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Investigating job roles and working arrangements

Job Roles

Define the term 'job role'

A 'job role' is what the worker has to do in his or her job for example their responsibilities that the business expects you to fulfil while you re in your job. It refers to their behaviours, rights and obligations in their job; it also is your power as a worker. Your job roles will change according to what jobs they are in, if you change job then your job roles will also change. A job role describes the role of the job it does describe the person who works in that job. One persons job role may include more responsibility than another job this may be because they are higher up in the business hierarchy than the other person.

How are job roles defined in a business?

Relate to Organisational charts and job descriptions.

Each job role will have a specific job description, which outlines all the key responsibilities and duties that the person holding that position will have. For example, a teachers job description lists their role as a tutor, subject teacher, any additional management responsibilities, duty to write reports, attend parents evening and any other duty as required by the head teacher. This would be the hierarchy that is used in a school:

In a company there is normally 4 main layers, these layers are directors, managers, supervisors and operatives. Although on the chart it says that managing directors are at the top of the business there should be the shareholders there this is because the shareholders decide how they want the business to be run. If the business is not how the shareholders want it then the business will start to fail because the business will not have the support that they needed.

Each of these boxes may represent more than one person for example if the finance manager is working in a bank then the bank will need loads more than one accounts supervisors because obviously they will need lots of people working in the finance department. This could often be referred to as the 'chain of control' this is where the people on top of the employees are in charge of these employees.

Another term that refers to this hierarchy is the 'span of control' this is where if somebody from a different section of the business asks an employee to do something they have to ask the employee's manager first before they can allow the employee to do something for them. This is because when you are hired they say how many hours you are expected to do your job for, but if you are doing some work for another section of the company then you are not working the full amount of hours you agreed you would work in your job.

The 4 key roles in a medium sized are:

Explain what these roles are:

- 1 Managers - In a business there are lots of different departments and a manager will run all of the different departments.
- 2 Supervisors - they are also known as line managers who supervise the workers in the departments, every department has a supervisor.
- 3 Operatives - they are the people who work in the shop usually they are responsible of reaching the targets set and and supervise the workers.
- 4 Support Staff - very similar to Operatives but the only difference is they are not in charge of anyone

Analysis of the main job roles of staff employed by the NIC.

Intro...

Operations manager

Key responsibilities	
Tasks or activities	
Job security	
Decision making & problem solving capabilities	
Skills, qualifications & personal qualities required	
Related pay & benefits	

Duty Manager

Key responsibilities	
Tasks or activities	
Job security	
Decision making & problem solving capabilities	
Skills, qualifications & personal qualities required	
Related pay & benefits	

Rink Assistants

Key responsibilities	
Tasks or activities	
Job security	
Decision making & problem solving capabilities	
Skills, qualifications & personal qualities required	
Related pay & benefits	

Working Arrangements at the NIC

What is meant by the term "working arrangements" ?

A 'working arrangement' means the points on the contract and any other conditions of employment. This may include how many hours of work they have to work in a week, how much responsibilities they all have in their work and what those responsibilities are, the pay that they get (this includes commission and the time they are aloud to take off for holidays).

The Contract of Employment

Define the term 'Contract of Employment'

This is a contract that demonstrates the right or responsibilities between parties to a bargain, the main focus of an employment contract is most of the time over the wages of the employee, also on this sort of contract may be how many hours they are expected to work, what time they can have on holiday, a retirement plan or a benefit plan for example like a health benefit plan. Some businesses use clauses to protect their trade secrets after the employee has left the business so that once they leave they can't tell other people what they have learnt while they were there. In the contracts in the UK they have implied terms which means they are not written down on the contract but they are implied by the employer, and they have explicit terms which are the terms that are written down on the contract. Both the employer and the employee are expected to behave in a way so that they can keep their trust in each other.

The main elements of a contract of employment:

A job is either full or part time a part time job is where for example they only work a few days for a few hours, whereas if the employee are doing a full time job then they there are there most days for the most of the day, these shifts will be specified in the contract because some permanent jobs are not how I have stated.

The job is also either permanent or temporary, this is pretty self explanatory, as if the employee's job is temporary then the employee is scheduled to do this job for a certain time period till the contract wears out this is normally a short amount of time like a few months but they have exceptions to this. A permanent job is where the employee is not scheduled to work for a certain amount of time and the employee's contract will only end when the employee leaves.

On the contract the employer will state the hours that they want this employee to work. This will include what breaks they are allowed to have, in a lot of jobs they have shifts to work so also on the contract they will state how many shifts they are expected to do. The employees may also want to work over time either because they need the money or because they really enjoy their job this over time will have to be agreed by the employee and the employer.

They will also have to state where the employee is expected to work as it may effect whether the employee wants to work for them as they are going to be spending a lot of their time in their place of work. This work place may be in an office or it may be in an outlet, in fact it could be anywhere that the person is going to work so for example an employee may work in to place like an office but then they are expected to spend half of their hours in the shop so the work place would be the office and the shop.

Also stated in the contract will be what benefits they will get from the job so for example if you work in any of the Arcadia then your get a discount of all the stuff in any of the shops that are part of the Arcadia group. The contract will also include what amount of time they are aloud off for their holiday this holiday can be taken at any time but will usually be agreed between employee and employer.

Draw a scatter diagram (with images) to show the elements included in a contract of employment:

- Include:
- Permanent or temporary
 - Full or part time
 - Hours of work (including shift, flexitime, overtime, breaks)
 - Places of work (including offices, retail outlets, tele-working, mobile & home based working)
 - Pay and benefits, including holidays

Then explain briefly what contract law requires for 6 elements of the above

The contract of employment will vary from job to job but there are certain requirements in law for every employee. For example:

	What the contract must include:
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Probation Period	This is a length of time after the have been hired, but is affect they are under trial. They are getting paid but they can get fired for a lot smaller thing than a normal employee would get fired for. This period is traditionally between 3 and 6 months and is the time for the employer to assess the skills of the employee
Permanent or temporary	this is if you job is Permanent or Temporary job roles may change on this.
Grievance Procedures	this may accrue if another makes a formal complaint to the business about you. This is the procedure that will be followed if there is a complaint made.
Disciplinary Procedures	The procedures followed if the person does not follow what is requested.
Ending Contract	On the agreement it should say how you can end the agreed contract.
Sick pay	The pay you are in titled to be paid by the company if you fall ill. you make need a certificate to show you are ill from the doctors.
Pay	the amount that will be agreed on how much you will be paid either weekly or per calender month usually the pay is payed into your account on a fixed day of the week or a fixed day of the month.
Holidays	The Amount of days off you are allowed.
Hours	The minimum amount of hours you have to work a week or day.
Place of work	In the contract it will say the business's address and contact details, this is where you would be working.

Working arrangements for NIC employees

Manager	The manager will be the person who take responsibilities for you
Information on you	your name and address.
Job Role	The contract will highlight what the job title is and the job role so they are clear on what they are expected to do and the responsibilities you are expected to fulfil while in your job. It will most likely state that the contract is made in accordance with the employment act 2002. This act of parliament states the basic terms and codes of practise that the business will comply when offering a contract
Signing	The most important part of the contract is where your signature would be. you will be required to sign the contract and so will the employer.

Describe in as much detail as possible, what the working arrangements are like for employees at the NIC:

1 Rink Assistants

First explain what the job is, then fill in the grid in as much detail as possible, using the information below:

Permanent job

Part time

Only come to work as and when needed

Pay - £5.25 per hour

Receive 'Employee of the Month Awards'

If they get paid double if they are asked to work over their allotted time

Permanent or temporary	This would be Permanent as they will work until they decide to leave or if the company doesn't want them to work for him anymore. If they are only working on a temp basis then they are only working for a certain amount of weeks.
Full or part time	Part time because they only work when they are required to for example if there are peak hours then the rink will be busy and will need extra help.
Hours of work	Because they are working part time then they will only work the hours they are told for example they may work more hours in July than August because the NIC may be busier in July than August.
Places of work	They will only be working around the Ice rink
Pay and benefits, including holidays	

2 Operations Manager

First explain what the job is, then fill in the grid in as much detail as possible, using the information below:

permanent role

Hours – 9.00-5.00pm, but needs to work flexible hours as needs to attend concerts and events

Does not get paid overtime
 Has to work bank holidays when there is an event
 Works 5 days a week
 Able to work flexi hours

Permanent or temporary	This is a permanent job as they do it till they decide to leave or the company doesn't want them to work for them any more, if they were only scheduled to work there for a certain amount of time then they would be doing a temporary job.
Full or part time	Full time because they are working everyday 5 days a week
Hours of work	they work from 9am to 5pm but may have to work overtime or extra hours if there is a event etc
Places of work	they would usually be working in the NIC but may have to attend meetings outside etc
Pay and benefits, including holidays	

3 Duty Manager

First explain what the job is, then fill in the grid in as much detail as possible, using the information below:

Permanent job
 Work shifts on a three week rota between 3 Duty Managers

Have to cover the work of the person on holiday or ill
Do not get paid overtime – they get time off in lieu

Permanent or temporary	
Full or part time	
Hours of work	length of time at work hours of work
Places of work	
Pay and benefits, including holidays	

The impact of NIC staff

Explain how important you think each job role is in contributing to the effectiveness of the NIC i.e. how does the work of the skate hire staff contribute to the smooth running of the NIC

The suitability of NIC working arrangements

Explain in detail how suitable the working arrangements are for each job (relate to NIC effectiveness) i.e. do you think shift work for the Duty Managers is the most effective timing for that role?

Possible improvements to working arrangements

Suggest recommendation for how the working arrangements for each job role could be improved for the benefit of the NIC.

Consider the following:

- working hours
- contract terms

unsocial hours
arrangement for breaks
leave of absence

How would the changes you have recommended affect the role of management at the NIC?

Flexibility in the workplace

Explain why working arrangements need to be flexible

Include:

- Increased productivity
- Improve the quality of the products
- Be more competitive than rivals
- Introduce new technology
- Introduce new ways of working, e.g. teamworking and multi-skill practices

Businesses increasingly use their workforce flexibility, this means their hours of work can vary depending on the needs of the business. These are the two main reasons for this:

- So that they can get better value for money from them.
- To attract people to apply for jobs

Types of Flexibility

Numerical Flexibility

This is where the employers change the working hours of the employees either weekly or daily. They may also change the number of staff that they have working at that time, this may happen because of the demand of the customers or because the business needs them to take on extra responsibilities in their job roles. Or the employers may decrease the hours because they don't need the employees to work all the hours that they were.

This means that the business is only paying the employees to work the hours that they really need them to. Because of this the employees obviously don't like this because they will get varied pay from week to week and it is good to know how much money is coming in per week.

Functional Flexibility

This is where the employees are moved from job to job so that they can move can fulfil the full potential of business. This again can be unpopular with the employees because when they apply for a job they are expecting to do the job they have applied for not what the business wants them to do. Although to counter this some employees like change so by doing all these different jobs they enjoy it. Another advantage of them doing this is that they can get loads of different experiences doing all the different jobs, which may be helpful when applying for future jobs. The ability to be able to carry out multiple jobs is called multi skilling.

Financial Flexibility

This is where the company saves money by getting other businesses to do some of their work for them. These companies will do this job but for a lot cheaper than they could get it done by, although it is sometimes not that ethically right. An example of this is Primark uses external companies to make their clothes for them because they could do a lot cheaper for them to do it, as they hire people in places like India who will do it for cheaper as they have no option of weather or not they want to be paid more as they need the money. Also in these foreign countries the minimum wage is a lot lower than the minimum wage in the UK, so as long as the working conditions are reasonable then it is legal to do so. This is called outsourcing as they are using outside companies.

Annualised hours

Annualised hours is where on an employers contract it states that they should work so many hours but in reality they only work the hours that the business needs them to work weather they business needs them to work more or less hours. Sometimes when the company needs them to work extra hours they could either pay them overtime which is more than the normal pay or they can get less hours at the end of the year to make up for the extra hours they did. The employee gets the same weekly and monthly pay unless they do extra hours in which case they will get paid more this is true most of the time and exception to this would be if the employee is working on commission in which they get paid for whatever they sell.

Zero Hour contracts

This is when an employee is 'on call' this is where they come into work when they are needed. For the time that they are not in work they don't get paid this sort of activity is not unusual in retail as they will be called in and when they are needed so for example they would need to bring them in at the weekend or near to Christmas.

Job Sharing

Job sharing is the term used to describe when an employee is asked to do something in their job that has not been specified in their contract, if they are to do this it has to be approved by their manager. This may appeal to some employees as some people like change although it may not appeal to other people because they may feel they are working harder and not getting paid the right amount for the amount of time they are working. This technique is often used in companies so that they only need to pay the amount of people they need to work at that time instead of paying people that they don't need to.

Teleworking

This is the term used to describe when an employee works away from the central place of work, but maybe asked to come into the central place of work when they are needed in the workplace. The term teleworking is defined as an employee working away from the central place of work but communicating with employer on the telephone. This maybe good for an employee because they might have family that they want to spend time with, or an employee may not like this as they may like to be in the work place to make friends with the other employees.

What are the effect of these changes on employees?

These working arrangements may affect the employees as they mostly affect the working hours and the pay of the employees. For example if you are working a zero hour contract they are only getting paid for the amount of time they spend in work, this means the pay will vary from week to week, the employee will not like this because they cannot predict how much money is going to come into their bank account each month. These terms may also be beneficial for the employee as say for example they are job sharing they could like the change also they will get the experience working in the different jobs this will be beneficial as if they apply for another job they will look at job sharing as a good thing because they are getting better experience in more than one job.

Another example where these job agreements may benefit the employee is teleworking this is because they may have children and they want to spend as much time as they can with them. If the employee is in the workplace then one they are not getting to spend time with their children but also they have to pay for somebody else to look after their kids. So if they are working at home then they only have to pay someone to look after their kids when they are in work.

What are the effects of these changes on employers?

These working arrangements benefit the employers as in a lot of cases they can save money by using these. For example if a company uses financial flexibility, they can pay an external company to do the work they need for cheaper than they can do it themselves. This often happens in other countries because the minimum wage in other countries is much lower so if they get these people to do it then they have to pay out a lot less than they would have in the UK. Also people in other countries will work a lot harder than they do in this country because they are all struggling for money, they work a lot harder because they need to support their families.

Another example when these working arrangements may be good for the employers is when they have a zero hour contract then they are only paying for them to come in to work when they are needed. This is very much like the job sharing contract as again they are paying only the people they need even if it not what their job role specified in their contract.

Toby Price

GCSE Business Studies

Permanent or temporary

Full time or Part time

Breaks

Hours of work

The place of work (offices)

The pay

Sales Director

Finance Director

Production director

Company Secretary

Finance Managers

Sales Manager

Human Resource Manager

Production Manager

Sales Supervisors

Production Supervisors

Accounts Supervisors

Office Supervisors

Production Operatives

Administrative Assistants

Accounts Assistants

Sales Assistants

Directors

Managers

Supervisors

Operatives

Head teacher

Deputy Head

Assistant Heads

Head of Year

Head of Subject

Other Managing Positions

Subject Teachers

Tutors

Managing Director

Name Wakas Masood