

23 EMPLOYEE MORALE

Student A

(Urging; sequencing; agreeing/disagreeing)

Many companies are reducing the size of the workforce, while at the same time expecting their employees to provide a high level of customer care. Maintaining the morale of the staff is both difficult and necessary, and is becoming more and more a central management challenge.

You and your partner, in the Human Resources department of a company which is in the process of reducing its workforce by 20%, meet to devise a strategy to ensure that employee morale remains as high as possible during the period of downsizing.

Tell your partner about the following list of five strategic actions which you have drawn up. Your partner will also tell you about the points which he or she has noted. Then, together, choose the five key actions for your strategy in order of priority.

YOU want to:

- 1 introduce an annual employee opinion survey with responsibility for analysis of results and implementation of actions held by the Director of Human Resources**
- 2 introduce weekly team briefing systems for all employees**
- 3 create a suggestions scheme with attractive financial rewards for prize-winning suggestions**
- 4 have all staff attend a series of seminars led by senior management explaining the business objectives of the company**
- 5 provide an in-house counselling service to deal with problems of employee stress.**

YOUR PARTNER WILL START.