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Introduction

In this report the writer will discuss the Development of a plan by meeting the identified personal development needs and expectations of individual employees in the mentioned organisation Compass Group United Kingdom and Ireland Limited founded in 1941 by Jack Bateman is a massive catering and hospitality business oriented thus have branches nationally and international and employed thousands of staff with a massive turnover. Main headquarters is in the United State of America and regional office is in the United Kingdom, employers and employees working endlessly to deliver the company's objectives.

However, communication and interpersonal skills has been identified as major challenges in this organisation due to heavy workload in every department because employees concentrated in finishing their tasks at the shortest possible time.

Management by Objectives (MBO)

Management by objectives is defined by the process of carrying out a specific objective within an organisation which management can bring into the members in deciding how each objective can be achieved in sequence. Following this process thus allows managers to do work which are needed to be done one after the other, (Drucker, P. 1954) this management system sets individual goals by bringing together the goals of the organisation, in other words, setting of goals by management for the employees for them to know their roles and responsibilities at the workplace.

Having identified training needs in communication and interpersonal skills the introduction of Management by Objective practice in the organisation has been very useful because this model clearly sets the objectives of the organisation and it is been used daily by the management in carrying out the operation of the business continually and to all internal stakeholders.

This Management by Objective is a management Model which has strategies in the aim of performing and improving the organisation objectives whereby both the management and

the employees agreed upon. This theory also encourages employees having say in goal setting and action plans and also commitment from all the employees to be in line with the organisation across all areas in various ways and they are:

A. S.M.A.R.T Objectives (Specific, Measure, Achievable, Realistic and Time-bound),

George T. D. (1981). Using this SMART Model it helps us to stay focused on tasks to be executed and complete in a measurable way. However, by reaching those goals successfully this model when used it make sure that those goals can also be achieved in a way that is worth using.

1. Specific. The goal has to specific and clear on the tasks by doing so the organisation should ask: What do we want to accomplish, why this goal is important? Who should involve? Where is it located and which resources are available or limitations involved.
2. Measurable. Very important to measurable goals set, organisation can track and. Assess progress thus helps to meet deadlines especially when getting closer to achieving the set goal.
3. Achievable. When an achievable goal is set it must be able to identify previously overlooked opportunities that should have been utilised or resources that can help.
4. Realistic. This is about realising to ensure that this goal set is matters much and that it also aligns with other relevant goals.
5. Time-bound. In real life every goal should have a target date set. Focussing on such deadline helps to prevent everyday tasks from taking priority over any longer-term goals.

B. It Motivates and Stimulates employees to participate in setting individual objectives after the organisation has set their objectives and shared amongst employees.

- C. Monitoring the progress of employees either by managers determining how well objectives are met and also measured.
- D. Revising or determining the objectives of the entire company.
- E. Evaluating employees' progress by getting honest feedbacks for individual employee what was achieved and not achieve, either by the 360 Degree feedback which is from stakeholders within the organisation like line managers, supervisors and colleagues or the 540 Degrees feedbacks, this is from all stakeholders within the organisation, internal and external including stakeholders outside the organisation, like customers, suppliers and many more.

On the other hand it is argued that Management by Objective will lead to employees do all it takes trying to achieve the goal that has been set normally at the cost of the company.

Therefore the company has introduced training and development programmes for individual employees who in return benefit both the individual and the organisation.

Training and development plan

Training is an instrumental process and practical activities, skills and knowledge of learning given by organisation to their employees needed to do a particular task successfully, expertly and in quality; these are done periodically in a related field or job. Training is also a tool use to plan and achieve goals because these criteria will help the employees to focus on their efforts and thus increase the chances of achieving their goals. (Anthony et al. 2016).

The training and development programme plans is mandatory and is carried out every six months due to the nature of the business, table shown below:

Training calendar

Training areas **month:**

Communication	1	2	3	4	5
Skills:					

Verbal					
Written					
Interpersonal Skills					

Importance of training

Training is very important in every organisation because it maximises high outputs of the business and to the employees.

- A. Errors/mistakes are reduced.
- B. Old employees' memories are refreshed and updated.
- C. It creates that opportunity of staff giving feedbacks and suggestion of improvement.
- D. Relationship and communication are improved thus creating better teamwork.
- E. High performance and standards are achieved.
- F. Helps employees to learn about new things like new technologies, delivering of services and new products
- G. Human resources are utilised to the optimum levels
- H. Skills development are enhanced
- I. Increase in productivity, quality and profitability
- J. Organisational culture improves
- K. Corporate image and morale of the organisation are improved.

There are key concepts in mind before preparing training and development a plan for an individual employee, the organisation must identify what the individual must know before job

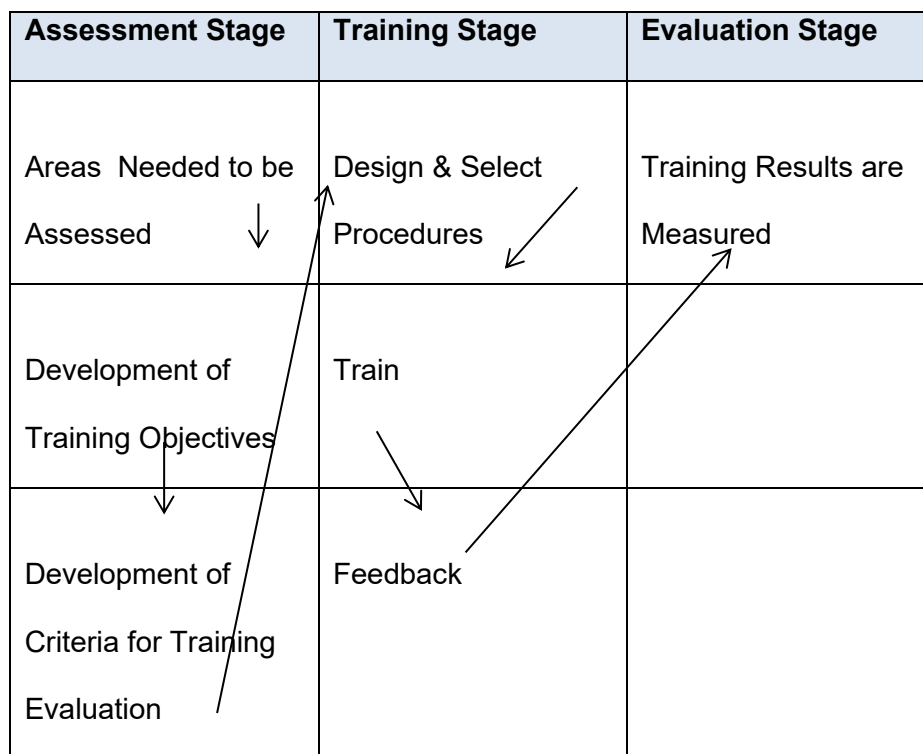
can be perform, also should know how to improve performance in addition would be nice for the individual to know about the job.

Training process

Training process starts with the stage of assessing ones need by either one or both, internal approach by using a surveyed opinion from staff or external approach from the external stakeholders. Assessment stage is usually to understand whether or not the identified areas required or needed training. Diagram below shows

Model of Training Process Goldstein, I. (2002) Training in Organizations

- a. Assess training needs
- b. Preparing training plan
- c. Specify the objectives
- d. Design the programs
- e. Method of instructions to be used
- f. How plan to be completed. The trainees must be able to accomplish the training after participation
- g. Implantation of the program
- h. How it is evaluated by genuine feedback from Survey or interview directly after training is done, Post-Training Appraisals and Post-Training Test.
- i. Future training plans, trainers should examine all parts of the training process over and over consider new approaches where needs to modify the programs and make suggested improvements.



Self source : Willie Harding

If needed the next step is to determine the competency or skills gaps for the employee because these gaps of performance between the actual results and the expected results has to be filled and the appropriate training needed for them The training need or intervention is determined in terms of the ASK concept (Attitude, Knowledge and Skill)..Attitude, you need to know whether the particular individual has the ability and willingness to take up the task, because in mind this area is difficult in terms of ones' behaviour.

This training assessment is also called the 'training needs analysis' levels. Once the training needs analysis is being completed, it followed by the next stage of Development. This stage involves the development of content and the training material. Table below explained.

Development Plan For An Individual Employee

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Criteria for Success
Collaboration needs	High	In house Training	Guest speaker, Training	January 2022	June 2022	Effective team work
Critical Thinking	High	Reflection on previous data to analyse sales	TED Talk, General Manager, presentation slides	January 2022	June 2022	Improve Communication in workplace
Communication across department	Very High	Ensure effective communication methods and	Help for managers and team leaders	January 2022	March 2022	Improve relationship across department

		style				
Software development	High	New technological tools such as new computers	Computers, managers, team leaders	January 2022	July 2022	Improve production
Health and safety due to COVID 19	Very High	New PPE	PPE, new uniforms	December 2021	Ongoing	Improve health and safety awareness in the workplace

For individual personalized training, the manager must assess the trainees' Strengths and Weaknesses at the beginning before setting up any appropriate training programs and must be specific and also the trainee should be given an individual training timetable for self-progression.

Benefit of training to the individual employees

Employers get back many benefits from employees when organised training programs is executed, especially when these dedicatedly and consistently training are carry out successfully, these are some of the benefit:

A. Increased in productivity and performance

Training enables employees improves their skills and knowledge of the job and their abilities and confidence are built after undergone such training. Performance also improved which makes them work more effectively and efficiently.

B. Follow the same work pattern processes

Helps to standardise the work process among employees because they will apply the same or similar procedures and follow the flow

C. Wastages are reduced this is very important in an organisation especially in the production line where employees will learn to make good, safe and economical use of the organisational materials, tools and equipment to avoid damages thus will keep wastages low or at a minimised level.

D. Reduced work supervision

Training cannot be ignored same as supervision but excessive supervision can be significantly reduced on a job in the workplace.

E. Enables chances for promotion

When trained on new or specific skills, management can have fewer burdens by going into the labour market to employ fresh professionals, promising employees can be given the chance to fill in vacant positions because they have been trained in this set of new skills needed by the organization.

F. Culture and structure of the organisation is improved

With this training it helps employee learn more about the culture and structure of the organisation in a consistent and systematic way and also prevents them from learning by trial and error.

7. Morale is boosted

Most employees feels like they are a part of the organisation because of a supportive work environment where they are often appreciated once they have gone through the training

processes and in return will boost their morale and be more confidence in approaching their jobs, and also helps provides a useful benchmark for annual appraisals.

G. Knowledge of policies, procedures and goals

Help employees getting acquaintance with the organisation's set goals, values, policies, procedures, ethics, visions and missions of the business.

H. Valuation of customer improved

Customers can tell or observed when they are valued by the services they received from individual employees and will feel the impact of this elevated services this impact will improve their opinion of the organisation.

I. Improves better workplace environment

This brings about more effective atmospheric condition in the workplace environment which encourages every employee to feel valued and accepted

J. Improved know how on new and updated technology

The increasing change in technology across all sectors has exposed employees to learn new techniques in the advanced technological world therefore training will help to increase efficiency and productivity in the organization by knowing or attaining additional knowledge on new and advance technology,.

Benefit of training to the organisation

A. Productivity is improved, and employees adhere to the standards of quality

B. The training makes it easier for the organisation to make succession plans for employees' retirement, separation or dismissal.

C. Developments of skill sets these will allow them undertaking up greater variety of work or tasks to be done.

E. It will improve the ability by the employees to implement and realise specific goals that the company has already outlined and set in their business plan.

After the end of the training it must be evaluated and this sets the benchmark for promotion or pay increase due to better performance.

Evaluation of training

1. Providing Immediate Feedback by interviewing the trainee and survey directly after end of the training how well was the performance during training.

2. Post-Training Appraisals which must conducted by immediate trainees' supervisors to get the outcome of what has been acquired in took by the trainee.

3. Post-Training Test that which has been learned or tasks in workplace and how they are applied.

Conclusion

In conclusion, the Management by Objectives Model implemented by Compass Group United Kingdom and Ireland Limited will highlight many improvements to both organisation and employees.

However, the above Model mentioned is feasible, suitable and acceptable and will bring in greater benefits to the individual employee and to the organisation and more efficient in every areas across the entire organisation and will be of great advantage especially the set goals of the business and further training and development should continue in order to leverage with new technology. The Professional development plan is scheduled to start as

soon as possible but due to some COVID-19 restrictions and requirements imposed by the government Compass must comply and follow all rules and regulations by educating their employees and must be executed quite rapidly.

Recommendation

After carefully examining all Development Vehicles used for this organisation the writer recommended the 360 Degree appraisal feedback and also the 540 Degree appraisal feedback which is an additional extension from external stakeholders to the business, like customers, suppliers and many more because they are all genuine feedbacks from outside the organisation premises.

The 360 degree feedback is a technique which enables the employee to benefit from all areas of the organisation. This feedback system is reliable as the individual gets the chance to be assessed from different areas of the organisation. The assessment is mainly conducted by the HR professional and the line manager and is usually anonymous which involves all the department an individual come across, in Compass catering the mentioned staff liaise with line managers, peers, subordinates, other department and mainly with customers and suppliers. However, the 360 degree feedback allows the individual to be assessed inside the organisation where a decision of further training and development is identified. As of the 540 degree feedback, it is an extension of the 360 which includes the opinions and satisfaction of customers and suppliers from which information are collected about individually to assess whether that particular person is working towards achieving the goal of the organisation. The 540 is a fair system as there are no ambiguities and the individual has also the chance to express themselves where required.

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