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**COURSE NAME:** Doctorate Degree in Human Resource Management and Development

Assignment Title:

**( TRAINING AND PEOPLE DEVELOPMENT")**

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Introduction

This assignment seeks to address the concepts of training and development in the workplace by examining the roles and responsibilities of managers as it relates to management. It identifies and explains the managerial functions and roles performed by managers and supervisors daily and the application of each in performing or executing their assigned duties.

The course also addresses how management affects employees’ performance and productivity impacts organizational performance. It highlights the internal and external forces that can negatively or positively affect organizational performance and processes of systems and subsystems within the organization. And how each interrelates and interacts with the change processes and the resistance to change.

The assignment draws a few main conclusions that can assist the organization in positively adjusting and reacting to the employee's individual development. And how best it can add value to humanity and my personal development within my current organization's management and leadership processes.

This will benefit me professionally and academically within an environment to grow and contribute to society and my community by providing training and people development concepts and initiatives that will further enhance organizational efficiency and effectiveness.

Finally, this course will critically assess areas of training and development and their implications for organizational performance and increased productivity. This assignment will comply with the University of Atlantic International policies on academic honesty. On this assignment, all the work is my own. And not being presented as one's own words, ideas, or expression of another in any form is cheating (plagiarism). The statement of originality is also provided verifying as my own and any other sources used in this assignment are acknowledged and disclosed.

Theoretical Review

This section provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field.

The study is expected to help and sensitize local and international authorities in formulating policies to address the identified issues of Marketing. The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This course assignment adds potential practical value in assisting the governments with their efforts in managing businesses globally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our research hypothesis

This study used a funnel down approach - a conceptual framework deemed appropriate; linking the views of different authors as applied. The overall aim is to ensure generalizability. It supports and enhances the empirical evidence and the rigor of this study. A copy of the funnel-down approach framework is explained in the body of this assignment.

The study also provides a review of seminal and modern evidence of scholarship and shows a relevant scholarly theoretical base. It offers proof that will shed light on previous studies done in the same field. This study also draws attention to the strengths or weaknesses in the earlier studies done and will offer evidence that either proves or disproves our research questions.

FINAL VIEWS

The theoretical evidence assisted the writer in determining the validity of the collected data. The study also provides a review of seminal and modern evidence of scholarship and shows a scholarly theoretical base that was relevant. This Assignment adds potential practical value in assisting the government with its efforts in operating internationally.

It offers evidence that will shed light on what previous studies have done in the same field. This study also draws attention to any strengths or weaknesses of the earlier studies done and offers evidence that will either prove or disprove our study.

In summary, it provides sufficient justifications, the value of this study's inclusion, and its quality. It shared the appropriate procedural steps in carrying out this study. The framework adds value and rigor to the task of addressing the practical research problem.

The authors did not have much control over the main factors contributing to business success within the global market. This course assignment adds value to my personal and organizational development as it draws sound conclusions and recommendations for different stakeholders and further research.

Summarization of Academic Theory Reviewed

**Manolopoulos (2008):** Motivation is defined as the forces from within that help people to achieve motivational goals and objectives. Various researchers had argued that work productivity and satisfaction depend heavily on intrinsic and extrinsic motivating factors. Theoretical evidence has suggested that employees who are motivated by these factors understand their job purpose and contribute highly towards the achievement of strategic objectives.

**Deci (2000) and Vanyperen and Hagedorn (2003):** Extrinsic seeks to reward employees with financial benefits, whereas intrinsically the employee is motivated by the work itself and finds it interesting and enjoyable.

**Ryan and Deci (2000):** However, evidence has suggested that intrinsically motivated employees perform the work for their benefit.

**Haines (2008)**: It was agreed by contributes to work productivity and employee satisfaction. To fulfill the needs of employees regarding satisfaction, success, and reward, employees must be motivated by extrinsic and intrinsic aspects of motivation.

**Deci (2001):** Whereas the theory of self-determination suggests that intrinsic motivation is affected by the external environment through the power of sovereignty satisfaction, need, affinity, and perception of capability.

**Grouzet et al. (2004):** intrinsically motivated individual is autonomous while, self-determination theory theorized that extrinsic motivation may differ from the extent to which it is sovereign alongside governed.

**Gagne and Deci (2005):** also suggested the importance of motivating employees intrinsically. His study also revealed the extrinsic factors that reward employees for their performance.

**Olafsen et al. (2015)** the exclusive exercise of motivation that is extrinsic frequently place people in a contract instead of the interpersonal attitude needed to boost the organization, he also said extrinsic motivation is measurable, and they might support the relocation of unambiguous awareness, but fail regularly in the field of unspoken awareness due to its emergent and imperceptible practice.

**Olafsen (2017):** said intrinsic motivation makes it possible for the transfer and generalization of unspoken knowledge beneath circumstances where extrinsic motivation fails. On the other hand, the analysis of intrinsic motivation is divided into categories like hedonic and normative that intermingle with each other, there is a probability it will also interact with extrinsic motivation to supply a whole match connecting people to the organizational surroundings.

**Deci (2004):** Evidence suggests that employee demotivation can result from several negative factors that can harm its strategic objectives. Therefore, management should actively monitor the performance of staff and provide continuous feedback as to their progress, encourage, guide, and support staff along the way to enable their surpassing performance targets, consult with staff on the progress of their career action plans, and link identified needs with available organizational resources and solutions.

**TRAINING AND PEOPLE DEVELOPMENT**

This bears in mind the employee’s performance in their current job, listing any key knowledge, skills, and experience that must be enhanced so that they can improve their current competencies and job performance. The identification training internal and external training. supervisor discusses the individual training and development needs with his or her employee.

* Development focuses on broadening the individual's skills for future responsibilities, upward mobility, and succession
* Empowerment- Decentralized Authority
* Participative Management –Employees involvement, upward communication, democratic leadership styles
* Paradigm Shift- A change in mindset from traditional to the new form of learning

Learning Organization refers to having open lines of communication across all levels of Management. With the active involvement of staff in decision making and ensuring transparency and channeling of information are done effectively.

**Key Competencies**

* Abilities
* Qualifications
* Skills
* Requirements
* Knowledge and the know-how

**The Scope of Training**

The organization acquired people who have already attained the level of competencies needed for the specific duties to be performed. On the other hand, it identified gaps in areas where these competencies are limited, and additional training is provided to address the areas of deficiencies that will improve performance and output production. Training is necessary for individual and organizational effectiveness as it acts as the catalyst in maintaining and sustaining competitive advantage on a local and international level.

**Problems of Training**

* Resistance – Attitudes –staff, some are not educated enough, fear senior staff and qualified staff
* Time
* Suitable, Reliable transfers
* Cost-effectiveness
* Everyone learns differently and their needs will be different

An organization needs to buy into the concept or idea to invest in training

Three Levels of Organizational Involvement

1. **Laissez Fair** – Laidback management style, approach. They believe staff will learn by trial or error by looking at and downing each other
2. **Practical Commitment-** Organizations pay lip service during times they whole heartily support and during bad times and budgeting costs and budgetary constraints. Mostly likely to occur in training.
3. **Positive Support** - Actively monitor the performance of staff and provide continuous feedback as to their progress. Encourage, guide, and support the team along the way to enable their surpassing of targets. Consult with staff on the progress of their career action plans and link identified needs with available organizational resources/solutions.

**Aims of Training**

* To develop the skills and competencies needed in achieving organizational and individual goals.
* Assist in employee development across all levels of the organization
* Reduce learning time for employees starting new jobs on appointments or transfer or promotion

**Benefits of Training**

1. To minimize learning cost
2. To improve individual, team, and corporate performance
3. To improve operational flexibility cross-training
4. Attract high-quality employees
5. To help develop a positive culture in the organization

**Process of Training**

The conditions must be conducive for training to be effective.

1. Employees must be motivated to learn
2. Employees must gain satisfaction from learning
3. Learning is active, not passive
4. The appropriate techniques must be used
5. Time must be allowed to absorb learning
6. Learning methods should be varied
7. Learners must receive re-enforcement of correct behavior.
8. Recognized the different levels of learning abilities

**Two Training Systems**

1. Systematic – specifically designed to meet defined needs. It is planned and provided by people who know how to train, and the impact of training is carefully evaluating
2. Planned – Bears on the identification of training in alignment with the organizational strategic plan.

**Total quality management is focused on quality**

Customers: Internal (Employees, Management, and Supplier) External – (Customers)

Paradigm Shift

Input – Material, Labor, Transportation, and Machinery

Transformation –Process-Production and use of material and Labor

Output –End Product

**Classical Approach Period**

1. Strategic Management alignment
2. Bureaucratic system of management
3. Employment and Employee Relations in the workplace.

**Training – and the Training Gap**

It attempts to address what is and what should be

* Corporate of functional results – Corporate or functional standards
* Knowledge & Skills Processed - Knowledge & Skill required
* Actual Performance of Individuals – Targets or standards of performance

**SYSTEMATIC TRAINING**

This required a 4-step approach process

1. Define all Training Needs
2. Define what sort of training is required or needed to satisfy these needs
3. Use experience and trained trainees to plan and implement the training
4. Follow up & evaluate the training

**Training problems with the systematic training system?**

1. It does not emphasize the responsibility of Management to make the decisions or on individuals themselves
2. It is oversimplified
3. It needs a more realistic approach

**PLANNED TRAINING**

This is a process that identifies and defines the training needs. It involves analyzing corporates team, and individuals need that are required to attain new skills, and knowledge to help improve the existing competencies. For example, individual units and departments what is required for performance, H.R. Dept succession planning future skills and requirements, personnel statistics on employee turnover, absenteeism, and sickout, exit interviews, and organizations goals and corporate plans.

Define the learning required- specify clearly what knowledge, skills, and abilities must be learned and what needs to be developed and what attitudes need to change.

Define the objectives of Training. it sets the stage for what must be learned as well as what learners must be able to do after receiving the training.

Planned your Training Program carefully and ensure it is designed to meet the needs and objectives of corporates, teams, and individuals. Ensure to use the right combination of training techniques

Decide who provides the training, ensure it is appropriately cost-effective, and indicate if the Trainer will be internally or externally.

Implement the Training. ensure the most relevant and appropriate techniques are utilized to meet the audience learners.

Evaluate the Training and assess the training to determine the extent to which learning objectives have been met.

Amend & Extend Training as necessary. Decide based on evaluation, the extent to which the planned training, needs to be improved, and how learning requirements should be satisfied.

Where should training take place?

Three areas of training can take place

1. In the Company/ on the job
2. In the Company / off the job
3. External training- off the job

**Advantages of Training**

1. In the Company, on the job: it may consist of teaching or coaching, mentoring by managers, team leaders, or trainers at the desk, etc.

**In-Company Training –off the job training**

**Advantages /Benefits**

1. It usually can take place on special courses or in training areas or centers which have been specifically equipped and staffed for training
2. It helps to increase the identification of the learner with the Company

**Disadvantages**

1. Trainers are transferred from the training course to a job to apply their knowledge, skills, and abilities into practice.
2. For managers and team leaders, the problem of transferring from the training situation to real life may even be more difficult

**External Training-off the job**

Advantages

1. It is useful for the development of managerial, team building, technical and social knowledge, skills, and abilities especially if the coursed covers standard theory practice
2. It should be able to supply the quality of instructions that it might be economic to provide internally
3. It can be used to implant highly specialized knowledge and advanced skills and has added the advantage of broadening the horizons of those taking part, not least, because they will be exposed to their peers from other organizations

**Disadvantages**

Transferring learning into practice

How effective the training, the K.S.A. An acquired may be quickly dissipated unless immediately used

Training Techniques

1. Job Training –The technique that can be used: Mentoring, Coaching, Performance appraisal, Job rotations, planned experience, and cross-training
2. Off the job training – which are techniques include, Lectures, talk discussions, PowerPoint presentations, Case Studies, Role Playing, Stimulation group exercises, Team Building, and workshops locally and internationally

**Off the Job Training Techniques**

External Training, organized training programs techniques used

1. Projects
2. Computers based training
3. Interactive videos and audio
4. Instruction based
5. Questions and answers

Management Development

Organizations are faced with challenges

1. Changes in Structure, Culture, and Customer task
2. Globalization – Competition, products, Innovation, Strategic planning, marketing
3. Environment – the external factors, politics, culture, society natural disasters
4. Technology – new ways of doing things, improving performance and production, it also affects people within the organization
5. Labor market
6. Succession Planning

Management Development Activities

* Analysis of present future needs
* Analysis of K.S.A. of managers
* Analyze the organization's future demands and their challenges arising from compatible pressure and see if managers K.S.A. are in line with them.
* The introduction of the new product market strategies and technology are the managers qualified or knowledgeable to incorporate it into the organization.

**The Assessment of existing potential skills:**

1. Assessment is carried out by performance management system P.M.S are carried out by managers
2. This Performance Management System is done in line with defined objectives and goals. It is tied into benefits such as bonuses, promotions, or Job interior.

Production Strategies and Plans to meet these needs

1. The plan of the organization, how it intends to provide for the future manager's needs in light of the business plan
2. It looks at manager's roles in the organization and the relevant approaches needed to develop those needs

How managers learn

1. The best way /approach is said to be learned by managing experience is the best teacher
2. The managers learn due to their skills, capabilities, motivation, and desire to want to progress while others believe that there is no need to learn new tricks they are functional as they are.
3. Managers learn by guidance and help from their effective bosses, who are fully aware of their responsibilities for their development.

**Formal and Informal Learning Abilities**

Formal Approach- it is more strategic; this is based on the identification of development needs through performance management systems and development centers.

The outcome of this approach: involves development on the job through coaching, mentoring, counseling, and feedback in the identification and satisfaction of development needs.

The development through work experience includes job rotation, job enlargement, and working on projects in teams.

Formal training: utilizing internal and external courses

The development through self-managed assessments on job performance

**Informal Approach to Management Development**

* Getting managers to produce their development plan
* Encouraging managers to discuss their problems, identify opportunities for themselves what they need to learn or be able to do
* Encouraging managers to identify where they fall short in meeting their objectives. What can be done to improve it?

The informal approach makes use of learning experiences that managers meet during their daily duties. It is believed managers learn when they are confronted with unusual problems or situations when they analyzed what they did, and how it contributed to their success or failure

What is management development?

This is a training initiative performed by most organizations to assist in addressing performance deficiencies and preparation for upward mobility and future responsibilities.

**Importance of Management Development**

* To help the organization grow and managers to meet their objectives and goals
* Improving manager's performance, and giving them opportunities, provide for management succession
* It involves anticipations supporting the long-term objectives. Re-active intended to resolve the performance difficulties. And motivation is the desire from within that causes a person to act geared toward the individual career aspirations of management development
* Ensure managers understand what is expected of them
* Identify managers with potential encouraging them to in developing their plans of action to address performance and issues at work.
* Ensuring that they received the required development training and experience to equip them for more demanding responsibilities
* Provides for management Succession, creating a system to keep this under review

**Reflective Review of Development Plan**

Work-Based and Personal Learning

This level of training arises from the employee performance review which indicates or identified any areas where targets were not achieved and the challenges that had contributed to them. For example, the performance management system that exists in the Turks and Caicos Islands National Insurance Board was developed to ensure that all employees understood the policies and procedures clearly. It also serves as reference material in the development program for administrators and employees who will be participating in the system. Organizational culture refers to the set of beliefs, attitudes, actions, and behavior that typify the members of the organization. A performance culture is a variation on the theme and refers to the beliefs, attitudes, actions, and behavior that actively promote and reinforce the achievement of the organization’s goals. A performance culture is characterized by the predominant belief that organization members should :

1**-Tie performance to organizational goals and actively work towards the achievement of overall targets.**

1. Proactively seek and respond to feedback / self-development opportunities
2. Understand how their actions add value to the organization
3. See the benefits of change and willingly embrace it
4. Having a performance-oriented culture supports the achievement of performance goals of the performance management system. By :

* Creating an environment in which performance is looked at in terms of how things are done, not merely what is done.

**2- Developing an appropriate culture:**

Culture techniques: Culture change cannot occur overnight. However, management can foster the development of an appropriate culture by promoting positive actions that seek re-in force the desired behavior. it is suggested that there should be :

* Clarity with regards to what should be aimed at and the changes to make
* Constant and consistent communication of the need for / benefits of change and the new values to emulate
* Establishment of a clear leadership structure, for example, a Performance-Based Management System (PBMS) Team with the authority at the highest levels of the organization
* Provision of appropriate guidelines to staff output focused job description, standards/ targets, etc
* Positive reinforcement for example ( recognition, rewards) for staff who demonstrate the desired behavior
* A monitoring and feedback system that will always monitor and evaluate progress regarding the change effort, and suggest corrective recommendations when progress seems to be behind the target.

**Key Success Factors**

The key to success in achieving sustainable culture change is the establishment /existence of a :

1. The supportive structure that constantly promotes and reinforces the new culture, having clear and well-understood performance standards/targets. There should always be active promotion by management of the new culture and consistency in the messages management sends.
2. A clear line in sight between the new culture and the way jobs are performed/standards expected. In short, how the new culture will impact daily performance needs to be understood.
3. Commitment and buy-in of all members of staff

Finally, all members of the organization must be seen to be involved in the process. As such change cannot be seen to be a process that is driven by the Human Resource Department alone, as line management must be seen to be a critical part of the leadership system.

**The stages in the managing performance :**

1. Identify and agree to performance objectives
2. Ongoing support & review of the performance
3. Formal review & appraisal performance

**Roles and Responsibilities**

The assignment in the filling of key role and responsibilities are essential to employee motivation and performance within the organization. These roles must be properly identified and communicated as the effective performance of the key tasks involved. By Supportive Leadership, Motivation, and Team Building efforts; communicating reasonable expectations as to the behavior desired from each employee in the organization; leading to the alignment of corporate, individual, and team objectives; and enabling the creation of the “Buy-In” this is necessary to support appropriate culture.

The examination of roles and responsibilities of each stage

**Stage -1 Identify and agree with performance objectives:**

Outline line of sight between individual and strategic goals- provide a clear understanding to the staff of roles and importance of Employee's job in achieving objectives.

Ensure alignment of organizational, departmental, team, and individual objectives when setting the performance targets of each member of staff and their development programs

Identify resources needed for the achievement of targets

Define employees' career concerns and ensure that the performance appraisal program reflects the relevant issues.

**Stage -2 Ongoing Support and Review of Performance:**

Actively monitor the performance of staff and provide continuous feedback as to their progress

Encourage, guide, and support the team along the way to enable their surpassing of targets

Consult with staff on the progress of their career action plans and link identified needs with available organizational resources/solutions.

**Stage-3 Review and Appraise Performance:**

Have objectives, fair and balanced basis for assessing performance as an example. One or two critical incidents should not be used to judge performance for the entire period. Similarly, appraiser biases such as personality preferences should be eliminated when appraising employees. The possibility of discrimination can be reduced using appraisal methods such as a standard, objective yes/no checklist. Setting smart performance objectives and recommended improvement options to be pursued

Managers should also assist staff in getting access to these improvement options if available in the organization.

**Final stage - Responsibilities of the staff:**

The staff members should not be passive participants in the Performance Management Process. Instead, they should actively use it as a tool that facilitates the progression and development of their professional careers. Specifically, the performance management system targeted – the setting process should spur the result of a career action plan stating career goals and outlining the activities involved in attaining these goals and objectives. The continuous feedback and evaluation process should then measure actual progress against this plan and determine the revisions or self-improvement options to be pursued. Of note, staff should take responsibility for proactively seeking feedback on performance throughout the year and acting on the information obtained. Human Resources Department provides more information to manage the Appraisal system process.

The work planning process involves the identification of input requirements and activities that are required to achieve the final outputs and the desired outcomes. In doing so, the process takes into account the purpose of the job, and the relationship with corporate, departmental, and section/ unit objectives and outputs.

The work planning activities which are relevant to the completion of the Performance Appraisal Form include:

* A review of the previous year’s performance against the targets
* Determination of the new targets and outcomes which should be “specific, measurable, achievable resourced and time-bound.”
* Analysis of the gap between the new and the previous targets
* A determination of the activities required to achieve the new targets
* A review of the standards of the activities and the finalization of the new targets.

In reviewing the resource requirements, the analysis should include :

1. Competencies such as these contribute to the achievement of both the intermediate and final outputs.

As a component of the overall performance management system, the organization conducts formal assessments of the job performance that are used to determine employees’ achievement against predetermined standards of their job and the overall organization. The performance management system for the respective organization requires that :

1. Assessments are based on the period April 1st to March 31st of the same year
2. Interim Appraisals be completed between October 1st and November 31st of each year.
3. Final appraisal of the performance of incumbents against the predetermined targets/standards is carried out during the period April 1st and May 31st of the preceding year, during which new objectives will be set in keeping corporate, departmental, and section unit objectives for the new year.

Formal Learning

The formal learning was useful for the development of managerial team building, technical and social knowledge skills, and abilities especially if the course covered standard theory practice. It supplies the quality of instruction that might be economic to provide internally and is used to implement highly specialized knowledge or advanced skills and has the added advantage of broadening the horizon of those taking part. It is more strategic, based on the identification of development needs through the Performance Management system and development centers. The outcomes involve Development on the job through coaching, mentoring, counseling, and feedback. There are several outcomes and objectives identified throughout the learning process, these ensure managers understand what is expected of them. Identify managers with potential encouraging them to prepare and implement their development plans. Ensuring that they attained the required development training and experience to equip them for more demanding responsibilities. The conditions must be conducive for learning first, for it to be effective. People must be motivated to learn, this means making them aware that their present level of knowledge, skills, and abilities or their attitudes needed to be improved learning. people must have clearly defined targets and standards that they find acceptable and can be used to judge their progress. They must be guided, by the Performance management system process.

Appropriate techniques must be used, and techniques or tools must be relevant and applicable. Time must be allowed for learning to absorb. The methods should be varied and used methods and techniques to maintain interest. Recognized the different levels of learning and the selection methods. Remember everyone does not learn in the same manner. Each employee should be assessed as necessary, based on their learning ability. The aim is to develop skills and competencies needed and to improve performance, helping people to grow within the organization and reduce learning time for employees starting new jobs on appointment, transfer, or promotion.

However, many new employees come equipped with the required knowledge and skills needed, while others required extensive learning. Most employees need training continuously, to maintain effective performance and goal attainment. With this level of formal learning gained, I will focus my attention on broadening my knowledge and skills for future responsibilities, upward mobility, and succession. Having open lines of communication across all levels of management, active involvement of staff in the decision-making process, and ensuring transparency and channeling of information is done effectively. with this initiative, the Learning cost will be reduced, improvement in the individual, team, and corporate performance, improvement in operations flexibility, the attraction of high-quality employees by offering learning and development opportunities, and the development of a positive culture and quality services.

Informal Learning Concept

This application has provided me with a good level of understanding and knowledge in adding value to the organization. It has allowed me to produce my development plan, and allow me to discuss my problems, opportunities, and training needs. I can identify where I fall short in meeting my goals and what can be done to improve them. On the Job, I am daily faced with these challenges; it is believed that all managers learn when they are confronted with an unexpected situation or problem. By this, they can analyze what they did, and how it contributed to their success or failure. The conditions must be conducive for learning and people must be interested; this means ensuring that all areas in need of training are identified through the application of the performance management system. Ensure that a standard of performance criteria is set for each employee, and clear goals are defined. 1st April 2006, I was officially employed by the TCINIB as a Compliance Inspector. I worked as a Compliance Inspector from April 2006 – to May 2009. I was promoted to Senior Compliance Officer from June 2009 to the present. Currently, I manage the Compliance Department and supervise five Compliance Inspectors. My role as a Senior Compliance Officer involves training and development, assisting with the development of all training programs that are designed to address performance indicators and areas of improvement, guiding all compliance staff, and ensuring that all targets are conscientiously pursued and achieved.

Throughout the year performance is evaluated in line with the Turks and Caicos Islands National Insurance Board Performance management-based system. I apply the performance cycle, setting smart goals, and monitoring performance in quarterly and annual reviews.

Planning stage: I set performance targets for the fiscal period, and both I and the employee agreed by signing and dating.

Monitoring stage: I will meet with employees on a weekly and quarterly basis, to evaluate performance against the agreed target.

Review Stage: I will evaluate the overall progress of employee performance, to determine whether goals were achieved. I provide the incumbent with a copy of his last assessment for the previous year. During the meeting, he is provided with a current job description. After the meeting the incumbent is provided with a copy of his current job, listing all areas of key knowledge, skills, and experience that need improvement. Here courses are identified, and the personal, academic, and professional development plan is recommended. The development plan is agreed upon by the supervisor and employee. The planned objectives are reviewed by the date agreed. The learning outcomes from my career professional development plan have motivated me to continue looking forward to advancing my career, by pursuing self-study and training to enhance my technical and interpersonal skills. Seeking out and participating in opportunities aimed at being a more effective leader.

The development will focus on broadening skills and knowledge for future responsibilities and promotional opportunities within my present organization. Ensuring that lines of open communication across all levels of management, active involvement of staff in the decision making, and ensuring transparency and directing of information are done effectively.

Formal and Informal Learning gain

I will also ensure that a standard of performance is set for all employees. They must have clearly defined targets and standards which is acceptable and can be used to judge their progress. I will ensure that each employee is satisfied with the level of learning provided, in addition to establishing the platform to determine whether they can learn under difficult circumstances and whether their development needs are being met.

Currently, I manage the Compliance Department and supervise five Compliance Inspectors. My role as a Senior Compliance Officer involves training and development, assisting with the development of all training programs that are designed to address performance indicators and areas of improvement, guiding all compliance staff, and ensuring that all targets are conscientiously pursued and achieved.

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The development will focus on broadening skills and knowledge for future responsibilities and promotional opportunities within my present organization. Ensuring that lines of open communication across all levels of management, active involvement of staff in the decision making, and ensuring transparency and directing of information are done effectively.

Conclusion

This course has provided me with an environment to perform professionally and rewarded me with substantial information for managing performance strategically.

As a member of the (management team) leadership of the National Insurance Board, how important is it to you in fulfilling your role, to have an organization that is aligned with strategy, structure, systems, and employees.

In my view, it is very important to the objective of the employment relationship in optimizing my output in terms of quality and quantity, thereby improving the company’s overall performance and service delivery. I proposed that the organization adopts coaching, mentoring, and counseling strategies, to help gain employees' attention to the key issues affecting performance and their individual development. Focusing on the detail and relevance of the conversation to those key issues and creating a positive feedback loop. In addition, focusing on what is working as well as what is not working.

The knowledge gained will help me in the current job where I am presently employed as a supervisor and managing a department of five compliance officers.

How will it support me in my work – life? The knowledge gained from this study is timely and beneficial for me personally and in my work life. It aids me with the standard principles of creating an ethical work environment that can apply the accommodative and proactive disciplines to confirm commitment and dedication to accomplishing personal and organizational goals. It has dramatically equipped me with the theoretical and practical foundation that will allow me to be more sensitive toward unethical situations in my work environment and proactively address them.

Recommendations

This chapter gives an overview of recommendations given for others to consider for future situations and for implementing the plan of this assignment. New initiatives should be delivered through local management. The assignment recommended that the organization implement an effective Performance Management and Appraisal System that will assist the organization in evaluating performance on a quarterly and annually basis. The system will also help in determining whether strategic goals and objectives are being met or not. Understand what is expected from the incumbents, when it is expected, and what standard is expected. Determine whether performance objectives are being met. Understand the employees' critical areas of accountability. Make qualified decisions within the employees' competencies and avail them of learning and development opportunities to meet their performance targets competently.

**Specific objectives to be implemented include:**

1. The establishment of a performance and learning culture.
2. Encourage upward communication and the adaptation of a participative and democratic leadership style.
3. Manage, and encourage jobholder’s development needs; evaluate performance fairly and objectively. (**Job Description and Job Specification**)
4. Recognize fully effective and better performance categories and manage classes of performance that are not fully effective and lower.

**Limitations of the assignment**

This assignment was limited to research material in the wake of the challenges it anticipates a foreseeable future etc. I had to focus primarily on the current work environment and my personal work-life experiences to effectively address the assignment question ***“***Training and People Development”. It was difficult in getting primary data from within due to the availability of staff for an interview. This was no longer an option and most of the participants were reached via email; this was one of the key challenges in collecting the primary data. Overall, the obtained information was beneficial to my work-based, personal, formal, and informal learning development for future responsibilities.

**Bibliography**

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

**COURSE NAME:** Doctorate Degree in Human Resource Management and Development AIU –

**SCHOOL:** Business and Economics

**Assignment Title: (TRAINING AND PEOPLE DEVELOPMENT)**

**Student ID number**: UD7228BHUB1442

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

**Student Signature Date: June 3rd, 2022**

**Dexter Parker**