



Basic apparel production

Level I

Learning Guide 09

Unit of Competence: Demonstrate Work Values

Module Title: Demonstrating Work Values

LG Code: IND BAP 1 M02 LO-01 LG-09

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L04: Maintain integrity of conduct in the workplac



Instruction Sheet	Learning Guide 9
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

Demonstrating personal work practices and values.
Providing Instructions to co-workers.

Sharing Company values/practices.

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

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 12-13. 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 28-30. 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 33-34. 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 38-40. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.
13. 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 conducts
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4.1 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.

4.1.1 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.

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. 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.

4.1.3 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.

4.1.4 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.

4.1.5 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).

4.1.6 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.

4.1.7 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.



4.1.9 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.

4.1.10 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.

4.1.11 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.

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.

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
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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.
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 poin

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 poin

Information Sheet-2	Providing Instructions to co-workers.
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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.

can typically hire a motivational speaker knowledgeable on this subject or pay for a more intensive course.

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.

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.

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.

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.

Self-Check 2	Written Test
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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. _____

Part III:

Short answer



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

Unsatisfactory rating = below

Information Sheet-3	Company values/practices
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Company values/practices

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
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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 answer1.

Note: Satisfactory rating = 10 points and above

Unsatisfactory rating = below 10 points

Information Sheet-4

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:

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

Self-Check 4	Written Test
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stance & record. A good example of this is [Fair-trade](#).

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 the management role in the ethical practice for the business.

[Type text]



Rating: _____

Name: _____

Date: _____

Part I:

True or false question

1. _____

2. _____

3. _____

Part II:

Fill in the blanks

1. _____

2. _____

3. _____

4. _____

[Type text]



Part III:

Short answer

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

Unsatisfactory -

You can ask you teacher for the copy of the correct answers.