

DEVELOPING RELATIONSHIP AND WORKPLACE ACHIEVEMENTS (BMSW 5102)

**“Development of a plan by meeting the identified personal
development needs and expectations of individual
employees in a chosen organisation”**

Lorraine Kristel Tabila Eleccion - 1917097

Nishi M Ramsurrun

Table of Contents

1. Introduction	2
2. Learning and management development program plan for new graduates.....	2
3. Performance management	3
3.1 Performance management cycle	4
3.1.1 Planning	4
3.1.2 Monitoring	5
3.1.3 Reviewing.....	5
3.1.4 Rewarding	5
4. Development vehicles.....	6
4.1 Management by objectives (MBO)	6
4.2 Individual pay-related performance (IPRP)	6
4.3 360 Degree Feedback	7
5. Professional development plan	7
6. Conclusion	9
7. Recommendation.....	9
8. Bibliography	10

1. Introduction

As part of being a human resources trainee in Mandarin Oriental, it is a require developing a plan where the hotel group can engage colleagues to participate into different programs adapting within their preferences and professional development plan, designated by human resources team.

The line manager of human resources from the hotel group, requested to make a project to engage the staff member, the project purpose for the colleagues, is learning and management development program plan, this program it will help to enhance everyone their personal growth.

The program management is, coordinating and organising strategic initiatives that improve organisational performance (Mallek, n.d).

This program it helps to analyse and identify development programmes that are appropriate for each staff by determine their needs and progress.

The author of this report will discuss the importance of the performance management and the performance management cycle and the steps it has the cycle.

Will critically evaluate the difference development vehicles it can be used and their benefits, and lately how to make a professional development plan by using SMART objectives to meet the identified development needs and expectations of an individual employee in the hotel group.

2. Learning and management development program plan for new graduates

The learning and management development program plan for the new graduates, it will help to gain experience within the company and the main objective is to transform managers to intermediate management levels into a successful leader (Choudhary, 2019).

The aim of the project is to provide and develop for the new graduates to work or colleagues working inside the hotel group and just graduated, to enhance the learning process and gain skills by developing their knowledge reflecting in every part that, it has been learnt in their academic year.

Learning and management development program in Mandarin Oriental entitle move up is to provide management abilities that the individual require to progress within the hotel group, this programme it will provide fundamental modules and tools (Limited, 2022).

For the student that had been just graduated it is offers, graduate opportunity program in where the hotel group cultivate the future of the new leaders, in where the graduates can spend 12-24 months of intensive learning and development in the operational department had been chosen, it can be room division, food and beverage, and spa (Limited, 2022).

3. Performance management

In this part of the report will analysed performance management that it can have many definitions, one of them it can define as integrated process that includes activities, training and development, performance appraisal and performance related pay, in where the managers and leaders interact to engage the employees by setting expectations, evaluating progress, and developing plans (Hutchinson, 2013).

Accordingly for Michael Armstrong (2020) developing the performance of the individual and teams is done through the systematic and ongoing process of performance management, which aims to improve organisational performance, that it consists in planning performance to achieve the goals, reviewing the progress and developing the knowledge, skills, and abilities. For Valamis (2022) performance management is a strategic method by improving employee performance in that also increase business effectiveness.

Performance is a term used to describe a series of actions taken to accomplish all the objectives of the company. It also refers to the contributions made by employees, such as the quality of their work and the measure to which they perform the responsibilities. The purpose of performance appraisal is to assess an employee's performance, improve the performance, maximise potential, and add value to the organization (Tziner & Rabenu, 2018)

Performance management helps to understand the employee strengths and weaknesses, by giving feedback, implementing actions, and rewarding (Valamis, 2022). By Hutchinson (2013) the key components of performance management are, that need to be strategic by fulfilling the objective, integrated at it should connect departmental team and individual goals to the company, shared to improve organisational performance and employee motivation, continues process like a performance appraisal, specific as the performance management need to be develop and put into practise within the framework of the organisation as it cannot be obtained by copying from another organisation, flexible as the performance management methodology needs to be adaptable so that organisations can adjust to the changes economic and competitive environment, and delivered by line

managers as they are the one observing and reviewing the performance, conducting appraisals and providing feedback.

Due to the accurate and effectiveness of performance management it has a significant impact on employee engagement, learning and development (Michael Armstrong, 2020).

Armstrong (2020) added the performance management is the result as outputs and behaviour of the employee, as the behaviour emanate from the performer and transform performance form abstraction to action.

It can argue that the performance is achieve if embraces both behaviour and outcomes. To addition (Armstrong, 2022), included that when a system is fully develop is the result of a formal procedure of the performance agreements, by defining objectives by using the SMART method, S by specific, m for measurable, a by achievable, r for relevant and t by time base. The smart method with the professional development plan will discuss in the section 5 of the report.

As it can reflect in the definition's performance management is essential within the organization to be able to maximise the value and aims to enhance the employee, and it follow a cycle in where the author of the report will discuss in the section 3.1.

3.1 Performance management cycle

In this part of the report will discuss the performance management cycle, that is a framework in which applies a structured approach to the employees and managers to accomplish the organisational goals by the employee training and development, that includes of four ongoing step process that implement by planning, monitoring, reviewing, and rewarding (Valamis, 2022).

3.1.1 Planning

For Valamis (2022), the first step of the cycle is planning, when the management team plan and decide objectives for the year, and this involves the overall strategy for the business, but also the personal objectives for the employee and teams, that includes development goals, specific task, targets, actions, and behaviours as individual development goals.

Planning for the year is an important part on employee development, this involves the overall strategy for the business, but also the personal objectives, an employee who understands why they are being set specific goals and task is more likely to succeed at them. In the section 5 of the report, the author will demonstrate a professional development plan applying the SMART method.

By planning, the management team will be able to identify areas of training and development and which area the employee can improve.

3.1.2 Monitoring

Managing performance throughout the year is part of an ideal performance management system, by regularly monitoring outcomes against plans, providing, or obtaining feedback and taking corrective action when necessary (Armstrong, 2022).

3.1.3 Reviewing

Management team and employee meet to see if the goals were met the expectation, this is another opportunity to build a collaboration with the employee, and it get more involved in other stages of the performance managements cycle (Valamis, 2022).

3.1.4 Rewarding

Rewarding is the final stage of the cycle, this phase influence employee motivation. Performance appraisal is an annual formal performance review, is a key component of a traditional performance management system. Formal performance evaluations have traditionally been conducted once a year to evaluate the extent to which goals have been met and the development has been carried out. They offer some method of evaluating or rating based on performance evaluation, and it could influence decision regarding performance reward.

A revised performance and development plan for the following year is decided upon after the evaluation (Armstrong, 2022).

Valamis (2022) added that when the employees see a high performer get reward it is demonstrated the value of the extra effort.

Rewarding management deal with the strategy, policies, practices to ensure the staff contribution, to make organizational achievements and is recognized and rewarded. The purpose of having rewarding, is to meet the organization's needs for personnel attraction, retention, and motivation. This method is built to boost productivity and accomplish organisational goals. Additionally, by fulfilling numerous internal and external criteria, is beneficial to the employees. (Armstrong, 2019).

By applying the cycle increase competitiveness, structural flexibility, and employee motivation.

4. Development vehicles

4.1 Management by objectives (MBO)

By (Hayes, et al., 2022), having a say in goal setting and actions plan encourages participation and commitment among employees, by aligning objectives in the organization, management by objectives aims to improve the performance of an organization by defining objectives.

The benefits of MBO are that improve employee motivation and commitment by providing good communication.

It has 5 steps, first determine the objectives, secondly translate the organizational objective to the staff, thirdly stimulate the employee by individual objective and encourage to achieve the objective, this gives employee motivation.

Fourthly it monitors the progress of the employee, and the last step is giving the evaluation and reward to the employee progress.

The advantage of MBO it gives to employee sense of importance and increase the output and loyalty to the company.

One of the disadvantages is that increase pressure on staff to accomplish the targets in allotted time.

4.2 Individual pay-related performance (IPRP)

Performance – related pay (PRP) is a method of controlling compensation that connects income progression of the performance appraisal (CIPD, 2022).

One of the benefits of PRP can lower cost and helps businesses to remain profitable and one of the inconveniences of is that it focusses of achieving the goal can become all about getting reward (N, N,d).

4.3 360 Degree Feedback

The 360 -degree feedback is a comprehensive method of employee evaluation, to provide an employee with constructive feedback in the progress toward anonymous views and opinions of co-workers and managers (Rudd, 2021).

This method, collect feedback from colleagues, managers, and customers to evaluate the individual performance (N, 2022).

The technique of receiving 360-degree feedback boosts productivity and collaboration between employees. Employees are able to be more flexible in the workplace, because colleagues, employers, supervisors, customers, and other sources provide a variety of feedback and constructive criticism.

5. Professional development plan

It is important to plan the professional path at it defines as a short- and long-term professional objectives.

The career development plan is not only goals, is also the abilities and credentials required to meet those goals by planning it. Career development plan serves as a road map to professional achievement and directs you toward your objectives (Team, 2021).

By developing a professional plan for the staff increase competitiveness, structural flexibility, and higher staff motivation, but it should outline using the SMART method.

SMART goals, it helps to focus the time, resources, and efforts in a more productive. It helps to clarify your thoughts and saves the time from wasting it on goals that are unclear or impossible to achieve (Cardless, N,d).

The professional development plan design for the colleagues just graduates or student just graduated and wants to gain experience within the company, it is showing in the picture.

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Criteria for Success
Room attendant in Housekeeping department	Very important	Learn the basic skills and standard of the room from the hotel group	Rooms	Present date	4 months	Supervisor will check
Housekeeping coordinator	Important	Able to assign and relocate room attendant	Rooms – computer-phone	After passed & know the standard of the rooms	4 months	Room manager will check
Receptionist – night receptionist	Important	Learn with payments and bills of the guest	Phone, computer, payments	After 8 months in the hotel group	4 months	From office – night deputy manager
Guest experience department	Important	Know guest-costumers' expectations and guest relationship	Phone, computers	After been completed Housekeeping department and front office	6 months	Back of the house manager
HR assistant – supervisor of department chosen	Important	Oversees employment performance	Phone, computers, meetings,	After passed successfully other department	6 months	Management team

As it can see the plan is to meet first the housekeeping department to be able to recognise and learn the standard of the rooms, once they get to know the hotel standard the next step will be as a housekeeping coordinator in here it should learn how to reallocate the staff accordantly with the rooms in the house, departure, or arrival for the next guests. Once it has been learnt housekeeping department, the next step it will be in front of house department in which it will learn about payments and allocated guest by the rooms, once it has been learnt about front office will be on guest experience department, and the last department is hr assistant or supervisor of the department chosen.

This program will help to understand, and gain knowledge and skills in the hospitality, given 3 different department, management will supervise the outputs and behaviour of the individual.

6. Conclusion

To be able to develop and organise the best and most appropriate programmes in any organisations, it is crucial to be able to identify the individual needs. These tools and initiatives, created by managers, will support in the workforce improvement of knowledge, skills to operate efficiently. In many organisations, training and development have always been crucial because the execution of the required programmes by the employees is what determines the company's effectiveness.

In conclusion of this report, is that performance management system can be implemented and supported by affective strategy that has been set by a SMART goal and is beneficial for the organization and employee for their development. And by giving reward to the employee can provide motivation.

7. Recommendation

In the section four of the report, it has been explained different performance appraisal, I can recommend 540 Degree feedback is similar to 360 degrees but by giving feedback from customers or stakeholders.

8. Bibliography

Armstrong, M., 2019. Part One Fundamentals of Reward Management . In: M. Armstrong, ed. *Armstrong's Handbook of Reward Management Practice* . London: Kogan Page, pp. 20-53.

Armstrong, M., 2022. Part One Performance management fundamentals. In: M. Armstrong, ed. *Armstrong's Handbook of Performance Management an evidence- based guide to performance leadership*. London: Kogan Page, pp. 13- 77.

Armstrong, M., 2022. Performance management sytem . In: M. Armstrong, ed. *Armstrong's Handbook of Performance Management an Evidence-based guide to performance leadership*. London: Kogan Page, pp. 46-51.

Cardless, G., N.d. *Gocardless*. [Online]

Available at: <https://gocardless.com/guides/posts/how-to-set-smart-objectives/>

[Accessed 09 01 2023].

Choudhary, A., 2019. *London School of Business & Finance*. [Online]

Available at: <https://www.lsbfi.org.uk/blog/news/education-careers/how-to-design-a-management-development-programme>

[Accessed 27 08 2022].

CIPD, 2022. *CIPD*. [Online]

Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/pay/performance-factsheet#gref>

[Accessed 07 09 2022].

Hayes, A., Drury, A. & Pete, R., 2022. *Investopedia*. [Online]

Available at: <https://www.investopedia.com/terms/m/management-by-objectives.asp>

[Accessed 05 09 2022].

Hutchinson, S., 2013. Chapter 2 Strategic Performace Management. In: S. Hutchinson, ed. *Performance Management*. London: Chartered Institute of Personnel and Development , pp. 52 - 55.

Hutchinson, S., 2013. Chapter 1 Setting the scene: HRM and Performance. In: S. Hutchinson, ed. *Performance Management theory and practice*. London: Chartered Institute of Personnel and Development, pp. 17- 20.

Limited, M. O. H. G., 2022. *Mandarin Oriental*. [Online]
Available at: <https://www.mandarinoriental.com/en/careers/what-we-offer>
[Accessed 29 08 2022].

Limited, M. O. H. G., 2022. *Mandarin Oriental Graduate opportunities*. [Online]
Available at: <https://www.mandarinoriental.com/en/careers/graduate-opportunities>
[Accessed 29 08 2022].

Mallek, L., n.d. *atlassian*. [Online]
Available at: [mapped to business objectives that improve organizational performance](#)
[Accessed 25 08 2022].

Michael Armstrong, S. T., 2020. Part IX Performance management. In: S. T. Michael Armstrong, ed. *Armstrong's handbook of human resources management practise*. London: Kogan Page, pp. 667-722.

N, d., 2022. *Synergita*. [Online]
Available at: <https://www.synergita.com/blog/360-degree-performance-appraisal-method-advantages-and-disadvantages/>
[Accessed 09 01 2023].

N, d., N,d. *Cloverhr*. [Online]
Available at: <https://www.cloverhr.co.uk/performance-related-pay-guide/>
[Accessed 08 09 2022].

Rudd, A., 2021. *nbccomedyplayground*. [Online]
Available at: <https://www.nbccomedyplayground.com/what-is-the-difference-between-360-degree-feedback-and-540-degree-feedback/>
[Accessed 08 09 2022].

Team, I. E., 2021. *Indeed*. [Online]
Available at: <https://uk.indeed.com/career-advice/career-development/professional-development-plan>
[Accessed 10 01 2022].

Tziner, A. & Rabenu, E., 2018. Part 1 Performance Appraisal: A Primer. In: E. R. Aharon Tziner, ed. *Improving Performance Appraisal at Work*. Glos, UK: Elgar Online, pp. 1- 13.

Valamis, 2022. *Valamis*. [Online]

Available at: <https://www.valamis.com/hub/performance-management>

[Accessed 28 08 2022].