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Table of Contents

Introduction	3
Performance appraisal tools and techniques.....	3
Effectiveness of the tools and techniques on the individual and the organization	7
Professional Development Plan (PDP).....	11
Conclusion	16
References	17

Introduction

The concept of "performance appraisal" refers to the evaluation of the worker's and employees' performance in an organization for understanding their abilities and the knowledge and skill gaps which requires further development and growth. The organisation's management to identify the factors that help them increases their productivity and guide them to make their performances much better by giving them feedback does this. The "performance appraisal" includes certain tools and techniques, which is used by the company for assessing the employee's performance and the overall performance of the company and providing relevant feedback for improvements (Van Dijk and Schodl, 2015). "Performance management" is one of the tools of management that helps the organization's manager for evaluating and monitor the work of the employees. Thus the goal of this tool is to provide a workplace environment where the employees can increase their potentiality, ability and skills that will help in improving the performance of the employees and the organization as a whole effectively and efficiently (Tardi, 2022). This report will thus depict the case study of **DS Smith**, which is a packaging company. With the help of the report, insights will be provided regarding the performance appraisal tools and techniques that are used by the company. Furthermore, the effectiveness of the tools and the techniques on the individual and the organization's performance is evaluated. In addition, a professional development plan (PDP) is proposed to the company, which will help in the development needs and the expectations of the individual employees, by the organization.

Performance appraisal tools and techniques

DS Smith is one of the leading companies that provide solutions for packaging, paper packaging and services of recycling globally. The vision of the company is to be one of the leading suppliers that provide solutions for sustainable packaging. The company has made growth and thus is operating in more than 30 countries with around 30,000 employees. The company is having so many staffs and employees, which makes it easier for them to deliver to the customers with ***"strategic support across their entire packaging Supply Chain"*** (DS Smith, 2022). With the knowledge and skills of the employees, the company can fulfill this agenda. The vision and the agenda of the DS Smith Company can be fulfilled by employing appropriate performance appraisal tools and techniques. Thus, with the concept of "performance appraisal" employees' performance can be reviewed in the organization, which will help in identifying the strengths and weaknesses of the individuals and what areas they should work on so that the overall performance of the organization increases as well (Hayes, 2021). One of the important HR theories is the ***"Organizational Lifecycle Theory"***,

which depicts that the organization does have a life cycle like living organisms. The organization grows and develops accordingly and these are impacted and affected by the external and internal factors of the environment (People Hum, 2022).

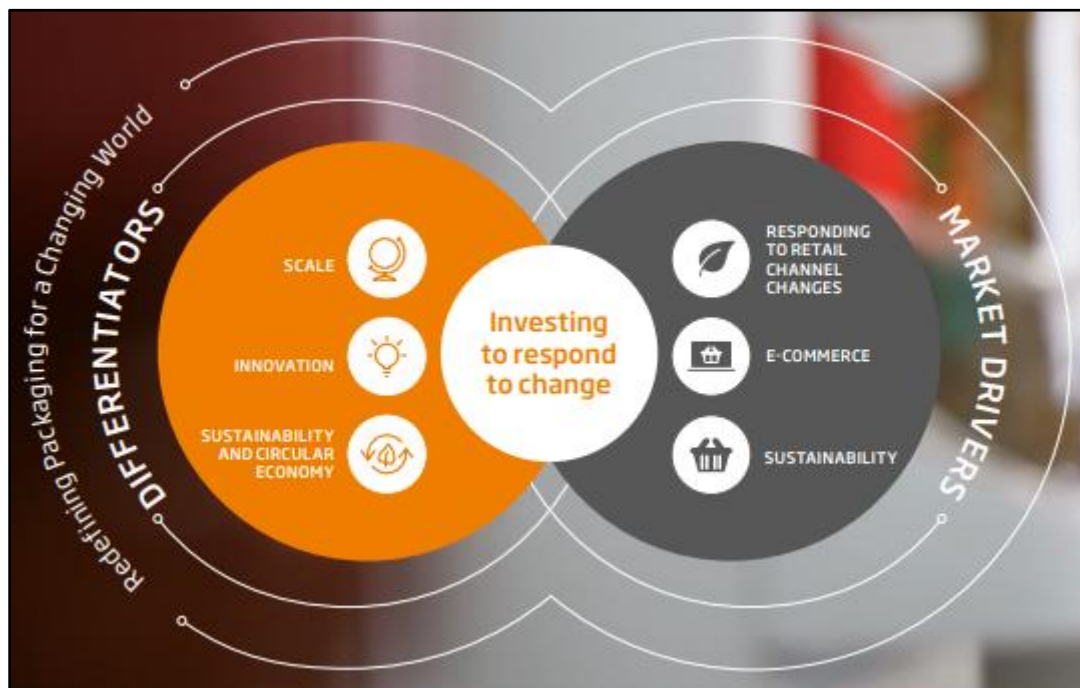


Figure 1: Differentiators and Market Drivers of DS Smith

(Source: DS Smith, 2022)



Figure 2: Redefining packaging by DS Smith

(Source: DS Smith, 2022)

The above figure of the company's innovation and further strategies behind it depicts that they are following the theory of human resources, which is the "organizational lifecycle theory". The company believes that the small steps taken now will have a positive impact in the future. Thus, the company undertakes the factors such as the pandemic situation, changes in the climate and the factors of macroeconomics to change the landscape of the operations, which will help in increasing the awareness of the solutions they provide. Thus, the choice of purchasing will be influenced and the consumers will tend to use sustainable solutions. The employees and the workers in the organization are involved in the design and the innovation department for grabbing the opportunity for providing solutions for a circular economy by eliminating the aspects of waste and pollution. Thus, the company is involved in ensuring that the employee's health and well-being are given top priority so that they can serve and support the customers and the local community (DS Smith, 2022). The company with the help of the tools and techniques can provide an inclusive environment, rewards and recognition of the employees and opportunities for development.

With the help of the **"360-Degree Feedback"**, the DS Smith organization can collect relevant information regarding the work of the employees in the company from various sources such as the employees, directors, management teams, clients and others (Kikuli, 2019). As the information is collected from multi-sources regarding the employees. The sources thus are the leaders to whom they report, their colleagues, internal clients and direct reporter to higher authorities.

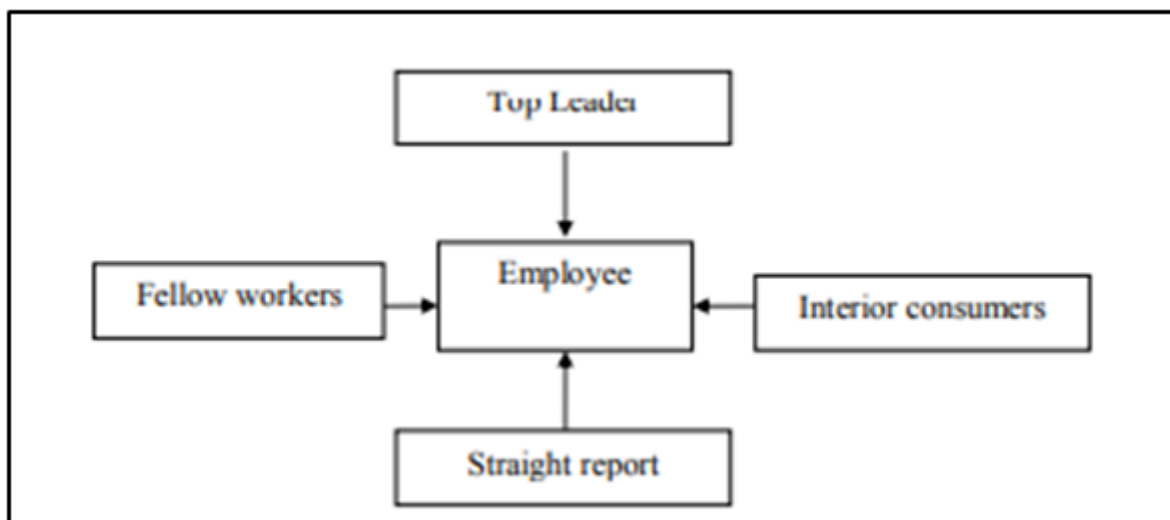


Figure 3: Flow of Information in the organization

(Source: Kikuli, 2019)

The DS Smith Company with the help of the survey conducted can understand the working condition of the employees, in which areas they are lacking behind and areas they need to improve by listening to the various sources.

With the help of the **“Balanced Scorecard”**, DS Smith can analyze the performance of the employees as well as the overall performance of the organization. The different perspectives of the "balanced scorecard" are the "financial perspective, internal process perspective, customer perspective and learning or growth perspective" which help in measuring, monitoring, and changing the strategy of the organization if necessary to ensure that the strategic goals and objectives are met by the organization.

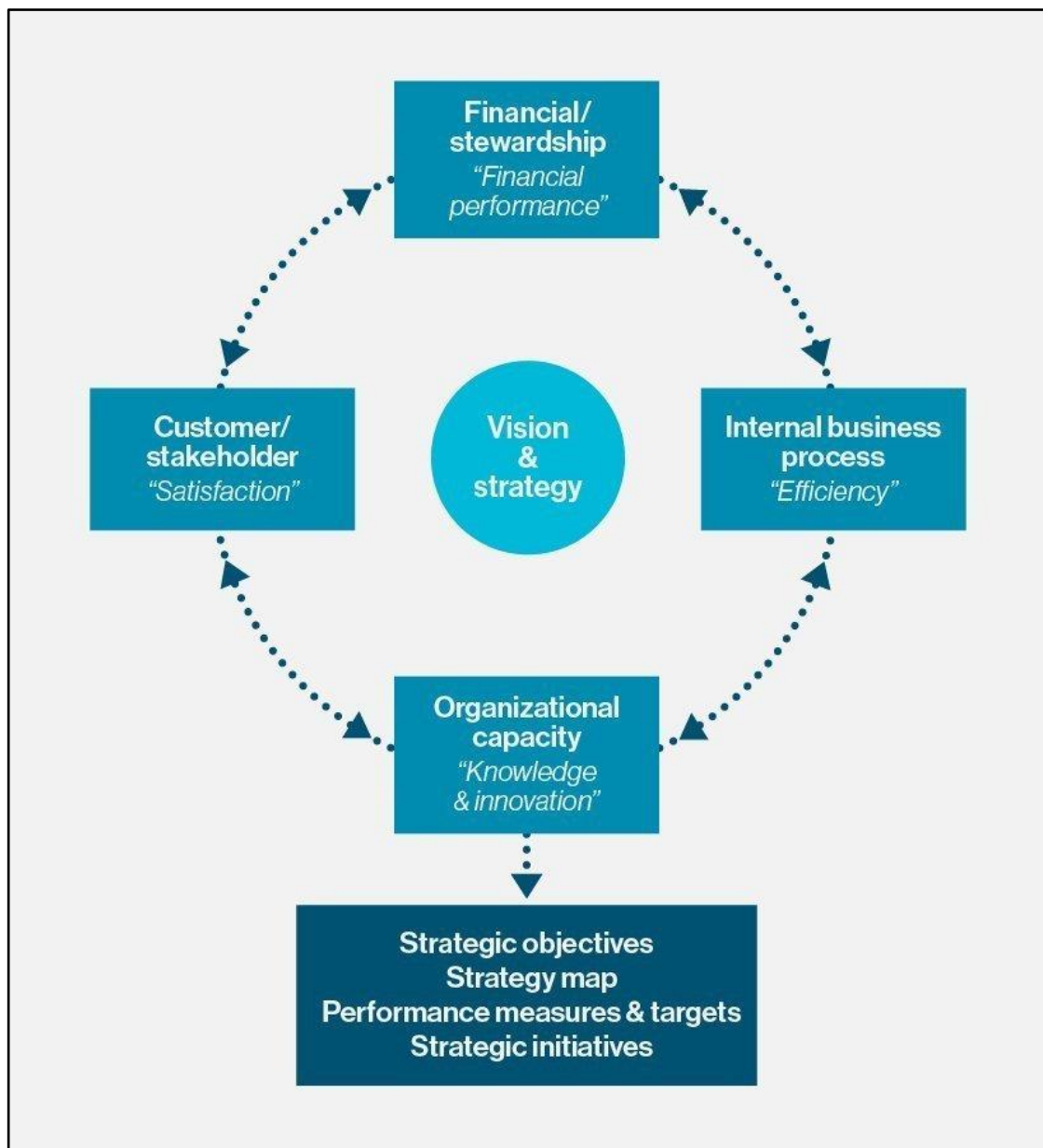


Figure 4: Balanced Scorecard

(Source: Tucci, 2021)

With the help of the survey and the scorecard, the company can identify the engagement of the employees in the company, purpose and culture. It also helps in determining the aspects of the inclusion and ethical criteria in the company. This in turn gives an insight into what factors drive positive engagement among the employees. These tools help in tracking the employee's skills and abilities gap in them and what measures must be undertaken to increase productivity are analyzed. It is also observed that the company employs certain tools that help in delivering respective policies in the company, key performance indicators, targets at the group level and others.

Effectiveness of the tools and techniques on the individual and the organization

According to Bracken and Rose (2011), "360-degree feedback" has been a promising tool and method for developing the behavior of the employees and bringing change to the organization. By providing appropriate circumstances, positive change in the behavior can be implemented. However, in the same article Siefert et al. (2003), stated that this technique is having negative effects on the individual and the organization and sometimes it indicates that "no measurable changes" can be identified (Bracken and Rose, 2011).

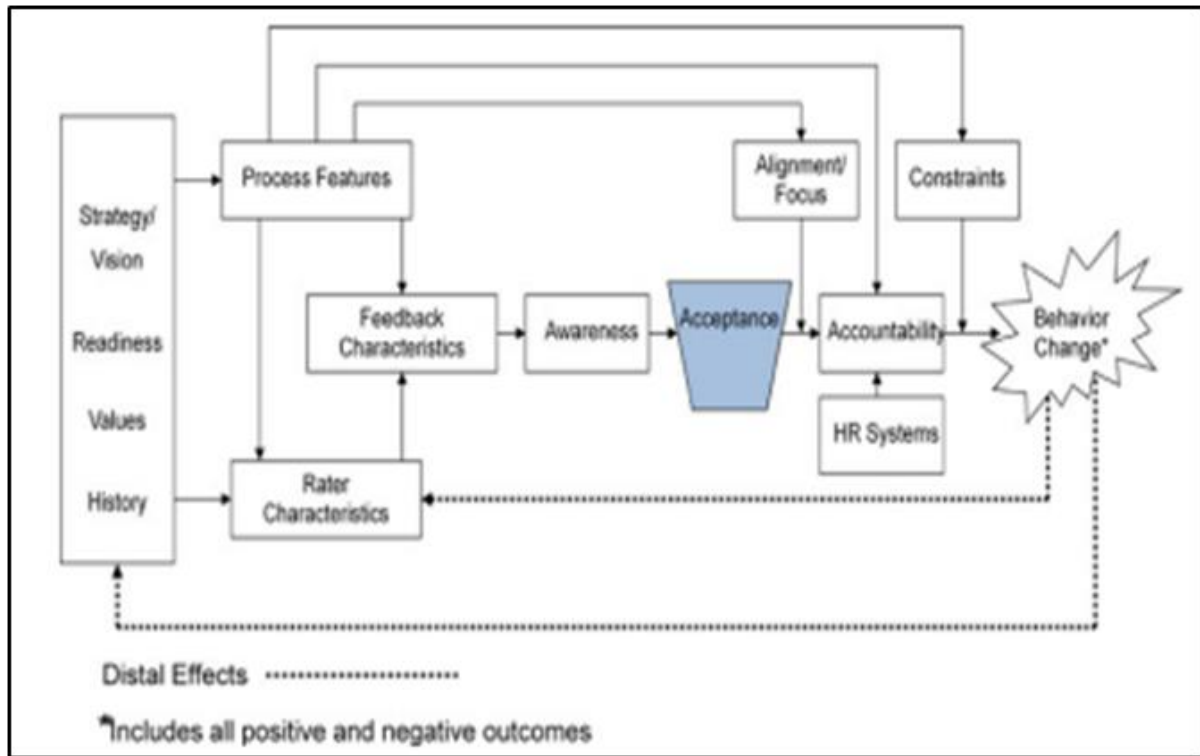


Figure 5: 360 Degree Feedback

(Source: Bracken and Rose, 2011)

The "360-degree feedback" method has been applied by many organizations for evaluating the performance of the employees and thus developing their skills and abilities. According to Kanaslan and Iyem (2016), this technique is one of the effective ways in rating the performance of the employees. This technique helps in forming contact with the other employer and employees and thus empowering them to provide feedback to each other. With the help of the feedback, reliable and accurate information is received regarding the performance level (Kanaslan and Iyem, 2016). With the help of this technique, the company is involved in improving the performances of the employees by responding to their responses that are received in the form of feedback. The company also engages in award and recognition programs that help in celebrating the success of the employees and their contribution is valuable to the company is recognized as well. The managers of the DS Smith Company employ certain tools that help in uplifting the health and safety and well-being of the employees. The company provides opportunities to the employees for developing themselves and getting access to new ways of learning that will enhance the growth of their careers of the employees.

Definition The number of lost time accidents (LTAs) per million hours worked.		2021/22 performance The effect of the Covid-19 pandemic has been felt throughout the organisation creating significant absenteeism challenges. Despite this, we have improved our health and safety performance, which is a significant achievement.		
Why this is a KPI We believe all employees contribute to a safe working environment and culture and our focus is on individual ownership.				
Health and safety key performance indicators		2021/20		
	2021/22	Reported	Pro forma ³	Variance vs. pro forma
Total LTAs ¹	96	102	101	-5%
AFR ²	1.91	2.06	2.04	-6%

1. LTA: number of accidents resulting in lost time of one shift or more.
2. AFR: number of LTAs per million hours worked.
3. Pro forma data adjusted for acquisitions and disposals.

Figure 6: Health and safety depicted by accident frequency rate

(Source: DS Smith, 2022)

Through the feedback, the core areas of the organizations for the employees are **“health and safety, sustainability, diversity, inclusion and customer focus”**. Through the feedback, it has been observed that the employees demand learning growth and developmental needs that will upscale their skills and knowledge (DS Smith, 2022). Thus, the company is willing to take a step next year by introducing new arenas for learning and development for the employees, controller and administrator development programs and award programs for recognition of talents.

As per the article of Quesado *et al.* (2018), when a "balanced scorecard" is applied correctly in the organization it serves various advantages. It helps the management in controlling the strategic situations and communicates the contribution of the employees, and benefits gained by investing in the competency developments and showing the financial highlights in the report that will present the complete information of the company (Quesado *et al.*, 2018).

Concerning the financial perspective of the company, the following image depicts the relevance of the "balanced scorecard" tool.



Figure 7: Financial Information

(Source: DS Smith, 2022)

From the customer perspective, the value proposition is being followed by the company, which is:



Figure 8: Customer Perspective

(Source: DS Smith, 2022)

From the internal process perspective, the company sets out a strategy that they will implement in their company now and in the future.



Figure 9: Internal Process- Core competencies

(Source: DS Smith, 2022)

From the learning and growth perspective, the company conducts surveys to know feedback and make improvement strategy thereby. The company is involved in celebrating the success and contribution of the employees through award recognition programs (DS Smith, 2022). The talent meetings conducted by the company help in identifying the diversified workplace which will help in fostering “career coaching” and determining the development needs of the diversified employees through the group meetings.

Professional Development Plan (PDP)

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Evaluation

Training and Development of the employees	The priority of training and development is high as it helps in empowering the workers to overcome their weaknesses and build confidence in them.	The activities that will be undertaken by the company for the development and training sessions of the employees are "time management, basic skill development and soft skills development". The activities can be conducted through the method of "blended learning". The company can conduct webinar sessions regarding "Continuous Professional Development" and their importance.	The activities can be conducted through an online forum by creating "live virtual classes". The company can provide on-the-site kiosks for the employees and certain customized learning applications, which can be operated on phones.	1st August 2022	15th September 2022.	According to Sudhakar and Basariya(2017), training and development are the tools that will help in enhancing the performance of the employees and will provide a competitive advantage to the company. With the help of this, DS Smith employees will feel connected to the operations of the company
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Leadership development	The priority of leadership development is high as it helps in adapting to the changing and dynamic environment helps in taking decisions quickly and successfully solves the uncertain events in the company.	The activities that will be undertaken by the company for the development of leadership aspects are creating leadership programmes, volunteering sessions, internships programs, teamwork and others.	The company for the overall performance of the company must initiate the programmes such as “Global Leadership Programmes”.	20th August 2022	25th October 2022.	When the employees are upgrading themselves with the skills of leadership in them, they will; be engaged more effectively and produce quality work for the organization (Rosser, 2021). DS Smith company with leadership development aspects will be able to target the goals and objectives of the organization set and perform efficiently to reflect overall success in the organization.
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Knowledge of technology	The priority of this objective is high as it helps in adapting to the changing environment after the emergence of the Covid 19 pandemic situation.	The activities that the company must undertake for developing the technical knowledge are, giving insights about the technology that is a trend in the organization, basic Microsoft office software requirements, cloud computing sessions and certain programming languages and others.	The company in an offline mode must conduct the sessions regarding technological knowledge for effective sessions and clearing the doubts as well. The company may provide certain links that will help the employees in learning technological knowledge and skills.	20th September 2022	20th November 2022	According to Ter Hoeven <i>et al.</i> (2016), there are certain contradictory effects regarding the technological advancements made in the organization . It states that a lot of dependency on technology is not good as there are many interruptions and unpredictable situations with respect to the technological development. However, DS Smith company
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Communication	The priority of this objective is high as through open conversations the company will be able to determine the issues and problems that are happening in the organization.	Certain activities the company must incorporate in developing the skills of communication. Activities such as active listening through some programmes will lead to the enhancement of the skills of communication.	The company can conduct a "memory test game" for developing communication skills. With the help of the "role-playing" scenario, the company will enhance the participation of all the members of the organization.	1st October 2022	25th October 2022	With the aspect of communication skills, the DS Smith company employees will be able to communicate actively and with confidence with the other diversified employees in the organization . As a result, the company's problems will be sorted through effective and meaningful communication.
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Diversity and Inclusivity	The priority of this aspect is high as the company is having diversified career paths where diverse talents will be included for enhancing productivity and better results.	For including the diversity and inclusivity aspects within the employees, the company needs to recruit employees from diversified backgrounds. Cross-cultural teamwork, cross-cultural meetings, visible leadership and active networks are some of the aspects that can be undertaken by the company.	The company must provide certain policies and practices, which will help in creating an inclusive workplace environment and diversified culture.	20 Novemb er	27th Decemb er	With the help of this objective, DS Smith company employees will be able to connect with people from diversified cultures and thus transforming the workplace environment , which enhances positivity.
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Conclusion

From the above discussion, it is evident that the “performance appraisal tools and techniques” must be applied by the organizations. By taking the case study of DS Smith Company, it is found that the “360-degree feedback and balanced scorecard” approach works well in identifying and developing the performance of the employees and the organization. With the help of the proposed professional development plan, the company will be able to meet the development needs and expectations of the employees with clear objectives. Thus, the plan states the training and development, leadership, technological knowledge, communication process and diversity and inclusivity.

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