Ethiopian TVET-System

Basic Leather Garments and Goods Production

Operations LEVEL I
Based on May 2012 Occupational Standards

May, 2020

Module Title: Demonstrating work value

TTLM Code: IND BLG1 TTLM 0919V1

This module includes the following Learning Guides

LG48: Define the purpose of work
      LG Code: IND BLG1 M13 LO1- 48

LG49: Apply work values/ethics

   LG Code: IND BLG1 M13 LO2- LG49

LG50: Deal with ethical problems

      LG Code: IND BLG1 M13 LO3- 50

LG51: Maintain integrity of conduct in the workplace

      LG Code: IND BLG1 M13 LO1- 51

Instruction Sheet	LG48: Define the purpose of work

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Concepts of work

- Organization as an enterprise

- Individual's vs. company's mission

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- One's unique sense of purpose for working and the 'whys' of work are identified, reflected on and clearly defined for one's development as a person and as a member of society.
- Personal mission is demonstrated in harmony with company's values

Learning Activities

1. Read the specific objectives of this Learning Guide.

2. Read the information written in the "Information Sheets 1".

3. Accomplish the "Self-check 1" in page 19. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

4. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #2.

5. Read the information written in the "Information Sheet 2".

6. Accomplish the "Self-check 2" in page 28. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

7. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 5.

Information Sheet-1	Concepts of work

Introduction: meaning of work

Let us start with these questions. Have you ever had a meaningful work? If so,

What was it like? If not, what does it lack? Have you ever thought of the consequences of not being able to understand what is going on in one's work and to know the results of one's actions?

Along with the industrialization of the societies, work was organized in a scientific manner. Time and movement studies were conducted in order to maximize the efficiency of operations and the productivity of workers. People were then treated as if they were an extension of the machine and expendable spare parts; they were asked to exert simple, narrow skills, and their performance was closely monitored by foremen dedicated to the hierarchy.

Work has evolved a lot since the Industrial Revolution. Partly due to the progress of sciences and technologies, major transformations happened in the organizational structure and culture, with their consequences on the organization of work. if workers of the modern times were overworked, those of the current times are not only overworked but also over managed, employers appearing eager to try the "flavor of the day" in order to increase the financial performance of their companies.

1.1 Identifying and reflecting one unique sense purpose of work

For most of us, work takes up a large part of our lives. On average, workers spend 35 hours per week on the job, which translates into an estimated 1,700 hours per year. That's why it's important to be happy and to feel a source of job satisfaction, and even more than that, to feel a sense of purpose at work

There are as many ways of finding a sense of purpose at work as there are individuals! Even so, experts in the field have pinpointed some of the key factors that contribute to finding fulfillment through our work. Studies confirm that having a sense of purpose at work is very important to most of us in continuing to feel motivated and can be fostered, among other things, by the following:

➢ **Responsibility:** Feeling responsible for and capable of carrying out job duties independently, confident in the knowledge that our boss and colleagues

appreciate our efforts, gives meaning to our work lives… and to our lives in general.

> **Creativity**: Work is often more meaningful when we are challenged to use a variety of skills sets. And having the opportunity to contribute new ideas and be innovative is good for our psychological well-being.

> **Acknowledgement**: Positive feedback from superiors, a positive review of accomplishments, and a general sense of acknowledgement of our work… all of these are motivating factors. And peer recognition is important too, as it provides confirmation that that our co-workers appreciate and value our efforts.

Your role as an employee

It is important to realize that your employer is not solely responsible for instilling a sense of purpose in the workplace. As an employee, you can make a difference too by:

> Paying attention to the little things that can improve the quality of your workplace life, such as maintaining healthy relationships with colleagues, taking pride in your accomplishments, etc.

> Adopting a positive attitude not just toward work, but toward life in general. Seek out opportunities to improve your personal skills, take initiatives, and accept new responsibilities enthusiastically.

> Maintaining a healthy balance between your work life and home life. Experts agree that it is important to maintain a harmonious balance between the time we devote to family, leisure and work activities. Making sure that you have time for all three is the best way to ensure that your work life, not to mention your life in general, will have a strong sense of purpose.

Name: _____   Date: _____

Time started: _____   Time finished: _____

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Fill in the blanks: (1 point each)

1. Along with the industrialization of the societies, work was organized in a ------------ ---------------------.

2. --------- is often more meaningful when we are challenged to use a variety of skills sets.

3. For most of us, ---------------- takes up a large part of our lives.

4. Time and movement studies were conducted in order to maximize the efficiency of operations and the ------------------- of workers.

5. Work has evolved a lot since the I----------------------------

Short answer questions: (2 points each)

1. Define responsibility.

2. Define creativity.

3. Define acknowledgement.

Note: **Satisfactory rating - 6 points and above   Unsatisfactory - below 6 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Note: **Satisfactory rating - 10 points and above   Unsatisfactory - below 10 points**
You can ask you teacher for the copy of the correct answers

Information Sheet-2	**Organization as an enterprise**

Enterprise (occasionally used with the archaic spelling **Enterprise**) may refer to:

- Any <u>organization</u>, including businesses, non-profits, and government agencies
- A <u>business</u>
- A <u>company</u>

An **organization** (or **organization**) is a social entity that has a collective goal and is linked to an external environment. The word is derived from the Greek word *oregano*; itself derived from the better-known word *ergo* which means "organ" – a compartment for a particular task.

There are a variety of legal types of organizations, including corporations, governments, international organizations, armed forces, charities, non-profit corporations, partnership cooperatives, and universities. A hybrid organization is a body that operates in both the sector and the private sector simultaneously, fulfilling public duties and developing commercial market activities.

In the social sciences, organizations are the object of analysis for a number of disciplines, such as sociology, economics, political science, psychology, management, and organizational communication. The broader analysis of organizations is commonly referred to as organizational structure, organizational studies, organizational behavior, or

organization analysis. A number of different perspectives exist, some of which are compatible:

- From a process-related perspective, an organization is viewed as an entity is being (re-)organized, and the focus is on the organization as a set of tasks or actions.
- From a functional perspective, the focus is on how entities like businesses or state authorities are used.
- From an institutional perspective, an organization is viewed as a purposeful structure within a social context.

Sociology can be defined as the science of the institutions of modernity; specific institutions serve a function, akin to the individual organs of a coherent body. In the social and political sciences in general, an "organization" may be more loosely understood as the planned, coordinated and purposeful action of human beings working through collective action to reach a common goal or construct a tangible product. This action is usually framed by formal membership and form (institutional rules). Sociology distinguishes the term organization into planned formal and unplanned informal (i.e. spontaneously formed) organizations. Sociology analyzes organizations in the first line from an institutional perspective. In this sense, organization is a permanent arrangement of elements. These elements and their actions are determined by rules so that a certain task can be fulfilled through a system of coordinated division of labor.

Economic approaches to organizations also take the division of labor as a starting point. The division of labor allows for (economies of) specialization. Increasing specialization necessitates coordination. From an economic point of view, markets and organizations are alternative coordination mechanisms for the execution of transactions.[1]

An organization is defined by the elements that are part of it (who belongs to the organization and who does not?), its communication (which elements communicate and

how do they communicate?), its autonomy (which changes are executed autonomously by the organization or its elements?), and its rules of action compared to outside events (what causes an organization to act as a collective actor?).

By coordinated and planned cooperation of the elements, the organization is able to solve tasks that lie beyond the abilities of the single elements. The price paid by the elements is the limitation of the degrees of the elements. Advantages of organizations are enhancement (more of the same), addition (combination of different features) and extension. Disadvantages can be inertness (through co-ordination) and loss of interaction.

ORGANIZATIONAL STRUCTURE

An **organizational structure** consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment.

Organizations are a variant of clustered entities.

An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as the branch, department, work group and individual.

Organizational structure affects organizational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organization's actions.

BUSINESS:

A **business** (also known as **enterprise** or **firm**) is an organization involved in the trade of goods, services, or both to consumers. Business plan and Business model determine the outcome of an active business operation. Businesses are predominant in capitalist economies, where most of them are privately owned and administered to earn profit to increase the wealth of their owners. Businesses may also be not-for-profit or state-owned. A business owned by multiple individuals may be referred to as a company, although that term also has a more precise meaning.

The etymology of "business" relates to the state of being busy either as an individual or society, as a whole, doing commercially viable and profitable work. The term "business" has at least three usages, depending on the scope — the singular usage to mean a particular organization; the generalized usage to refer to a particular market sector, "the music business" and compound forms such as agribusiness; and the broadest meaning, which encompasses all activity by the community of suppliers of goods and services. However, the exact definition of business, like much else in the philosophy of business, is a matter of debate and complexity of meanings.

Basic forms of ownership

Although forms of business ownership vary by jurisdiction, several common forms exist:

- **Sole proprietorship:** A sole proprietorship is a business owned by one person for-profit. The owner may operate the business alone or may employ others. The owner of the business has unlimited liability for the debts incurred by the business.
- **Partnership:** A partnership is a business owned by two or more people. In most forms of partnerships, each partner has unlimited liability for the debts incurred by the business. The three typical classifications of for-profit partnerships are general partnerships, limited partnerships, and limited liability partnerships.

- **Corporation:** A <u>corporation</u> is a <u>limited liability</u> business that has a separate <u>legal personality</u> from its members. Corporations can be either <u>government-owned</u> or privately owned, and corporations can organize either for-profit or <u>not-for-profit</u>. A privately owned, for-profit corporation is owned by <u>shareholders</u> who elect a <u>board of directors</u> to direct the corporation and hire its managerial staff. A privately owned, for-profit corporation can be either <u>privately held</u> or <u>publicly held</u>.

- **Cooperative:** Often referred to as a "co-op", a <u>cooperative</u> is a limited liability business that can organize for-profit or not-for-profit. A cooperative differs from a for-profit corporation in that it has members, as opposed to shareholders, who share decision-making authority. Cooperatives are typically classified as either <u>consumer cooperatives</u> or <u>worker cooperatives</u>. Cooperatives are fundamental to the ideology of <u>economic democracy</u>.

COMPANY

A **<u>company</u>** is an <u>association</u> or collection of individual's people or *"warm-bodies"* or else contrived "<u>legal persons</u>" (or a mixture of both). Company members share a common purpose and unite in order to focus their various <u>talents</u> and organize their collectively available <u>skills</u> or <u>resources</u> to achieve specific, declared goals. Companies take various forms such as:

- <u>Voluntary associations</u> which may be registered as a <u>Nonprofit organization</u>
- <u>A group of soldiers</u>
- <u>Business entity</u> with an aim of gaining a <u>profit</u>
- <u>Financial entities</u> and <u>Banks</u>

A company or association of persons can be created at <u>law</u> as legal person so that the company is itself can accept <u>Limited liability</u> for civil responsibility and taxation incurred

as members perform (or fail) to discharge their <u>duty</u> within the <u>publicly declared</u> *"birth certificate"* or <u>published</u> <u>policy</u>.

Because companies are legal persons, they also may associate and register themselves as companies - often known as a <u>corporate group</u>. When the company closes it may need a *"death certificate"* to avoid further legal obligations.

Meaning and definition

A company can be defined as an "artificial person", invisible, intangible, created by or under Law, with a discrete <u>legal entity</u>, <u>perpetual succession</u> and a <u>common seal</u>. It is not affected by the death, insanity or <u>insolvency</u> of an individual member.

Types

For a country-by-country listing, see <u>Types of business entity</u>.

- **A <u>company limited by guarantee</u>**. Commonly used where companies are formed for non-commercial purposes, such as clubs or charities. The members guarantee the payment of certain (usually nominal) amounts if the company goes into <u>insolvent liquidation</u>, but otherwise they have no economic rights in relation to the company. This type of company is common in <u>England</u>. A company limited by guarantee may be with or without having <u>share capital</u>.

- **A <u>company limited by shares</u>**. The most common form of company used for business ventures. Specifically, a limited company is a "company in which the liability of each shareholder is limited to the amount individually invested" with corporations being "the most common example of a limited company." This type of company is common in <u>England</u> and many English-speaking countries. A company limited by shares may be a
  - <u>publicly traded company</u> or a

- Privately held company.

- **A company limited by guarantee with a share capital**. A hybrid entity, usually used where the company is formed for non-commercial purposes, but the activities of the company are partly funded by investors who expect a return. This type of company may no longer be formed in the UK, although provisions still exist in law for them to exist.[5]

- **A limited-liability company**. "A company—statutorily authorized in certain states—that is characterized by limited liability, management by members or managers, and limitations on ownership transfer", i.e., L.L.C.[2] LLC structure has been called "hybrid" in that it "combines the characteristics of a corporation and of a partnership or sole proprietorship". Like a corporation it has limited liability for members of the company, and like a partnership it has "flow-through taxation to the members" and must be "dissolved upon the death or bankruptcy of a member".[6]

- **An unlimited company with or without a share capital**. A hybrid entity, a company where the liability of members or shareholders for the debts (if any) of the company are not limited. In this case doctrine of veil of incorporation does not apply.

Less common types of companies are:

- **Companies formed by letters patent**. Most corporations by letters patent are *corporations sole* and not companies as the term is commonly understood today.

- **Charter corporations**. Before the passing of modern companies legislation, these were the only types of companies. Now they are relatively rare, except for very old companies that still survive (of which there are still many, particularly many British

banks), or modern societies that fulfill a quasi regulatory function (for example, the Bank of England is a corporation formed by a modern charter).

- **Statutory Companies**. Relatively rare today, certain companies have been formed by a private statute passed in the relevant jurisdiction.

Note that "Ltd after the company's name signifies limited company, and PLC (public limited company) indicates that its shares are widely held."

In legal parlance, the owners of a company are normally referred to as the "members". In a company limited or unlimited by shares (formed or incorporated with a share capital), this will be the shareholders. In a company limited by guarantee, this will be the guarantors. Some offshore jurisdictions have created special forms of offshore company in a bid to attract business for their jurisdictions. Examples include "segregated portfolio companies" and restricted purpose companies.

There are however, many, many sub-categories of types of company that can be formed in various jurisdictions in the world.

Companies are also sometimes distinguished for legal and regulatory purposes between **public companies** and **private companies**. Public companies are companies whose shares can be publicly traded, often (although not always) on a regulated stock exchange. Private companies do not have publicly traded shares, and often contain restrictions on transfers of shares. In some jurisdictions, private companies have maximum numbers of shareholders.

CORPORATION:

An **incorporated entity** is a separate legal entity that has been incorporated through a legislative or registration process established through legislation. Incorporated entities have legal rights and liabilities that are distinct from their shareholders, and may conduct business for either profit-seeking business or not for profit purposes. Early incorporated entities were established by charter (i.e. by an *ad hoc* act granted by a monarch or passed by a parliament or legislature). Most jurisdictions now allow the creation of new corporations through registration. In addition to legal personality, registered companies tend to have limited liability, who can transfer their shares to others, and controlled by a board of directors whom the shareholders appoint.

In American English the word **corporation** is widely used to describe incorporated entities, especially those that have a large number of shareholders, where shares are transferred without the need for the consent of other shareholders.[2] In British English and in the commonwealth countries, the term **public company** is more widely used to describe the same sort of entity while the word **company** encompasses all **incorporated entities**. In American English, the word **company** can include entities such as partnerships that would not be referred to as companies in British English as they are not a separate legal entity.

Despite not being actual human beings ('Natural People'), corporations, as far as the law is concerned, as legal people have many of the same rights and responsibilities as natural people do. Corporations can exercise human rights against real individuals and the state, and they can themselves be responsible for human rights violations. Corporations can be "dissolved" either by statutory operation, order of court, or voluntary action on the part of shareholders. Insolvency may result in a form of corporate failure, when creditors force the liquidation and dissolution of the corporation under court order, but it most often results in a restructuring of corporate holdings. Corporations can even be convicted of criminal

offenses, such as <u>fraud</u> and <u>manslaughter</u>. However corporations are not considered living entities in the way that humans are.

Self Check-2	**Written Test**

Name: _____   Date: _____

Time started: _____   Time finished: _____

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Fill in the blanks: (1 point each)

1. **Enterprise** (occasionally used with the archaic spelling **Enterprise**) may refer to

   ---------------------------, ---------------------------, --------------------------------.

2. An **organization** (or **organization**) is a ----------------that has a collective goal and is linked to an external environment.

3. A <u>sole proprietorship</u> is a business owned by --------------------- for-profit.

4. A company can be defined as an "-----------------------", invisible, intangible, created by or under Law, with a discrete <u>legal entity</u>, <u>perpetual succession</u> and a <u>common seal</u>.

5. A <u>partnership</u> is a business owned by ---------------------- people. In most forms of partnerships, each partner has unlimited liability for the debts incurred by the business.

True or False: (1 point each)

1. An **organizational structure** consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims.

2. A <u>corporation</u> is not a <u>limited liability</u> business that has a separate <u>legal personality</u> from its members.

3. Companies are also not sometimes distinguished for legal and regulatory purposes between **public companies** and **private companies**.

4. A hybrid entity, a company where the liability of members or shareholders for the debts (if any) of the company are not limited.

Short answer questions: (2 points each)

1. Define company.

2. Define organization.

3. Define enterprises.

4. Define business.

Note: **Satisfactory rating - 10 points and above   Unsatisfactory - below 10 points**

Answer Sheet

Name: _____   Date: _____

Short Answer Questions

1. _____
   _____
   _____
   _____
   _____
   _____

2. _____
   _____
   _____
   _____
   _____

3. _____
   _____
   _____
   _____
   _____

4. _____
   _____
   _____

5. _____
   _____
   _____

Note: **Satisfactory rating - 10 points and above   Unsatisfactory - below 10 points**
You can ask you teacher for the copy of the correct answers.

Information Sheet-3	Personal mission in harmony with company's values

Introduction

Teams and team building efforts are popular buzzwords in today's work environment. Bringing individuals together in the workplace and getting them to work together as an effective team is a challenge. The sports team analogy is often sighted and sought after in the workplace, but seldom achieved. What is it about successful sports teams that

make them function so well as teams? Several observations stand out:

1. The coaches or captains are successful at establishing the same vision in the mind of each team member; that at the end of the season they will be #1 in their league, city, state, or nation.

2. All members share a common team mission or goal; to win each and every game they play.

3. There's an opponent, or a goal to be bested, and everyone knows clearly who or what it is.

4. Each player has a personal mission and goals that mesh with or complement those of the team; to perform their part of each play during the game to the best of their ability.

5. Each team member knows their position and how their individual efforts contribute to the team's success. They also know their teammates depend on them.

Business owners/managers will experience success in team building and success in their business to the extent they:

1. Have clearly defined organizational mission, vision, values and goals.

2. Clearly articulate the mission, vision, values and goals to everyone involved with the business.

3. Mesh the business's mission, vision, values and goals tightly into those of each individual so that in achieving individual goals and visions, business goals and visions are also achieved.

Think about your business. Is there a clearly identified vision of where the farm is headed? How will the business look or operate in one, two, five or ten years? If you don't know where you're going any road will take you there. And, if you can't clearly describe where you're headed how can you expect your family members, employees, or agri-service professionals to help you get there?

Do you have a clearly defined mission? Why is your farm in business? What do you hope to achieve? Does everyone on the farm ~ family, employees, and agri-service representatives ~ know what that mission is? Do they see your commitment to it every day? Have they accepted the mission as important to them? Does each Individual know how their efforts contribute to the mission?

Are there specific goals and objectives? Does everyone accept these goals and see how achieving farm goals will help them achieve their own personal goals? Are the goals and objectives translated into work performance standards and expectations for each employee?

These are not easy questions, but as we increasingly depend on the talents and efforts of others to make our farm successful, answering them affirmatively becomes ever more important.
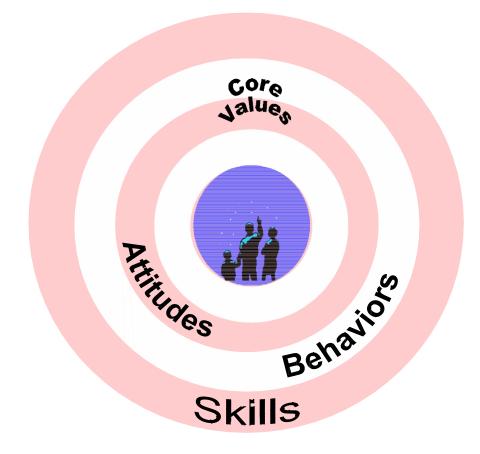
Core Values

Even though we frequently talk about mission and vision first, the basic underlying foundation for both is our core values. Core values are the principles and standards at the very center of our character, and from which we will not budge or stray.

Core values are extremely stable and change only very slowly over long periods of time. Core values form the basis for our beliefs about life, ourselves and those around us, and the human potential of ourselves and others. Values and beliefs form our attitudes and guide our behavior. The behaviors we engage in are what people around us see, along with our skills and actions. Our outer or public shell of behaviors and skills can change rapidly and dramatically through our lives, influenced by our environment and guided by our more stable core values and beliefs.

For some people identifying and communicating personal core values can be a difficult task. Core values are so close to the center of who we are that they tend to be very protected and not shared with others until a personal relationship has been Established. The fact that these values are so central to what's important to us individually, makes it all the more important to think about them first as a basis for establishing sound and meaningful mission, vision and goals in both our life and business.

Once the values of an individual or organization are identified, it's frequently useful to rank them from more to less important. Then when questions come up later where one

value must be traded off against another the decision will be easier to make and communicate. For example, say the core values of a farm business are efficiency, family, safety and respect for others. If a question comes up about implementing a practice that will improve operational efficiency but may compromise the health and safety of employees, knowing the relative importance of efficiency versus safety will help guide the decision. If an employee's child is hospitalized are they expected to be at the farm for their shift regardless, or with their child in the hospital? Knowing the relative importance of family versus operational efficiency will help answer that question. It won't necessarily make these decisions easy or totally objective but it will bring some guidance and consistency to the decision making process.

In the high stakes game of professional football Tom Landry coached the Dallas Cowboys for years. Win or loose he always maintained a cool, calm, stoic presence on the sideline. A reporter once asked him how he was able to maintain such a calm focus with all the pressures. Coach Landry replied it's easy because I have my priorities straight. First is my God, second my wife, third my family and fourth is football, so if I loose on the weekend I have lots of more important things to support me through the week.

Defining your core values first will help you get your priorities in order.

Mission

A personal mission or a farm business mission statement deals with questions like, "Why are we here?", "Why do we exist?", "Why do we get up each day and do what we do?", "What is it that we get paid for?" "What function does the organization perform? For whom? How?" The mission is a broad statement of personal or business scope, purpose and operation that distinguishes me, or my farm, from others.

A farm business cannot have values, beliefs or a mission outside of the people who makeup that business. Therefore, especially for small closely held businesses, it's

important that each principle in the business write their own personal mission statement first, then come together as a group or team to develop a mission statement for the business.

A farm business mission statement reflects the core values and beliefs of the individuals who lead the business. To the extent there are large differences between a farm mission and a personal mission, or between farm business values and personal core values, there will be discord and friction for that individual within the business. Weather you're an owner, an employee or a consultant, one way to help assure happiness and fulfillment at work is to be certain your values and mission are in alignment with those of the business. People have been known to become physically ill from the stress of working in a business where their core values were at odds with the values and ethics practiced in the business

In addition to giving structure and direction to an individual or business, well-written mission statements are excellent tools to inform others about what's important to you and how you operate your business.

Example mission statement 1:

"Our priorities are God, family (people), business. Our goal is to be a place where people (our most valuable asset) have the opportunity to grow spiritually, personally, intellectually, and financially. Through putting God first and people second, our success as individuals and as a business is guaranteed."

Example mission statement 2:

"To produce large quantities of high-quality milk as economically as possible, in order to provide an adequate standard of living for both owners and employees."

These two mission statements communicate very different notions about what's important on these two farms and also give some indication that day-to-day business may be conducted differently as a result.

Any mission statement that concisely represents truth and reality about the individual or the farm is a good mission statement. Likewise, any statement that doesn't honestly and accurately represent the values and beliefs of the individual or the farm is a poor mission statement, regardless of what is says or how good it sounds. If excellence is a stated value or the pursuit of excellence a stated mission, yet average, industry standard, or legal requirement is "good enough", then what is the real commitment to excellence? Do they really "live" their stated mission?

Mission statements serve to inform employees, friends, neighbors, and agribusiness people about what's important to you and your business. They also serve as anchors and guideposts for both strategic and operational or tactical decision making on the farm.

Vision

While a mission is a statement of what is, a vision is a statement of what or how you would like things to be. A picture of the future you're working to create, what you want to be when you grow up, what you want your business to become.

Without a vision of where you're going how can you develop a plan to get there and how will you know when you've arrived? Without a vision of where we would like to be, we can continue hiking various trails through life, climbing mountain after mountain, only to discover each time that we've arrived somewhere we really don't want to be.

Nothing was ever created without a vision. It guides us, gives us direction and purpose, and can serve as a powerful motivator for those around us and ourselves. In order to truly guide and motivate a **vision must**:

1. Be aligned with the core values of both the individuals and the farm business.

    and

2. Be effectively communicated to and accepted by everyone involved in the farm.

The more precise and detailed you can be in writing a description of your vision of the future, the easier it will be to communicate it to others and gain their commitment to it, and the more likely you will be to achieve it.

Being able to articulate a clear vision of the future is essential if you expect employees and agri-service consultants to help you get there. Success comes through bringing aboard people ~ as partners, employees or consultants ~ with core values that fit well with the business, and who understand and accept the business mission and vision as matching closely with their own.

Developing visions and missions that are truly shared takes time, effort, energy and commitment. You can't expect that just because you develop mission and vision statements, read them at a staff meeting and even hand them out in printed form, that everyone will immediately accept and work toward achieving them. You need to walk the talk and be totally committed to them yourself first, and then discuss them with your employees and consultants

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	Author:	

at least eight or ten times before they will believe you're really serious and begin to internalize these statements.

Goals & Objectives

Mission and vision, although frequently short statements, are broad, encompassing and far-reaching. They can often seem overwhelming and perhaps even impossible to achieve. The metaphors, "How do you eat an elephant? – One bite at a time" and "A journey of a thousand miles begins with the first step", fit well in regard to achieving a mission and vision. Goals and objectives create the bite size pieces, the road map and manageable stepping stones to achieve the mission, make the vision a reality, and navigate the course we have set for our business, or for ourselves.

Reading the business literature is confusing as to what a goal is and what an objective is, they're used interchangeably from one business author to another. The education literature however is consistent and specific. Goals are the bigger fuzzy things and objectives are the SMART:

- **S** pecific
- **M** easurable
- **A** ttainable
- **R** ewarding
- **T** imed

steps through which we achieve our goals. It doesn't really matter what we call them as long as we keep in mind the principle of, "start small and break it down to minuscule" in terms of identifying the steps that will move us in the direction we want to go.

While it's possible to get bogged down in minutiae, the reality is, few people error on the side of too much detail when it comes to writing goals and objectives. More often than not employees are confused and frustrated by a lack of detail.

To be effective goals and objectives must be written. If they aren't in writing they're merely ideas with no real power or conviction behind them. Written goals and objectives provide motivation to achieve them and can then be used as a reminder to you and others. Clearly and specifically written, they also eliminate confusion and misunderstanding.

Among all the attributes of a well-written objective, the most important are measurable results and a timeframe for completion.   Being able to quantify results and evaluate the timeliness of accomplishing goals allows owners or managers to assess the performance and progress of the overall business as well as individuals and teams within the business.

Having well developed goals and objectives also helps:

- Maintain focus and perspective

- Establish priorities

- Lead to greater job satisfaction

- Improve employee performance.

Researchers studying the effects of goals as part of a company's overall performance management process found that the level of performance is highest when:

- Goals are clearly stated and contain specific objectives

- Goals are challenging but not unreasonable

- Employees accept their goals with a true sense of ownership

- Employees participate in setting and reviewing their goals.

As time goes on and goals are achieved, or conditions and situations change, it's important to reevaluate and establish new goals and objectives.

Finally, as goals are achieved or milestones along the way are reached, providing positive feedback and rewards for yourself and employees is critical to maintaining enthusiasm and continued progress.

Purpose of Company mission

A corporate mission statement is an essential ingredient to the success of your company. It gives everyone, from top management, to the employees who work on the assembly line a clear sense of direction. They know where to focus their attention. And because they know where to fix their attention, they can help you create the desired outcome your corporate mission states.

Just imagine if you were the captain of your own ship. At any given moment, your ship has a direction and a destination. Either she's sailing to a predetermined port of call, or she's in port, getting ready to sail to another one. If anyone asks you where your big, far-sailing ship is going, you can tell them instantly -- and in one sentence. A corporate mission statement is similar.

In her article, Seven Essential Steps to Creating a Plan for Success, in Advant*age* magazine, Terri Loonier, writes, "To begin, you must clearly identify and express the purpose of your business. The essence of this should be done in one very specific sentence. The form of the sentence is very clearly defined. It states what you do, and who you do it for."

"**The statement of purpose** will be repeated again and again over the life of your business, and especially during the first few months as you solicit funding from suppliers and customers. Once you have the statement honed razor sharp, it becomes useful in other ways. A marketing slogan or even the basis of a whole marketing campaign might come out of your statement of purpose."

"The second part of your business plan is an extension of the first part of your purpose statement. It's a **concise but accurate description of your company** that answers questions such as: What type of business is this? Who runs it? Where is it located? What are its unique features? What is the history of the business?"

"Writing this section can be fun because you can really think about the focus of what you intend to do. Specifically, you'll describe how narrow or how broad the focus of your company will be. Having a strong idea of your business focus will help you to avoid the distractions that often appear in the early phases of an entrepreneur company."

"When we created our mission statement for Advantage magazine, we put our money where our mouth is and used Terri's article to guide us. Interestingly, just as Teri predicted, our mission statement became more than just that... it became a key piece of ALL our marketing materials as well as lead to our tag line, 'Get the Edge at Work and in Life!'".

A deeply felt sense of purpose in life leads to excellence. Human beings want to belong to something of significance and meaning. They want to know they are making a difference, contributing to an important endeavor. The best workplaces give their employees a sense of purpose, help them feel they belong, and enable them to make a difference.

A clear understanding of how one's particular job contributes to the company's "reason for being" can be a powerful form of emotional compensation. Our objective was to identify the consistent dimensions of workplaces with high levels of four critical outcomes: employee retention, customer metrics, productivity, and profitability. The research identified 12 dimensions that consistently correlate with these four outcomes -- dimensions Gallup now uses to measure the health of a workplace. An associated research effort, in which Gallup studied more than 80,000 managers, focused on discovering what great managers do to create quality workplaces.

Employees at every level and in every function like to feel that they belong. Individual achievement is important, of course, but when employees of an organization feel they are an integral part of a larger whole, they are more likely to stay committed to that organization. All of us like to feel our companies stand for us, represent us, share our values, and have the same kinds of goals. It is more exciting to share a mission than to simply complete a task.

Every individual has a unique sense of purpose, and individuals find different meanings in similar situations. Thus, the proverbial mission statement does not necessarily help employees find a sense of purpose in their work. There is nothing wrong with mission statements, but they are often too vague and too broad to allow every employee to connect with them. Think about it. All employees, either consciously or unconsciously, ask themselves, "What is this company's

purpose? Does this company look at the world in the same way I do?" Employees all want to know whether their purpose meshes with the company's mission. Because each employee looks at the world in a slightly different way, each comes up with a different answer.

Great managers continually strive to help employees understand how the company's mission or purpose directly relates to individual duties. This relationship helps employees find a connection between the company's values and their own. Every employee has different values. Some value competition, others value service, others value technical competence. Great managers translate the company's purpose into language that each employee can understand.

Outstanding workplaces never confuse strategy with purpose. Purpose is constant. It is the heartbeat of the company, and provides the company with power and guidance. Strategy answers the question, "How will we get to where we are going?" Strategies do change. In fact, companies constantly devise new strategies to find the most efficient path toward their business goals. The frequent evolution of strategies does not necessarily indicate a lack of purpose. Great organizations emphasize how new strategies support the broader organizational purpose. Great managers always help to keep the distinction clear for each employee.

Purpose of individual mission

Perhaps you are familiar with mission statements at your place of work.   We can create and refine personal mission statements, too. Below you will find some suggestions, steps and samples to consider. Remember that this is a process, and will likely change somewhat over time with new experiences and increased self- awareness.

 Most exercises about personal mission statements speak of three parts.

- What talents do you want to use?
- What places or settings most appeal to you to use these talents?
- For what purpose(s) will you use them?

 This statement will be your creation in the end yet may have parts that are shared by

many. A mission statement, seriously and authentically considered, can be like a guiding light to continue to return to when you may find yourself struggling with decisions.

A good statement should be:

- One sentence in length

   Fitting for all areas of your life

- Easy to remember

It may be easier to create a mission personal statement if you have already done some personal reflection and assessment. If you have not already, consider reviewing the "Assessing Yourself" parts of the GPS LifePlan. There, you can find information about assessing your values, interests, personality and skills.

Step One

Choose two or three action verbs from your assessment work that best describe what you want to do in your mission. This could be action verbs like: teach, discover, pursue, improve, help, understand, reform, entertain, or many more.

Step Two

Choose two or three of your top values. This could be values like integrity, family, change, helpfulness, independence, humor, knowledge, or many more.

Step Three

Decide what or who you are here to work with. Think about what field (like technology, industry, health care) or group (like the elderly, children, handicapped) or cause (like the homeless, politics, the environment) you most want to impact.

Here are some sample personal mission statements. Yours may or may not be like one of these.

My mission is to engage in life fully, with honesty and integrity, through helping children. My mission is to discover better medical treatments and cures through research for those with terminal illnesses.

My mission is to improve lives by creating and developing new products for the auto industry.

Now jot down some ideas of your own!   Remember, it will be a work in progress. If it does not seem to be coming together for you at this time, consider leaving this exercise and return to it after you have progressed further through your exploration process.

| **Self-Check 3** | **Written Test** |

Name: _____   Date: _____

Time started: _____   Time finished: _____

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

True or False: (1 point each)

1. All members do not share a common team mission or goal; to win each and every game they play.

2. Business owners/managers will not experience success in team building and success in their business.

3. A corporate mission statement is an essential ingredient to the success of your company.
4. Be aligned with the core values of both the individuals and the farm

   business.

5. Be effectively communicated to and accepted by everyone involved in the farm.

Complete the following sentences: (1 point each)

   1. S ---------------

   2. **M** ---------------

   3. **A** --------------

   4. **R** ---------------

   5. **T** ---------------

Very short answer questions: (2 points each)

1. Define mission.

2. Define vision.

3. Define goals.

Answer Sheet

| Score = _____ |
| Rating: _____ |

Name: _____   Date: _____

Short Answer Questions
Note: **Satisfactory rating - 10 points and above   Unsatisfactory - below 10 points**
You can ask you teacher for the copy of the correct answers.

Instruction Sheet	LG49: Apply work values/ethics

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Concepts and classification of work values/ethics
- Organizational work ethics and values
- Personal behavior
- Resource utilization

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- Understand the concepts of Work values/ethics and their classification in accordance with the transparent company ethical standards, policies and guidelines.
- Undertake Work practices in compliance with industry work ethical standards, organizational policy and guidelines.
- Conduct personal behavior and relationships with co-workers and/or clients in accordance with ethical standards, policy and guidelines.
- Use company resources in accordance with transparent company ethical standard, policies and guidelines.

Learning Activities

1. Read the specific objectives of this Learning Guide.

2. Read the information written in the "Information Sheets 1".

3. Accomplish the "Self-check 1" in page 6-7. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

4. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #2.

5. Read the information written in the "Information Sheet 2".

6. Accomplish the "Self-check 2" in page 14-15. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

7. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 5.

8. Read the information written in the "Information Sheet 3".

9. Accomplish the "Self-check 3" in page 25. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

10. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 8.

11. Read the information written in the "Information Sheet 4".

12. Accomplish the "Self-check 4" in page 34-35. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 11

INFORMATION SHEET-2	Work value

2.1 Company ethical standards, polices and guidelines

The effect of tardiness Being a few minutes late to work every now and then might not seem like a big deal, but it can negatively impact your work, your co-worker's and the company as a whole. The effect of tardiness in the workplace depends in part on the culture of a company and how the company treats other tardy employees.

2.2 Classifying and reaffirming work values/ethics/concepts

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Monetary Cost

- The most empirical effect of tardiness in the workplace is <u>lost productivity</u>. The cost of tardiness as a whole is unknown because companies rarely track employee lateness, but you can calculate its potential effect. For example, take a person earning $60,000 per year working a 48-hour week. Arriving late 15 minutes a day means about $5,000 in lost productivity over a year -- assuming the worker does not make up the lost time.

Morale

- Employee lateness tends to drag down company morale. Chronically late employees, even those with a flexible time schedule, can distract and inconvenience coworkers who arrive to work on time or early in the morning. Also, employees who get to come into work late create a double standard in the workplace, which other employees notice, especially when one manager has lax standards for punctuality and other managers are more strict about getting to work on time.

Considerations

- The importance of punctuality varies from country to country. Westerners, especially Americans, tend to value arriving at a definite time. Eastern cultures and some European countries are far more lax about prearranged times. For example, in China, arriving several minutes late for a business meeting is acceptable. Sometimes tardiness can improve productivity if employees can arrive to work when they feel their most productive.

Tips

- Employers should always hold all employees to the same standard, especially regarding work tardiness. However, some situations may warrant an employee arriving late to work, such as a sick child. Most of the time tardiness is on the onus of the employee to fix. The chronically late should figure out a strategy for arriving early, such as timing how performing some activities takes. They should also plan to arrive early and bring something to occupy their time, such as a book or magazine, while they wait to start work.

2.3 Undertaking Work practices

Definition of Ethics/Work Ethics

Ethics is a system or code of moral standards of a particular person, group or profession. The operative word is 'system'. A 'system' can be a set of facts, principles or rules arranged in an orderly form.

4

When we make a decision we balance competing priorities, values and perceived obligations in order to make something better than it was. We can make things better by improving something good, making something less bad or reducing uncertainty.A good decision may not be seen by all as being good. However, we can at least be seen to be providing ethical leadership if we are able to:

➢Take into account the multiple perspectives held about a decision

➢Be fully transparent about the perspectives, the decision and the

  outcome

➢Make the decision against a set of principles or values we aspire to

  meet.

Work ethics is a set of values based on hard work and diligence. It is also a belief in the moral benefit of work and its ability to enhance character. A work ethic may include being reliable, having initiative, or pursuing new skills.

Workers exhibiting a good work ethic in theory should be selected for better positions, more responsibility and ultimately promotion. Workers who fail to exhibit a good work ethic may be regarded as failing to provide fair value for the wage the employer is paying them and should not be promoted or placed in positions of greater responsibility.

"The work ethic" is a phrase that describes actions and beliefs of certain people. If a person works very hard and exhibits a great deal of pride in that work, that person is said to have a good "work ethic." These people tend to be loyal, dependable, selfmotivated, and satisfied workers. They believe that they have an obligation to work hard in order to provide for their families, contribute to the economic health of their community, and achieve a level of success for their own self-esteem.

As you may see, some aspects of this "work ethic" concept remain in our society today. The moral obligation that many people feel to engage in productive, demanding, and appropriate work comes from these religious roots. In fact, our society sees this desire as a very good one. Employers are pleased when their employees exhibit qualities of this "work ethic." The more of these qualities the worker exhibits, the better worker he or she is considered to be. So the "work ethic" could be defined as the belief that one

should work diligently, beyond minimum expectations, striving for excellence in every aspect of the labor.

This belief, along with resulting similar actions by a worker, makes for an employee that any supervisor would be pleased to have.

Definition of Value and Work Value?

Values can be defined as those things that are important to or valued by someone that can be an individual or, collectively, an organization. One place where values are important is in relation to vision. One of the imperatives for organizational vision is that it must be based on and consistent with the organization's core values. A vision statement, the organization's core values - in this case, integrity, professionalism, caring, teamwork, and stewardship- were deemed important enough to be included with the statement of the organization's vision. When work values are shared by all members of an organization, they are extraordinarily important tools for making judgments, assessing probable outcomes of contemplated actions, and choosing among alternatives. Perhaps more important, they put all members "on the same sheet of music" with regard to what all members as a body consider important.

Values are what we, as a profession, judge to be right. They are more than words-they are the moral, ethical, and professional attributes of character. These are not the only values that should determine our character, but they are ones that are central to our profession and should guide our lives as we serve our Society**.**

What Are Work Values

Throughout your life you acquired a set of values — beliefs and ideas that are important to you. For example you may believe that one should always be honest or that one must always be a loyal friend. You live your life according to this set of values. In order to have a happy, successful and fulfilling life, you must act upon your values, both in your personal life and at work. Taking your values into account when you choose a career could be the most important factor that determines whether you will or won't be satisfied

with that aspect of your life. Clarifying your work values, that subset of values that relate to your career, is essential.

Your work values are both **intrinsic**, relating to the actual tasks involved in practicing a particular occupation, and **extrinsic**, relating to the by-products of an occupation. An intrinsic value might be helping others, while an example of an extrinsic value is earning a lot of money.

Examples and Definitions of Work Values

Here are examples of items that could appear on a work values, along with a definition of each one. When reading this list, think about how important each value is to you.

➤ **Autonomy**: receiving no or little supervision

➤ **Helping Others**: providing assistance to individuals or groups

➤ **Prestige**: having high standing

➤ **Job Security**: a high probability that one will remain employed

➤ **Collaboration**: working with others

➤ **Helping Society**: contributing to the betterment of the world

➤ **Recognition**: receiving attention for your work

➤ **Compensation**: receiving adequate pay

➤ **Achievemen**t: doing work that yields results

➤ **Utilizing Your Skills and Background**: using your education and work experience to do your job

➤ **Leadership**: supervising/managing others

➤ **Creativity**: using your own ideas

➤ **Variety**: doing different activities

➤ **Challenge**: performing tasks that are difficult

➤ **Leisure**: having adequate time away from work

➤ **Recognition**: receiving credit for achievements

➤ **Artistic Expression**: expressing one's artistic talents

➤ **Influence**: having the ability to affect people's opinions and

2.4 Conducting personal behavior and relationships with co-worker/clients

What is Behavior?

Behavior can be defined as the way in which an individual behaves or acts. It is the way an individual conducts herself/himself. Behavior should be viewed in reference to a phenomenon, an object or person. It can be seen in reference to society norms, or the way in which one treats others or

handles objects. Behavior, therefore, is the way an individual acts towards people, society or objects. It can be either bad or good. It can be normal or abnormal according to society norms. Society will always try to correct bad behavior and try to bring abnormal behavior back to normal.

1. Behavior difference

The following are the root causes of behavior differences:

  I. Individual differences
  II. Differences in family patterns
  III. impairment/disabilities
  IV.Environmental factors

V. Psychological factors.

I. **Individual Differences**

Pupils change because of growth and development. This is likely to cause differences in them. Key aspects of these differences include:

a) Sex differences

b) Intellectual differences

c) Physical differences

d) Personal and emotional differences.

II. Differences in Family Patterns

Parents have traditionally been held responsible for their children"s behavior or character, until they reach adolescence. When youngsters misbehave, the natural tendency is to blame it on parental mismanagement or family disintegration. You should, however, note that your pupils' behavior patterns can be influenced by family patterns and practices. These include:

a. Maintenance of large families

b. Socio-economic status of the family

c. Structure of the family

III. Impairment/Disabilities

Certain of your pupils may have a disability of some kind. Some disabilities are pronounced, e.g., motor-impairment (physical disability) while others may be mild, e.g., a hearing impairment or poor vision (not seeing some things clearly). Some disabilities can be caused by biological factors. The nervous and endocrine systems together coordinate the behavior of human beings and animals. As stated earlier, biologists have long established that genetic factors are potentially responsible for variations in human behavior. Disordered behavior may, therefore, be a result of genetic accident, bacterial or viral disease, parasitic infection, brain injury, brain dysfunction or biochemical imbalance. The biological factors, however, cannot be considered in isolation because they interact with other social and environmental factors. These biologically-oriented problems can be medically cured and may not have direct implications for educators. Nevertheless there are some biological factors which contribute to some of the behavior problems summarized below:

a. Genetic Accidents

b. Brain Damage or Dysfunction

c. Nutritional Errors

d. Hyperactivity

e. Physical Illness or Disability

IV. Environmental Factors

Environment has a significant influence on the development of the individual and on his/her subsequent behavior and attitudes. For normal development, there must be good environment. A bad environment will adversely affect normal development and behavior. The following types of environment can be identified:

a. Physical Environment

b. Social Environment

V. Psychological Factors as Causal Explanations of Behavior

The most important factor is motivation. Motivation is channeling or directing behavior towards satisfying a need or needs. It is a drive or urge to do something. Every

individual has motives, driving forces behind his or her actions, needs or intentions. The needs can take different forms. The satisfying of a need plays an important part in behavior.

When the need is fulfilled the individual is satisfied, confident and happy.
When the need is not satisfied, the result is frustration. These considerations determine the behavior patterns of an individual. The extent to which the individual is happy or frustrated will depend greatly on personality. This may include timidity, shyness, fear, failure in class, retardation, isolation, stature, speech handicaps, health hazards and physical handicaps, suffering, worry, poor memory, and poor self-image.

2. Behavior problems
Each society has accepted ways of life which are known as norms. The way one conforms to, or deviates from, these norms will form good or bad behavior. Greeting is one sign of good manners. Even a stranger must be greeted. Someone who passes another without a greeting has bad manners. Other things regarded as part of good behavior include: not talking while eating, respecting others, respecting property, taking responsibility for the old, etc.

In a school, there are rules which govern everyday operations, and all school members have to adhere to them. Any member who deviates from these rules has misbehaved, and is usually reprimanded or punished. Such a member also qualifies as having a behavior problem. Much behavior may be considered normal, abnormal, or disordered. The difference between normal and disordered behavior is usually of degree rather than kind. No sharp line can be drawn between them.

A non-disturbed boy or girl does everything that a disturbed boy or girl does. The difference is that they do these things at different times and under different conditions, at different rates or in different degrees. For example, crying, fighting, screaming, urinating, shouting, are all behavior indulged in by non-disturbed boys and girls. These are also indulged in by disordered or disturbed boys and girls, but to different degrees. The behavior of a non-disturbed boy or girl is usually regarded as reasonable and acceptable by the community. However, that of a disordered boy/girl goes beyond what is considered normal, and is regarded as abnormal and unacceptable.

Causes of Behavior Problems
There are three major causes of behavior problems:
a. cultural factors
b. school factors

c. Religious factors

a) **Cultural Factors as Causal Explanations of Behavior**

Neither families nor schools provide all the social influences that determine how children behave. Children, families and teachers are part of a larger culture that molds behavior. Parents and teachers tend to hold values, and set behavioral standards and expectations, consistent with those of the cultures in which they live and work. Children's attitudes and behavior lean towards the cultural norms of their families, peers, and communities.

When a child's family or school values or expectations conflict with other cultural norms, behavioral development may be adversely affected. Different cultural forces pull the child's behavior in different directions, and create conflicting expectations and increase the probability that he/she will violate cultural norms and be labeled a deviant.

b) School As A Root Cause of Certain Behavior

Beside the family, the school has probably the most important socializing influence on children and young people. You need to examine carefully the role of the school in the development of behavior, because the school environment is where the teacher, educators and school administrators have direct control.

Conditions outside the school can influence student behavior in school. Some children do develop certain behavior before they begin school. But if a child already has a behavior problem, you should consider how the school might decrease or eliminate it. Many children, for example, do not show behavior disorders until they go to school. Again, you must consider the possibility that the school is the cause of this.

Training, Teaching and Learning Materials for Basic Footwear Production Operations Level I TVET Program

Schools can contribute to disorders. Below average intelligence and inadequate academic achievement are characteristic of pupils with behavior disorders. Conduct disorder, low intelligence and achievement, provide gloomy elements for adulthood. Although school failure is not known to cause behavior disorders, it usually goes hand in

hand with maladjusted behavior. On the other hand, it can be argued that unstable behavior makes academic success unlikely and contributes to school failure. Logically, it can be accepted that the school can contribute to both social difficulties and academic There are six ways in which the school can contribute to the development of disordered behavior and academic failure:

a. insensitivity to students" individuality;

b. inappropriate student expectations;

c. inconsistent management of behavior;

d. instruction in non-functional and irrelevant skills;

e. destructive contingencies of reinforcement;

f. Undesirable models of school conduct.

You must be prepared to work with students who are intellectually and academically deficient, as well as deviant in their social behavior. As a preventive agent, your tasks are to foster success and lessen the student's anti-social conduct by making his life more meaningful. Academic failure and anti-social behavior presage limited future Opportunities and probably future maladjustment. The school environment is important not only for social development but is the factor over which educators have direct control.

c) Religious Factors

A number of new religions have been, and are being, introduced. Some are moderate but many are extremist in their teaching. Young boys and girls find some religions appealing. In most cases, however, they are misled by extreme religious groups that tend to undermine the spirit of hard work and self-realization.

Most religions tend to maintain a belief in the inferior status of women and this has implications for girls' self-confidence and striving for excellence on equal terms with boys. It affects their aspirations to enter careers where they have to compete with men. The attitude of some religions on social and ethical issues tends to cause problems for the young, and especially girls, e.g., the attitude towards contraceptives and birth control. This creates confusion and anxiety in the young. If they have to continue their

education, they have to protect themselves against the sex urge. Otherwise they stand the risk of pregnancy. Yet, some religions are against the use of condoms and other birth control measures.

3. Common Behavior Patterns Among Young Boys and Girls

Having defined behavior and discussed the causes of behavior, it is now fitting to examine the common patterns of behavior among young boys and girls and especially those in school. Most of this behavior ultimately hinders their education.

These are:

➢ Stealing

This is bad behavior. It includes stealing money and school property or stealing fellow students' belongings. In many schools, stealing is a punishable offence and can easily lead to dismissal.

A number of factors lead to stealing. They are:

✓ The child is not satisfied with what he has while at school.

✓ Some family members steal.

✓ His/her peers encourage it.

✓ He/she is not aware that stealing is bad.

➢ Truancy

This includes staying away from school for no justifiable reason and loitering or wandering. This leads to losing valuable study time and may ultimately lead to failure. Dissatisfaction with a school program. For example, can lead to this.

➢ Disobedience and Insubordination

This can be disobedience, rebelliousness, sarcasm, etc., to teachers and school authorities (very common in urban schools). It may also lead to dismissal from school. Rigid or poor relationships between teachers and pupils can cause disobedience.

➢ Lying

Lies are told to classroom teachers, head-teachers and prefects. Sometimes parents

report cases of lying. A rude teacher who gives unfair punishment is likely to be lied to.

➢ **Fighting**

This may be common in your school. Fighting can be over food or over a boyfriend or girlfriend. Pupils, who have not been taught the value of respecting others, or living in harmony as a group, are likely to fight.

➢ **Cheating**

You may have found pupils cheating in your schools. Young people cheat at examinations, tests, and in many school activities.

➢ **Lateness**

Coming late is a failing you pay for. Pupils usually come late when schools start a new term, or go to class or to the dining hall, etc. Inability to value and observe programs results in pupils coming late.

➢ **Rudeness**

This includes rudeness to teachers, prefects, and servants in the dining-hall, watchmen, and others. Rudeness can be copied from people in the community. It is also traceable to hereditary factors though it can be controlled.

➢ **Destructiveness**

This includes malicious destruction of school property during strikes or unrest, or even on ordinary school days. Pupils" dissatisfaction with school rules, welfare, etc., usually causes strikes. Some pupils may also be rebellious by nature and motivate others to strike.

➢ **Sex offences/harassment**

This includes hitting girls, attempted rape (for boys), rape and sexual acts with teachers. This can lead to dismissal from school, sexually transmitted diseases and becoming pregnant. Pupils who have not had enough, or any, sex education are subject to this.

➢ **Smoking and drinking alcohol**

No child is born smoking cigarettes or opium, drinking alcohol and taking other drugs. Selling and buying drugs is something you may know about. Pupils who involve themselves in this „business" end up as thieves, robbers, idlers, etc. Pupils who become

involved are usually those who are dissatisfied with, or fail in, family relationships, and may have been encouraged by peers or adults who do such things.

There are many types of behavior problems. However, in your school young boys and girls may face, among others, the following:

✓ Inability to learn which cannot be explained by intellectual, sensory, or health factors. A girl or boy is known to have the capacity to learn and do well in class but does not live up to expectations.

✓ Inability to build or maintain satisfactory interpersonal relationships with peers and teachers.

✓ Inappropriate types of behavior or feelings under normal conditions, e.g., anxiety, rationalization and displacement.

✓ A general pervasive mood of unhappiness or depression.

✓ A tendency to develop physical symptoms, pains or fears associated with personal or school problems. Other types of behavior problems common at this age may include:

✓ drug taking

✓ difficulty in adjusting to conflicting cultures

✓ inability in adjusting to stereotyped sex-oriented roles

✓ conflicting motives

✓ Difficulty in adjusting to the generation gap, etc

2.5 Using Company resources

Resource utilization is the efficient allocation of the scarce means of production toward the satisfaction of human wants. You"re probably thinking, what did he say? Let"s break it down into two parts. The scarce means of production are our resources, which we use to produce all the goods and services we buy. And why do we buy these goods and services? Because they provide us with satisfaction. The only problem is that we don"t have enough resources to produce all the goods and services we desire. Our resources are limited while our wants are relatively unlimited. Keep in mind that we can"t produce everything we"d like to purchase there's scarcity. This is where economics comes in. We"re attempting to make the best of a less-than-ideal situation. We"re trying to use our resources so efficiently that we can maximize our satisfaction. We need to use our resources as efficiently as possible. If we succeed, we are operating at full economic capacity. Usually there"s some economic slack, but every so often we do manage to

operate at peak efficiency. When this happens, we are on our production possibilities frontier (or production possibilities curve). Often economics texts cast the production possibilities curve in terms of guns and butter. A country is confronted with two choices: It can produce only military goods or only civilian goods. The more guns it produces the less butter and, of course, vice versa. If we were to use all our resources—our land, labor, capital, and entrepreneurial ability—to make guns, we would obviously not be able to make butter at all. Similarly, if we made only butter, there would be no resources to make any guns. Virtually every country makes some guns and some butter. Japan makes relatively few military goods,
while the United States devotes a much higher proportion of its resources to making guns. We need four resources, often referred to as "the means of production," to produce an output of goods and services. Every society, from a tiny island nation in the Pacific to the most complex industrial giant, needs these resources: land, labor, capital, and entre- preneurial ability. Let"s consider each in turn. As a resource, land has a much broader meaning than our normal understanding of the word. It includes natural resources (such as timber, oil, coal, iron ore, soil, and water) as well as the ground in which these resources are found. Land is used not only for the extraction of minerals but for farming as well. And, of course, we build factories, office buildings, shopping centers, and homes on land. The basic payment made to the owners of land is rent. Labor is the work and time for which employees are paid. The police officer, the computer programmer, the store manager, and the assembly-line worker all supply labor. About two-thirds of the total resource costs are paid to labor in the form of wages and salaries. Capital is "man"-made goods used to produce other goods or services. It consists mainly of plant and equipment. The United States has more capital than any other country in the world. This capital consists of factories, office buildings, and story

Self-Check 2	Written test

Directions: <u>Matching Type</u>. Match Column A with Column B. Write your answer on the space provided. You have fifteen (15) minutes to complete this Self-Check.

Column A

___1. Ignores the feedback, listening blankly without interest
___2. Listens without frequent interruption or objections
___3. Listens but shows little interest
___4. Recognizes the value of what is being said and the
      speaker's right to say it.

Column B

A.   Descriptive
B.   Considerate
C. Closed
D. Respectful

___5. Willing to hear what's being said without turning the table
___6. Aimed at broad issues which cannot be easily defined
___7. Feedback delivered in a non-threatening and encouraging manner
___8. Given long after the prompting event, or at the worst possible time
___9. Feedback is intended to not insult or demean
___10. Focuses on behavior that can be changed, rather than personality

E. Poor timing

F. General

A. Engaged

H. Open

I. Supportive

J. Responsive

K. Patronizing

Answer Sheet

| Score = _____ |
| Rating: _____ |

Name: _____   Date: _____

Satisfactory rating = 10 points and above   Unsatisfactory rating = below 10 points

| **Instruction sheet** | **LG50: Deal with ethical problems** |

3.1 Application of company ethical standards

An ethical workplace environment supports a positive reputation for your company while improving the morale of your employees. Violations of basic ethics can hurt your business or cost your company money due to actions such as lawsuits or theft of goods and ideas. Building off the current ethical climate in your company, work to make improvements and maintain improved ethics for better business.

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Policies

Written ethics policies establish your expectations for all employees. Spell out exactly what you expect from your employees on topics such as theft, intellectual property protection, and proper use of resources and treatment of colleagues. Define the specific characteristics you want the company to represent, such as integrity, honesty and respect. All employees should receive a copy of the code of ethics and sign a form stating they recognize the expectations.

Management Actions

The upper level of the company sets the tone for the types of behaviors that are acceptable in the workplace. Leadership that values and acts ethically serves as a role model for all subordinates. This means making ethical decisions for the company as the owner. Expecting your employees to act ethically while making questionable business decisions to get ahead sends mixed messages. Employees may feel they also can make unethical decisions if it gets them ahead in business. Another potential outcome is resentment toward management for creating a double standard for behavior. If you want to maintain the ethical environment, you need all of your management staff to adhere to the code of ethics.

Resources

Resources for making ethical decisions enable employees to better function within the code of ethics you establish. Training on ethical issues is one resource option. Plan training sessions on topics such as proper handling of company resources, ethical business decision making and the effects of unethical decisions. All new employees should receive this training, while refresher courses should be held yearly for existing employees. Company newsletters on related topics offer another resource as well as continued education. Offer one-on-one support to employees who face decisions to help them make the ethical choice.

Reporting

Despite the efforts you make toward creating an ethical work environment, you may have employees who fail to uphold your standards. A reporting system that allows

employees to alert you to possible ethics violations reinforces your commitment to respectable behavior. Employees need to know they can report the violations without suffering repercussions themselves. A reporting system also needs prompt action when a potential violation occurs. The fast action shows the employees you intend to hold them to the ethics standards.

Advantages & Disadvantages of Ethical Compliance in an Organization

Ethical compliance within an organization is done for the benefit of the company and the employees. The use of ethical standards can both reduce the chances of a workplace lawsuit and help to create a positive work environment. Before establishing your corporate ethical policies, you need to understand both the advantages and disadvantages of ethical compliance in an organization.

Laws

Local, state and federal laws help to guide part of a company's ethical policies. For example, a zero tolerance corporate policy for sexual harassment is in response to the many laws that govern this kind of workplace activity. Ethical compliance helps companies to develop a work culture that abides by the workplace laws and reduces the costs associated with fines and lawsuits.

Workplace Culture

A policy of ethical compliance helps to create a workplace culture where all employees are treated with respect. Employees are given equal access to advancement opportunities and the workplace becomes a positive and nurturing environment. A strong ethical standard in the workplace helps to create strong working relationships between the staff and management. It reduces employee turnover, improves morale and has a positive effect on productivity.

Lack of Management Support

One of the disadvantages of an ethical compliance program is that it requires the comprehensive support of management to be effective. If members of the management team decide to apply their own version of corporate ethics to the way they manage their departments, then this clash of principles can cause confusion in the workplace. For

example, a manager who tends to look the other way when his employees are committing sexual harassment sets a precedent that can start to undermine the entire corporate culture.

Costly

Developing, implementing and maintaining an ethics compliance program within your organization can be expensive and time-consuming, according to attorney Michael G Daigneault. Ethics policies need to be continually updated to reflect changes in workplace laws and changes in your company culture as the organization grows. Proper administration of an ethics program often requires the hiring of an ethics officer and the commitment of company financial and personnel resources.

How do I Change Company Policies?

Creating policies can help a company run smoothly and save hours of management time. Written policies set guidelines for ethics, safety, privacy, hiring, workplace issues and customer service, among other things. Growth of the company and changes in organizational structure are just two reasons that policies may need to change. The best way to make changes to company policies is a clear and concise presentation of facts.

3.2 Company policies and guidelines compliance

Reporting unethical conduct

When you recognize another worker's unethical act, your first option is to confront the worker yourself and discuss the issue. If that is not successful you may need to report the unethical conduct to someone in higher authority. You will certainly need to report the conduct if the rights of others, as outlined in the code of ethics, are not being respected.

When reporting unethical conduct, you need to be clear:

• who was involved

• when the incident(s) occurred and who else was present

• the grounds on which you believe the conduct to be unethical, and

• what other actions you have taken e.g. spoken to the person.

When considering reporting unethical conduct, you need to access your agency's policy and procedures to know who to direct the report to.

Work within boundaries and constraints applicable to work role

Workers are often faced with situations that require and ability to make good ethical decisions. Management has a responsibility to develop policies and procedures within their organization and ensure practice that reflects the values, mission and purpose of the organization.

An ethical organization has a clear set of values and principles that direct that everyone undertakes their role. That is why it is so important to have ethical standards, so that we are operating by a professional set of guidelines, not what we personally think is right or wrong. Each professional discipline or its professional association, e.g. social work, psychology, nursing, welfare work, etc, has its own particular code of ethics and/or code of conduct. All members are required to abide by their own professional code of ethics and sanctions may be applied by the professional body for breaches of these codes. Ethical codes are usually broad and encompass key areas of concern for the particular type of work being performed. By clarifying what ethical conduct is supposed to be, professions show commitment to a moral standard of behaviour. As well as professional codes of ethical behaviour, some services also require their workers to comply with additional and more specific guidelines in keeping with the needs of that particular community and/or agency. For example, child care services and services for people with disabilities have particular requirements or standards, as does the aged care industry. All ethical code requirements are based on respect for the client, care and protection for the client where required, and appropriate behaviour towards the

3.3 Reporting Work incidents/situations.

Health and Safety

One area of ethical consideration for employers is how to balance expense control with the health and safety interests of employees. Manufacturing plants and other workplaces where employees use dangerous equipment or engage in physically

demanding work should have strong safety standards that not only meet federal requirements, but that also make eliminating accidents a priority. Even standard office workplaces pose health risks to employees who are asked to sit or stand all day. Unfortunately, certain organizations opt to cut corners on safety controls, equipment and

training to save money. This is both unethical and potentially damaging in the long run if major accidents occur

Using resolution and/or referral of ethical problem

Major Ethical Issues Business People Face

Employee Behavior

From large corporations to small businesses, individuals involved in all types of business often face ethical issues stemming from employee behavior. For example, whether an employee can spend work time checking personal email accounts, how a manager deals with claims of harassment and to what extent a manager can "groom" a certain employee for a promotion are all examples of ethical issues regarding employee behavior. There are legal consequences for some unethical employee behavior. For example, if a supervisor discriminated against an employee based on her gender, religion or ethnicity when making recommendations for a promotion, legal action could be sought. Small business owners can help to prevent ethical problems stemming from employee behavior by drafting a clear, attorney-reviewed set of standards that dictate behavior policies for employees at all levels.

Employee Working Conditions

In addition to employee behavior, there are a number of ethical issues business people must consider about employee working conditions. For example, employers must be aware of the safety of their work environment and if they have compensated employees for all the time they have worked. The must also consider if they have required an employee to work an unreasonably long period of time or if they have him doing an unusually difficult task. Just like there are legal consequences for some unethical issues regarding employee behavior, there are also legal consequences for unethical working

conditions. For example, an employer who requires an employee to work without pay or who creates an unsafe working environment can face legal action.

Supplier/Customer Relations

In addition employees and business owners must consider the ethical issues involved with their relationships between suppliers and customers. Business owners in particular must consider whether it is ethical to do business with suppliers who have unethical practices. When dealing with customers or clients, business people must ensure that they use their information correctly, do not falsely advertise a product or service, and do not intentionally do sub-standard work.

Small Business Ethics

Although there are ethical issues like discrimination that apply to all areas of business, each business area has its own ethical concerns. For example, business people who act as consultants must ensure they are giving sound advice. In the area of small business, some major ethical issues result from hiring, firing and dealing with employees. For example, conflicts of interest may cause ethical issues in small businesses, especially if

they are family run. When personal family issues interfere with business decisions, this is a conflict of interest and an ethical concern.

Examples of Ethical Issues in Business

Ethics means different things to different people, but it generally boils down to a basic sense of societal right and wrong. Within the business context, it involves making decisions that align with that sense of right and wrong, as well as with the law. Various examples of ethical dilemmas exist in today's business environment.

Discrimination

You're the boss in a predominantly male environment. The presence of a new female employee stirs up conflict because your company has not had a chance to conduct sensitivity training. Some of your male employees make inappropriate remarks to your new employee. She complains to you; in response, you sanction those responsible for the conduct. You also wonder if it would be wise to move your new female employee to

another position where she would be less likely to draw attention. Treating your female employee differently based on her gender or in response to a harassment complaint may be considered discriminatory and unethical conduct.

Self-Check 3	Written Test

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Instructions: Write all your answers in the provided answer sheet on pages 41.

Part I:

Fill in the blanks: (1 point each)

1. From large corporations to ----------------------, individuals involved in all types of business often face ethical issues stemming from employee behavior.

2. In addition employees and business owners must consider the ethical issues involved with their relationships between suppliers and ----------------------.

3. Maintaining professional workplace------------------ between employees is a continuing challenge for employers regardless of the industry.

4. There are legal consequences for some --------------- employee behavior.

5. The most fundamental or essential ethical issues that businesses must face are --------------------- and trust.

True or false :(1 point each)

1. Management's role in ethical practices for the business is to always demonstrate ethical behavior in verbal and non-verbal form.

2. Every business should not have a written ethics policy that details what is expected of employees within the business.

3. Prominent business and accounting scandals have made it imperative that companies operate with openness and transparency.

4. Setting a standard for business integrity does not create the foundation of trust.

5. Advancements in technology and the growth of the Internet in the early 21st century have produced a slew of ethical dilemmas for companies

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

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	Author: FTVET	

Instruction Sheet	LG51: Maintain integrity of conduct in the workplace

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Personal work practices and ethical conducts

- Following instructions and directives

- Fundamental rights and gender issues

- Communication skills

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- Personal work practices and values are demonstrated consistently with acceptable ethical conduct and company's core values.

- Instructions to co-workers are provided based on ethical, lawful and reasonable directives.

- Company values/practices are shared with co-workers using appropriate behavior and language.

Learning Activities

13. Read the specific objectives of this Learning Guide.

14. Read the information written in the "Information Sheets 1".

15. Accomplish the "Self-check 1" in page 17-18. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

16. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #2.

17. Read the information written in the "Information Sheet 2".

18. Accomplish the "Self-check 2" in page 14-15. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

19. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 5.

20. Read the information written in the "Information Sheet 3".

21. Accomplish the "Self-check 3" in page 25. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

22. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 8.

23. Read the information written in the "Information Sheet 4".

24. Accomplish the "Self-check 4" in page 34-35. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

25. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity # 11.

Information Sheet-1	**Personal work practices and ethical conduct**

Introduction

Ethics is not an easily defined term. At its highest level, ethical behavior consists of universal principles underlining our rules of behavior. Ethics is a set of moral values held by an individual or group. According to the Collins dictionary: values are the 'moral principles or accepted standards of a person or group'.

We all bring to our chosen area of work our own beliefs and values. We may need to modify some of these beliefs in order to work comfortably and for the benefit of our clients in the work setting. You need to be aware of personal values and how they might impact on your work as they are so closely related to ethics.

Code of ethics

A professional code of ethics is a set of guidelines that outlines the expected behaviour of workers. It exists to ensure that clients' rights are protected and to ensure that there is consistency and credibility in professional practice.

Ethical guidelines allow us as workers to operate by a professional set of guidelines rather than what we personally think is right or wrong.

Organizations have codes of conduct which steer ethical practice. The code of conduct relevant to your service or profession provides specific guidelines for individual staff behavior in the service. Along with professional codes of ethics, these tools assist workers in having a framework for guiding their behavior within their profession, to do what is best for clients. It outlines what a worker's responsibilities are to clients and their families, their colleagues, the community and to the profession.

An acceptance of the code of ethics by workers ensures that the safety, wellbeing and rights of clients are being actively considered in the workplace at all times.

The code of ethics relevant to your client service or profession provides specific guidelines for individual staff behavior in the service.

Workers are in a relationship of trust with their clients and often also with the families of clients. This important relationship can be easily damaged. Workers often face situations that involve a conflict between the needs or behaviors of others and their professional and personal values, called 'ethical dilemmas'.

The code of ethics provides workers with a framework for guiding their behavior within their profession, to do what is best for clients. It sets out the obligations and responsibilities of those working with clients and their families. It also states the responsibilities workers have to their colleagues, the community and to their profession.

Why work within the code?

An acceptance of the code of ethics by workers ensures that the safety, well-being and rights of clients are being actively and continually considered within the workplace.

A code of ethics is only useful if it is part of everyday work practice. The code is voluntary, but most services require workers to adhere to a professional code or the code of the service, for the benefit of both the client and the service.

Where do ethical standards come from?

Community attitudes

Ethical standards are based on the underlying values held by the industry itself. These values about how we care for people and the services we provide are tied to social attitudes of the time. For example, until the mid 1980s in Australia it was acceptable to 'lock away' in an institution a person who had a disability. These actions came from a

belief that people with disabilities were sick and not capable of participating and contributing to the community. In the last 20 or so years there have been enormous shifts in community attitudes towards disabilities. It is now no longer acceptable to lock people away – this is a violation of people's rights and their ability to make choices about the type of life they want to lead. The Disability Services Act is the legislation that sets out very clear guidelines on how services now need to provide care that upholds these new community attitudes.

Human rights

As members of the Australian community we all have rights and corresponding responsibilities.

Rights are our basic entitlements as members of a community and are linked to the concepts of social justice and empowerment (ensuring that everyone has the knowledge, skills and confidence to take control of their lives and be treated equally in society).

The concept of human rights is a value which has influenced codes of ethics. The concepts of freedom, choice, privacy, dignity, social justice, participation and non-discrimination are all reflected in the ethical standards.

Duty of care

The concept of duty of care is also tied in with ethical standards and reflects a community attitude that people have a right to be cared for in environments that are safe and free from abuse and neglect.

Duty of care refers to your legal responsibility to provide a proper standard of care to all clients. It is an obligation of all workers to perform their duties with care, attention and caution. This includes your duty to protect confidential information.

Self- determination

This refers to clients being able to make their own decisions and choices about their own lives (as long as other people are not harmed by those choices).

Acceptance

Acceptance involves recognizing the importance and the value of each individual person. It does not mean always agreeing with their behavior but rather acknowledging their right to exist, be understood and valued. It relates to the respect and dignity which everyone is entitled to.

Confidentiality

Confidentiality is the protection of personal information. Confidentiality applies to all information that a client or other care worker tells you verbally or gives you in writing. It also applies to things that you learn through observation. All information in a person's health care record or file is confidential and may not be disclosed without permission from the client or their guardian. Information may be shared with other team members but only when they need the information in order to provide proper care.

Only the client has the right to decide who to share their personal information with.

Demonstrate effective application of guidelines and legal requirements relating to disclosure and confidentiality

Confidentiality and duty of care

Confidentiality is the protection of personal information. Confidentiality applies to all information that a client or colleague tells you verbally or gives you in writing. It also applies to things that you learn through observation. All information in a person's health care record is confidential and may not be disclosed without permission from the client or their guardian.

Confidentiality is a critical aspect of your duty of care.

Remember that all clients have the same rights as everyone else in the community, regardless of whether they have a drug and alcohol problem, a mental illness, or a physical or intellectual disability. Their confidentiality must be respected. This includes difficult clients and clients with dementia. Unless you believe a client is at risk of serious harm, don't share the client's personal information with others. Respect their right to privacy.

Organisational policies and procedures

How would you find out about your agency's policies and procedures regarding recording client information and maintaining confidentiality?

- ask your supervisor
- look at the Policy and Procedures Manual
- look at relevant Department of Health Circulars
- ask other staff members.

What are some good ideas for organisational procedures that protect confidentiality?

When storing and maintaining confidential information, it is essential to keep legal requirements in mind. Ignorance of the law is never an excuse. Because legal requirements change and are often very issue specific, all workers should make it a priority to find out what the requirements are for the area in which they work.

Also, different government departments produce circulars or documents that outline the legal requirements for their staff in relation to storing and maintaining information. Your agency or department should be able to provide you with the relevant documents.

Generally, case notes should be kept for seven years after the last entry. In some medical settings however, they have to be kept for 15 years after the last entry. Notes on people under the age of 18 years also have to be kept for 15 years after that person reaches 18.

The types of information and the ways that information can be stored are endless. It is up to workers to find out the different ways information is stored in their agency and to follow proper procedures. Systems are usually in place for a reason.

Because there are exceptions to confidentiality, it is always good practice to tell clients at the beginning of your contact with them that whatever they tell you is confidential except in the above circumstances. This means that if you do have to act to keep them safe, it is not a shock to them.

Confidentiality is not just about health records, it also applies to names and addresses of clients or residents, phone numbers and addresses of staff and volunteers, names and personal details of people who donate money or time, details of funding agreements and information about strategic planning.

Upholding confidentiality and security involves keeping information and documents in a place that can't be easily accessed by non-authorised people. Filing cabinets that are locked, rooms that are locked, passwords on computers and drawers that are locked are examples of secure spaces. Talking about clients in a private and soundproof place or not using their names are other ways of respecting security and confidentiality.

Clients must give permission, (preferably in writing), for information to be released to another person. In the case of a deceased person, consent may be gained from their executor. Where a client is unable to give consent due to an irreversible medical condition or a cognitive disability e.g. dementia, then the person's guardian may give consent.

Clients have a right to view their records. Complex health records and sensitive health information such as information about treatment should only be released to the client/resident or an authorized person, by a health professional only, for example, a Nurse Unit Manager or Medical Officer should issue health information such as test results, a social worker should issue information about the results of an aged care assessment.

Judgments may need to be made about information that is damaging to the physical or mental health of the person.

When access is denied, the client should be given the reason(s) for refusal and advised that the decision may be reviewed if desired.

When a client disagrees with the information in the record, the client's comments should be attached as an addendum. Alterations should not be made.

All agencies should have guidelines in place for dealing with workers who breach confidentiality. If they don't have a specific policy for breaches of confidentiality they should have grievance and dispute procedures in place. Most policies require a worker to either approach the person involved first or else take concerns to a supervisor or to management who will then deal with the situation.

Consequently, all staff must know about the legal aspects of confidentiality, the organization's policies and what constitutes confidential information. They must know what policies and procedures apply and in what situations. Training is imperative!

Demonstrate awareness of own personal values and attitudes and take into account to ensure non-judgmental practice

Knowing your own values can help you work effectively with clients, resolve conflicts and appropriately support the organization's philosophy. It is important that you explore your values and understand how they shape your attitudes about other people and about issues that confront us everyday in the workplace.

Recognize, avoid and/or address any conflict of interest

A conflict of interest occurs in any situation where a worker or the organisation is in a position to take advantage of a client, be influenced by their other interests or make a decision in some way for their personal benefit. It can also be a conflict of interest where

a worker has enough influence, or can appear to have influence that it impacts on their ability to perform their duties objectively. A conflict of interest can exist even if the worker or organisation does not behave in this way, but even the existence of this situation can create a lack of confidence in the individual or organisation.

Workers need to ensure that they are not putting themselves in a position where it could appear that any part of their private life is in conflict with the organisation. This could include personal relationships, political views, and financial interests, cultural or other private activities. Workers and organizations have a duty to avoid situations of potential conflict of interest.

Workers who believe they do have a conflict of interest or an appearance of a conflict of interest should inform management as soon as possible. This would include requesting permission to take on secondary employment, that is, additional work outside the organisation.

To avoid a conflict of interest, workers should not accept or offer money or gifts to any individuals, including clients, where it might appear that they have influence in a decision.

Examples of conflict of interest

Let's look at some examples of conflict of interest that may occur in the Community Services Industry and how they can be managed.

- A worker's relative is put to the top of a long waiting list for services offered by the organisation. This potentially is a conflict of interest if the organisational procedure for placing people at the top of the waiting list is ignored and the worker's relative is advantaged over other clients who may genuinely meet the requirements. However, where the relative truly meets the requirements, the decision will need to be made by another worker and documented.

- A worker's family printing business is given a printing contract by the organisation without any other quotes being asked for. This may be a conflict

of interest if the interests of the worker and their family business have been put ahead of the organisation. There may well be other printing companies that can offer a cheaper or better quality service. The organisation should get a range of quotes from different printing companies and the worker should not be involved in the decision making process.

- A worker's child is given a job with the organisation without the position being advertised. Advertising and recruiting new workers can be a lengthy and expensive process and organisations may be tempted to employ someone they know rather that going through a selection process. All worker's should be recruited based on merit to ensure that the process is open and fair to all potential applicants and so that the organisation gets the best worker possible.

- A worker employed by two organizations is fund raising for both. Fundraising is highly competitive as organizations fight for the same fundraising dollar from businesses and members of the community. It would be very challenging for a worker to ensure that they are operating in the best interests of each organisation at the same time, undertaking the same roles and responsibilities for an ever shrinking pool of funds. Successful fundraising for one organisation automatically means that the same money is no longer available for the other organisation.

- A worker regularly refers clients to a fee-for-service organisation that is owned by a friend when there are non-government organizations offering similar services for free. It may well be that the private organisation offers the best service to meet the needs of a particular group of clients or that the non-government services may have waiting lists or less than effective programs. However, to manage the potential conflict of interest clients need to be given information about the choices available to them so that they can participate in the decision making process.

- A management committee needs to make a decision which project proposal will be funded and a worker who wrote one of the proposals is on the committee. This decision may mean that the worker who wrote the unsuccessful project proposal may not be able to deliver their planned services or even have their employment contract terminated. So it is important that the decision making process is transparent and fair and this can only be done by excluding the worker from the decision making process.

What is not a conflict of interest?

It would not normally be considered a conflict of interest if a worker makes a decision that involves the whole community or a specific group. For example, a worker in a youth service would not have a conflict of interest just because they have a teenage child.

Managing conflict of interest

The best way to manage a conflict of interest is to avoid one in the first place. By developing a code of conduct and policies and procedures that cover such issues as workers being required to declare any conflicts of interest, guidelines on how decision are made fairly and openly, what to do with gifts, how contracts are tendered, how services are delivered and how breaches of either policies, procedures or code of conduct are dealt with.

Protect the rights of the client when delivering services

Client rights are protected by legislation, codes of ethics and standards. From these, organizations develop policies and procedures which are the guidelines that operate in the workplace. Some examples of client rights are:

- the right to privacy
- the right to access all information held about themselves by the service
- the right to confidentiality

- the right to be treated with respect and dignity and to have their social, cultural and physical needs met

- the right to informed choice

- the right to complain about the service being received

- the right to be informed about the service, policy, procedures, expectations and rules of the service.

Professional & Ethical Behavior in the Workplace

Professionalism and ethical behavior in the workplace can benefit your career and improve your working environment. Understanding examples of professional and ethical behavior can help you to develop your own effective work habits. Be conscious of how you treat co-workers and your workplace attitude and you can improve your productivity and effectiveness.

Meetings

Business meetings are regular occurrences in the corporate world, and by following meeting etiquette you can improve your professional image. Be prepared to contribute to the meeting by reviewing the agenda in advance and arrive on time. Recognize each speaker that has the floor and do not try to talk over someone else. Be respectful of the meeting chairperson and follow the format of the meeting, which would include using the proper times to ask questions.

Communication

Ethical treatment of your co-workers and managers means being respectful of the need for efficient and accurate communication. Follow the instructions on company memos and ask questions only after you have thoroughly read the information. Asking questions about

information that is clearly marked on company correspondence is unprofessional and presents the image of someone who does not follow instructions. Refrain from repeating office gossip, as helping to spread false or demeaning information regarding a co-worker is considered unethical.

Time Management

Be early to work so that you can settle into your job duties, say hello to co-workers and get coffee before your shift is scheduled to start. Follow the lunch and break schedules by leaving when you are scheduled and returning on time. Check out and in when you leave for breaks and lunch. Before beginning your day, check your work schedule so that you know where you have to be and at what time.

Employee Safety

It is the responsibility of each employee to report suspicious people in the office or misconduct committed by company employees. Company policies are designed to create a safe workplace. By reporting violations of company policy, you are doing your part to maintain a high standard of ethics in your office that will keep employees and visitors safe. For example, fire exits that are not properly maintained should be reported immediately for repair. Employees that do not follow the regulations in regard to proper disposal of cigarettes in the break area could be causing a fire hazard and that should be brought to the attention of management.

How Do Ethics Make You a Better Person in the Workplace?

Trusting Relationships

Ethical employees build trust in their workplace relationships, allowing people to open up to them, share private information and feel more at ease communicating with them. Areas of ethics that affect trust include honesty, fairness and avoiding rumors. Gaining the trust

of your co-workers can enhance your productivity by making it easier for you to communicate and work with others in the workplace. Employees who spread distrust can meet resistance when seeking help from others, but trusted co-workers can always find a helping hand. Gaining the trust of your managers can open doors for new responsibilities at work, possibly leading to promotions and pay raises.

Team Cohesiveness

The ethical commitments of individual employees have an effect on team and department performance in addition to individual performance. Being an ethical employee makes you a better team player, always making positive contributions in group settings and never hindering group progress. An employee who is stealing from company funds, for example, can cause divisions, rumors and resentment among accounting employees as co-workers begin to suspect others of participating. An employee with a solid commitment to ethics can identify and expose issues of theft early.

Value to Employers

Companies live or die on the trust they place in their employees. An unethical employee in the ranks can land an entire company in legal trouble, or can destroy a company's hard-earned reputation in the marketplace. Ethical employees are better people to have working for any company, as top managers and business owners can rest assured that their employees adhere to ethics policies and use ethical reasoning when making company decisions.

Personal Wellness

Being an ethical employee can make you a better person on the inside in addition to increasing your value to others. Unethical acts such as theft and fraud, for example, can weigh people down with guilt and paranoia, resulting in hostile and fearful attitudes at work

and at home. Employees who spread nasty rumors or lies about others can live in a constant state of paranoia, as another example, as they try to remember which lies they told to whom and when. Using ethics to guide all of your decisions at work can grant you peace of mind, emotional stability and the ability to cultivate lasting friendships. This can increase your job satisfaction, in addition to giving you more serenity for life in general.

The Advantages of Ethical Behavior in Business

Ethical people are those who recognize the difference between right and wrong and consistently strive to set an example of good conduct. In a business setting, being ethical means applying principles of honesty and fairness to relationships with coworkers and customers. Ethical individuals make an effort to treat everyone with whom they come in contact as they would want to be treated themselves.

Build Customer Loyalty

Consumers may let a company take advantage of them once, but if they believe they have been treated unfairly, such as by being overcharged, they will not be repeat customers. Having a loyal customer base is one of the keys to long-range business success because serving an existing customer doesn't involve marketing cost, as does acquiring a new one. A company's reputation for ethical behavior can help it create a more positive image in the marketplace, which can bring in new customers through word-of-mouth referrals. Conversely, a reputation for unethical dealings hurts the company's chances to obtain new customers, particularly in this age of social networking when dissatisfied customers can quickly disseminate information about the negative experience they had.

Retain Good Employees

Talented individuals at all levels of an organization want to be compensated fairly for their work and dedication. They want career advancement within the organization to be based

on the quality of the work they do and not on favoritism. They want to be part of a company whose management team tells them the truth about what is going on, such as when layoffs or reorganizations are being contemplated. Companies who are fair and open in their dealings with employees have a better chance of retaining the most talented people. Employees who do not believe the compensation methodology is fair are often not as dedicated to their jobs as they could be.

Positive Work Environment

Employees have a responsibility to be ethical from the moment they have their first job interview. They must be honest about their capabilities and experience. Ethical employees are perceived as team players rather than as individuals just out for themselves. They develop positive relationships with coworkers. Their supervisors trust them with confidential information and they are often given more autonomy as a result. Employees who are caught in lies by their supervisors damage their chances of advancement within the organization and may risk being fired. An extreme case of poor ethics is employee theft. In some industries, this can cost the business a significant amount of money, such as restaurants whose employees steal food from the storage locker or freezer.

Avoid Legal Problems

At times, a company's management may be tempted to cut corners in pursuit of profit, such as not fully complying with environmental regulations or labor laws, ignoring worker safety hazards or using substandard materials in their products. The penalties for being caught can be severe, including legal fees and fines or sanctions by governmental agencies. The resulting negative publicity can cause long-range damage to the company's reputation that is even more costly than the legal fees or fines. Companies that maintain the highest ethical standards take the time to train every member of the organization about the conduct that is expected of them.

Self-Check 1	**Written Test**

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Instructions: Write all your answers in the provided answer sheet on page **19**.

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Part I:

Fill in the blanks: (1 point each)

1. -------------------- consists of universal principles underlining our rules of behavior.
2. -------------------- have a responsibility to be ethical from the moment they have their first job interview.
3. -------------------- are perceived as team players rather than as individuals just out for themselves.
4. An -------------------- in the ranks can land an entire company in legal trouble, or can destroy a company's hard-earned reputation in the marketplace.

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5. ----------------------- are those who recognize the difference between right and wrong and consistently strive to set an example of good conduct.

Part II:

True or false: (1 point each)

1. Professionalism and ethical behavior in the workplace can benefit your career and improve your working environment.
2. Clients have no right to view their records.
3. Confidentiality is not the protection of personal information.
4. Consumers may let a company take advantage of them once, but if they believe they have been treated unfairly, such as by being overcharged, they will not be repeat customers.
5. Ethical employees build trust in their workplace relationships, allowing people to open up to them, share private information and feel more at ease communicating with them.

Part III:

Answer the following questions (2 points)

1. Define meeting.
2. Define communication.
3. Define time management.
4. Define employee safety.

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Part I:

Fill in the blanks:

1. _____

2. _____

3. _____

4. _____

5. _____

Part II:

True or false:

1. _____
2. _____
3. _____
4. _____
5. _____

Part III:

Short answer

_____

_____

_____

_____

_____

Note: **Satisfactory rating = 10 points and above   Unsatisfactory rating = below 10 points**

Information Sheet-2	Following instructions and directives

Introduction

You must be able to reflect upon and recognize your personal values and attitudes. Being able to identify how you think and feel about certain issues, for instance, those related to older people and people with disabilities will enable you to understand how your personal views might impact on your role as a care worker. Being empathic, unbiased and non-judgmental are essential attributes if you intend to work in the community services field. It

is important to understand your personal values and attitudes because it enhances your professionalism and ethical work practice.

Ethical Behavior in Business

Many professional, business and governmental organizations provide specific guides by which to model ethical behavior.

Codes of Conduct

Creating a written code of conduct forces an organization to actively consider and articulate the specific rules by which to guide the behavior of its members. Codes of conduct typically include a mission statement that expresses the core values of the organization followed by substantive sections that anticipate real-life ethical issues and proscribe specific courses of action for each. Codes of conduct should be sufficiently comprehensive to provide meaningful guidance for decision making in all foreseeable situations. The specific circumstances covered often include such issues as arise in communicating with the outside public on behalf of the organization, interactions with superiors, fellow employees and subordinates, use of property of the organization, accepting gifts in the capacity of a member or employee of the organization and the like. Codes of conduct may appear as separate documents or as sections within broader guides, such as employee handbooks.

Employee Handbook

Most business organizations provide employees with a comprehensive handbook that communicates the specific expectations it has of its employees. The major sections of employee handbooks typically include provisions relating to non-disclosure agreements, discrimination policies, compensation rules, work-schedule policies, employee benefits, safety, information security, use of company property and leave policies. Employee handbooks often also contain a major section devoted specifically to the standards of

conduct that the employee expects of all employees. This section typically follows the format of the comprehensive codes of conduct distributed to the members of other types of organizations and often includes subsections dedicated specifically to conflicts of interest, intellectual property and confidentiality.

Professional Codes

Models for business ethics can also be found in codes adopted by various professional organizations. As with other such codes of conduct, professional codes are designed to assist members of professional organizations in resolving the ethical dilemmas that are likely to arise during the course of their professional careers. Many professional groups are self-regulating -- they determine whether individuals are fit to become and continue as members. Their professional codes are intended not only to establish and communicate the standards to be followed once an individual becomes a member of the organization, but are also used to measure whether a candidate is likely to follow the professional code based upon thorough background checks. The American Bar Association's "Model Rules of Professional Conduct" is typical of professional codes in addressing the competence, diligence, duties and ethics of those licensed to practice law.

Government Codes

Models for business ethics can also be found in the codes of ethics adopted by government agencies, typical of which is the succinct code promulgated by the U.S. Office of Governmental Ethics. This code of ethics is applicable to all officers and employees of the Executive Branch of the U.S. Government and specifically covers such issues as loyalty to the U.S. Constitution, conflict of interest, acceptance of gifts and gratuities, performance of duties, impartiality, use of government property, outside employment and "actions creating the appearance that they are violating the law or ethical standards" of the U.S. Government.

"Plus" Decision-Making Model

The Ethics Resource Center, a nonprofit organization formed in 1924 for the advancement of high ethical standards in private and public institutions, has proposed a simplified ethics guide that it calls "The Plus Decision Making Model." The Plus Model defines six steps of ethical decision making, as follows: Define the problem (contrasting what was expected versus the actual circumstances); identify alternatives (all alternatives must be consistent with the stated policies of the organization, applicable law and the decision maker's own sense of right and wrong); evaluate the alternatives (anticipate the positive and negative consequences of each alternative); make the decision (choose the optimum alternative); implement the decision; evaluate the decision (determine whether the decision in fact resolved the problem).

Ethical Issues Facing HR

Organizational ethics are rules and standards that guide workplace behavior and moral principles. Many organizations establish a "code of ethics" that sets company expectations regarding ethical issues such as privacy, conflict of interest, discrimination and harassment and workplace diversity. Human resources personnel are charged with setting standards that promote ethical behavior in the workplace.

Discrimination and Harassment

Human resources professionals must ensure the organization remains compliant with anti-discrimination and harassment laws. Employee discrimination and harassment on the basis of race, gender or religion is an ethical issue human resources personnel face daily. Laws that prohibit discriminatory behavior such as the Civil Rights Act and Americans With Disabilities Act help HR representatives develop training and awareness programs to prevent discrimination and harassment in the workplace. These laws also establish

procedures human resources may use to report and discipline workers who display inappropriate discriminatory behavior.

Privacy

Human resources are involved in most aspects of employee relations including hiring, firing, compensation, benefits and leaves. Human resources representatives have access to extremely sensitive information. Keeping this information private is an ethical matter facing HR. Human resources personnel have an obligation to maintain the confidentiality of an employee's personal data.

Diversity

Workplace diversity encompasses the various qualities, characteristics and experiences that distinguish one worker from another. These characteristics can be differences in race, gender, age, social status or other traits that make an individual unique. Treating a person differently because of these differences poses an ethical issue that faces human resources. HR personnel implement policies that promote diversity in the workplace and welcome the differences of the entire workforce.

Safety

Employee safety is an issue facing human resources personnel. The department must prevent and correct potentially dangerous situations. Human resources must promptly act on hazardous conditions that present safety concerns in the workplace. The department is also responsible for identifying potentially dangerous employees and ensuring they do not harm themselves or others within the organization.

Types of Ethical Practices Employees Adhere to in the Workplace

Employee ethics cover a diverse landscape of practices, some with legal implications, all of which the small business owner must be aware. Company policies and mission, employer demeanor and actions provide a working template for employees to use as they conduct their day-to-day business. Develop a template for an ethical workplace culture by defining what constitutes ethical practices. Business values and ethics policies guide employee ethical practices.

Justice Practices

The Golden Rule is a succinct guide for just practices in the workplace. Small business owners can collaborate with staff in defining what constitutes justice. Apply that definition to every sector and situation in a small business operation. Criteria for justice applies to all people and all situations, according to Charles D. Kerns in "Creating and Sustaining an Ethical Workplace Culture." Employees put ethical guidance for justice on the job into practice by treating each other and all clients and customers fairly and equally. Anti-discrimination laws are examples of just employee practices.

Integrity Practices

Integrity requires the courage to do what is right despite popular opinion. Employees who practice integrity in the workplace support what is morally right and what the business represents to its staff and to its customer base. Members of a sales staff, for example, truthfully represent a product line or services. They keep their word to their clients because it is the right thing to do and because their word is the company's word. Integrity requires consistent practice.

Confidentiality and Privacy Practices

Confidentiality and privacy laws and practices play a role in every business. A healthy work culture displays respect for employee privacy. Employees practice confidentiality by refraining from gossip about colleagues' private issues. Employees of small healthcare businesses abide by privacy laws as a matter of daily operations.

Self-Control Practices

When challenging situations arise, employees who can control their emotions and actions exhibit ethical behavior in the workplace. Self-control prevents difficult situations from escalating into conflicts that disrupt workflow and threaten staff morale. Employees with self-control and discipline may strive to stay on top of their workload. When they avoid backlogs, they help their colleagues to maintain a steady work pace and they contribute to the overall productivity of the business.

How to Create an Ethical Workplace

Ethics in the workplace are vital, even to small business owners. No company wants to be known as unethical, and employees are more apt to display higher morale and more productivity when they know they are working for a morally sound company. It is important to create a conscientious workplace that is transparent, both to employees as well as the general public. Small business owners should never tolerate inappropriate behavior in an employee and employees should be properly trained on what is considered unethical and ethical.

Step 1

Set an example for your workforce. In order for employees to behave in an ethical manner, they need to know that they are working for a moral boss. They will be much less likely to

display signs of unethical behavior if they know that this type of behavior will not be tolerated or ignored.

Step 2

Create a policy dealing with ethics. This company policy should state your expectations for your employees as well as outline what is and is not considered acceptable. Having a clearly written policy will help you take action should an employee act unethically.

Step 3

Allow employees to report unethical behavior in a safe environment. No one enjoys ratting out a fellow employee, particularly if it will be made known who turned the person in. Give your employees a safe and anonymous way to air their complaints so that you can investigate the act and take action if necessary.

Step 4

Provide ethics training to your workforce. A simple course in basic business ethics can go a long way towards helping your employees learn what is not acceptable. Free courses are available online to small businesses with limited budgets. Larger companies can typically hire a motivational speaker knowledgeable on this subject or pay for a more intensive course.

Step 5

Punish any violators of your ethics policy. One bad employee can ruin the image of the entire company. It is necessary to establish a zero-tolerance policy for unethical behavior. Once it is known that those who cross the line will be punished, employees will be much less likely to exhibit unethical behavior.

Ethical Conflicts in the Workplace

Without ethics in the workplace, a company's internal processes and external dealings would come to a grinding halt. The business world depends on general ethical principles in the workplace to prevent fraud, dishonesty and manipulation toward customers and clients. If a company is viewed as unethical, investors and customers may be reluctant to purchase products or sink money into operations.

Defintion

An ethical conflict occurs when you or a colleague makes a decision that could be seen as illegal or inappropriate to a third-party. Ethical conflicts result from the smallest lies to decisions that can affect employees within the company, investors or customers. Ethical conflicts occur before, during and after decisions are made. For example, if your boss asks you to shred an incriminating record, this is an ethical conflict even though you have not performed the task.

Types

There are many types of ethical conflicts in the workplace, however conflicts usually deal with the following categories: fraud, confidentiality, finance and honesty. Fraud occurs when a company knowingly presents information that is incorrect to employees or the public. For example, the energy company Enron fraudulently modified its income statement to appear as if the company was performing better than it actually was. A confidentiality ethical conflict occurs when information is viewed or accessed by a party that should not be privy to that information. Financial conflicts typically involve stealing, either in small or large amounts. For example, taking office supplies from the company supply closet is unethical behavior. Ethical conflicts that develop from dishonesty usually occur because a company does not provide a complete picture of information to customers or employees. For example, it is unethical if a company recruiter tells you that

you will make $100,000 per year with the company but does not tell you that it takes 10 years to reach that salary.

Resolution

Resolving ethical conflicts may be as simple as a discussion with the party engaging in unethical behavior, or, in extreme circumstances, legal intervention. If an employee is frequently playing computer games at work instead of focusing her attention on a project, a discussion about the problem would be necessary. If your company claims a financial loss on a fake product line for tax reasons, the Federal Trade Commission may open an investigation into the unethical behavior.

Prevention

Ethical conflicts can be prevented in the workplace by using a two-sided approach. First, your company must educate employees about what is considered an ethical conflict. Education can occur in training sessions or during meetings for other matters. Second, company leaders must set an example for lower-level employees. Decision makers who hold ethics in high regard are less likely to have employees that breach those ethics during the business day.

Examples of Conflicts & Resolutions in the Workplace

Conflict is inevitable in workplace settings, and conflicts can arise between co-workers, supervisors and subordinates or between employees and external stakeholders, such as customers, suppliers and regulatory agencies. Managing conflict is a key management competency and all small business owners should study and practice effective conflict management skills to maintain a positive workplace environment. Reviewing examples of conflicts and resolutions in the workplace can give you an idea of what to expect when conflicts arise.

Discrimination Issues

Discrimination can be a source of heated conflict, potentially ending in legal trouble for a company or its owners. Discriminatory conflicts can arise from personal prejudices on the part of employees or perceptions of mistreatment of employees. As an example of a discrimination-related conflict, imagine a minority employee in a team setting who feels that he is consistently assigned the most menial work tasks in the group. This employee may begin to harbor resentment against team members and managers, eventually lashing out through decreased productivity or outright verbal conflict. To resolve this issue, a manager could sit down with the whole team and discuss the way in which job tasks are assigned, making changes as necessary to ensure that tasks are divided equitably.

Performance-Review Conflicts

No employee likes to receive a negative performance review, but giving negative feedback in a review can be unavoidable based on the employee's own actions during the review period. Employees may become angry over not receiving expected pay raises, promotions or other performance-related incentives, and may lash out by spreading discontent through gossip and a negative attitude at work. Employees may argue directly with supervisors during performance reviews, creating sensitive situations that require tactful communication. To resolve a conflict arising from a negative performance review, work directly with the employee to create a solid, time-bound plan of action to improve her performance, and tie the completion of these goals to guaranteed incentives. Allow employees a voice when setting goals to increase their dedication to achieving the goals.

Conflicts with Customers

Sales and customer service employees can experience conflict with customers on a fairly regular basis, depending on the industry. A common conflict experienced by salespeople

is a dissatisfied customer who feels personally defrauded by an individual salesperson. For example, if a car salesman sells a used car without a performance guarantee or warranty and the car breaks down on the buyer, the buyer may return to angrily confront the salesperson and demand a refund. The best first step to solve these conflicts is to involve a manager who has the right to offer refunds, discounts or other conciliatory gestures to the customer unless you are in a situation where employees are empowered to make these kinds of decisions.

Leadership Conflicts

Personality clashes between managers and subordinates can cause a range of interpersonal conflicts to arise. Employees may feel bullied or pushed by more authoritarian managers, or may perceive a lack of guidance from more hands-off managers. Managers with type-A personalities may set goals that are too ambitious for their subordinates, setting them up for failure and inevitable conflict. To handle these personality mismatches, first try to garner an understanding between the manager and the subordinate so that each understands the others' perspective in the situation. Never treat conflict management situations as disciplinary hearings, as if managers are inherently right and employees are inherently wrong; this is a reliable way to lose good employees. If the two cannot come to an understanding, place the employee under the supervision of another manager if possible.

Positive & Negative Conflicts in the Workplace

Conflict in the workplace can have different effects depending on how it is managed. A good manager can identify positive conflict and will encourage that kind of employee interaction. Supervisors must identify negative conflict immediately and eliminate it as soon as possible. Understanding positive and negative conflicts in the workplace is an important part of being an efficient manager.

Competition

Competition can be a positive or negative conflict in the workplace, depending on the situation. Two peers trying to outdo the other in the pursuit of a goal that benefits the company is healthy competition. For example, two of the top sales people in the company competing to win a bonus for highest monthly revenue will inspire higher productivity and some bad feelings. But the confidence of each sales representative helps to turn those bad feelings into even more motivation. A competition between the least productive sales associate and the most productive sales associate can result in workplace conflicts based on frustration. Managers who choose to spur competition to motivate employees must be certain that the conflict can be contained.

Spurring Creativity

Positive conflicts can be difficult to determine, but when you see your more creative employees arguing about the good ideas they have to help the company, you have positive competition. Proactive people tend to motivate each other to perform at a higher level. Sometimes that motivation can come in the form of arguing or confrontation, but the end result is that both parties are pushed to their maximum productivity levels. As long as management can find a way to keep the conflict healthy, everyone will benefit.

Personal Conflict

Bringing personal feelings and issues to the workplace always creates a situation of negative conflict. Personal issues in the workplace have nothing to do with employee efficiency or company productivity. The company becomes caught in the crossfire of a personal confrontation that is only looking for a battleground. Management needs to step into situations in which an employee threatens another worker or his job and remind the parties that personal conflict is not tolerated in the workplace. Human resources needs to

log the issue, and managers should consider severe steps such as employee termination if the pattern persists.

Harassment

Harassment in the workplace is monitored under state and federal laws and is something every company should be sensitive to. Sexual, physical and verbal harassment sometimes are hidden from management, but supervisors need to look for signs -- such as an employee becoming more introspective, evidence of physical abuse or persistent arguing -- and then act on them immediately to stop harassment in the workplace and end the damaging conflict.

How to Handle Ethical Issues in the Workplace

Morality and values-based dilemmas in the workplace are, at best, difficult to handle when employees have to choose between what's right and what's wrong according to their own principles. Forward-thinking employers who implement workplace ethics policies are usually well-prepared for the potential conflicts of interest that arise due to the diversity of opinion, values and culture in the workforce. However, handling ethical issues in the workplace requires a steady and cautious approach to matters which can potentially be dangerous or illegal.

Step 1

Develop a workplace policy based on your company's philosophy, mission statement and code of conduct. Incorporate the policy into your performance management program to hold employees accountable for their actions and alert them to their responsibilities to uphold professional standards throughout their job performance and interaction with peers and supervisors. Revise your employee handbook to include the policy and provide copies

of the revised handbook to employees. Obtain signed acknowledgement forms from employees that indicate they received and understand the workplace ethics policy.

Step 2

Provide workplace ethics training to employees. Utilize varied instruction methods to engage employees in learning how to address and resolve ethical dilemmas. Experiential learning, or role-play, is an effective way to facilitate workplace ethics training. Examples of workplace ethics simulations involve scenarios about the misappropriation of company funds, personal values related to improper workplace relationships and the organization's compliance with regulatory controls.

Step 3

Designate an ombudsperson in charge of handling employees' informal concerns pertaining to workplace ethics. Consider whether your organization also needs an ethics hotline, which is a confidential service employees may contact whenever they encounter workplace dilemmas that put them into uncomfortable or threatening positions. Confidential hotlines are an effective way to assure employees' anonymity, which is a concern for employees whose alerts are considered "whistleblowing" actions.

Step 4

Research federal, state and municipal labor and employment laws pertaining to whistleblowing. Refrain from making employment decisions, such as termination or suspension, in connection with whistleblowing or an employee's right to protected activity under whistleblowing laws or public policy. Seek legal advice for employee reports of workplace ethics issues that increase your organization's liability under federal, state or municipal employment law. Under the Texas Whistleblower Act, for example, public-sector employees may be entitled to damages if an employer engages in retaliatory actions based on an employee who, in good faith, files a complaint related to workplace

ethics. The Act grants "[a] public employee who claims that his suspension, termination, or other adverse personnel action was in retaliation for his good faith reporting of violations of the law the right to sue for damages and other relief."

Step 5

Apply your workplace policy consistently when addressing workplace issues and employee concerns about workplace ethics. Use the same business principles in every circumstance, regardless of the perceived seriousness or the level of employees involved. Communicate the same expectations for all employees – whether they are in executive positions or front-line production roles – and approach every issue with equal interpretation of the company policy.

Methods Used to Solve Workplace Conflicts

Conflicts develop in every workplace. Some conflicts, such as friendly rivalries between salespersons, provide benefit to a business by boosting productivity. Destructive conflicts, such as on-the-job bullying, lead to lost productivity, turnover and compromised decision-making. In a small business setting, where small staff sizes lead to more personal relationships, workplace conflicts prove particularly divisive and more costly. Business owners can, however, use several methods to solve workplace conflict.

Disciplinary Action

Most businesses maintain a set of policies designed to limit workplace conflict by prohibiting certain modes of dress, speech and behavior. If the owner or management staff of a business fails to enforce those policies, it can lead to conflict. By making it a point to enforce the policies through disciplinary actions, such as verbal reprimands or unpaid time off, businesses limit some of the sources of conflict. Simple reprimands often serve to "shock" employees back into work appropriate behavior. In a small number of

cases, dismissal of employees that will not alter their behaviors proves the only solution to conflict resolution.

Negotiation and Collaboration

Negotiation and collaboration provide two paths for businesses to solve conflicts in-house. In situations where a conflict arises between otherwise productive employees, a manager or business owner can often act as a go-between and negotiate a solution to the problem. When collaborating, people in conflict work together to generate a set of suggestions and ideas until they find a solution that works for both of them. Both negotiation and collaboration work best during the early stages of a conflict, before the people in conflict settle into positions from which they will not move.

Mediation

Mediation provides a voluntary, informal method for conflict resolution. The mediation process typically calls for people in conflict to meet with an uninvolved, impartial third party -- the mediator. Rather than provide or compel a solution, the mediator works with both parties to promote open communication in an attempt to reach a mutually acceptable solution. Mediation imposes no legal obligations on the persons in conflict to act on the solution.

Arbitration

Arbitration, like mediation, calls for the persons in conflict to meet with a neutral third-party or, sometimes, more than one neutral third-party. Arbitration differs from mediation in that the arbitrator listens to arguments and considers proof offered by each side of the conflict. After hearing the arguments and examining any proof, the arbitrator issues a decision. Arbitration typically imposes a legal obligation on the parties to follow the decision.

Ethical Differences in the Workplace

Organizational ethics constitutes formal and informal standards of behavior that guide the conduct within the workplace. These standards are influenced by factors, such as honesty, respect and positive values. It is also possible for employees to learn these behaviors from each other. Differences in cultural background also contribute to the way in which employees deal with the ethical dilemmas in the workplace. However, it is possible for small business employers and their employees to mitigate instances of ethical differences in the workplace.

Rationalization

A report by the Harvard Business Review indicates that employees and managers provide various rationalizations to justify behavior that they may perceive as unethical. These include claiming that an act is standard practice or it does not hurt anyone. Other employees, who disagree with the behavior of their managers, opt to remain loyal to the organization than to report malpractice. These rationalizations, when allowed to go on, exacerbate the ethical differences between employees and also between employees and management.

Managerial Leaders

Leadership has a significant impact on ethical organizational culture. When the leadership engages in unethical practices, it is likely that employees will choose to perpetuate the unethical culture. Unethical leadership also has the effect of demoralizing employees, especially those who want to do the right thing. Yet, a steadfast organizational leadership has the capacity to unify diverse ethical opinions of its employees. This is done through the creation of policies that promote ethical practices and the establishment of sanctions for unethical behavior.

Ethics Program

Ethics programs are sets of policies and practices that help employees and managers to deal with workplace ethical dilemmas. According to the Center for Association Leadership, many organizations are increasingly establishing workplace ethics programs. Ethics programs create safe channels for reporting workplace malpractice. They are also a deliberate effort to guide employees away from situations where they are forced to participate in unethical behavior just to keep their jobs.

Whistle-Blowing

Whistle-blowing is typically a last option for an employee who encounters unethical practices. The choice to blow the whistle is a risky one that may cost an employee his job. It is, therefore, essential for an employee to first deal with the matter internally by reporting unethical practices to the leadership levels in the organization. It is also important to have substantial evidence and to have other employees as witnesses to the unethical behavior in question.

Types of Ethical Practices Employees Adhere to in the Workplace

Employee ethics cover a diverse landscape of practices, some with legal implications, all of which the small business owner must be aware. Company policies and mission, employer demeanor and actions provide a working template for employees to use as they conduct their day-to-day business. Develop a template for an ethical workplace culture by defining what constitutes ethical practices. Business values and ethics policies guide employee ethical practices.

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Ethics in the workplace are vital, even to small business owners. No company wants to be known as unethical, and employees are more apt to display higher morale and more productivity when they know they are working for a morally sound company. It is important to create a conscientious workplace that is transparent, both to employees as well as the general public. Small business owners should never tolerate inappropriate behavior in an employee and employees should be properly trained on what is considered unethical and ethical.

Step 1

Set an example for your workforce. In order for employees to behave in an ethical manner, they need to know that they are working for a moral boss. They will be much less likely to display signs of unethical behavior if they know that this type of behavior will not be tolerated or ignored.

Step 2

Create a policy dealing with ethics. This company policy should state your expectations for your employees as well as outline what is and is not considered acceptable. Having a clearly written policy will help you take action should an employee act unethically.

Step 3

Allow employees to report unethical behavior in a safe environment. No one enjoys ratting out a fellow employee, particularly if it will be made known who turned the person in. Give your employees a safe and anonymous way to air their complaints so that you can investigate the act and take action if necessary.

Step 4

Provide ethics training to your workforce. A simple course in basic business ethics can go a long way towards helping your employees learn what is not acceptable. Free courses are available online to small businesses with limited budgets. Larger companies can typically hire a motivational speaker knowledgeable on this subject or pay for a more intensive course.

Step 5

Punish any violators of your ethics policy. One bad employee can ruin the image of the entire company. It is necessary to establish a zero-tolerance policy for unethical behavior. Once it is known that those who cross the line will be punished, employees will be much less likely to exhibit unethical behavior.

How to Motivate Ethical Behavior in the Workplace

A good manager will tell you that marketing, product placement and budgeting all take careful planning, not random or unorganized effort. Many managers however, forget that motivating ethical behavior in a workplace takes careful planning as well. Ethical employees make for an ethical company, which will receive many benefits from its good reputation. Not only does it attract more customers, an ethical company will also be able to entice and retain a more skilled workforce.

Step 1

Analyze your current work environment and the existing company values, mission, goals and ethical policies. Note any misleading wording or failure to communicate company initiatives to each employee, including new hires.

Step 2

Solicit the input of each employee about any ethical issues she feels she faces or that others may face. Your employee will be more likely to adhere to a policy she helped create in some way. She is also likely to be pleased that you are concerned about an ethical work environment because ethical companies are better able to care for the needs of their employees.

Step 3

Gain the support of top management to reword any unclear goals and to add or develop an ethics program in your company based on the feedback you get from your workforce and your own careful research into common ethical issues in your industry. Study other organizations as examples.

Step 4

Provide ethics training in the form of employees responding to hypothetical situations that may arise or scenarios you know take place in other companies. Many employees don't understand which activities are unethical because certain practices become standard in workplace and get ingrained in the culture. Employees will be empowered to make better decisions when ample training is provided.

Step 5

Clearly define the repercussions for wrongdoing. Not only should they be explained during ethics training and employee evaluations, but these policies should clearly be posted on the company's intranet or in the break room. Employees should all sign off on the ethics policy; workers are more inclined to follow something if the punishment for not doing so is effectively explained.

Step 6

Provide a hotline or other anonymous reporting system that will help employees communicate breaches of your ethics plan. An employee is more likely to say something if he knows there is an established, easy way for him to report something. An employee is also more likely to adhere to behavior policies when he knows any other worker can report him if he doesn't.

Step 7

Provide encouragement and protection to any employee who comes forth to report wrongdoing in person. Workers may have a tendency to look down on employees who "tell on" coworkers, however, the accurate, well-intentioned reporting of unethical behavior should be supported.

Step 8

Set up ongoing workshops and mandatory meetings that discuss emerging ethics issues. Not only should leaders train workers about new problems, managers should also solicit continual feedback and ideas from the workforce. Your work environment can change without a moment's notice so it is important for employees to be able to communicate these changes as well as get up-to-date information on how to behave. A worker can only follow the policies she knows and she will be more motivated if she has a clear understanding of the company's wishes.

How to Resolve Ethical Dilemmas in the Workplace

Employees make decisions at all levels of a company, whether at the top, on the front line or anywhere in between. Every employee in an organization is exposed to the risk of facing an ethical dilemma at some point, and some ethical decisions can be more

challenging to fully understand than others. Knowing how to resolve ethical dilemmas in the workplace can increase your decision-making effectiveness while keeping you and your company on the right side of the law and public sentiment.

Step 1

Consult your company's code of ethics for formal guidance. This simple act may be able to resolve your dilemma immediately, depending on how comprehensive and specific your company's ethics statement is. Your code of ethics can provide a backdrop on which to weigh the pros and cons of business decisions, giving you a clearer picture of which decision is more in line with the company's ethical commitments.

Step 2

Share your dilemma with your supervisor to take advantage of her experience. Front-line employees can face a number of ethical dilemmas in their jobs, such as deciding whether to give out a refund that does not specifically adhere to company policies or whether to report suspicions of internal theft which cannot be proven. Taking ethical questions to supervisors can keep employees out of trouble in addition to resolving conflicts.

Step 3

Discuss your dilemma with other executives if you are at the top of your organization. Executives and company owners make some of the farthest-reaching decisions in any organization, adding weight and additional challenges to ethical dilemmas. As an executive, it is important to show your competence at solving problems on your own, but there is nothing wrong with asking for help from time to time. Other executive team members should appreciate your commitment to making the right decision and should be able to provide unique insights into your problem.

Step 4

Speak with peers and colleagues from other companies if you can do so without divulging company secrets. If you are a sole proprietor, you may not have any other top-level managers to consult with. Seek out someone you trust from a business networking group, a previous employer or your college years to gain insight from others. Consider speaking with friends from diverse cultural backgrounds to gain an even wider range of insights.

Step 5

Read past news articles about other companies faced with your specific dilemma. Determine how others have dealt with your challenge before and take note of the outcome of their decisions. News outlets like to cover certain large company decisions, such as laying off workers, endorsing political candidates and bending accounting rules, which can have ethical impacts in society. Reading what happened to others after making their decisions can give you a glimpse into what to expect if you make a similar decision.

Self-Check 2	Written Test

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Instructions: Write all your answers in the provided answer sheet on pages 16.

Part I:

Fill in the blanks: (1 point each)

1. Creating a written -------------------- forces an organization to actively consider and articulate the specific rules by which to guide the behavior of its members.

2. A good manager will tell you that marketing, product placement and ------------ all take careful planning, not random or unorganized effort.

3. Every employee in an organization is exposed to the risk of facing an ------------- at some point, and some ethical decisions can be more challenging to fully understand than others.

4. Ethics in the workplace are -----------, even to small business owners.

5. Confidentiality and ----------------------and practices play a role in every business.

Part II:

True or false: (1 point each)

1. Ethics programs are sets of policies and practices that help employees and managers to deal with workplace ethical dilemmas.
2. Develop a workplace policy based on your company's philosophy, mission statement and code of conduct.
3. The Ethics Resource Center, a nonprofit organization formed in 1924 for the advancement of high ethical standards in private and public institutions, has proposed a simplified ethics guide that it calls "The Plus Decision Making Model."
4. Conflict is not inevitable in workplace settings, and conflicts can arise between co-workers, supervisors and subordinates or between employees and external stakeholders.
5. It is not important to understand your personal values and attitudes because it enhances your professionalism and ethical work practice.

Part III:

Answer the following questions (3 points each)

1. Define code of conduct.
2. Define employee hand book.
3. Define professional codes.
4. Discrimination and Harassment

Answer Sheet

Score = _____

Rating: _____

Name: _____ Date: _____

Part I:

Fill in the blanks question

1. _____

2. _____

3. _____

4. _____

5. _____

Part II:

True or false:

1. _____

2. _____

3. _____

4. _____

5. _____

Part III:

Short answer

_____
_____
_____
_____
_____
_____

Note: **Satisfactory rating = 12 points and above   Unsatisfactory rating = below 12 points**

Information Sheet-3	Fundamental rights and gender issues

Introduction:

Company ethics form a platform within which employees relate in their day to day duty executions. For a company to excel, it has to put in place ethics that are acceptable by

the employees. Strong ethics implies that the employees are glued to the ethics portfolio and can only play their role with the use of the ethical code of conducts. In a workplace environment, there may be employee with loose moral values. These workers lack respect and commitment to their duty performance and fellow employees. Such workers can erode the ethical values of an organization if they are not checked. It's also imperative to note that employees with loose morals can also be of great contribution to the success of a company. The best approach in dealing with weak ethical behaviors is to instill a sense of ethical practices within them. The management and other employees should evaluate their weakness in ethical presentation. It is from these weaknesses that the mitigation measures can be mapped out. The corrective ethical aspects should be developed from the weaknesses. Once the weak points are analyzed, the management and the employees should then initiate corrective measures to strengthen their ethical conducts.

This should be a process that involves formulation of the ethics to be applied, implementation, evaluation and a feedback. A support from the other employees as well as the management is required. The staff with strong moral values should be used as the mentors and in specific times they should assume the role of actively interacting with the staff being corrected of their immoral behaviors. The workers with strong moral values and excellent performance should also be used as yardsticks and captivate the staff with weak morals to work hard to attain the role of their counterparts.

However, if the employee shows no tangible improvement, the management should consider reviewing their employment status. The management should hold the bull by its horns once it's convinced beyond any reasonable doubt that the worker cannot improve their ethical standards. After successive failures in correcting the immoral behaviors, the management can decide to dismiss them by terminating their employment. This should be on disciplinary grounds and the worker must be made to understand that their

weakness in ethical presentation is a setback to the achievement of the company goals and objectives.

It's worthwhile mentioning that, those unethical employees' practices can erode the strong ethics practices of the other employees pronouncing them irresponsible and incompetent. There should be no compromise. If an employee is not willing to learn and able to change from the immoral status, then the company has no alternative but to keep them out of the other employees. A company's management function is mandated to weed out the bad from the good and this should not be an exception.

Self-Check 3	**Written Test**

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Instructions: Write all your answers in the provided answer sheet on pages 26.

Part I:

True or false question (1 point each)

1. Company ethics form a platform within which employees does not relate in their day to day duty executions.
2. If the employee shows no tangible improvement, the management should not consider reviewing their employment status.
3. If an employee is willing to learn and able to change from the immoral status, then the company has no alternative but to keep them out of the other employees.
4. Strong ethics implies that the employees are glued to the ethics portfolio and can only play their role with the use of the ethical code of conducts.
5. In a workplace environment, there may be employee with loose moral values.

Fill in the blanks (1 point each)

1. The best approach in dealing with weak ethical behaviors is to instill a sense of ------------------------ within them.
2. The management and other employees should evaluate their weakness in -------------------------------.
3. It is from these weaknesses that the mitigation measures can be -----------------.

4. The corrective ethical aspects should be developed from the --------------------.
5. Once the weak points are analyzed, the management and the -------------- should then initiate corrective measures to strengthen their ethical conducts.

Answer Sheet	Score = _____ Rating: _____

Name: _____   Date: _____

Part I:

True or false question

1. _____

2. _____

1. _____

2. _____

Part II:

Fill in the blanks

1. _____

2. _____

3. _____

Part III:

Short answer

1.

_____

_____

_____

_____

_____

_____

Note: **Satisfactory rating = 10 points and above** **Unsatisfactory rating = below 10 points**

Information Sheet-4	Applying Communication Skills

Introduction

Here are some useful communication tips when working with interpreters and clients who can speak some English:

- Don't rush—be prepared to spend time.

- Provide a comfortable environment for the client, interpreter and you the worker.

- Speak in plain English. Use simple phrases. Avoid using jargon.

- Show empathy and positive body language—ie use good eye contact, be relaxed.

- Paraphrase, reflect and summarize to clarify what is being said and demonstrate your understanding.

- Accept your client's cultural and spiritual practices.

About Communication & Ethical Issues in Business

Business ethics is a subject that can vary greatly from one business to the next as far as how it is interpreted and implemented within the small business. What may seem ethical to one business is not to the next–and the same goes for employees. That is why it is important to clearly communicate the ethical stance of the business to all employees. Employees should not only be expected to act in an ethical manner, they should also fully understand the ethical stance of the small business.

Importance of Ethical Communication

In order for employees to effectively understand what the business considers to be ethical practices, it has to be communicated effectively to employees. Ethical behavior should be communicated daily to employees and that includes recognizing employees who have acted in an ethical manner. This not only gives praise to those employees for a job well done, it helps to set ethical standards for other employees in the business.

Ethics Policy

Every business should have a written ethics policy that details what is expected of employees within the business. It should communicate what the business believes are its ethical standards such as always being honest in communications, dealing with customers and other employees fairly and reporting ethical violations that the employee witnesses. The policy should also outline the consequences of acting unethically within the small business. This policy should be signed by employees upon their acceptance of employment as well as reviewed and signed on an annual basis.

Ethics Training

Because everyone's idea of ethics can differ, it is important that the business conduct ethics training for all employees. Some employees may see taking business supplies for personal use as unethical whereas they don't believe that taking a business pen home with them is the same. The business should educate the employees about its own ethical

standards through role play as well as hypothetical scenarios. This can help employees recognize what the business considers to be ethical and unethical.

Management Role

Management's role in ethical practices for the business is to always demonstrate ethical behavior in verbal and non-verbal form. Management should reinforce ethical behavior in others with praise while using unethical behavior as a teaching tool for other employees. In addition, management should realize they are role models for the business and must act accordingly. If they expect employees to act in a certain way, they must also act in the same way and lead by example.

Considerations

In monthly employee meetings, use stories from the news to reiterate the business stance on ethics. Pass the story out to employees to read and review before the meeting. During the meeting, discuss the article and have employees identify the ethical and unethical behaviors demonstrated in the story. Also ask the employees what should have happened and what they should do if they encounter the same or similar behavior in this business.

A business cannot claim to be ethical firm if it ignores unethical practices by its suppliers – e.g.

- Use of child labour and forced labour
- Production in sweatshops
- Violation of the basic rights of workers
- Ignoring health, safety and environmental standards

An ethical business has to be concerned with the behavior of all businesses that operate in the supply chain – i.e.

- Suppliers
- Contractors
- Distributors
- Sales agents

The two articles below provide a good example of the ethical issues that arise in the supply chain: click on the images to read the stories:

Primark fires child worker firms

UK clothing firm Primark has fired three Indian suppliers because they used child labour to finish goods.

The suppliers sub-contracted smaller firms, which were using child labour to carry out embroidery and sequin work.

The BBC's Panorama programme, which carried out a six-month investigation, alerted Primark to

Primark said that only a tiny part of its clothing range was affected

guardian.co.uk | TheObserver

News   Sport   Comment   Culture   Business   Money   Life & style

News > World news > India

The hidden face of Primark fashion

The huge fashion store Primark sacked three of its suppliers last week after an investigation for the BBC's Panorama and The Observer uncovered children labouring in Indian refugee camps to produce some of its cheapest garments. Here we reveal the brutal reality of a supply chain that sees children as young as 11 sewing T-shirts which cost shoppers just a few pounds to buy on high streets across Britain. Watch the Panorama preview here

Pressure for businesses to act ethically

Businesses and industries increasingly find themselves facing **external pressure** to improve their ethical track record. An interesting feature of the rise of consumer activism online has been increased scrutiny of business activities. Pressure groups are a good example of this. Pressure groups are external stakeholders they

- Tend to focus on activities & ethical practice of multinationals or industries with ethical issues
- Combine direct and indirect action can damage the target business or industry

Some examples of business-related pressure groups can be found from the following links:

Direct consumer action is another way in which business ethics can be challenged. Consumers may take action against:

- Businesses they consider to be unethical in some ways (e.g. animal furs)
- Business acting irresponsibly
- Businesses that use business practices they find unacceptable

Consumer action can also be positive – supporting businesses with a strong ethical stance & record. A good example of this is Fair-trade.

Self-Check 4	**Written Test**

Directions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers.

Instructions: Write all your answers in the provided answer sheet on pages 36.

Directions: Answer all the questions listed below. Examples may be necessary to aid some explanations/answers.

Part I:

True or false question: (1 point each)

1. Don't rush—be prepared to --------------------.

2. Speak in plain English. Use simple phrases. Avoid using --------------.

3. Show empathy and positive ---------------------------—ie use good eye contact, be relaxed.

4. --------------------, reflect and summarize to clarify what is being said and demonstrate your understanding.

5. Accept your client's cultural and ------------------------.

Part II:

Fill in the blanks: (1 point each)

1. Ethical behavior should not be communicated daily to employees and that includes recognizing employees who have acted in an ethical manner.

2. Businesses and industries increasingly find themselves facing **external pressure** to improve their ethical track record.

3. Management's role in ethical practices for the business is not always demonstrate ethical behavior in verbal and non-verbal form.

4. Business ethics is a subject that can vary greatly from one business to the next as far as how it is interpreted and implemented within the small business.

5. Employees should only be expected to act in an ethical manner, they should also fully understand the ethical stance of the small business.

Part III:

Answer the following questions (2 points each)

1. Give two examples of unethical practices.

2. Define t he management role in the ethical practice for the business.