

Developing Relationships 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

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Introduction

Morrisons PLC is a leading supermarket in the United Kingdom (UK), being the 4th largest chain with a number of around 500 supermarkets opened. It has a strong position in the market with online shopping and home delivery for which it also has a partnership with Amazon (The Guardian, 2019).

It is based in Bradford, England but it operates all across the UK. It was founded in 1899 by William Morrison when it started as small stall in Bradford. Nowadays it has a very high number of employees of more than 100000 and with a high number of customers surpassing 10 millions each year. In their stores they offer a variety of services: Morrisons café, photo printing, garden centres, flower shop, pharmacy, car parking, petrol station (Morrisons, 2022).

Morrisons PLC new project is to introduce a new service for the customers “Scan as you shop” where customers can use a device to scan their products from the shelf to their bags without having to queue longer at the tills. Whilst this will make a quicker shopping experience it would also help the customer to keep an eye on the spending and at the end of the shopping experience the payment would be done faster by presenting the bar code from the device.

Performance management

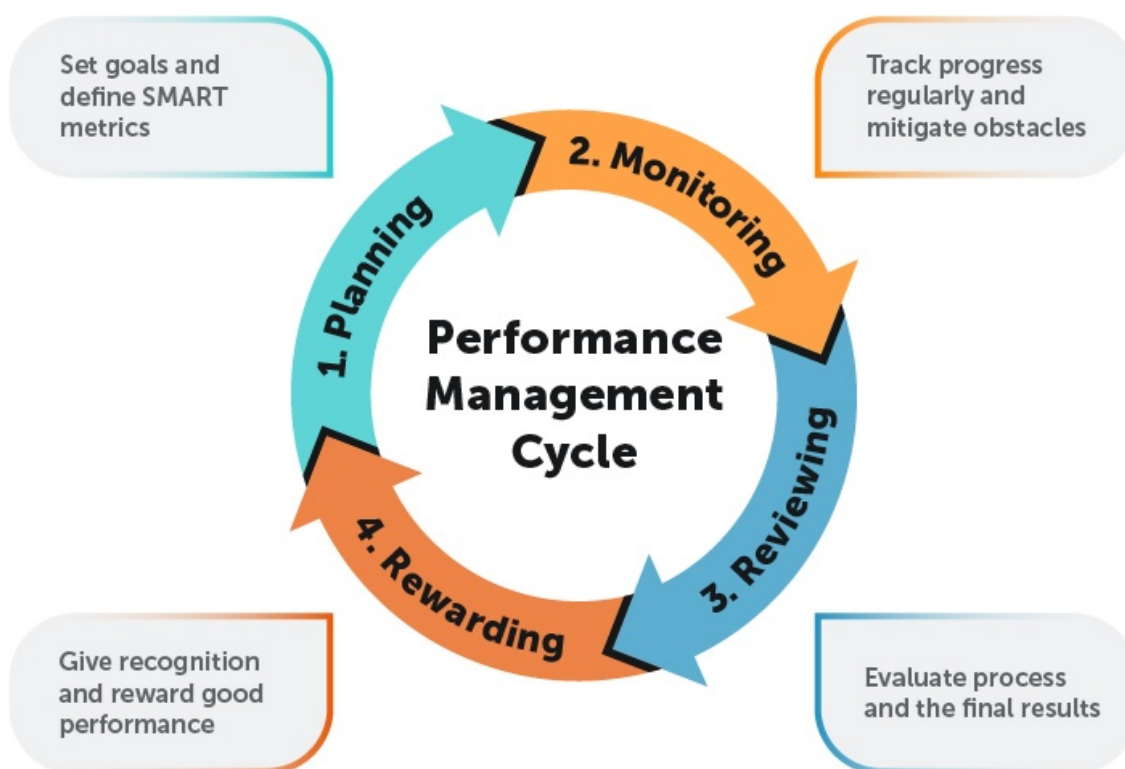
Performance management is defined as the management tool used by organisations to monitor and evaluate the work of their employees. The performance management is the process that aims to create an environment where the employees can perform to the best of their abilities and produce the highest-quality work most efficiently and effectively (Investopedia, 2022).

Another definition of performance management highlights the ongoing aspect of the process of communication and interaction between employees and their supervisors in order to ensure that objectives are met. It is important that the employees work efforts are linked with the organisation’s objectives. The communication is key and the employees are aware of the expectations, goals and objectives are identified, but also feedback provisions and results revision (HR Berkeley, 2022).

This management tool considers the individual and the work whilst emphasising the expectations of the broader workplace system. It ensures accountability and transparency where managers and employees can meet the expectations, for both organisation’s overall vision and individual’s achievements and career progress. It is very important to maintain high levels of communication in order to have clear understanding of the expectations.

Performance management involves usage of management tools such as establishing and measuring goals, setting objectives and creating milestones. Further that regularly reviews are organised and every interaction with employees is considered to be an occasion to learn. It is intended to have an effective approach and for that purpose the performance management helps to adjust workflow, take decisions regarding new courses of actions or other decisions that influence and contribute to achieving the targets and organisational objectives. Managers have the role of coaching in performance management, but also to motivate the employees to achieve organisational success.

Performance management cycle



The performance management cycle is the model used to structure the process and involves a four main stages: planning, monitoring, reviewing and rewarding. The performance management cycle contributes to the structural flexibility, it increases competition and it motivates the employees and gives a solid roadmap. The cycle can be realised over a year or even more frequent to make improvements.

The four step procedure begins with planning. In this stage it is decided what the organisation aims to achieve for the year or an established period of time. It takes into account the overall strategy of the organisation. It is very important part of the cycle because it establishes the groundwork for the business but also personal goals for employees such as personal development team development. The information is vital for planning strategically and collaboration and communication is part of the process in order to be more effective. S.M.A.R.T. framework is a the method used by management to establish goals by ensuring that are specific, how well and why it has to be done; measurable, is definite and can be measured; achievable, employees can accomplish that; relevant to the overall strategies and employee's job; time-bound within a timeline for completion. Aligning with the goals and objectives gives cohesion for the business. It also has to be planned development areas for the employees by creating an employee development plan which demonstrates that management assists the employee to become a valuable part of the organisation.

Monitoring is an important stage in the performance management cycle because it provides assistance, it checks in on the progress, it solves any occurred issues and it adjusts the goals if required. Sometimes far-off goals can be intimidating and can demotivate employees and towards that should be considered breaking the main goals down into subgoals that can be more manageable. If organisational goals change during the year this can be incorporated at the meetings. Regular meetings and frequent checking in ensure effective monitoring.

The reviewing stage looks at the previous year results and assess them. If the monitoring stage was effectively done, the management would have an idea regarding the progress. It is analysed if the goals were met and this can involve both management and employees. Aspects to be evaluate relate to the goals, the experience itself, if the support was adequated, the final result and ultimately how to improve for the future. The employees will receive feedback, but the employees can also provide feedback which can be very valuable information for the organisation in order to find solutions for potential issues or to identify future development opportunities.

Rewarding is the final stage and has great weight for motivating the employees. It is very important especially when the goals were achieved and and proper reward is expected, otherwise employees could loose motivation for next year or even looking for another job. Rewarding will ensure employees will continue to put great efforts in achieving goals and objectives and it demonstrates that great efforts are rewarded and that adds value. The rewards can include monetary benefits such as bonuses, holidays or wages increase, but also non monetary such as promotion, involvement in special projects, organisational acknowledgement. The performance management cycle starts anew after completing all stages.

Performance management in Morrisons PLC

Morrisons Corporate makes use of performance management cycle to have a structured process and to ensure effectiveness. Morrisons publishes Annual Reports that highlight the main focus, the commitments taken for the year and also the update on the results. It assesses employees performance regularly and every year offers rewards and pay increase (People Management, 2022).

360 degree feedback

According to the Harvard Business Review (2001) the performance management is not an easy process and nowadays can go further the performance review realised by the supervisor on the subordinate. Peer appraisal can provide useful information but can also create ambiguity. The 360 Degree Feedback is “an evaluation system or process in which employees receive confidential, anonymous feedback from the people who work around them” (Economics Times, 2022).

This vehicle is a mixture of feedback from different parts such as management, peers and direct reports. This typically includes the employee (self rating), the manager, the peers, and the direct reports. The feedback covers a broad range of work related competencies for the employees. It can be formulated through a questionnaire using rating scales or written comments. In some cases even customers can offer feedback for employee evaluation (Custom Insight, 2022).

The advantages of the 360 degree feedback is that it can help the employee to understand his own competencies and others considerations. The feedback reveals if any development is needed. Another advantage is that increases communication across the teams. It helps the organisation to offer a better support for employee development. When customers offer feedback this benefits the organisation to improve the customer service and decide on training if needed.

The disadvantages to link this vehicle to performance appraisal is that peers can be biased and based on past conflicts. It can influence negatively the morale if the ratings are not satisfactory.

It is considered that the 360 degree feedback is more efficient if is used for development and perceived as constructive feedback rather than appraisal.

Morrisons uses the 360 degree feedback for identifying development areas for their staff, but it also has considered to improve their customer service also (The Grocer, 2015). Morrisons considers their employees to be the most important asset for their organisation to deliver their high standards. The organisation claims that the employee will learn about his workplace area, but also about the

wider business, assigning personal mentors with vast managerial experience (Morrisons Jobs, 2022).

Management by objectives (MBO)

Management by objectives (MBO) is the strategic management model used by organisations to improve the performance by establishing clear objectives shared by management and employees. This theory assumes that involvement of both parts will obtain more interest, participation and commitment whilst ensuring alignment with the overall organisational objectives. Therefore the manager and the employee will agree the needed performance goals and a plan will be developed. The model considers defining the objectives, sharing the objectives with employees, encouraging participation, monitoring progress of the work efforts and results status, evaluating performance, rewarding achievements. Criticism to the management model relates to the employee insistence on achieving objectives who is connected to by any means necessary even if that costs the company extra or drags it down (Investopedia, 2022).

The advantages of the model are that the involvement of the employees lead to high levels of motivation. The communication is at high levels and leads to cooperation and teamwork. The focus is on the rewards and there is a can do and positive attitude towards accomplishing the objectives. The frequent feedback contributes to work improvement and personal growth is realised. It is a good structure and gives greater levels of empowerment too which could be a source for motivation. This means that employees will take pride for their work and will boost the output for the organisation.

The disadvantages relate to the different aspects that are not take in consideration such as personal work ethics, behaviours and culture of conduct. The employees could feel pressure to achieve targets and quality of work could be compromised. That is why management should not rely only on this model only.

The management by objectives is used by Morrisons based on their management information system in order to compare the current performance in relation to the established objectives. The management acknowledges the benefits for the organisation in relation to the communication flow and obtaining employees commitment.

Individual Pay Related performance

Individual Pay Related performance (IPRP) is the management pay technique based on the employees performance which establishes the reward system for each individual. Therefore salary or wage progression will change against employee performance. When targets are achieved individuals can get bonuses, sales commissions or financial profit sharing (Hutchinson, 2018).

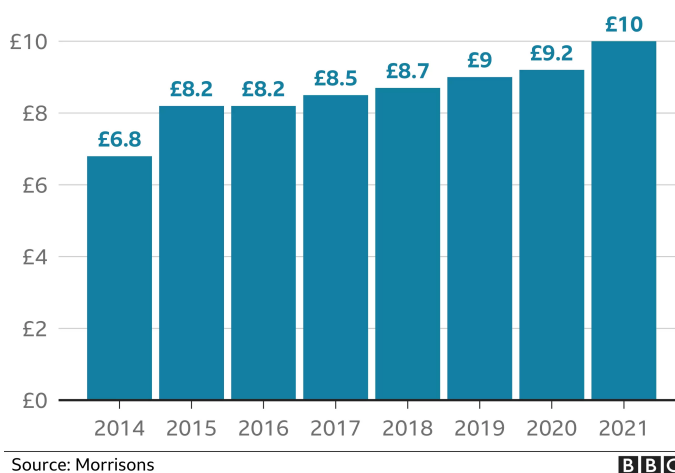
It should be emphasised that the remuneration method based on the individual performance can be different in the organisations and have different schemes put in place. The rewards system is realised annually and involves different qualitative and quantitative measures from the performance evaluation.

The advantage of this theoretical model is that performing employees will be motivated to have continuous work standards and retain talent. It can enhance the overall focus and also help to develop a organisational culture which is performance oriented. The employees who do not perform well could be motivated to work harder or ensure training is provided if that is the case. I and (Hutchinson, 2018).

The disadvantages of the model refers to the poor management of the pay and become a demotivator factor for the employee to perform (Perkins, 2011).

According to BBC (2021) Morrisons uses various bonus schemes, but currently has committed to pay above National Minimum Wage. This means that “part of the increase will result from changing the company's annual bonus scheme from a discretionary yearly payment into a guaranteed amount in workers' hourly rates. It will boost the weekly pay of someone working 36.75 hours a week from £330.10 to £367.50” (BBC, 2021).

Morrisons minimum pay rise



Professional development plan (PDP)

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Criteria for Success
Increase communication	Very important	Organising regular meetings, identifying barriers in communication	Staff room, meeting room	1st of September 2022	6 months	Monthly review
Develop IT skills for new scanners	Very important	Training	On the job training	1st of November 2022	2 months	Weekly review
Develop sales skills	Important	Training	Internal training	1st of September 2022	1 month	Weekly review
Leadership skills	Important	Training	External training	1st of September 2022	1 week	Daily review
Health and Safety	Important	Training	External training	1st of September 2022	1 week	Daily review

The Professional development plan is following the SMART objectives framework in order to establish objectives to put in place the new project for Morrisons to introduce Scan and Shop Service in their supermarkets (Armstrong, 2020). It is specific as it refers to clear objectives formulated to ensure staff is trained for the new service. It is measurable because is definite. It is achievable because employees can achieve that. It is relevant because all that knowledge and skills is benefiting the organisation and the overall objectives of the organisation. It is time bound with target start date and target end date (Doran, 1981).

Conclusion and recommendations

The performance management is very important for the organisation activity. The success of the business relies on its workers and having clear structures in place ensures effectiveness.

The selected organisation Morrisons makes uses of various vehicles such as 360 degree feedback, Management by Objectives and Individual Pay Related performance (IPRP). It helps the organisation to have successful results, maintain high standards of work and achieving high levels of performance.

A recommendation will be to apply the 540 degree feedback which is a more updated approach which could be more in line with the current needs of the organisation. This model includes

feedback from other parties as well such as suppliers and vendors. This would benefit the company because they are looking at helping British Farmers.

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