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# DEVELOPING RELATIONSHIPS AND WORKPLACE ACHIEVEMENTSBMSW 5102

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



MAY 7, 2021

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## Introduction

This report focuses on developing a plan to meet the personal needs and expectations of an individual within an organization. To begin, I think it is appropriate first to ascertain the role of human resources and through which development vehicles they are preparing to meet the needs of a worker at a company, but it is also to be understood as the set of skills and professionalism brought by staff members to the production process. This is one of the main factors that determine the corporate capital to be treated, monitored, and invested in to improve the entire ecosystem of the company. It is always the Human Resources Department that is responsible for providing the development and training of personnel, establishing the right department for employees and has the necessary skills to manage complaints, labour disputes and disciplinary procedures with the aim of bringing the company into a phase of total development without undergoing any problems caused by the cases just mentioned. (HEATHFIELD, 2020)

Considering the company for which I have been working for four years, Vinoteca Ltd, with the proposal to give an overview of the techniques and tools used by the human resources department, and with my personal criticism in developing a career plan within the company for new and current workers, all using techniques, models and theories studied during the first term of the second year of university at UWTSD.

## Company Background

Vinoteca Ltd, created by Elena Ares, Brett Woonton and Charlie Young, combines distinctive, high quality wines alongside well sourced, fresh, seasonal food. It was born in 2005 from the idea of combining the dreams and skills of two professionals in the sector like Charles and Brett, after the first opening and a huge success and the expansion began by opening another four sites in the city centre, and then expanding on the English territory with an upcoming opening in Birmingham. Like all companies, Vinoteca Ltd faces the business world with a rather small number of employees, and then over the years develops a real strategic plan to create a brand, characterized by a wide choice of wines from all over the world and continuously supporting local producers, choosing the best products to be included in the menu and guaranteeing the customer a real sensory experience. It should be said that in this phase of growth, the constant work of the human resources department, which over the years has implemented various strategies for the development of the well-being of the worker, and above all has created a real internal process of career, with the use of an HR management software called Selima. This software uses a cloud system to simplify management and workforce processes. (theaccessgroup, 2020) This portal has specific functions and greatly helps HRM keep staff engaged, creates feedback campaign for workers, manages profile, organises holidays, manages payroll and

more. In addition to the use of Selima, the Vinoteca HRM makes use of collaborators who develop weekly or monthly different types of training to ensure that employees are updated on the products and services that the company offers.

## Purpose of Career Planning

Creating a career plan is a great way to define your goals and how to achieve them. Of course, nothing is certain, but it helps to understand where you are now, where you want to go and what actions you will need to take to achieve your goals. For a well-organized career development proposal at Vinoteca Ltd, certain steps must be followed:

1. Identification of possibilities.

Are used to define professional interests in relation to people, jobs, and environments. Once this analysis has been processed, it is important to narrow the search field, talking to companies and perhaps consulting with professionals in the sector.

2. Prioritize interests.

Once several options have been generated, priority must be given to those that most arouse interest, pleasure, to those that are considered most important, or because they derive family advantages, or because the pay is high, etc.

3. Consideration of other aspects

In this phase it is necessary to consider not only the salary or the position that will be covered, but it is necessary to consider aspects such as: how will this new job affect the personal life? Will it have a positive or negative influence on friends or family? Etc.

4. Time to choose.

Following the previous steps, it was found that it was necessary to identify more options and then reduce those options in priority, based on those that most create a situation of final comfort, and it is precisely here that the final work is chosen, always trying to remain some other option at your fingertips in case of changes of ideas.

5. Stabilise SMART goals.

The S.M.A.R.T. method was conceived by Peter Drucker and presented in his book "The Practice of Management" of 1954. The main application of this method is the management of human resources in companies and has the aim of increasing the productivity of workers by improving their efficiency

and creating a peaceful and satisfying work environment. (Lipman, 2016) However, the method is applicable and usable also in the decisions we make daily in our personal life.

- Is the goal Specific?

A goal must be specified and tangible, and must be real in term of achievement, also specify what, why and how to achieve it.

- Is the goal Measurable?

It is important in this phase be realistic, if the goal is far and impossible to achieve it, the better option is to choose another easier.

- Is this an Achievable goal?

Check the employees' skills and attitude, compare it with the goal and analyse it if is achievable or not.

- It is Relevant?

Carefully analyse the goal, time is cost for the company, so be sure that the goal it matters for the employees and for the company itself.

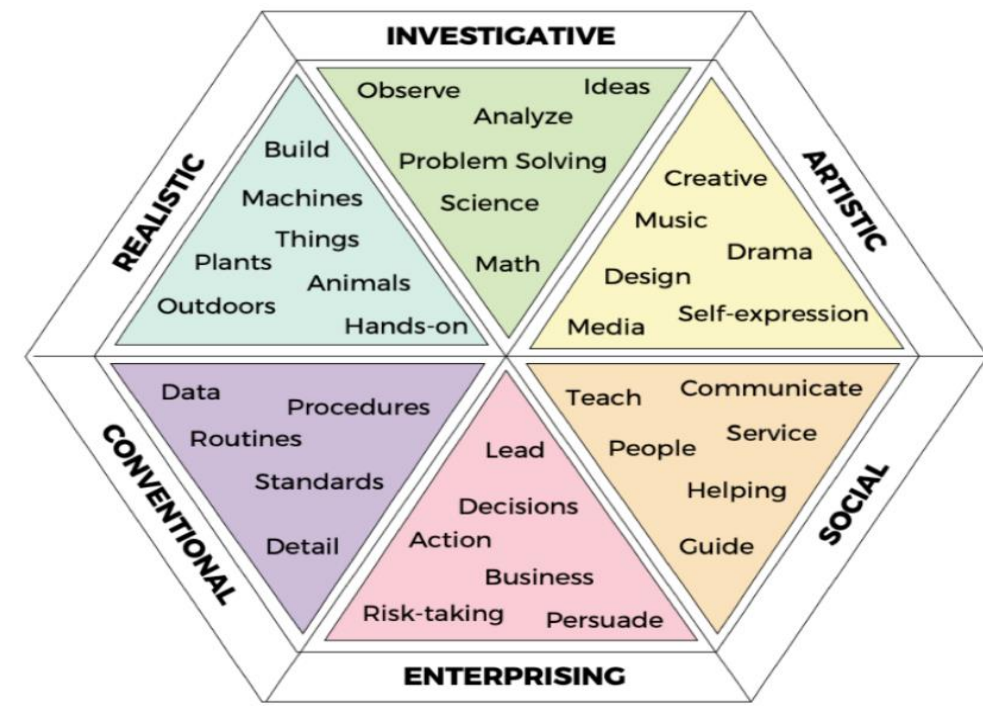
- Can it be Timed?

Set a deadline for each goal, trying to follow all the steps and avoiding lateness and changes of programs.

## Individual Employees

Career often means a linear path, made up of the acquisition of roles of increasing responsibility. However, the career can also be defined as a non-linear path, the set of choices that each of us has made over time and lead him to be in a certain position. (DOYLE, 2020) These choices are not random, but derive from the set of our abilities, values, and representations we have of work and private life, of our motivations. In this sense, the career therefore acquires a more flexible form, not necessarily linear and in a single sense, that is, upwards. In a world of work that requires more and more flexibility, in which the organizations themselves do not offer continuity and stability over time, work careers have acquired various, non-linear paths and people themselves, as well as organisations, find themselves having to cope with this flexibility with tools that are necessarily different and cantered more on the person. Despite the use of HRM programs such as Selima, a system considered effective and fast, Vinoteca Ltd takes care of internal strategies and development of career plans for its staff, also applying different types of models, and in this section, we will see Holland's model of occupational

personality types compared with the Schein's typology of career anchors. The typologies that Holland has portrayed, in fact, provide an integration of a series of relevant variables in the determination of professional choices: interests, skills, values, needs, and personalities. (McIlveen, 2015) Here the Holland's theory illustrated:



On the other side we compare Holland' theory with the "anchor points" proposed by Edgar Schein, can in fact be used to understand what guides our career choices, set a career plan, and make future choices with greater awareness. The 5 main "Career Anchors" proposed by Schein are:

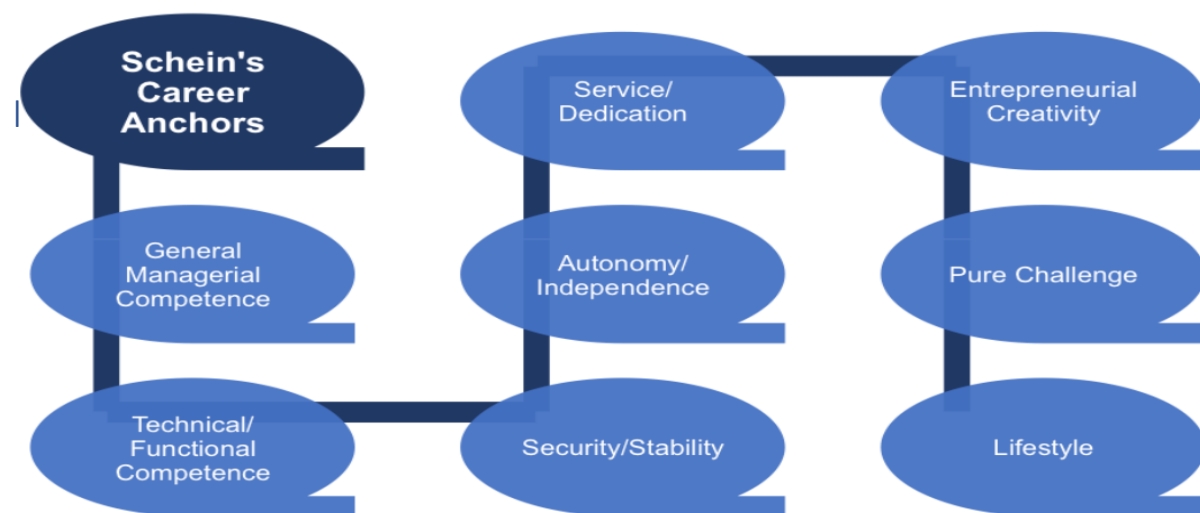
**Technical-functional**-Typical of people who like to undertake a challenging task and dedicate themselves to it until its complete conclusion.

**Managerial**-Still typical of those professionals who are not interested in being relegated to a specific job function. People belonging to this category prefer to manage resources by taking full responsibility for leading the business process of creating value.

**Security and Stability**-Some people especially value job security by preferring stability to any progression. Rather than striving to meet new challenges and reach new heights, these individuals find satisfaction in maintaining the status quo.

**Autonomy and Independence**-This type of employee prefers to work in full autonomy rather than being constantly addressed. While it probably is not suitable for many group activities, a self-employed person can prove to be a great asset when working in the right environment.

**Entrepreneurial Creativity**-The worst kind of employee, at least for the traditional business environment. This is the typical anchor of people who intend to define their own path, realise their ideas, and achieve their successes. Representative category of those very intelligent people who are unable to submit to the hierarchy and operate in a structured organizational context. (Morrison, 2016)



## Individual Career Plan

A personal plan is an action that covers not only the job career but also all parts of life, not just professional objectives. It can be including education, personal development relationships etc. (Team, 2020) After a long experience in the restaurant business, I have gained infinite knowledge and skills in the field, but any type of practice without a theory that supports it does not produce the same results, and for this reason, three years ago I started designing my plan career individual. With the exciting collaboration of the HR manager of Vinoteca Ltd, we have planned an internship in the human resources department that will begin in September 2021, with the aim of starting to lay the foundations for my future as a professional. The degree course I am following is opening me up to a world that has always fascinated me, human resources. Despite the experience gained, I have set myself a year to improve on weaknesses, and one of the most significant concerns time management, I have always been obsessed with the organization and planning of my time, as I would like to undertake several initiatives at the same time, and this does nothing but confuse my mind, and therefore for a year now I have started giving myself set times every time I start a new activity hoping to complete it within the required time. This internship in the HR department matters a lot to me, as

my entire individual career plan focuses on achieving my dream job, which is the HR manager. The achievement of this position is not linked only to a work purpose, but rather it unites my personal interests, it will improve my lifestyle, I will have more time available to continue to deepen through further studies, the whole field of human resources, and finally I will combine all my skills that I have gained over time with a job that I have always dreamed of doing.

## Scheduled Annual review

The annual performance review often takes time, and this can cause Vinoteca Ltd a heavy economic investment, but on the other hand it is known that any type of training and development has a cost based on the time invested. An employee performance review can be a human resource contributing factor to be considered when promoting, raising, or firing an employee, it is not an effective tool if an employee does not receive a clear job description or does not understand their job responsibilities. The goal of an annual performance review is to encourage employees to do their jobs to the best of their ability. In agreement with the HRM of Vinoteca Ltd I have developed an annual evaluation plan which consists of:

1. **Job Description Review**- A job description and a great place to start when writing performance reviews. If employee responsibilities are still in line with the original job description provided, it may be helpful to take notes on where employees meet and exceed expectations.
2. **Past Performance Reviews** - This not only provides a template for writing employee ratings, but also specifically shows what changes an employee has made since their last rating. After conducting a performance review, provide employees with a copy and expectations of what they can improve before the next performance review.
3. **Self-Assessment** - When writing performance reviews, it is easy to forget to include the person who is most familiar with an employee's job - the employee himself. For this reason, self-assessment is an indispensable part of the employee evaluation process.
4. **Strengths and Weaknesses** - Each employee has specific strengths and weaknesses that affect their job performance and skills. A useful way to analyse strengths and weaknesses and through the SWOT framework. (Uzialko, 2021)

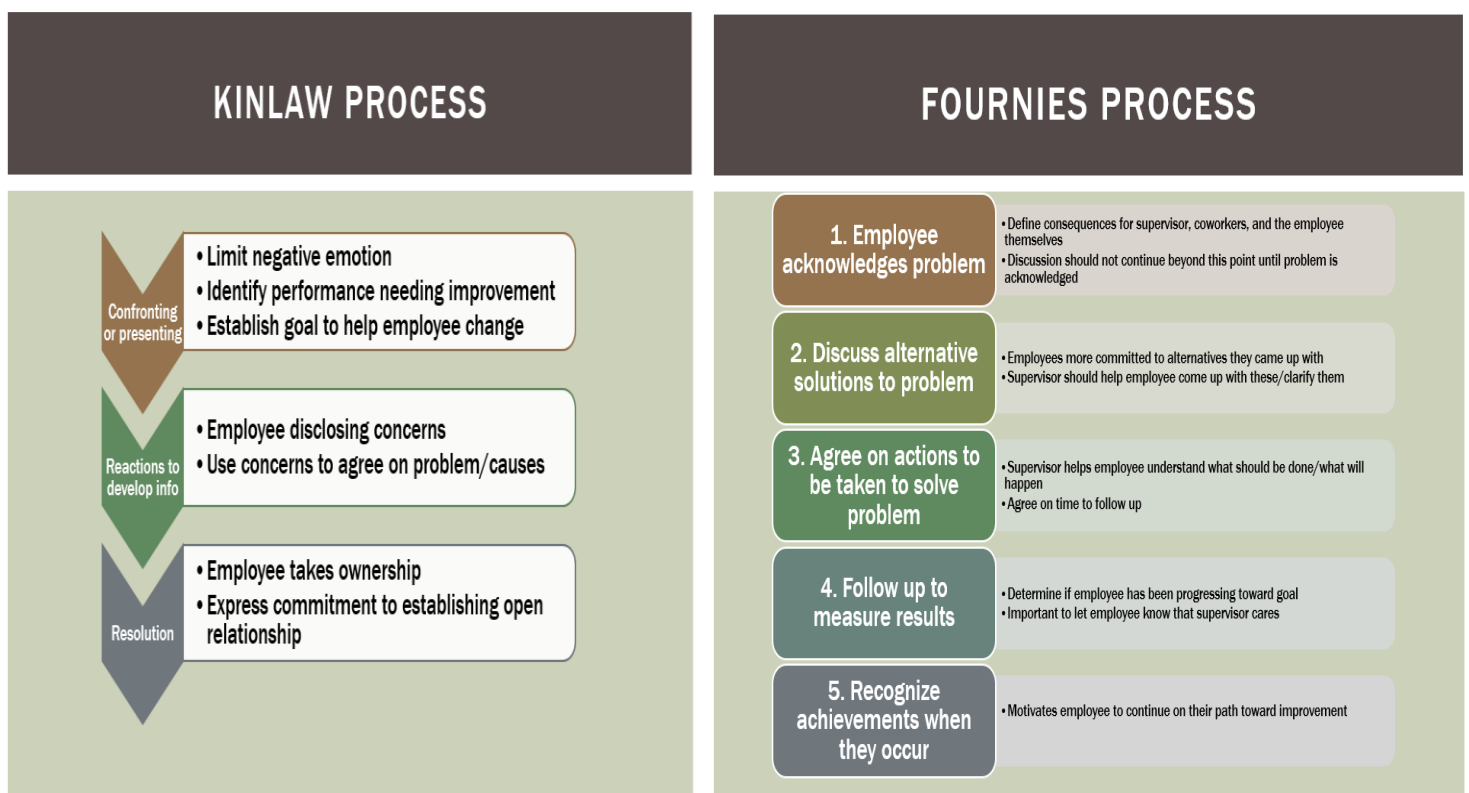
## Performance Assessment Plan

A performance plan is a formal document to help employees achieve expectations they may have difficulty meeting. Such a plan will offer honest performance appraisal, providing employees with information on areas where they are failing. It will also include clear consequences for employees not meeting expectations. (Garvey, 2019) These could range from disciplinary action to the termination of the employment relationship. Employees who have been presented with a performance plan must

deal with their shortcomings to become the workers the company needs. In collaboration with the HRM of Vinoteca Ltd, a performance plan was created following the fundamental steps such as: defining measurable objectives, and here sees the Smart framework I used in chapter 5; Listen to the employee with individual meeting; Analyse his problem, understand what is compromising his performance; Emphasize the employee's strengths and encourage him to do more; Provide guidance, and this can be done through a Coaching or Mentoring analysis.

One of the most common complications is poor employee performance and it is here that coaching analysis, which is nothing more a method of developing a person, a group, or an organization, takes place within of a facilitating relationship, based on the identification and use of the potential for the achievement of self-determined objectives of change / improvement through an action plan. (Angelina Rosha, 2016)

The response to poor performance can be analysed by comparing the two different approaches of Kinlaw and Fournier:



both approaches are vital for responding to poor performance, although different both require good communication and interpersonal skills on the part of the employee.

## Conclusion

In short, we have seen that personnel management includes many functions and as many legal-administrative activities. Such as contracts, pay slips, social insurance, leave, sick leave, holidays, absences, and the like. This means a lot of "paperwork" to fill out. In fact, all of this can be avoided by installing a specific software and in this case "Selima is the protagonist" for human resources that simplifies the basic functions of personnel management: personnel selection system, document management, vacation and absence management, entrance control app and exit, geolocation system and much more, but considering that in the past the technology was not so developed, it was fundamental to apply theories and methods that since ancient times have provided for a correct functioning in the human resources department.

At this point, with the writing of this report I believe I have implemented what for me are fundamental skills to be part of a human resources department, communication is the basis of everything, and thanks to these reports and therefore to the continuous research and studies, I can confirm that the interest and passion for this field continue to arouse in me the curiosity to know and discover more and more with the hope one day of becoming a professional human resources manager.

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