

Learner Guide

Module 5 – Management & Ethics

FETC Generic Management –
Level 4 - SAQA ID: 57712 LP
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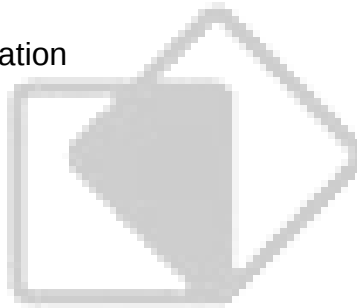
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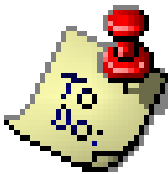


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Key to Icons used in this book

We have used symbols (also called icons) throughout the text in this module which can help you quickly identify what you need to do. Here is an example of what each one will require you to do:

Activity



This icon indicates that you are required to complete certain activities that will assist you with your studies.

NB / Note well



This icon indicates information of particular importance.

Definition



This icon indicates a clarification of a word/concept or the nature of something.

Portfolio



This icon indicates an activity that can form part of evidence for assessment.

Unit Standard: 242815

Apply the organisations code of conduct in a work environment

When you have completed this section, you will be able to understand and explain the following:

- ✧ Explain the concept of personal ethics in relation to the moral compass
- ✧ Describing the role of a code of conduct in a work environment, according to ethical principles.
- ✧ Upholding the code of conduct within the work team.

A **code of conduct** is a set of rules outlining the responsibilities of or proper practices for an individual or organization. Related concepts include ethical codes and honor codes.

In its 2007 International Good Practice Guidance, *Defining and Developing an Effective Code of Conduct for Organizations*, the International Federation of Accountants provided the following working definition:

"Principles, values, standards, or rules of behavior that guide the decisions, procedures and systems of an organization in a way that (a) contributes to the welfare of its key stakeholders, and (b) respects the rights of all constituents affected by its operations.

Specific Outcome 1:

The concept of ethics in relation to the 'moral compass'.

Ethics (also known as **moral philosophy**) is a branch of philosophy that addresses questions about morality—that is, concepts such as good and bad, noble and ignoble, right and wrong, justice, and virtue.

Major branches of ethics include:

- **meta-ethics**, about the theoretical meaning and reference of moral propositions and how their truth-values (if any) may be determined;
- **normative ethics**, about the practical means of determining a moral course of action;
- **applied ethics**, about how moral outcomes can be achieved in specific situations;
- **moral psychology**, about how moral capacity or moral agency develops and what its nature is; and
- **Descriptive ethics**, about what moral values people actually abide by.

Within each of these branches are many different schools of thought and still further sub-fields of study.

A **moral compass** is terminology used to refer metaphorically to the guiding of a person's decision making from a sense of morality and virtue. The phrase is similar in meaning to the concept of conscience.

The *Handbook of Student Affairs* administration describes a moral compass as pointing "the way to what is right or good when one is uncertain what to do in any situation". In *With Liberty and Justice for All* by Ray Cizico, people are said to have been born with a moral compass that "enables us to find our moral true north without the aid of any visual markers. Peter Malone wrote about whether movies can be a moral compass. The concept has also been discussed in relation to appropriate means of fighting terrorism.

Specific Outcome 2:

The role of a code of conduct in a work environment according to ethical principles concept of ethics in relation to the 'moral compass'.

The following is an extract taken from Queensland Government Code of Conduct - Workplace Ethics, Conduct and Behaviour - Human Resources Policy:

PURPOSE

To outline the obligations of management and employees to comply with the Queensland Health Code of Conduct and contribute to the achievement of a professional and productive work culture characterised by the absence of any form of unlawful or inappropriate behaviour.

2 APPLICATION

This policy applies to all Queensland Health employees, volunteers, contractors and consultants.

3 GUIDELINES

Guidelines may be developed to facilitate implementation of this policy. The guidelines must be consistent with this policy.

4 DELEGATION

The “delegate” is as listed in the Queensland Health Human Resource Delegations Manual as amended from time to time.

5 REFERENCES

- *Public Sector Ethics Act 1994*
- Queensland Health Code of Conduct (Attachment One)
- Assault in the Workplace HR Policy
- Sexual Harassment HR Policy
- Workplace Harassment HR Policy
- Public Interest Disclosures

6 SUPERSEDES

- IRM 3.1 Workplace Ethics, Conduct and Behaviour – Policy Statement
- IRM 3.1-1 Code of Conduct 2006

7 POLICY**7.1 Queensland Health Commitment to a Workplace Free of Unlawful or Inappropriate Behaviour**

Queensland Health is committed to creating and maintaining an environment for patients, clients, visitors and employees which is professional, client responsive, safe and free of any form of unlawful or inappropriate behaviour. This commitment supports the expectations of the people of Queensland that all activities of Queensland Health are conducted with efficiency, impartiality and integrity.

7.2 Employee Obligations

All employees of Queensland Health have an obligation to ensure their personal conduct and behaviour is at all times professional and lawful and does not reflect adversely on the reputation of Queensland Health.

All employees of Queensland Health are required to perform their duties to a high standard. Employees are to ensure that there is no real or apparent conflict of interest between their private activities and their official duties.

Some of the obligations of employees in relation to workplace ethics, conduct and behaviour are the subject of specific provisions of various Acts and Regulations (e.g. the *Public Sector Ethics Act 1994*). Other obligations are generally acknowledged conventions that reflect community expectations of people employed by Queensland Health.

7.3 Queensland Health Code of Conduct and Related Policies

The Queensland Health Code of Conduct applies to all Queensland Health employees. The Code of Conduct also applies to volunteers, contractors, consultants and others who exercise power or control resources for or on behalf of Queensland Health.

The Code of Conduct continues to apply to people while they are on leave, suspended from the workplace or outside of their 'usual' work environment e.g. workshops or conferences.

The Code of Conduct provides standards of conduct and workplace behaviour required of management and employees in Queensland Health to build a positive workplace culture. The Code of Conduct clearly describes appropriate lawful and ethical standards of conduct and behaviour expected of all employees of Queensland Health. These requirements are further supported by the following policies:

- Workplace Harassment policy
- Assault in the Workplace policy
- Sexual Harassment policy
- Public Interest Disclosures.

All employees of Queensland Health are required to be familiar with the Queensland Health Code of Conduct and the above related Human Resource

policies. Employees are to ensure that they observe these expected standards of conduct and behaviour at all times. An employee who does not comply with the requirements of the Queensland Health Code of Conduct and related policies may be subject to disciplinary action.

8 APPLYING THE POLICY

8.1 Compliance with the Code of Conduct

All Queensland Health managers and employees are required to comply with the Queensland Health Code of Conduct.

8.2 Code of Conduct Training

All employees of Queensland Health are required to undertake training in the Code of Conduct during induction.

A requirement to continue to comply with the Code of Conduct should be included in all employees' Performance Appraisal and Development.

9 HISTORY

This policy dated April 2008 was developed as a result of the HR Policy Framework consolidation.

Summary of the Code of Conduct

Respect for people

Queensland Health is committed to creating workplaces that are free from bullying, harassment and discrimination, where people are respected, and diversity is embraced. To achieve this goal you are expected to:

- ✧ treat people with respect, courtesy, honesty and fairness
- ✧ respect different values, beliefs, cultures and religions
- ✧ value the contribution of the people you work with, and work co-operatively
- ✧ not bully, intimidate, harass or discriminate against other people

You are entitled to a safe and healthy work environment, where you are not bullied or harassed, or subject to violent or aggressive behaviour.

Managers have a special responsibility to model and promote these behaviours, and to help employees understand them.

Integrity

Working for Queensland Health means that you are in a position of trust. You must ensure that you:

- ✧ make fair and transparent decisions
- ✧ never use your position improperly to gain an advantage in your private life
- ✧ report any fraud or corruption that you become aware of at work

- ✧ make it clear that public comments about work matters are your personal views
- ✧ only release Queensland Health information when authorised.

Accessing inappropriate material using Queensland Health resources, such as electronically accessing or forwarding pornographic material will result in disciplinary action including dismissal.

Respect for the law and the system of Government

Have a working knowledge of the laws and policies that apply to your work, including the Code of Conduct. Managers have a special responsibility to help employees to understand laws and policies.

Carry out any lawful and reasonable directions you are given and implement policies and practices that apply to your work. You have the right to question a direction or a policy if you believe it is unreasonable or unlawful.

Diligence

Work safely and to the best of your ability.

Maintain and improve your knowledge and skills, with the support of your manager.

Avoid conduct that could bring Queensland Health into disrepute.

Ensure that your use of alcohol and other drugs does not affect your work.

Be open about reporting mistakes, and deal justly with colleagues when mistakes are made.

Economy and Efficiency

Use your time and work assets efficiently.

Ethics and the Code of Conduct

The code also embodies Queensland Health's values of caring for people, leadership, respect and integrity. Our values are the basis of the way we behave at work. We strive for a consultative, team-focused workplace culture based upon honest and open sharing of information to ensure a harmonious work environment with transparent decision making at all levels of the organisation.

Our values are:

Caring for people – demonstrating commitment and consideration for people in the way we work. Queensland Health's purpose is to provide safe, quality health care. Patients, their families, carers and other users of the health system must be foremost in all decisions and actions. People working within Queensland health deserve to be treated with consideration and feel valued.

Leadership - while recognizing the extensive range of positions within Queensland Health, we all have a role to play in leadership by communicating a

vision, taking responsibility and building trust among colleagues. Queensland Health is building new leadership with a commitment to the highest standards of behavior, understanding the responsibilities of management, and rising to the challenges of a dynamic workplace. It means genuinely listening and being responsive.

Respect - showing due regard for the feelings and rights of others. Respecting the dignity, rights and personal views of colleagues is vital. Healthy professional relationships within Queensland Health and with our industry partners depend on mutual trust. Respectful treatment of people encourages openness and innovation. Equally important is respect for patients and other users of the health system.

Integrity – using official positions and power properly. Healthy professional relationships depend on mutual trust. Integrity means providing quality services and advice for the common good and honest dealing with patients, their families, carers and other users of the system. Integrity also means having the courage to give contrary advice when required, and speaking up.

NOTES

Specific Outcome 3:

Upholding the code of conduct within the work team

Applying the Code**Who does the Code apply to?**

The Code of Conduct applies to:

- ✧ all Queensland Health employees, whether permanent, temporary, full time, part time or casual, and
- ✧ Every volunteer, contractor, consultant or anyone who exercises power, controls resources for or on behalf of Queensland Health.

The Code continues to apply to people while they are on leave or suspended from the workplace.

Responsibilities under the Code

We are all responsible for implementing the Code in our workplace.

All *employees* are responsible for ensuring that their behavior reflects the standards of conduct in the Code and builds a positive workplace culture.

Managers have a special responsibility to support employees in achieving these goals, by leading by example and assisting employees to understand the Code. In this Code, a manager is any employee with supervising responsibilities.

CODE OF CONDUCT EXAMPLE

This Code of Conduct is applicable between:

_____,
(employer) and

(employee).

By signing this Code the employee confirms that he/she is familiar with the contents and that he agrees with the actions and procedures as set out in this document.

OBJECTIVE

The main objective of the Code of Conduct is to create sound labour relations and thus prevent conflict in the workplace. This it achieves in the following ways:

- ✧ It protects the interests of both the employer and employee.
- ✧ It initiates corrective action where an employee's behaviour is unacceptable

- ✧ It also initiates corrective action where an employee's work performance is unsatisfactory.
- ✧ The rights of the employee and employer are recognized.
- ✧ The employee will be entitled to a fair hearing in the event of disciplinary action
- ✧ .The employee will have the right to appeal against any disciplinary measures considered unfair or unjust.

GENERAL TERMS

There are four types of disciplinary measures and all disciplinary warnings are accumulative.

- a) Oral warning
- b) Written warning
- c) Final written warning
- d) Formal enquiry and dismissal

This Code of Conduct applies to all employees and forms part of the contract of employment.

All warnings issued must be kept in the employee's personal file for a period of time specified below.

Should the employee commit no further breach of the code within the specified period the warning will be removed from his/her file and will become null and void.

The time periods relating to the expiry of warnings are as follows:

Oral warnings	Three months (3 months)
Written warning	Six months (6 months)
Final written warnings	Six months (6 months)

When the employee is in receipt of a warning for a particular offence and the employee commits any other offence of a similar nature within the prescribed time period, he/she will be subjected to the next step in the disciplinary procedure.

THE DISCIPLINARY PROCEDURE

Oral warning

The oral warning shall be given in the presence of a witness i.e. fellow employee and the employer may nominate any person as their witness. The reason for such warning shall be specified and a record that such warning has been issued should be placed on the employee's personal file.

Written warning

The employer must complete a disciplinary report form and the signature of the employee or a fellow employee and the employer's witness should be obtained as an acknowledgement of receipt of the written warning. This action will apply even though the employee may not necessarily agree with disciplinary action applied.

If the employee refuses to sign the warning the employer shall merely note the fact thereon and the warning should be placed on the employee's personal file. A copy must be handed to the employee.

Final written warning

The employee may be given a final written warning after a disciplinary hearing. The employee must be aware of the fact that after receipt of final written warning, that should he/she commit a further offence within the prescribed period of six months he/she will subject himself/herself to the disciplinary action of dismissal, pending a decision being reached at a formal disciplinary enquiry.

Formal disciplinary enquiry

The employer shall inform the employee and his/her representative in the workplace in writing by way of a formal enquiry notification form of the following:

- a) The reason for the enquiry
- b) The date, time and venue of the enquiry
- c) The rights of the employee at the? enquiry i.e.
 - ❖ The right to representation from within the workplace.
 - ❖ The right to call and cross-examine witnesses.
 - ❖ The right to a fair hearing.
 - ❖ The right to an interpreter.

A record of proceedings shall be kept and a decision shall be given within (2) working days.

The decision shall be recorded on the disciplinary report and a copy, signed by all parties be made available to the employee. The employee will have the right to appeal against a decision of dismissal.

Appeal

When an employee appeals against a decision of dismissal as mentioned above, the following procedure shall apply:

- a) An appeal hearing will take place within three working days after receipt of such application.
- b) An independent person shall act as chairperson.
- c) The same procedure as with a normal hearing will be followed.
- d) The decision by the appeal hearing will be accepted as final.

NATURE OF OFFENCES & DISCIPLINARY ACTIONS TO FOLLOW.

The following disciplinary actions serve as a guideline for both the employer and employee to enable sound labour relations in the work environment.

OFFENCE

Attendance

- ✧ Late for work or leaving early without good reason.
- ✧ Staying away from work without prior notification or informing the employer or supervisor/foreman.

Work output

- ✧ Poor quality of work and/or not working to standards.
- ✧ Failure to adhere to Occupational Safety and Health regulations.
- ✧ Unnecessary time wasting during working hours.

ACTION

First offence
Second offence
Third offence
Fourth offence

Oral warning
Written warning
Final written warning
Dismissal

Serious offences

- ✧ Assault of any person during working hours.
- ✧ Threat to assault the employer, colleagues or customers.
- ✧ Intimidation or incitement to violence.
- ✧ The sexual harassment of any colleague or customers
- ✧ Theft or attempt thereof.
- ✧ Unlawful possession of company, colleagues or customer's property.
- ✧ Private work or canvassing of customers during working hours or after working hours for personal gain.
- ✧ Deliberately supplying incorrect or false information.
- ✧ Deliberate damage to equipment, products or other goods.
- ✧ Fraud.
- ✧ Misrepresentation of qualifications, experience or ability to perform the work.
- ✧ Any other reason recognized by law as being sufficient grounds for dismissal.

ACTION

First offence: Dismissal

Any offence not indicated in this Code of Conduct will be dealt with in accordance with the guidelines and procedures as set out in this Code and the Labour Relations Act no 66 of 1995.

Signed at _____ on the _____ day of _____
2012

EMPLOYER: _____

Witness (1) _____ Witness(2) _____

EMPLOYEE: _____

Witness (1) _____ Witness (2) _____



Formative Assessment Activity 1

Please open your Portfolio of Evidence (PoE) logbook and complete the activities for this specific outcome, following the instructions found in your Logbook.

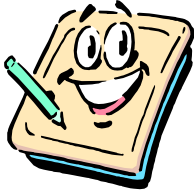
Your facilitator will advise you as to the requirements and deadlines for completing and handing in these formative assessments. Write these instructions here:

NOTES



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Self-Evaluation



Complete the following Self-Evaluation to see if you are ready to start the next module:

Standard / Legend:

Above average Competence	5
Competence – Meet the standard	4
Almost there	3
Not quite there yet	2
Still need to improve in this area	1

By the end of this module I feel that I can do the following:

Explain the concept of personal ethics in relation to the moral compass.	
Describe the role of a code of conduct in a work environment, according to ethical principles.	
Uphold the code of conduct within the work team. .	

What I would have liked to spend more time on:

Annexure: No 1 Training Evaluation

Please complete this form and tear it out and leave it on your facilitator's desk before leaving the course on the last day.

Your honest and helpful opinions will only contribute to making this course even better in the future. Thank you for taking the time to be with us on this
Management & Ethics Skills Programme.

Ratings:

1	Poor
2	Areas for Improvement
3	Meet the standard requirements
4	Very Good
5	Excellent

Was the facilitator: Tick where appropriate	1	2	3	4	5
Prepared for the training					
Knowledgeable of the subject matter?					
Able to handle all the questions posed by the delegates?					
Able to interact with the delegates?					
Voice clarity of the facilitator?					
Able to use the training aids (flip charts, hand-outs, etc.) effectively?					
Dis the facilitator make the training exciting?					
Would you recommend the facilitator for future training?					

Other comments on the facilitator's delivery of this training:
