

# Free essay on human resources

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## **Advice to the manager**

Given the conditions it is imperative for the manager to appreciate the policy of the organization on non-productive employees. As a manager it is often essential to pursue the internal options in the solution of employee issues before resorting to external mechanisms. In that aspect, it would be essential for the manager to first exhaust the internal options. From the look of things, the manager has pursued all the improvement options. Indeed, a room for improvement is often the first solution. The manager in this situation has attempted in numerous occasions to solve the matter amicably within the organization. Since this has not been successful and effective in the solution of the problem, it is incumbent on the manager to lay off the employee. In modern managerial concerns, the ineffective and unproductive employee has no option but to leave. However, given the special conditions of this particular employee, it is important that the manager pursue the matter professionally and with the diplomacy deserving of a long serving employee. In addition, the manager must be cognizant of the union movement in support of employees.

Given those conditions, the manager has a number of options which he ought to pursue. The paper in this section shall briefly examine some of the options that the manager can utilize for the solution of the problem.

Foremost, the manager needs to engage the employee and propose a send-off package. In this approach, the manager must be ready to entertain the demands of the employee. This employee needs to be informed that the level of productivity expected of his person has not been met in his services. Consequently, management has no option but to terminate his services. In

this approach, the employee should be given the opportunity to state his demands. The idea should be reaching an amicable agreement that is favourable to both the employee and management. It is noteworthy that compromise and negotiation is critical in the process. The manager must not stoop too low yet he must also exercise a degree of compromise that is appreciable. Upon agreement, both parties must live to the letter of agreement of contract of employment termination. Ordinarily, the employee ought to be paid some benefits and termination fees and compensation. However, engaging the employee may not work in some instances. The employee may refuse to negotiate or demand too much from the employer. In that case, the manager has at his disposal, a number of alternatives. The second option should involve the union. The manager needs to inform the union the state of matters and bring to the attention of both the union and the employee the incompetence and unproductivity of the employee. The manager must demonstrate his good faith and inform the union of the fact that attempts have been made to improve on the employee's performance. This should enable striking an amicable termination agreement between the manager and the employee and with the blessings of the union. This approach has the positive gains in it in that it is devoid of negative publicity. In the event the first two options have been exhausted without any returns, the manager is allowed to pursue external mechanisms. In this approach, the manager needs to consult a legal officer and together draw a termination document in accordance to the termination of employment policy of the firm. This document and letters should be served to the employee and the union and any legal issues arising thereafter subjected to external arbitrators and

or as a last resort a court of competent jurisdiction. All the options demand for the manager to demonstrate good faith and lack of malice.

## **References**

Baack, D. (2012). Organizational Behavior. New York: Thomson Learning Custom Test.