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**Unicall – Employee's Training and Performance  
Management Issues**

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## Table of Contents

|                                                            |    |
|------------------------------------------------------------|----|
| Executive Summary .....                                    | 3  |
| Major Issues in Unicall: - .....                           | 4  |
| Analysis of the issues: - .....                            | 4  |
| Training.....                                              | 4  |
| Kirkpatrick's Four-Level Training Evaluation Model: .....  | 10 |
| The New World Kirkpatrick Model: - .....                   | 12 |
| APICS Body of Knowledge.....                               | 16 |
| Basic Instructional Systems Design Model .....             | 16 |
| Performance management.....                                | 17 |
| Plan for Performance Management .....                      | 18 |
| Updating of objectives: .....                              | 20 |
| Implementation through continuous learning programs: ..... | 20 |
| Recommendations .....                                      | 21 |
| Conclusion .....                                           | 23 |
| Reference List .....                                       | 24 |
| Appendices.....                                            | 27 |
| Diagram 1: Training cycle.....                             | 27 |
| Diagram 2: - Learning Requirements Planning Model .....    | 28 |
| Diagram 3: - Performance Management .....                  | 29 |

## Executive Summary

A report for Unicall has been prepared for its employee's training and performance management issue. Unicall is one of the renowned telecommunication companies, that currently faces technical and communication issues amongst its workplace. The main services that are provided by Unicall comprise personal banking and financial banking. It provides services to individual customers as well as small business enterprises. Unicall is an undivided part of Unibank, as the name itself suggests it's a call centre for Unibank. Unicall has improved its shareholder's value with its functionality development which resulted in the closure of many smaller and non-profit entities active in the same field. The current report outlines the importance of issues that lead to the closure of various branches and subsequently many employees lose their jobs. Staff morale is low so they started feeling somewhat exposed as the debate about branch closures rages in the media.

The company tried to redeploy its existing employees to Unicall but, they also need some new entrants to the call centre. The current reports outline the importance of performance management and their role in improving the productivity of the Unicall. The APICS Body of Knowledge and Instructional Systems Design Model have been used for planning and implementing performance management within Unicall. In addition, the role of supervisors for analyzing and diagnosing learning needs of adult learners has been mentioned in the report. Moreover, SMART goals for implementation of performance management have been outlined in the report.

Some problems at Unicall is clearly identifiable such as the existing number of its staff is now clearly inadequate for the growing demand, inability to use of the computer systems, inadequate monitoring system, lack of induction and training system and lack of performance management system in place. This resulted into the customer complaint, longer time for issue resolution and long hold period on call. Hence staffs are also beginning to complain about aspects of the work. Existing staff started becoming unhappy and new recruits started believing that their work is better than the existing employees. Hence its staff started moving towards other local call centres for better career prospects. Different theories have been discussed in this report related to training and performance management

**Major Issues in Unicall: -**

1. Inability to use of the computer systems.
2. Inadequate monitoring system.
3. Lack of induction and training system.
4. Lack of performance management system in place.

Inadequate monitoring system results into the lack of performance management system and lack of induction and training system results into the inability to use of the computer systems hence the major focus would be “**Training**” and “**Performance management**”.

**Analysis of the issues: -****Training**

Employees at Unicall need the training to handle the queries of customers and literacy of the computer system as well. They are not capable enough to handle the queries of every customer efficiently and effectively. They are not even competent to use computer systems so they need appropriate training. Training should be developed in such a way that every employee is covered and get complete knowledge of the system and at the end of the training program, they should be confident enough to solve the queries of every individual customer. Training is designed and understood by following training cycle.

**Training Cycle:**

Training cycle proves to be an effective way of enhancing the skills of employees and the achievement of objectives in the near futures. A proper training cycle ensures that proper guidelines are provided to the employees in order to improve their talents and make them efficient enough to work towards the betterment of the company. As far as the current workforce issues of Unicall are concerned, the following training cycle proves to be appropriate to mitigate the challenges faced by the company:

**Step 1: Identification of needs of learners**

One of the initial steps in the training cycle is a proper analysis of the needs and requirements of the learners and participant of training. It has been mentioned by Schoenfeldt, Shaw and Fisher (2006), that identification off requirements of learners is a form of **Needs analysis** and helps in

proper achievement of objectives for the training. In addition, all the talents and skills of the employees are properly identified by using needs analysis. In the case of Unicall, it is important that stringent scrutiny has to be carried out for assessment of problems faced by the employees. As evident in the case study, many of the employees find it difficult to cope up with the number of calls that are received during evening sessions. The employees need training and guidance regarding telephone banking services and it is important that induction programs are customized for providing the required technical skills. Various criteria upon which the training protocols can be designed within Unicall include:

- Handle the calls appropriately?
- Communicate in an understandable manner?
- Make the customers satisfied with the call?
- Resolve the queries in one go?

There exist various benefits of identification of learners needs apart from the enhancement of skills. Some of them include the following:

**Improvement in recruiting:** Proper training protocols provided by the company helps in enhancement of reputation of the company as a recruiter. This leads to proper pooling of talents. Candidates with higher levels of skills and expertise tend to apply in such companies that provide proper training and guidance while on the job.

**Improvement in retention capacity within Unicall:** On the job, technical training and guidance create a sense of importance amongst employees. This leads to an improvement in their performance and more involvement is displayed on their part. As per the views of Bercu (2017), employees tend to be part of an organization that leads to personal growth and formal recognition of their skills. A proper retention capacity within an organization leads to improvement in productivity of the company and adds to the competitive edge within the market.

Hence training is a great option to help them out for low morale and bitter feeling of ineffective reward and recognition of their skills. It would definitely help us to reduce the employee turnover ratio.

**Better outcomes and fulfilment of objectives:** Training while on the job leads to better fulfilment of objectives set out by the organization. As seen in the case of Unicall, proper training would help

them in delivering proper telecom banking services and loss of reputation amongst customers. Employees are aware of future growth and strategy and hence they can see their own future with the company, which will lead to better productivity and output.

### **Step 2: Design the training**

It is important that training has to customize according to the learning needs of the employees. In addition, training protocols have to work according to the feasibility of employees. It is only through meticulous training sessions that employees will be able to balance both job requirements as well as enhance their skills. The design of the training protocol depends on the learning styles of the employees. As per the views of Mumford and Honey (1992), various types of learners tend to take part in training protocol in a different manner. Accordingly, different learning styles have been created as follows:

**Activist:** Such types of learners tend to gain knowledge through various activities. They utilise various sources and methods in order to get their concepts clear. Such kind of learners tends to understand things with applicable knowledge and live examples.

**Theorist:** Such kind of learners strives to understand the theories behind the action. They actively learn through memorizing facts and figures (acas.org.uk, 2017). In addition, they utilise models and facts to understanding a particular phenomenon. They rely upon background information and existing texts for a particular topic.

**Pragmatist:** Such kind of learners tends to seek put reasons behind the facts and figures they are learning. Such kind of learners refuses to learn abstract theories and concepts. In addition, they like to experiment with theories, ideas and techniques and critically analyse the applicability of their knowledge within their workplace.

**Reflector:** Such kind of learners relies upon their past experience and learned facts for making decisions within their workplace. Such learners tend to collect sidelines and information and take account of their judgement prior to their application of knowledge.

It is important that training protocols should be based upon the kind of learners. As per the views of Ibrahim, Boerhannoeddin and Kayode (2017) designing training forms to be a critical task for human resource managers as all the learners are adult and have concrete learning styles. As far as the case of Unicall is concerned, it is important that their technical training protocols have to be based upon learning styles of employees. In addition, it is important that pragmatic learners are

given more importance as proper training to them would ensure that they meet the requirements of customers.

Proper designing of training ensures that all the goals and objectives are structures and accordingly fulfilled. Moreover, in a structured training program, the outcomes and strategies are given utmost importance. The locations and ambience of training also form an effective criterion that determines the effectiveness of the procedures. The training has to be provided within such a timeframe that no discrepancy in the working pattern of employees is faced. The training protocols have to be cost-effective. It is important that all the materials and resources that are required for training have to be assessed prior to the beginning of training protocols.

### **Step 3: Deliver the training**

There are various protocols that need to be followed in order to ensure proper deliverance of objectives for training. As outlined by Lloyd, Bond and Flaxman (2017), proper delivery of training protocol ensures that skills and competency of employees are enhanced and overall productivity of the organization. Within Unicall, the training program can be effectively delivered by conducting interactive sessions that actively use the participation of employees. In addition, it is important that professionals are hired for delivering high-quality technical training to employees and improve their skills.

We must focus on certain things while delivering the training: -

- Training should be varied and engaging.
- Handling calls during induction training.
- Ask your Employees for feedback on their training session.
- Make sure all feedback is clear and actionable.

We can use different training methods to train the employees.

Classroom or Instructor-Led Training using Blackboard or whiteboard and Overhead projector with videos and power-point presentation

Proper deliverance of training sessions removes discrepancies that lie amongst workers and improves their interactions. As seen in case of Unicall there exist differential issues amongst the workforce and they do not work in synchronization. Therefore, proper training sessions will enable

workers to interact amongst themselves and improve productivity if Unicall. Some of the methods that ensure proper delivery of training amongst employees involves the following:

**Cross training-** This forms to be a part of training sessions that involves training of employees within the varied domain in order to make them efficient in performing various roles. For instance, the technical employees within Unicall can be provided with some training regarding human resource functioning in order to increase their efficiency and increase their contribution towards the company. This also improves the quality of the workforce within the organization. Cross-training reduces stagnancy within training protocols and makes training an interactive way to improve the expertise of employees (Sung and Choi, 2014).

**Demonstrations:** this forms to be a novel way for delivering technical knowledge amongst employees. As evident from the case study of Unicall, many of the employees succumb to technical pressures that occur during peak hours. Hands-on training and demonstrations of various machinery will make employees more efficient. Demonstrations can also be initiated using PowerPoint presentations.

**Coaching:** This forms to be an informal way of training and can be initiated by employees of the company itself. For instance, managers and technical supervisors within Unicall can initiate coaching classes within working hours. This also is a form of cost and time-saving training protocols within an organization. Coaching also opens up opportunities for self-assessment methods. Subsequently, coaching helps in improvement of skills of employees in a holistic way (Lloyd, Bond and Flaxman, 2017).

**Apprenticeships** - Apprenticeship is the training method where an employee gets recruited by the employer and gets the opportunity to shape their own skills for the current or future job. Apprenticeships give new and coming employees an opportunity to learn a trade or profession and earn some sort of money while learning. Apprenticeships include both supervised training on the job and formal classroom instruction as well reason being the structured program can last for a longer period of time.

#### **Step 4: Evaluate the training**

##### **Evaluation Methodology**

The Evaluation Methodology consists of four main steps along with a set of sub-steps. The methodology is as follows:

**1. Define the parameters of the evaluation.**

- Determine the need for the evaluation.
- Determine the use for the results of the evaluation.
- Determine what should be reported to evaluate and by whom.
- Determine what the evaluator needs to report to the client.
- Choose guidelines to follow to implement the evaluation.

**2. Design the methods used for the evaluation.**

- The evaluator alone (or the evaluator with the client): Chooses criteria to use for the evaluation based on the above guidelines.
- Determine the evidence that will be collected for each chosen criterion.
- Determines the sample that will be used, if appropriate.
- Determines ways to collect the evidence.
- Sets up a plan to collect the evidence.

**3. Set standards and collect evidence.**

- We will set some scales that will be used to determine quality.
- We can develop the decision-making process to use based on the evaluated performance quality.
- We can set the standards that will be used in decision-making.
- After we set the standards, we will be:
  - Collecting the evidence.
  - Documenting the findings.

**4. Report and make decisions.**

- We report the information in the above steps.

- We can measure the quality against the standards set.
- We can make and implement decisions based on the findings.
- We must document the results appropriately.

If a company provide training to their employees then they know how important it is to measure its effectiveness whether the employee is performing well or not. Because no one wants to spend time and money unnecessarily on training which is ineffective and does not give anything in return.

### **Kirkpatrick's Four-Level Training Evaluation Model:**

Let's understand how Kirkpatrick's Four-Level Training Evaluation Model can help us to analyze the effectiveness and impact of the training so that we can improve it in the future.

Have a look at each of the four levels of the Kirkpatrick model, and let's examine how one can apply the model to evaluate training.

Donald Kirkpatrick, Professor Emeritus at the University of Wisconsin and past president of the American Society for Training and Development, first published his Four-Level Training Evaluation Model in 1959, in the US Training and Development Journal.

There is a team involved in training and evaluation managed by Donald Kirkpatrick has the authority to modify this model. They updated this model in 1975, and again in 1994, when Donald Kirkpatrick published his best-known work, "Evaluating Training Programs."

The four levels are reaction, learning, behaviour, results.

#### **Level 1: Reaction**

The reaction is the measure which identifies or detect how the people being trained to react to the training. They must understand that the training is a valuable experience, and we should manage to make them feel good about the tutor. Trainees should get a good idea about the topic they are studying and the presentation made to teach them. The material also should be easy and clear to react them positively and the place as well where they are being trained.

It is very important to measure the reaction of the employees because it helps us understand how well the training was received by them which makes us improve the training for future trainees.

How a reaction can be measured is a big question and it is important too because it informs us if we have trained our employees properly or not or whether they understood properly what we tried to convey. Did they find the training worthy, what were the biggest strength and weakness of the training etc. it also leads to some questions like did they understand what was tried to convey them and did they find training session interesting.

Next step is to identify how we can measure these reactions. To do this we will typically use employee satisfaction surveys or questionnaires. We can also watch trainees' body language during the training, and get verbal feedback by asking trainees directly about their experience.

Once we have gathered these information's, look at it carefully. Then, think about what changes we could make based on our trainees' feedback and suggestions.

### **Level 2: Learning**

At the learning level, we can measure how much employees have learned and how much their skills improved as a result of training.

At this step, we have some set of objectives which leads us for the measurement of learning and it is important to measure because it explains to us how much the employees have learned and what is still left for them to learn, which will improve us to design the future training.

Once training is finished, test our trainees a second time to measure what they have learned, or measure learning with interviews or verbal assessments.

### **Level 3: Behaviour**

At this level, changed behaviour of the trainees is measured as a result of the training and it is important for us to see how this training is useful in the daily work of the employees. Often we invest our time and money in a learning event only to find that when we return to our daily work, we keep doing the same things.

The classroom is important, but the fact is that most learning takes place when we apply the tools and techniques we discovered in the learning event. Behaviour is not changing only in favourable conditions but, if the overall organizational culture isn't set up for any behaviour changes, the trainees might not be able to apply what they've learned.

#### **Level 4: Results**

At this level, we analyze the final results of our training. This can be considered as the return on investment (ROI) stage because the training is the investment and its result is the return of the investment. ROI calculation to another provides consistency, understanding, and credibility.

Measuring the final results of the training is the costliest and time-consuming steps. The biggest challenges are identifying which outcomes, benefits, or final results are most closely linked to the training, and coming up with an effective way to measure these outcomes over the long term.

This model is one of the most effective models for training evaluation and is being used by the Kirkpatrick Partners for training evaluation and the best part of this is model that it has proved in many studies and research that it is most creative and effective.

Recently they have made some changes in the aspect of training but it is the same as it was published earlier.

*(Source: [www.kirkpatrickpartners.com](http://www.kirkpatrickpartners.com) – The Official Site for Kirkpatrick Model)*

#### **The New World Kirkpatrick Model: -**

##### **Level 1: Reaction**

The degree to which participants find the training favourable, engaging and relevant to their jobs (kirkpatrickpartners.com, 2016)

##### **Customer Satisfaction**

The original definition measured only participant satisfaction with the training.

*New World Additions:*

##### **Engagement**

The degree to which participants are actively involved in and contributing to the learning experience

##### **Relevance**

The degree to which training participants will have the opportunity to use or apply what they learned in training on the job

**Level 2: Learning**

The degree to which participants acquire the intended knowledge, skills, attitude, confidence and commitment based on their participation in the training

**Knowledge** “I know it.”

**Skill** “I can do it right now.”

**The attitude** “I believe this will be worthwhile to do on the job.”

***New World Additions:***

**Confidence** “I think I can do it on the job.”

**Commitment** “I intend to do it on the job.”

**Level 3: Behaviour**

The degree to which participants apply what they learned during training when they are back on the job

***New World Addition:***

**Required Drivers** - Processes and systems that reinforce, encourage and reward performance of critical behaviours on the job

**Level 4: Results**

The degree to which targeted outcomes occur as a result of the training and the support and accountability package

***New World Addition:***

**Leading Indicators** - Short-term observations and measurements suggesting that critical behaviours are on track to create a positive impact on desired results

**Correlation with other theories:****Learning requirements planning**

This model proves to be beneficial by the fact that it involves proper planning if resources according to the learning requirements of employees. Utilization of this model will enable managers

within Unicall to plan and accordingly important their training protocols for the treatment of their employees. As per the views of Kapp, Latham and Ford-Latham (2000), a long and tactful planning of resources required for training would enable employees to improve their skills and increase their productivity. This model encapsulates the features within the APICS BOK model and basic Instructional Systems Design (IDS). The model also involves general MRP concepts and master production scheduling. All these factors will effectively enhance the skills of employees within Unicall. The main components of this model have been described as following:

### **Analysing**

The initial step in learning requirements planning is the analysis of the current requirements of employees and accordingly issues that are faced by the company. This forms the basis for the development of strategic goals and objectives that are expected to be fulfilled while providing training to the employees. As mentioned by Piskurich (2015), identification of strategic goals helps in the creation of learning goals and the processes that are required to fulfil them are identified. The task of analysis is mostly conducted by managers and representative of each functional group. This helps in the critical identification of various issues that are faced within departments and accordingly training protocols can be created. As far as the company of Unicall is concerned, the major issues that lie within the organization are lack of professionalism and technical skills amongst employees. It is important that various departments such as sales, finance, human resources get involved in analyzing the issues that are persistent within respective departments. In the context of Unicall, it is important that inventory and R&D department takes initiatives in understanding the shortcomings that are faced by employees while providing services to their customers. In addition, the human resource department within Unicall can take initiatives to analyse the underlying cause of workplace issues amongst employees.

### **Diagnosis**

One of the primary steps that are involved in diagnosis step is conducting gross to the net analysis of skills and knowledge that are persistent within the organization. As per the views of Miles and Priest (1999), gross to net logic of skills and knowledge gives a proper overview of the areas that need further improvement for the proper functioning of organizations. Moreover, the gross to net logic helps in the identification of gaps between the deliverance of technical skills by the organization and the technical skills needed by the employees.

The proper equilibrium is reached within the organization only when the gross to net logic regarding talent and skills are fulfilled. After proper identification of learning needs, it is important that the skills and talents that are already possessed by the organization are subtracted. The remaining requirements are referred to as net learning requirements. Such attributes cannot be purchased or developed readily and accordingly, the organization has to make efforts in fulfilling those requirements. Within Unicall, the main skills that are possessed by the employees are technical skills. However, they fail to perform in a satisfactory manner when faced with pressure and excessive workload. In addition, Cloutier *et al.* (2015) mentioned that it is important for the managers to diagnose the problems that exist within the workplace and try to implement measures that help employees to work in synchronization. The identification of learning styles within Unicall is important as the training design has to be customised according to the needs of the organization. It is only during the diagnosis process that learning goals can be customised according to the needs of the organizations. Diagnosis also helps in allocating resources that are required during training protocols of the employees. Diagnosis also involves the pooling of learning objectives in order to increase the efficiency of employees during training procedures (Piskurich, 2015). This leads to proper fulfilment of multiple strategic goals within stipulated time.

### **Implementation and evaluation**

The implementation of the ISD process involves proper dedication and expertise from the trainers as well the employees. There is various step involved in ISD such as developing a prototype for the training program and delivering the learning outcomes. Within Unicall, the implementation of LRP model will involve creating training programs that develop skills of the workers and makes them efficient to work under pressure. In addition, the number of time spent on keeping their customers waiting will be reduced. Moreover, training protocols that improve partnership amongst the employees are needed to be used within Unicall.

It is also important that the effectiveness of the training protocols is evaluated from time to time. Self-assessment procedures will provide a brief outlook regarding the progress of the employees. In addition, any changes that might be required to be incorporated into the training protocols for the employees of Unicall can be effectively evaluated.

## **APICS Body of Knowledge**

This model involves the identification of core competencies and skills that are available within the workforce. In addition, the scope of the profession, additional requirements and best practices are put into focus using this model. One of the initial steps that are involved in this model is the identification of operations management. Various processes that take place within functional departments of an organization are effectively utilized in this process. The next step involves ongoing updates that take place within the competitive market. This involves consideration of supply chain management and sustainability within companies. As Unicall is a telecommunications company, the main criteria of focus will pertain to the application of measures that lead to continuous growth. The APICS Body of knowledge involves the identification of certain attributes that are required for training and education within enterprise levels. The behavioural and skills expectations from the company are identified and accordingly, the training modules are decided.

As outlined by Lloyd, Bond and Flaxman (2017) the APICS Body of Knowledge helps in the identification of skills and talents that are required by employees in order to improve their productivity. As far as Unicall is concerned with the proper analysis of drop in customer base numbers and a drop in satisfaction rates will provide a clear picture of areas of development within the organization. This will help them to lessen they're within time and provide prompt services to their customers.

## **Basic Instructional Systems Design Model**

The ISD encapsulates a systematic process for assessment and development for training employees. It is specifically designed for improving formal training delivery and improving the expertise of the employees. One of the main advantages of the ISD model is that it enables proper use of materials and encourages adult learners to utilize every opportunity for improving their talents. As per the views of Richey and Klein (2014), the ISD model enables employees to properly apply their gained factual knowledge within their workplace and everyday challenges faced by them. Utilization of this model provides guidelines in order to reorganize pedagogical scenarios for the fulfilment of instructional goals. A proper instructional design involves the practice of creation of instructional experiences in order to facilitate effective learning amongst employees. The ISD model is not only confined to a specific process rather it represents a framework of training.

As far as the case of Unicall is concerned implementation of the ISD model will help to implement a learner-centred training design that will help to resolve current workplace issues faced by the company. The ISD model is goal oriented and this will help in removing technical barriers that are faced by the employees within the telebanking department in Unicall. In addition, employees can focus on real-world problems and issues that arise within a workplace. As far as the perspective of trainers is concerned, outcomes of the ISD model can be measured in a reliable and valid method and self-assessment instruments for employees can be provided.

### **Performance management**

These involve certain activities and measures that are undertaken on the part of organizations in order to improve productivity. In addition, proper management of performance reduces the risk of losses that might occur to the organization owing to negligence and have sustained growth. There are several ways that are adopted by human resource managers across the world to improve and maintain the performance of the employees. Some of them include on the job training and enrolment of employees in several courses in order to improve their expertise. Richey and Klein (2014) stated that performance management proves to be an exemplary measure that leads to the fulfilment of both strategic and operational activities. Performance management assures that all the employees actively contribute towards the fulfilment of the organization's objectives and add to competitive advantage. It ensures that the employees are motivated and utilise all their expertise and knowledge for the betterment of the organization. In addition, they utilise all the available resources and support and are accountable for their jobs and contribution. In addition, certain perks and appraisals based upon performance also form to be a novel way for performance management. It is important that performance management is aligned with the goals and objectives of the company (Jackson *et al.* 2014).

Performance management encapsulates the process of creating a working environment wherein the employees can work according to the best of their abilities and proper job satisfaction is achieved. As per the views of Pynes (2008), performance management should start as soon as employee joins an organization and should continue until they resign. It forms to be a critical task for an organisation as it defines the integration of upper hierarchies with their employees within every activity. It turns every interaction with the employee into an active learning session. Performance management involves a much broader system within an organization. It encapsulates the

process of planning, implementing renewing and evaluating. Such processes help in augmenting growth and productivity both at individual and organizational levels (managementstudyguide.com, 2018). One of the primary steps in performance management is clarifying the roles and responsibilities of both individual and team. In addition, it involves the creation of understanding regarding shared mutual accountability. This leads to empowerment and facilitates the development of employees within various levels.

In the current scenario, performance management proves to be a daunting task for organizations owing to various factors such as commitment of employees, competency and clarity of desired performance. A well-planned strategy involving awards and feedbacks prove to be an effective way of managing performance and contribution of employees.

It has been mentioned by Sung and Choi (2014) that performance management forms to be a strategic tool that is holistic in nature as it leads to development within every activity of the organization that is concerned with the management of individual, team and organization's performance. The protocols seem to be quite indispensable and are very important for organizations that strive to create a proper working culture amongst its workplace. It improves the quality of the relationship that exists amongst employees and encourages sharing of expectations. It leads to the creation of a climate that facilitates openness and mutuality. As far as Unicall is concerned, performance management forms to be a critical part in maintaining leadership within a competitive market and enhance the services that are provided to the customers. In addition, the problems of workplace issues amongst the employees are resolved and this leads to the creation of partnership amongst them.

The main steps involved in Performance management have been presented in Diagram 2 within Appendix.

### **Plan for Performance Management**

One of the initial steps for performance management is setting up of organizational and strategic goals that lead to improvement in productivity of the employees. In this context SMART goals can be utilized for Unicall:

| <b>Specific</b> | <b>Measurable</b> | <b>Achievable</b> | <b>Relevant</b> | <b>Time-bound</b> |
|-----------------|-------------------|-------------------|-----------------|-------------------|
| To make         | The goal can be   | This goal is      | This goal is    | This goal has to  |

|                                                                                              |                                                                                                                                                                                                        |                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                |                                                                                          |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| employees efficient in solving queries of 350 customers and attend to 400 calls of customers | measured by getting feedback from the customers. In addition, the net profitability earned by Unicall and the increase in the price of shares can be used as a yardstick for measurement of set goals. | achievable by providing weekly on the job training to employees. In addition, enrollment of employees to various training program will help in increasing their efficiency to work in peak hours (Alagaraja and Shuck, 2015). | relevant by the fact that attending to around 400 calls in a week will increase the telebanking services provided to the customers. In addition, customers will have to wait less time for solving their queries and many of the services will be provided over the telephone. | be achieved within 5 weeks after the implementation of performance management protocols. |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|

**Table 1: SMART goals to be implemented within Unicall**

(Source: As influenced by the views of Alagaraja and Shuck, 2015, p.18)

After setting up of goals it is important that proper implementation of methods is ensured. In the competitive market, there exist two types of performance management methods namely, traditional and modern. Within Unicall an amalgamation of both the methods will enable the company to improve its productivity and maintain a proper customer base. As per the views of Buckingham and Goodall (2015), traditional methods of performance appraisal includes ranking methods and paired comparison with peers. According to this method, interactions amongst the peers work as a source of inspirations and lead to increase efficiency within the workplace. On the contrary, the modern method of performance appraisal incorporates techniques such as management by Objectives and rating scales that are based upon the behaviour of the employees. The modern methods forms to be a cost accounting method as the importance of additional protocols such as critical incidents methods and forced distribution methods are excluded. Apart from the application of performance management techniques, it is important that certain criteria have to be maintained while the implementation of performance management techniques:

### **Updating of objectives:**

In order to maintain momentum within performance management, it is important that objectives are changed after the completion of previous aims and goals. In the case of Unicall, after employees become efficient enough to attend 400 calls per week, the objectives should be updated to attending 550 calls per week. As per the views of Loynes (1999), such methods lead to continuous and sustainable development within organizations and simultaneously working skills of employees are increased.

### **Implementation through continuous learning programs:**

Performance management aims to improve the efficiency of employees by enabling them to learn through experiences and real-life problems. As per the views of Kapp, Latham and Ford-Latham (2000), continuous improvement methodology enables employees to solve problems according to their capabilities and improves their analytical thinking. One of the main protocols that can be implemented within continuous learning methodology is working within groups and establishing partnerships amongst peers.

Some of the main criteria that determine the efficacy of performance management include linking of past performance and then properly linking it with decisions of administration. Performance conversations, asking open and closed questions are some of the techniques that are implemented within organizations to improve the skills of employees. Ibrahim, Boerhannoeddin and Kayode (2017) mention that active listening and paying attention to the complaints and problems outlined by the employees also help in improving their performance. Moreover, giving constructive and credible feedbacks acts as motivational factors for employees. However, it is important that feedbacks and reviews have to be constructed in such a manner that it adds to working efficiency and not demean the employees.

### **Key tools at Unicall for management of performance**

It is evident from the case scenario that a majority of workers within Unicall are finding it difficult to cope up with the increasing telebanking demands from the customers. In addition, many of the employees find it difficult to interact with their peers and work in synchronization within their workplace. As per the views of Heisig *et al.* (2016), provision of the job description and accordingly specification of a person for performing the task are one of the initial steps that can be implemented within organizations for the management of performance. In addition, strategic

planning of objectives and establishment of priorities form to be one of the crucial tasks that need to be performed while planning performance management within Unicall.

Some of the key tools that can be applied within Unicall are interaction programs and competency-based training can help the employees to cater to telebanking demands of customers and fulfil their queries within the stipulated time. Moreover, review and provision of feedback from the senior officials can prove to be self-assessment tools that can be implemented amongst employees in Unicall. In addition, it is the role of the supervisors to make their employees efficient enough to handle complaints and queries of the customers, meeting service goals and setting overall working environment within Unicall.

## **Recommendations**

In order to mitigate the current technical and communication problems existing within Unicall, the managerial bodies have to implement strategic and organizational decisions for the betterment of the company. In this context, the following recommendations can be given that pertain to existing problems:

### **Recommendation 1: Improve the technical efficiency of workers**

It is evident from the case study that employees within Unicall are unable to solve queries from the customers and hold them in the call for the long duration of time. In addition, many of the service centres for Unicall rely upon their call centres for providing customer services. It is recommended that allotment of proper call centre agents will help in the provision of appropriate tools that empower telephone operators. In addition, a proper call centre agent also provides the benefits of single call resolution and subsequent customers have to spend less time waiting for their problems to be solved.

It has been mentioned by Saks and Burke- Smalley (2014) that induction programs during initial stages of recruitment forms to be an effective way for improving existing skills of employees. In the context of Unicall, it can be recommended that handling calls during induction training have to be included in order to provide a required solution in a respectable manner to the customers. It is recommended that new hires should be allotted with less number of calls and engages in practising role plays. Owing to technical difficulties, it is important that monthly calibrations and meetings are scheduled with representatives of different departments in order to focus on issues that are faced within companies.

**Recommendation 2: Proper allotment of working hours for employees**

Prolonged working hours and lack of leaves are persistent within Unicall. This leads to a decrease in productivity and decreased corporation displayed towards various functionalities. As per the views of Cloutier *et al.* (2016), proper timings and working schedule plays a critical role in productivity and job satisfaction within employees. Within the context of Unicall, it can be recommended that allowing proper working hours for employees will lead to increased efficiency amongst employees.

It is important that rotational duties need to be implemented within Unicall in order to prevent fatigue and resistance amongst the employees. The inclusion of practices such as giving weekly leaves and sick leaves will lead to the creation of job satisfaction. Such practices lead to increased involvement of employees and they will be able to attend calls in a more professional way.

**Recommendation 3: Improving communications within employees**

It is evident from the case study of Unicall that many of the employees refrain from interacting amongst themselves and keep calls unattended for a longer period of time. In addition, they attend to informal calls amidst their duty hours. As per the views of Jackson, Schule and Jiang (2014), proper communication within hierarchies and various strata enables proper fulfilment of objectives and improves the productivity of the organization. As far as communication issues of Unicall are concerned, it is recommended that human resources managers communicate with their employees on a regular basis. This will lead to the creation of a sense of importance amongst employees and they can interact freely with their hierarchies in case they face any shortcomings and problems within their workplace.

It is also recommended that interaction programs can help in proper interaction amongst employees. This leads to an exchange of ideologies and the removal of cross-cultural barriers. This would lead to a decrease in existing conflicts within the workplace and all the employees will work in synchronization in towards betterment of the company. In addition, it is recommended that human resource managers within Unicall should provide routine feedback and reviews to their employees in order to increase motivation amongst their employees and improve communications. Thus, the proper following of the aforementioned recommendations will help Unicall to establish a proper workforce and regarding its lost reputation.

## Conclusion

While carrying out this study, I have realized how important a role is been played by performance management of employees in the growth of a company. I believe that there is a substantial amount of training is required for the growth of the company as a whole and employees at the individual level as well. Unicall has been facing the issues relating to training and performance management of its employees. I have tried to describe the best way to apply the training and its evaluation while considering the strength and weakness of the current employees. From the different theories of training, evaluation of training and performance management I can suggest that company can resolve its issues and can get back the trust of its customer's. I have explained a different number of ways with the help of different theories that how training can be successfully conducted and the areas as well where the training is required.

It can be concluded that proper training and induction programs form to be a critical part for the proper functioning of any organization. As far as Unicall is concerned, there exists a myriad of technical and communication problems within the company. This leads to decreased reputation and dissatisfactions amongst the customers. It is important that proper training protocols are designed that analyses the areas that need further improvement of skills. This can be enabled by using the APICS Body of Knowledge and Instructional Systems Design Model. In addition, diagnosis and proper implementation of training programs can help Unicall in making their employees efficient. Moreover, it is required that proper working hours have to be allotted for the employees in order to prevent resistance and increase their job satisfaction. Various interaction programs can resolve conflicts within the workplace and motivate the employee to work in a synchronized way towards common betterment of the company. In addition, allotment of agents can be initiated in order to improve the quality of customer services and reduce their waiting time. Human resource managers can also provide qualitative feedbacks and routine reviews in order to properly manage the performance of employees. Hence, such methods and process will help in adding a competitive edge to Unicall and create a proper workforce. In conclusion, I believe that it would be desirable for the company to implement the system for training and performance management of the employees with particular regards to the recommendations contained above in this report. The company should think of it and if they do not want to lose the trust of its customers, they should make changes and apply the training and performance management models.

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## Appendices

Diagram 1: Training cycle

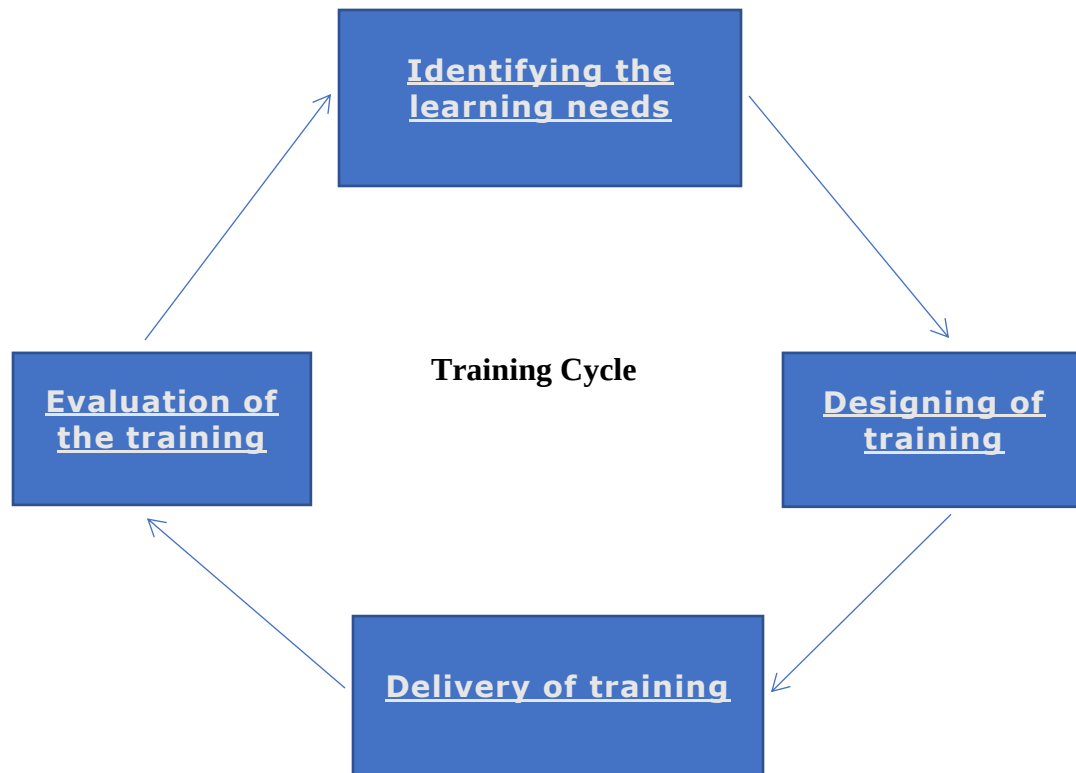


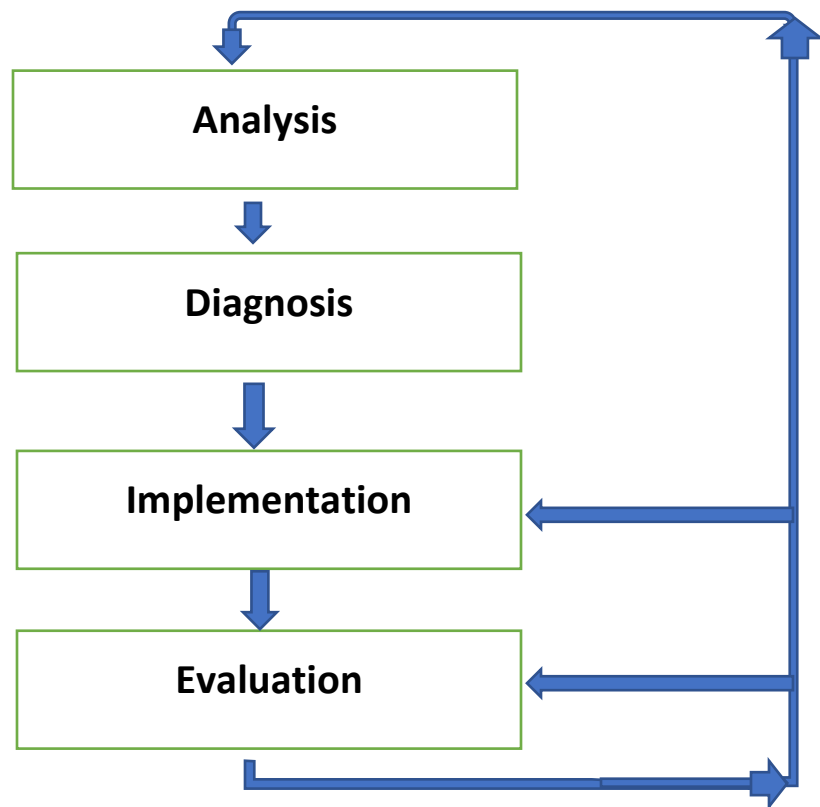
**Diagram 2: - Learning Requirements Planning Model**

**Diagram 3: - Performance Management**