time this company has run into this problem in its history. This has led us to use other companies' examples and resolutions in helping us resolve our own work-scheduling crisis.
- Seeing as to how this is a company and there are executive officers in place, we should follow the tree of authority and consult with our manager when we believe a resolution has been established.

Other:

References:

- Solomon, Charlene. "HR Is Solving Shift-work Problems - Workforce Magazine." *Workforce*. Workforce, 1 Aug. 1993. Web. 22 Oct. 2016.
- "70.0: Attendance/Hours of Work - University of Kentucky." N.p., n.d. Web. 22 Oct. 2016.
- Golden, Lonnie. "Irregular Work Scheduling and Its Consequences " *Economic Policy Institute*. Economic Policy Institute, 9 Apr. 2015. Web. 22 Oct. 2016.

Criteria:

1. Fifteen people who don't necessarily want to work the evening.
2. Six of whom refused to work evenings
3. Married workers feel their family needs are more important than the needs of those who are unmarried
4. Management does not want to be involved in making the decision
5. Each employee works 5 four-hour shifts
6. All employee must feel this was a fair and equanimous decision
7. Management must approve final shift-decision

Task Flow Chart

Month: October 2016						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1. Team begins coordinating meeting time and date				-1st Team Meeting. Team Contract. Recorder completes executive summary.
1st Team Meeting assignment due						-2nd Team Meeting. Analysis and Criteria -Recorder completes executive summary
2nd Team Meeting Assignment due						-3rd Team Meeting. -Recorder completes executive summary.
3rd Team Meeting assignment due						-4th Team Meeting TBD

Notes

Saturday morning, our team was assembled with all in attendance. We reviewed notes and began discussing the format in which the meeting would follow. Spencer arrived with notes prepared

ahead of time. The group started by analyzing the problem together and assisted one another with assigned tasks. It was agreed that we may update the document individually with more thorough analysis before it was due. The team then moved on to task 3. We agreed on seven criteria that should be considered for a fair resolution to the problem. The team stayed on task, again helping one another where needed. We did not discuss any solutions at this time as instructed. We continued to follow the agenda as specified and following the outline provided the team stayed organized and on task. Shortly after, the team discussed the calendar and scheduled the next meeting. The group then reviewed the agenda for our third meeting. The assignment that is due at the next meeting, the Meeting Effectiveness Checklist, was also reviewed. We all agreed to have the task completed individually and in an organized fashion by the next time we meet. Finally, it was mentioned that we had overlooked assigning Megan a Relational Role in the first meeting. Before adjourning, the team agreed with Megan's final approval that she will be the Sensor of the group.

Team Meeting #3 Notes

Team Name: Work Hours

Case # and Description: Case #4 Working hours

Meeting Date and Time: Saturday, October 29th; 10 a.m.

Meeting Location and Type: via Skype, online

Team Members in Attendance:

- Elizabeth Roberts
- Ingrid Beecroft
- Megan Lloyd
- Spencer Rosenvall

Team Members Absent: None

Meeting Effectiveness Scores Results

Spencer: 51

Ingrid: 51

Elizabeth: 50

Megan: 50

Solutions

Top Solution Choices:

1. Make everyone work one evening a month and rotate remaining days
2. Convince the manager to make the decision, that it is their responsibility
3. Shift differential for evening hours (10% wage increase per hour)

Criteria Chart

Criteria	Solution 1:	Solution 2:	Solution 3:	Solution 4:	Solution 5:
	Make everyone work one evening a month and rotate remaining days	Convince the manager to make the decision, that it is their responsibility	Shift differential for evening hours (10% wage increase per hour)		
Does not increase burden on company or employees	4	0	3		
All evening shifts are covered	5	5	5		
Respects all employees wishes regardless of	5	2	5		

marital status					
Does not require management to do scheduling	0	0	3		
Scheduling is fair	5	1	5		
Management must approve final shift-decision	5	5	5		
Total:	24	13	26		

Final Solution

Final solution: Offer a 10% shift differential with management approval. Each employee works one evening shift a week with the remaining five evenings covered on a volunteer basis.

Possible Barriers to Final Solution

- Barrier 1:** Scheduling must be done three months in advance
Solution: At the beginning of each quarter, the employees must meet and agree on schedule
Barrier 2: No one volunteers for extra shifts
Solution: The remaining five days will be designated in alphabetical order by last name
Barrier 3: Management does not approve shift differential
Solution: 1 evening a month with rotating extra days by teams is now required

Possible Negative Consequences of Final Solution

If the employee does not volunteer and choose what they want to work, someone may end up working when they don't want to. Some employees may be unhappy if they are forced to work because of the lack of volunteers. This could increase employee turnover. Another possible negative consequence is being unable to foresee scheduling conflicts when schedules are made so far in advance. If management does not agree to the shift differential, the employees will be angry.

Implement Final Solution

Step	Person Assigned	Due Date
Gather employee names for alphabetic assignments	Ingrid	Nov 5
Create a scheduling template	Elizabeth	Nov 5
Organize scheduling meeting	Megan	Nov 5

Negotiates shift differential with management	Spencer	Nov 5

Notes:

At 10:00 am Saturday, October 29, the meeting was assembled with all members present. The Effective Meeting Checklist results were compiled and discussed. We then moved on to the brainstorming session and choose three solutions that we agreed on. After the solutions were chosen, the team re-evaluated the criteria based on last weeks feedback from the instructor and added new criteria to the chart. It was scored and agreed upon. Team agreed to a solution that combined two possible solutions, #1 and number #3. Barriers were discussed and mitigated. We then moved on to negative consequences. After the final solution was discussed and agreed upon the team designated tasks to implement the solution. Finally, meeting #4 agenda was discussed and final meeting tentatively set for Saturday, November 5, at 1:00 pm.

Team Meeting #4 Notes

Team Name: Work Hours

Case # and Description: Case #4 Working hours

Meeting Date and Time: Saturday, November 5th; 1 p.m.

Meeting Location and Type: via Skype, online

Team Members in Attendance:

- Elizabeth Roberts
- Ingrid Beecroft
- Spencer Rosenvall

Team Members Absent:

- Megan Lloyd

Executive Summary

The following summarizes our team, "Work Hours," decision-making process and proposed solution to the problem "How do we assign shifts that are fair and acceptable to all 15 workers without having to involve management?"

During our online face-to-face meetings, we used the Dewey's Reflective Thinking Sequence. Firstly researching the characteristics of the problem, stakeholders who would be effective by the solution, the history of what had been tried already to solve the problem, policies and practices, we mustered possible solutions to satisfy the desires of employees, fairness, equality, and work-culture norms.

Our goal from the criteria was to find a solution that satisfied the needs of all parties, and did not estrange any one group. From our group-formulated criteria in order to solve the problem, we then determined possible solutions to fulfill the conditions needed to produce the best case scenario. Lastly, we scored the solutions that we came up with a scale to best reflect what would fit our criteria.

The final solution combined two possible ideas from the brainstorming session. In the end it was decided that employees working the evening shift would be offered a 10% shift differential with management approval. Each employee is required to work one evening shift a week with the remaining five evenings covered on a volunteer basis.