

Name **Everton White**

Student number **2019929**

Module code **BMSW 5102**

Module title **Developing Relationships and Workplace Achievements**

Lecturer name **Rexon Nting**

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

(Armstong, 2020) (Armstong, 2020) (Hilton University, n.d.)

Title

Development of a plan by meeting the identified personal development needs and expectations of individual employees working for the Hilton company

[Table of contents](#)

[Introduction](#)

I have chosen to base this plan on Hilton. One of the most elite and recognised hotels in the world. This is a company that has 18 brands and encompasses 122 countries and territories. I have been working in the hospitality industry as a barman in high-end establishments for over 20 years. These include The Oxo Tower restaurant and Soho House. I believe I have transferable skills to work in the Hilton HR department. At the front-of-house, my duties would include welcoming customers, taking client orders and making drinks and generally taking care of the customer's needs. Back-of-house duties consist of stock-taking and compiling lists for replenishing stock.

I will be focusing on the UK hotel business, and in particular, the staff that is responsible for ensuring customers enjoy their stay. This includes. Reception, bellman, bar, Cleaning, waiting, kitchen staff and the managers of these and other associated departments.

[Training and development](#)

The Hilton offers and provides its guests, customers, and clients with exceptional service. To ensure this staff are given all the training and an understanding of the culture of the company. This would guarantee superior service to fulfil and surpass the expectation of guests.

The Hilton worldwide university has courses and programmes tailored to meet the needs of each team member in all areas of the Hilton. As well as in-class learning it uses technology to enhance the individual's learning experiences (Hilton University, n.d.).

The culture at the Hilton is to encourage individuals while their careers are growing so they/we continue to be employed throughout the company. In some cases, finding a new job role within the Hilton group. (Anon., n.d.)

I am going to critically evaluate some of the different vehicles available to the Hilton in identifying and satisfying the development needs of individual employees to meet both individual and organisational success.

360-degree feedback

This is the process of getting feedback from managers, colleagues and in some cases customers (Armstrong, 2020, p. 723). It is also known as multi-source feedback. Although it should include feedback from a range of sources, in most cases a 2014 e-reward survey showed that it usually only included feedback from individuals who were managed by the manager who was being assessed (Armstrong, 2020, p. 723).

Within the context of the Hilton, this may appropriate managers of departments such as the restaurant, bar, housekeeping, reception, admin staff and customers. It is also useful in the training and development of junior staff.

The advantage of this process is that the person is assessed not only by their manager but also by those they manage, clients, customers and peers. In this way, those conducting the assessment will have a clearer view of an individual's performance.

Although the feedback is anonymously carried out, there is a risk that not everyone may give honest feedback. Ultimately this can affect the reliability of the input. Another disadvantage is that 360-degree 360 feedback requires a lot of time-consuming administration, resources and planning.

Hilton is a large organisation with sufficient resources to be able to implement 360-degree feedback. I would recommend that it was used for the more senior managers.

540-degree feedback

Management by Objectives (MBO)

The key to MBO is supporting individuals so they understand what is required from them in their role, and to implement training where necessary (Armstrong, 2020, p. 267).

Individual Pay Related performance (IPRP)

Models

Development objectives	Priority	Activities to be undertaken	Resources	Target start date	Target end date	Criteria for success
Increase diversity of staff teams	Resume in induction period		Internal and external surveys.		Ongoing updates	
Increase retention of staff		Welcoming "Back-to-work package"				
Upskill staff to new technology	Training online with industry guest speakers	Training				
Focus on improving Customer experience	In-house and outsourced training					
Retention of women returning from maternity leave						
Increase uptake of paternity leave						
Increase representation of minority staff at senior management level						

Conclusion

Recommendations

References



(Hilton University, n.d.)