

Developing Relationships and Workplace Achievements

BMSW 5102

Individual Report on -

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

NHS

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Report

Introduction

The NHS stands for the National Health Service, which provides healthcare to all UK citizens based on their need for medical care, not their ability to pay. The NHS was established in 1948 as one of the most important social reforms following the Second World War and is funded by taxes. (Henderson, 2019)

In order to ensure that the training and knowledge of all employees are continuous and up-to-date, I would like to introduce and introduce a new online software application that makes HR management work easier. With the new software of e-learning, simpler projects, presentations, quizzes, and more complex teaching materials, even simulating virtual reality, can be prepared.

In this report, I present the theories of human resource management, as well as the tasks and activities of management.

I present and value the development tools and techniques available to your organization and their effectiveness, which are appropriate in identifying and satisfying the development needs of individual employees, for the sake of individual and organizational success. In addition, I recommend a professional development plan (PDP) for the NHS to meet the identified development needs and expectations of individual employees.

Body

NHS E-learning development software for the preparation of high-quality e-learning course materials.

Adobe Captivate

It is part of the Adobe product family, which also means a reliable background. It can be used to create simpler projects, presentations, quizzes, and more complex learning materials that even simulate virtual reality. (Reader, 2023)

The first steps and learning how to use the system may take a little more time, the user interface is not as clear and easy to use as in the case of the above software, but with a little patience it can be learned.

Adobe Captivate also has a separate software simulation module, so it can be especially useful for those who want to turn teaching how to use a software into e-learning. This is also helped by the fact that we can produce very good video content: we can use it to record a camera recording and a screenshot at the same time.

It is a difficulty that we can drag PowerPoint slides into Adobe Captivate, but we cannot edit them there, only in PP. The advantage, however, is that it is compatible with Photoshop, which is not typical of Articulate products, for example.

HR Management

Human resource management is a set of programs, functions, and activities aimed at maximizing the goals of the organization and the individuals working in the organization, and the efficient use of human resources. (NeoEase, 2012)

According to Mayo (G., 2018), roles and norms develop in the organization, which may differ from official regulations. Individuals cannot be motivated only by money.

The performance of workers is related to their satisfaction. Communication is important

The manager needs technical and social skills.

According to McGregor's (Armstrong, 2011):

Theory X

The average person has an innate aversion to work and avoids it if possible. Management must counter this with coercive means.

Most people need to be directed and controlled to work properly. Leniency and good intentions do not lead to results, only coercion and strict control do.

Most people are only willing to work for the money or the fear of being fired.

The average person does not like to take responsibility, he likes to be controlled. He has little ambition, above all he wants security.

The worker is mostly only resourceful in hanging.

Theory Y

For the average person, the mental and physical effort associated with work is natural and desirable.

In the case of identification with goals, a person is able to direct and control himself. Internal commitment is stronger than external compulsion.

Under the right conditions, one assumes, and even seeks, responsibility.

Creativity is an innate characteristic of most people.

Employers use the abilities of the average person only to a small extent.

Human resource management functions:

- Human resources strategy
- Human resource planning
- Job planning
- Job evaluation
- Incentive management
- Labour supply, - recruitment, - selection
- Performance evaluation
- Human resource development
- Labour relations

It facilitates the efficient performance of the above functions

- The personnel information system.

The job of NHS HR Manager

It is responsible for recruitment, selection, assessment, staff development and training, understanding, and implementation of labour legislation, and ensuring welfare. (NHS, 2023)

Performance management

Performance management (Knight, 2011) is the process by which the employees of the organization understand and agree on what the individual actors must do in order to achieve the company's strategic goals. (Marr, 2004)

Its essence is that the company's results and related expectations must be connected with the inputs necessary to achieve the company's performance, with the actions of individual employees and by developing the tools, knowledge, and skills that support them.

Performance Management Cycle

The starting point of the performance management cycle is the creation of the performance measurement system. There are four basic processes behind the development of such a system. The first is related to the design of the indicators: we must understand that we must measure, and we must also determine the method of measurement. The second process prepares the implementation of the performance measurement system: we plan access to the necessary data, build the performance measurement system, design the operations to be performed with the data and the distribution of the data, and finally, as the main step, we must master people's reservations about performance measurement. The third process is company management using performance indicators: that is, we actually use the indicators during operation. Using the results of the data from the measurement, we try to understand what is going on in the organization, and use the insights gained in this way to improve business performance. Finally, there is the management of the performance measurement system itself: we must constantly update and refine it, and we must also ensure that the performance indicators are relevant to the company at all times. (Neely, et al., 2004)



Figure 1 Performance

management Cycle

The first point is the set goal, which is the introduction of the new e-learning software in order to facilitate effective training. Using SMART metrics.

Monitoring: tracking progress. We plan the access to the necessary data, we build the performance measurement system, we plan the operations to be performed with the data and the distribution of the data, and finally, as the main step, we must control people's reservations about performance measurement.

Review: process evaluation. By using the data from the measurement, we try to understand what is going on in the organization and use the insights gained in this way to improve business performance.

Rewarding: we must constantly update, refine, and also ensure that the performance indicators are relevant to the company at all times.

Critically evaluate

A self-evaluation process can also be included for comparison purposes, i.e. what the evaluator thinks about the given criterion and what the evaluators think. Feedback can be initiated by teammates and group leaders alike. In this form of evaluation, many evaluation actors can participate, so the evaluation of competencies can be an upward 90-degree self-evaluation feedback, where the subordinate gives the rating to his managers, or a 180-degree paired evaluation, which consists of the self-evaluation and the manager's evaluation, or just a 270-degree evaluation. The 270-degree rating breaks with the traditional top with a downward evaluation form, as it involves colleagues and subordinates, i.e. employees at the same or lower hierarchical level, in the evaluation of competencies. Next one:

360 degree feedback

During the 360-degree feedback, the persons related to the employee rate the employee's performance. In this case, not only the manager, but also colleagues, subordinates, and customers comment on the individual's activities at the same time.

The 360-degree feedback is more efficient and objective than if only one person were to perform the evaluation, since we can get to know the employee's work from several aspects.

As a disadvantage, we can mention that this method is expensive and time-consuming. Usually anonymously happens, so the evaluators can give an honest "judgment". (Marr, 2004)

540 degree feedback



Figure 2 540 Degree feedback

If the range of feedback is extended to include other interested parties, such as external customers or suppliers, it is called 540-degree feedback. (Majid, 2016)

An example of 540 degree feedback in the case of the NHS..

When we use the new e-learning software, the 360-degree performance evaluation module is included, which allows managers and HR people to learn more about the competencies of their employees. The platform collects anonymous input from co-workers, subordinates, and superiors, which helps to form a reliable picture of each employee's potential and growth areas. High-performing employees should be rewarded, feedback can be requested from the customer in the form of a questionnaire or a simple rating system.

Management by objectives (MBO)

Management by objectives (MBO) focuses on expected future performance. The assessee also actively participates in the development of the goals. In smaller organizations, the informal evaluation technique is also sufficient, since the possibility of dialogue between the manager and the subordinate is given even on a daily basis and the control is closer, so it is not necessary to put the evaluation into a formal framework.

On the other hand, in a larger organization, where the hierarchy level is diverse, it is advisable to use a formal procedure. With this method, the risk of subjective assessment can be reduced, the assessment can be documented more precisely and the development of performance can be monitored in the long term. With this, we give the management the opportunity to summarize the training needs and it also plays an important role in personnel planning. In performance evaluation carried out within a formal framework, one can separate the method that evaluates individuals and the method that evaluates several people at the same time.

Management by Objectives: Goal-oriented management: the demands of this technique appeared in the 1970s, according to which it should be directed towards future performance expectations instead of past performance. During this technique, the evaluator and the evaluated together determine the future performance goals, which he must achieve in the coming period. (Majid, 2016)

It is important that the goals set are "SMART" goals:

- Specific – clearly defined goals
- Measurable – quantity, quality, time, money
- Attainable – available, full of challenges, for your assessed skills aligned
- Relevant – in terms of the organization's objectives, so it is the individual is aligned with company goals, realistic and feasible
- Time-bound – bound to time frames or deadlines, which can be adhered to

MBO alone cannot be said to be effective, but in combination with behaviour or competence-type performance dimensions, it is present in the vast majority of organizations. Thinking about the 360 and 540-degree feedback techniques mentioned above. (Ida, 2008)

The Professional development plan (PDP)

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Evaluation
Word, Excel software training	Very important	Online training	Computer	25-04-2023	6 months	In progress
Human analysis qualification	Very important	Online training	Computer, tablet	25-04-2023	3 months	In progress
Improve the conflict resolution skills	Important	Meeting	Auditorium	25-04-2023	20 day	In progress
Clinical and non-clinical activity	Important	Online training	Computer, tablet	25-04-2023	1 months	In progress
Cardiopulmonary resuscitation (CPR) training in practice	Very important	Training in practice	School room	25-04-2023	4 months	In progress

Conclusion

In this report, I have presented the theories of human resource management, as well as the tasks and activities of management.

I presented and evaluated the development tools and techniques available to organizations and their effectiveness, which are suitable for identifying and satisfying the development needs of individual employees, for individual and organizational success. I also proposed a professional development plan (PDP) for the NHS to meet the identified development needs and expectations of individual staff.

Recommendation

The NHS stands for the National Health Service, which provides healthcare to all UK citizens based on their need for medical care, not their ability to pay.

In order to ensure that the training and knowledge of all employees are continuous and up-to-date, I presented a new online software application that facilitates the work of HR management. You can create simpler projects and presentations with the new e-learning software.

The new e-learning software also includes the 360-degree performance evaluation module, which allows managers and HR people to learn more about the competencies of their employees. The platform collects anonymous input from co-workers, subordinates, and superiors, which helps create a reliable picture of each employee's potential and growth areas. Employees who perform well should be rewarded, feedback can be requested from the customer in the form of a questionnaire or a simple rating system.

I think that the use of the software is quite important in the faster and simpler learning process. NHS workers take part in continuous training, which requires quite a lot of time. We save time with the software.

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