



INDIVIDUAL REPORT ON - “DEVELOPMENT OF A PLAN BY MEETING
THE IDENTIFIED PERSONAL DEVELOPMENT NEEDS AND
EXPECTATIONS OF INDIVIDUAL EMPLOYEES IN A CHOSEN
ORGANISATION

Developing Relationships and Workplace Achievements

[BMSW5102]

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Task 2

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Executive Summary:

This report evaluates Sainsbury's professional development opportunities and recommends a strategy to address the unique requirements and goals of each employee. It combines academic models and ideas to generate a realistic and realizable strategy that is adapted to the individual people development needs. The report examines Sainsbury's present development mechanisms, such as performance reviews, and demonstrates their inadequacy in satisfying workers' developmental requirements. The report proposes a PDP for Sainsbury's with five measurable, relevant, achievable, and time-bound goals in response to these findings. The PDP is intended to accommodate the specific development requirements and goals of each employee. The report also contains procedures for executing the strategy and assessing its efficacy.

Introduction:

This report's objective is to evaluate Sainsbury's development alternatives and create a professional development plan (PDP) to match the workers' indicated requirements and expectations for professional growth. The report utilizes academic models, methodologies, and theories to build a meaningful, realistic, and acceptable strategy for meeting the employee's defined development goals and expectations.

Company Overview: Sainsbury's

Sainsbury's was established by John James Sainsbury in 1869, making it one of the biggest and oldest supermarket chains in the United Kingdom. Sainsbury's has a rich history stretching back to its founding. Sainsbury's runs more than 1,400 supermarkets and convenience outlets



in the United Kingdom, serving more than 28 million customers every week. The organization's objective is to be the most reliable store, where both working and shopping are

enjoyable. Sainsbury's is very committed to sustainability, with a 2040 objective of carbon neutrality. As part of its ongoing efforts to reduce plastic waste, the corporation has pledged to eliminate one billion pieces of single-use plastic from its operations by the end of 2020.

Sainsbury's offers financial services such as mortgages and insurance in addition to a vast selection of food, home items, and apparel. Also, the firm provides its consumers with the renowned loyalty program Nectar, which rewards them for their purchases. In addition to its retail activities, Sainsbury's runs a variety of other enterprises. These firms include Sainsbury's Energy, which delivers gas and electricity to UK customers, and Sainsbury's Bank, which offers financial services such as credit cards and loans.(Sainsbury's, 2023)

Section 1: Evaluation of Development Vehicles

Development vehicles are tools and techniques used by organizations to identify and satisfy the development needs of individual employees. In Sainsbury's, various development vehicles are used, including performance appraisal tools and techniques, training and development, career development. The following are some of the development vehicles used in Sainsbury's:

Performance Appraisal

A performance appraisal is a process that uses predetermined criteria to evaluate an employee's work performance. The performance assessment strategies used by Sainsbury's include management by objectives (MBOs), behaviorally anchored rating scale (BARS), 360-degree feedback, and graphic rating scale.

360-degree feedback:

The 360-degree feedback performance assessment method analyzes an employee's strengths and shortcomings by collecting input from a variety of sources, including as supervisors, colleagues, subordinates, and customers. Often, questionnaires or interviews

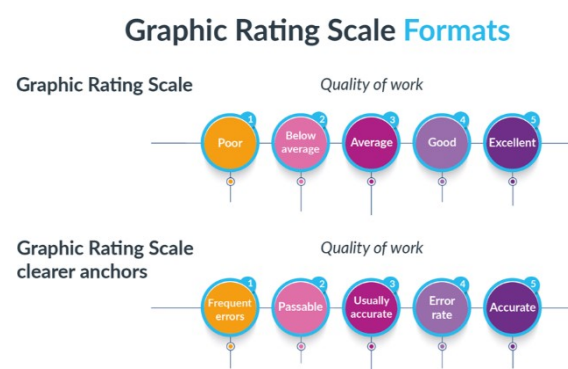


are used to collect anonymous data. The information is then utilized to build a strategy to improve the employee's performance.

The advantages of 360-degree feedback include obtaining a thorough perspective of an employee's performance, discovering potential areas for growth, and detecting blind spots. Nevertheless, implementing it may be costly and time-consuming, and it demands a high level of trust and secrecy, which may be difficult to achieve in certain businesses. (Kanaslan&Iyem, 2016). Sainsbury's finds success with the 360-degree feedback technique because it gives a more thorough view of an employee's performance and reveals improvement opportunities that may have been ignored in more conventional performance evaluations.

Graphic Rating Scales:

The Graphic Rating Scales, a frequently used performance evaluation instrument by Sainsbury's, assesses employee performance by rating several characteristics on a scale. This comprises knowledge of the subject topic, quality of work, communication skills, and teamwork. The rating scale, which may be quantitative or descriptive, offers a consistent method for evaluating an employee's performance according to predetermined criteria.



Using Graphic Rating Scales has several benefits, including their simplicity and use. They are easily adaptable to the requirements of the organization and the job duties being assessed. They are a fantastic option for small companies and groups with little resources, since minimum training is required and they are

simple to use.

While Graphic Rating Scales are a popular and uncomplicated method for measuring employee performance, it is vital to examine their drawbacks. Raters should be taught to remove subjectivity and increase assessment uniformity. Utilizing a variety of performance evaluation methods may also assist in finding areas for improvement and delivering useful feedback to staff members in order to enhance their performance(Freyd, 1923).Sainsbury's has achieved great success using these rating scales.

Behaviourally Anchored Rating Scale (BARS)

The Behaviorally Anchored Rating Scale (BARS) is a performance assessment system that is used by Sainsbury's. In this system the advantages of visual rating scales are paired with 360-degree feedback (BARS). BARS connect the rating scale to particular instances of conduct and offer objective criteria for measuring performance. The examples were created based on a job analysis and job needs.

BARS set objective performance standards, which makes them an efficient instrument for analyzing development requirements. In addition, they give detailed recommendations on how to improve performance, which helps to pinpoint problem areas. Yet, putting ideas into reality may be time-consuming and expensive. Some organizations may find it difficult to meet these requirements since they also need a high degree of expertise in job analysis and behavior observation (Spangenberg 1989). The BARS approach is an effective performance evaluation method for Sainsbury's because it offers a comprehensive examination of employee performance and emphasizes key behaviors that are crucial to the achievement of business objectives (Peiperl, 2018). It also provides a comprehensive and transparent analysis of employee performance and emphasizes the precise behaviors essential for job success. In addition, the plan provides a framework for providing coaching and feedback to employees in an effort to enhance their performance.

Management by Objectives (MBOs):

It is a performance evaluation instrument used by businesses such as Sainsbury's. According to the MBO model, employees are given specific goals and objectives, and their performance is assessed based on how well they meet those goals and objectives (CFI Team, 2022). The MBO assessment approach is advantageous to Wells Fargo because it enables workers to concentrate on attaining specified goals and offers a clear framework for assessing employee performance.



Training and Development:

The employee's growth and success, as well as the success of the organization for which they work, are contingent on their capacity to increase their knowledge, skills, and abilities. Sainsbury's offers its employees with a variety of training and development opportunities, including classroom teaching, coaching and mentoring, e-learning, and work rotations. These resources may be used by employees to gain knowledge that is vital for their personal and organizational growth.(Urbancová, 2021)



Training on the job provides employees with practical experience, which is crucial for their professional growth. With coaching and mentoring, they may acquire guidance from more seasoned colleagues, which is beneficial for their development. Despite the fact that work rotations expose workers to a variety of occupations and responsibilities and broaden their perspectives, e-learning is a flexible option that allows employees to study at their own pace and leisure. In contrast, classroom training provides a structured learning environment and the opportunity to hear from experts.

Sainsbury's development opportunities accommodate the diverse needs of its employees and support their success. These solutions are effective in identifying and meeting each employee's unique development needs while advancing the organization's objectives.

Career Development:

Career development is essential for sustaining employee engagement and motivation. Considering this, Sainsbury's offers its employees several opportunities for professional progress. Among these are succession planning, job growth, and job enhancement. These



professional development opportunities afford employees the chance to advance their careers and align their objectives with those of the organization.(Valamis, 2023)

Job expansion is the addition of new tasks to a person's current responsibilities, which increases their knowledge and expertise. In contrast, job enrichment involves providing

employees with greater control over their work and decision-making, which may increase their motivation and job satisfaction. Workers who are promoted to higher-level positions within the organization are provided with a more typical career path. Succession planning is the process of identifying and preparing personnel who have the potential to assume significant leadership positions in the future.

Sainsbury's provides a range of professional development opportunities to accommodate the diverse needs and objectives of its employees. These methods are effective in aligning employee career objectives with company objectives, hence fostering employee motivation and engagement. By offering professional development opportunities, Sainsbury's can retain and motivate its employees, therefore contributing to the success of the company.

Development needs and Expectations of individual employees:

The identified development needs and expectations of individual employees at Sainsbury's are stated as follows:

1. **Technical Skills Development:** Employees must acquire technical skills relevant to their job function, such as proficiency with software programs, understanding of industry-specific laws, or awareness of emerging technologies and trends.
2. **Soft Skills Development:** Employees must develop soft skills such as communication, leadership, teamwork, and time management in order to improve their job performance and succeed in their professions.
3. **Career Progression:** Employees expect professional advancement, which may involve acquiring new skills, assuming additional responsibility, and being promoted to a higher position.
4. **Diversity and Inclusion:** Employees anticipate learning opportunities that support the organization's objectives in these areas, such as training on unconscious bias, cultural sensitivity, and inclusive leadership.

Sainsbury's offers a number of development choices, including training programs, mentorship, coaching, leadership development initiatives, and personal development plans, to meet the needs and goals of its employees. In order to identify each employee's specific development needs and support them in achieving their goals, the organization conducts frequent performance evaluations and career discussions.(Wood & Pierson, 2006)

Section 2: Professional Development Plan

This section proposes a professional development plan (PDP) for Sainsbury UK to meet the identified development needs and expectations of an individual employee. The PDP follows the SMART framework and includes five clear objectives.

Objective 1: Develop Communication Skills

The first objective of the PDP is to develop communication skills. Building relationships, settling issues, and reaching corporate objectives are all dependent on effective communication. Therefore, the employee will attend a communication skills training course to develop their communication skills.

Specific: Attend a communication skills training course

Measurable: Obtain a certificate of completion

Achievable: The employee has access to the required materials and time to finish the training.

Relevant: The training course is relevant to the employee's role and the organization's goals

Time-bound: Complete the course within two months

Objective 2: Improve Time Management Skills

The second objective of the PDP is to improve time management skills. Effective time management is essential for achieving deadlines, managing priorities, and reducing stress. Therefore, the employee will attend a time management training course to improve their time management skills.

Specific: Attend a time management training course

Measurable: Obtain a certificate of completion

Achievable: The employee has access to the required materials and time to finish the training.

Relevant: The training course is relevant to the employee's role and the organization's goals

Time-bound: Complete the course within three months

Objective 3: Develop Leadership Skills

The third objective of the PDP is to develop leadership skills. Effective leadership is essential for motivating teams, encouraging innovation, and achieving organizational success. To achieve this objective, the employee will attend a leadership development program to

enhance their leadership competencies such as effective communication, decision-making, problem-solving, and delegation.

Specific: Attend a leadership development program

Measurable: Obtain a certificate of completion

Achievable: The employee has access to the required materials and time to finish the training.

Relevant: The program is relevant to the employee's role and the organization's goals

Time-bound: Complete the program within one month

Objective 4: Enhance Technical Skills

The fourth objective of the PDP is to enhance technical skills. Technical skills are essential for performing tasks effectively and efficiently. Therefore, the employee will attend technical training courses and workshops to enhance their technical skills in their specific field.

Specific: Attend technical training courses and workshops

Measurable: Obtain certificates of completion

Achievable: The employee has access to the required materials and time to attend the courses and workshops.

Relevant: The courses and workshops are relevant to the employee's role and the organization's goals

Time-bound: Complete the courses and workshops within two months

Objective 5: Participate in Mentoring Program

The fifth objective of the PDP is to participate in a mentoring program. A mentoring program can provide the employee with guidance, support, and career development opportunities. Therefore, the employee will participate in a mentoring program to enhance their professional development.

Specific: Participate in a mentoring program

Measurable: Attend mentoring sessions

Achievable: The employee has the necessary time and resources to participate in the program

Relevant: The mentoring program is relevant to the employee's role and the organization's goals

Time-bound: Participate in the program for one month

The professional development plan(PDP) for Sainsbury's is attached in the Appendix A

Conclusion:

In order to provide Sainsbury's with a professional development plan (PDP) with five unique targets for the recognized development needs and expectations of particular employees, the report aimed to conduct a critical analysis of the available development vehicles. To achieve its objectives, the report utilized academic models, techniques, and concepts.

According to an evaluation of development vehicles, performance appraisal tools and techniques such as 360-degree feedback, goal setting, and self-assessment are effective at identifying and addressing the development needs of individual employees in order to achieve personal and organizational success. Nevertheless, its applicability depends on a variety of criteria, such as the company culture, the nature of the work, and the individual's career goals.

The recommended PDP focuses on five objectives, including boosting technical abilities, enhancing communication, fostering collaboration, increasing customer satisfaction, and fostering leadership qualities, and is organized according to the SMART paradigm. The PDP is suitable, applicable, and acceptable for addressing the specified requirements and expectations for the personal development of particular individuals.

Overall, the report provides a comprehensive analysis of the development opportunities available to Sainsbury's and proposes a PDP that is aligned with the development needs and objectives of individual employees. The report may assist managers and HR professionals in creating effective development programs that enhance employee performance and contribute to the success of the organization.

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Appendix:

Development Objectives	Priorities	Activities to be Undertaken	Resources	Target Start Date	Target End Date	Evaluation
Develop Communication Skills	High	Attend a communication skills training course	Company-provided training materials and instructor	01/04/2023	01/06/2023	Certificate of completion; feedback from colleagues and supervisor
Improve Time Management Skills	High	Attend a time management training course	Company-provided training materials and instructor	01/05/2023	01/08/2023	Certificate of completion; self-evaluation of time management practices
Develop Leadership Skills	High	Attend a leadership development program	Company-provided training materials and instructor	01/06/2023	01/07/2023	Certificate of completion; feedback from supervisor and colleagues
Enhance Technical Skills	Medium	Attend a technical skills workshop	Company-provided training materials and instructor	01/08/2023	01/10/2023	Certificate of completion; self-evaluation of technical skills
Participate in Mentoring Program	Low	Seek mentorship from a senior colleague	Availability of a willing mentor	01/04/2023	01/05/2023	Feedback from mentor and self-evaluation of progress