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HOW THE COMPANY TRAINING AND DEVELOPS EMPLOYEE SO AS TO OBTAIN THE OPTIMAL PERFORMANCE LEVELS OF BOTH THE INDIVIDUAL EMPLOYEES AND THE COMPANY OBJECTIVES.

Introduction

This report will look at the training methods used by Southeastern Railway to develop their employees' skills so as to improve their abilities and to meet the company's goals. The purpose of career planning will be outlined along with an analysis of an individual employee's current skills, knowledge, strengths and detailed career plan. Southeastern Railway was chosen by me for this report because I have recently joined the organisation and went through the required training as a new starter and currently seeking ways to develop my career within the company .

Company Context

Southeastern Railway is one of Britain's busiest train operators. They run from London to Kent and parts of east Sussex. With over 4000 employees Southeastern caters for more than 640,000 passenger journeys every week. On joining the organisation an individual is required to complete a training and assessment course over a three week period. The course consists of security, passenger service, gateline, train dispatch and conflict management. After completing each section an assessment is done and a pass mark of 80% is required. You then shadow a senior personnel for a further three weeks to gain that hands on experience within the role. After six months service within the company an individual is eligible to apply for any vacancy. Whatever avenue a person decides to move towards full training is given. Apprenticeship programmes are offered at Southeastern Railway to individuals in customer service, Engineer and Business. This programme includes a work-based placement along with days spent at the training centre. After completing this programme, many of the apprentices end up in permanent roles within the company. An assessment review is carried out every three months for new employees within the one year probationary period. These three month reviews establish the progress the employee is making and any issues that have arisen. After the initial one year probation the last review is completed. If the employee has shown positive progress and there are no issues, then the manager will sign off the employee which signifies that the employee is fully trained and capable of carrying out the job role. On the other hand, if there is negative

feedback received from the team leader, the manager will send the employee on the necessary training courses to help them to rectify their weak points.

At Southeastern they aim to develop their workers because they understand that the most important part of their business are their employees. During 2020, they have invested over £2 million to train their employees so that they could improve everyday services and help passengers.

Purpose of Career Planning

The definition of career can be seen as a sequence of jobs that constitute what a person does for a living. Career planning is a system designed to allow a person to select their chosen career goals and the path to reach those goals. Career planning provides encouragement to individuals to explore and gather information, which enables them to synthesize, obtain competences, make decisions, set goals and take action. The goals of career planning is to recognize employees' positive attributes, to acknowledge each employees uniqueness, to allure employees that are talented, to develop employees team building skills and to generate healthy ways of handling conflicts, emotion, emotions and stress. The overall purpose of career planning is to create a career pathway to employees in order for them to achieve their career goals. Career planning incorporates the needs of both the employees and organisation in achieving their objectives (Assignment Point, 2020).

Benefits of career planning to the organisation

- Meeting internal staffing requirements by preparing promotable employees for internal job vacancies.
- Lessen employee turnover
Career planning assists in retaining the best and qualified employees. An organisation's commitments increase when there are concerns around career which in turn reduces employee turnover.
- Accommodate workforce diversity
It gives employees from various backgrounds the opportunity to integrate into the organisation through self growth.
- Lessen employees hoarding
Managers will hoard their key subordinates, career planning allows awareness of employees qualification which reduces employee hoarding (Assignment Point, 2020).
- It ensures required skills, talent and knowledge is available to the company.

- Career planning gives organizations the ability to attract highly skilled and talented employees.
- It promotes the company's image (Pethari, ND).

Benefits of career planning to Employees

- Motivates employees
It inspires employees to fulfill esteem and self-development which in turn improves performance.
- Develop employee potential
It encourages managerial employees to enhance their future potential in assuming more responsible positions (Assignment Point, 2020).
- Increase productivity.
- Assist in the selection of a career path.
- Provides employees with knowledge of their priorities and various opportunities.
- Increase employees job satisfaction.
- Decreases employees absenteeism (Pethari, NB).

Career planning process

The career planning process includes a number of steps which assist an individual to determine their short and long term goals. The process involves taking the time to identify career goals and how to get there. These steps involved in the career planning process include conducting a self assessment, investigating potential careers, making a decision on one or more career paths and setting concrete goals.

Conducting a self assessment

This process involves an evaluation of strengths, preferences, passions, work style and financial needs. Work, school and volunteering experience will need to be considered along with things that are enjoyable to the individual and things that are not. Who they are as a person and their professional desires will need to be taken into account. They will also need to identify their career values, interests, skills and personal qualities.

Investigating Potential Careers

In the next step, potential jobs will be researched in addition to speaking with people in the field they are interested in order to obtain advice about the job. They will also look to engage in job shadowing which will give that hands on experience within the role.

Making a decision on a one or more career path

An individual will need to identify the advantages and disadvantages of their chosen career.

Along with this, they will need to look at the current demand in the field they have chosen. The income will be considered and they will need to think about relocation if the role requires it.

Set concrete goals

The final step involves setting specific goals and identifying how to progress on their career path. They will need to take into account the small steps to be taken in order for them to establish these goals as well as setting a timeline to achieve them (Doyle, 2021).

Employees seek to find a career vision that will help them to find purpose, meaning and a future through ongoing learning and growing within their job. Career planning helps employees to clearly view their strengths, establish their skills that need developing, learn ways to develop their current and future performance and provide guidance to find the purpose in the role. In supporting career planning, companies are required to invest in development programs that offer scalable, personalized learning opportunities that assist employees in identifying the most suitable career path for them. In Providing these opportunities, employers are able to track and gain a better understanding of their employees goals (Everwise, 2018).

Individual Employees current knowledge, skills and competencies

Knowledge

Knowledge refers to awareness of or familiarity with various objects, events, ideas or way of doing things (Hagan, 2013). I have completed a higher education level 4 certificate in the workplace and currently I have started a two year leadership and management degree program

where I am in the first year at the moment. I possess nine years of customer service experience which I have obtained through my previous and current employment. The knowledge that I have and will gain through these experiences will play a significant role in my chosen career.

Skills

Through my customer service experience and my studies I was able to gain a number of skills. Skills is a term that encompasses the knowledge, competencies and abilities to perform operational tasks (Indeed, 2021). The skills that i currently possess include:

- Communication skills
- Team working skills
- Writing skills
- Administrative skills
- IT knowledge
- Organisational skills
- Professionalism
- Problem Solving

These skills are highly valued in organisation as it ensures productivity, collaboration and a healthy working environment.

Competencies

Competencies are specific qualities that employees possess that are desirable to recruiters (Wikijob, 2021). These qualities employees use to perform a task or a job effectively. My competencies include:

- Supporting group decisions and putting success ahead of my own goals
- Is approachable and willing to help
- Ability to identify steps to achieve goals and is result driven
- Ability to analyse problems by obtaining and organising necessary information
- Acts with empathy and compassion
- Embraces diversity
- Motivates and inspires
- Ability to identify steps to resolve conflicts when they arise

Individual Employee's Career Plan

Career goal

I would like to progress in my current place of work to become an HR officer.

Requirements

To progress into this role, I will need to complete my Leadership and management degree program along with the required one year probation period of being in the organisation. I will need to possess certain skills to be able to carry out this role. These include:

- Recruitment and hiring
- Communication
- Organisational skills
- Training and development
- Budgeting
- Ability to multitask
- Decision making
- Managing people

Current skills, interest and experience

I currently have a Level 4 higher education certificate for skills in the workplace. I also have nine years of customer service experience which I have obtained from William hill organisation and Southeastern railways.

Action Plan to achieve goal

I will complete my Leadership and management degree and probationary period. Begin to research vacancies in my interested field and seek to find ways to engage in job shadowing in the role of interest.

Schedule Annual Review and Performance assessment Plan

A company conducts relevant performance assessments for their employees to establish if an employee is meeting the objectives of their role and to also create a plan to help encourage

them for improvement and promotion (Leonard, 2019). Please find below the schedule annual review and performance plan.

Purpose

To establish individual performance planning and assessment. Providing guidance in areas that need developing, provide an assessment of performance and to acknowledge the performance areas that have been successful.

Performance plan

Identify the expectations of performance and create a plan of action at the start of each three months period.

Performance management

The team leader observing and recording performance along with ongoing feedback and discussion about progress in the required three month review period.

Performance Assessment

Ranking the performance level, providing feedback and recording progress of the developmental action plan.

Conclusion

When employees take steps such as career planning to develop their employees personal attributes they will benefit significantly in the end. Employees carry out their duties each day to achieve the company objective but they have their own goals and objectives that they would like to achieve. Career planning assists the employees in the planning of their career. It is a system designed to bring career movement and growth opportunities to an employee from the time they join the organisation to the time that they leave. Career planning is very vital to an individual as it gives direction to a person's career. It allows an individual to take notice of their strengths and weaknesses and identify a path to improve those weaknesses. Career planning is a vital human resource development phase which aids employees with the resources to create strategies for their work-life balance.

Everyone has a goal or personal aspiration that they would like to achieve in their lives which most times include a dream job. Knowledge, skills and competencies are very important aspects of a person's career. Career planning allows individuals to deal with all the obstacles they face when trying to get to their dream job. Ambitions and goals may change further down the road but a career plan is flexible enough to adapt to change.

Personal assessment plan is a system designed to help organisations evaluate their employees regularly. The assessment is to look at what the employees are doing right and what they are doing wrong to determine what is the correct route to be taken to fix the problems. This helps the company encourage positive performance and work towards eliminating the weak ones. If companies do not carry out regular assessment, they may miss opportunities to address performance issues. Regular assessment allows the employee to know what is expected of them within the job role. A successful assessment plan lines up employees performance with the organisation objective

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