

## 1. Issue: Breach of Company Rules and Regulations/Policy/Norms

**Scenario:** Alex, a senior manager, has been consistently allowing certain team members to bypass the company's formal leave approval process. This practice has become an unofficial norm within the department, leading to confusion and resentment among other employees who follow the proper procedures.

Question: Identify what the issue at this workplace is. You must suggest **TWO (2)** solutions to solve this issue and provide justification for each solution.

### **SUGGESTED ANSWER:**

#### **Solution 1: Implement a Mandatory Compliance Training Program to Reinforce Company Policies**

In this scenario, the consistent bypassing of the formal leave approval process has created an environment where some employees feel entitled to ignore established procedures, while others who adhere to the rules feel disadvantaged. To address this, the company should implement a mandatory compliance training program that reinforces the importance of following company policies and procedures.

**Justification:** By mandating this training, the company ensures that every employee, regardless of their position, understands and respects the established procedures. It addresses the root cause of the issue by educating employees on the importance of consistency and fairness in applying company rules. This approach also helps prevent future breaches by creating a culture of accountability and transparency.

#### **Solution 2: Lodging a Report to Higher Management and Open Communication to Address and Correct Breaches**

Given that the breach of company policy has become an unofficial norm within Alex's department, it is essential to escalate the issue to higher management. Lodging a report ensures that senior leaders are aware of the situation and can take appropriate action to correct it.

The process should involve:

- **Documentation:** Collecting evidence of the ongoing breaches, such as records of leave approvals bypassed by Alex's team, statements from affected employees, and any correspondence that highlights the issue.
- **Formal Reporting:** Submitting a formal report to higher management, detailing the problem, its impact on employee morale and department efficiency, and the potential risks it poses to the company.

- **Follow-Up Actions:** Higher management should then investigate the issue, provide feedback, and outline the corrective measures to be taken.

In parallel, **open communication** within the department is crucial. This involves:

- **Team Meetings:** Holding department-wide meetings to openly discuss the issue, clarify the company's leave policies, and emphasize the importance of following them.
- **Transparent Dialogue:** Encouraging employees to express their concerns and questions regarding the leave approval process and other related issues.
- **Re-establishing Norms:** Reinforcing that all employees, including those in Alex's team, must follow the same procedures, and that any deviations will be addressed.

**Justification:** Reporting the breach to higher management ensures that the issue is addressed at a level where systemic changes can be made. This might include revising policies, retraining management staff, or implementing stricter oversight. Open communication helps rebuild trust within the department by showing that the company is committed to fairness and transparency. It also empowers employees to speak up when they see policies being ignored, creating a more cohesive and compliant work environment.