INSTITUTE OF SUPPLY CHAIN MANAGEMENT

IoSCM Employee Development Guide

IoSCMis the first international institute to represent the interests of the wider supply chain. Our aim is to improve the industry by setting standards and promoting best practice through high-quality training and qualifications.

"A workplace filled with and driven by employees with positive attitudes - vibrates continually to the tune of service excellence and passionate team success"

- TY Howard



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Welcome to the IoSCM **Employee Development Guide**



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"In modern industry there is ONE THING THAT NEVER CHANGES, and that IS THAT EVERYTHING CHANGES, ALL OF THE TIME"



This guide has been created to support organisations of all sizes in understanding the most effective ways to identify skills gaps, development opportunities, and performance challenges within their workforce.

By identifying these areas, organisations can strengthen and enhance their supply chains. We work in partnership with leading organisations to develop the skills of their employees and build the capabilities needed to achieve their strategic objectives.

Keeping pace with evolving processes, regulatory requirements, and market trends often requires organisations to continually develop the skills and capabilities of their workforce. At the same time, employees have individual development needs, career aspirations, and varying levels of performance, making it challenging for managers and HR teams to determine who would benefit from training and which interventions will deliver the greatest impact. Identifying these needs effectively helps ensure training investment is targeted, relevant, and aligned with organisational objectives.

Setting a Strategy for Your Organisation

A business, regardless of the age, size or industry, should have goals, a strategy and objectives that they are constantly working towards achieving - FACT.



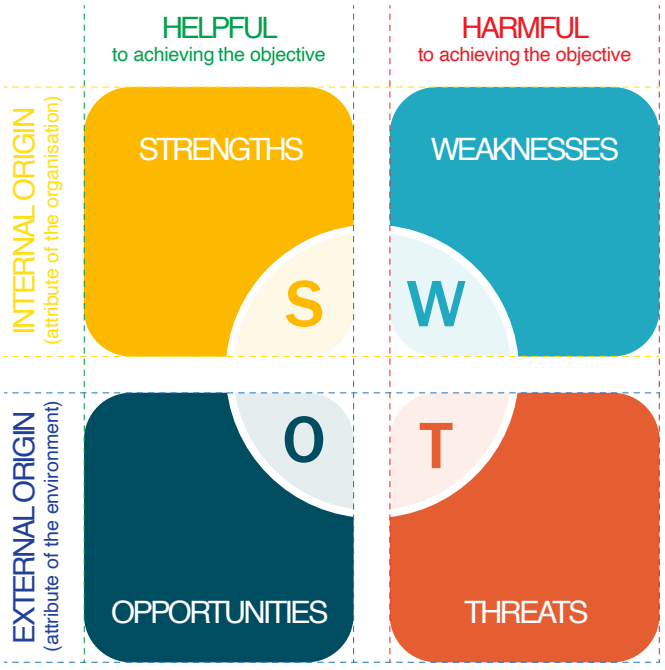
To keep track of performance, goals, and objectives, most organisations review their strategy on a regular basis.

The most effective way to review strategy is to carry out a SWOT Analysis.

A typical SWOT analysis looks at the strengths, weaknesses, opportunities, and threats to/of a business. This allows for market and competitor analysis, buying signals, internal improvements and successes to be considered, reviewed and learned from and provides a great platform for future planning for the organisation.

Once you have identified the areas of focus for the organisation and created new objectives, the next step is to work out how those goals can be split out and allocated to different areas or functions of the business.

After business objectives have been defined and the areas of the organisation that will be key to achieving them have been identified, the next step is to cascade these objectives to the relevant teams. This ensures that those responsible for delivering the organisation's goals clearly understand their role in achieving the targets and contributing to overall business success.



Performing as a Team

If you are the manager or leader of a team within a business it is likely that you will be accountable for the activities and performance of your team members as well as how the team contributes to achieving the objectives of the business.



The overall targets of the team are usually set by the senior managers of the business following the strategic planning they have carried out for the company.

Rarely is it as simple as telling your team members that you have new objectives and that they each need to do their fair share to achieve them, nor would an experienced manager ever do this, and rightly so.

Once you have a clear overview of the objectives for your team you need to carry out an analysis to help you create a plan of action.

We would recommend using a SWOT analysis following the exact same process as the business used to create the objectives however this time focus on your team members.

You need to identify what you have as a team in terms of skills, abilities, knowledge, as well as the key areas covered in a SWOT analysis. This in turn will allow you to carry out a skills gap analysis highlighting what's required to enable you to achieve the targets and goals that have been set.

Once you have identified skills gaps within your team you can then create a strategy to address and overcome any potential issues for your teams overall performance in line with the objectives you have been set.

As part of your planning you will need to look at the abilities and capabilities of each individual. Then decide if you can upskill existing employees to meet the new objectives, promote team members to take on more responsibility, or if you need to recruit additional employees with the skills you are missing.

Once you have created a plan for your team, the next step would be to carry out PDP (Personal Development Plan) meetings with each individual to discuss the new responsibilities/areas of focus and/or development opportunities you have identified for them and agree a plan to support them with achieving these new responsibilities, goals or KPI's (Key Performance Indicators).

Who is Responsible for Employee Development?

It is widely acknowledged that the development of employees is the responsibility of both the individual and the organisation they work for. Within larger organisations the employers responsibility will be overseen by the HR Department, in smaller organisations by the Team Manager.



"To win the marketplace you must first win the workplace"

- Doug Conant

Agreeing that continuous development is a collaborative activity is essential, some key tools to ensure a clear approach include:

- An effective training needs analysis, carried out on a regular basis
- Clear progression planning
- Structured training, which demonstrates a return on investment
- Measurement of success
- Opportunity to develop through professional qualifications
- An agreed collaborative approach
- Regular opportunities to review and assess progress

A poor approach to employee development can often result in the failure to retain talented people within your organisation. Ensuring that the organisations overall aims and the employees goals do align is key to successful career development.

The Value and Benefits of KPIs

Key Performance Indicators (KPIs) are key to the success of an individual, a team and ultimately the organisation.



They enable the business to understand and analyse performance and make crucial adjustments to strategy to ensure organisational goals are being achieved. A KPI is a measurable element which demonstrates how each section of an organisation is performing in line with key objectives and priorities.

7 Reasons Why You Need KPIs

1. Measure Progress
2. Track Performance
3. Maintain Vision
4. Meet Challenges
5. Create New Ideas
6. Analyse Patterns
7. Align Strategy

Our Expert Network partner specialising in HR solutions, Croner, have created a Top Ten guide to maintaining a motivated team, and we couldn't agree more!



"Motivation is the catalysing ingredient for every successful innovation"

- Clayton Christensen

1. Praise jobs that have been done well
2. Create a culture of appreciation
3. Listen and respond to employees issues
4. Provide opportunities for professional development
5. Offer flexible working opportunities
6. Provide financial incentives
7. Facilitate fitness opportunities
8. Ensure strong family friendly policies
9. Celebrate milestones and traditions
10. Organise inclusive social events



What is a Personal Development Plan (PDP)?

The career experts at Reed explain,

"A Personal Development Plan is a written account of self-reflection and improvement, which doubles up as a detailed action plan used to fulfil academic, personal, or career based goals. It's usually created within the workplace or when studying (with guidance from your manager or tutor), and works by allowing you to establish your aims, recognise your strengths and weaknesses, and identify the need for improvement.

Objectives are put in place based on the areas you'd like to improve on, and the plan consists of your own personalised actions that will help you to achieve them"



"A person who feels appreciated will always do more than what is expected"

When used within the workplace the aim of a PDP meeting is to support both the individual and the business and to establish how the two will work together to meet the overall aims of the organisations.

A workplace PDP is the perfect opportunity to set and agree new objectives, highlight the strengths (and weaknesses) of an individual, address and identify any training needs and to ensure both the manager, and the individual employee, have a clear understanding of the capabilities of the employee and what their aims are as an individual.

A PDP is also a great opportunity for both parties to address any concerns they may have in relation to the other or to raise issues they may not be comfortable doing within the normal working day.

Usually a team manager would ask each member of the team to carry out the preparation for their PDPs. Providing them with an overview of what a PDP is, what it is used for, and why it is more effective if they prepare for their meeting.

The Business Benefits of Personal Development Plans

A comprehensive PDP programme within your organisation has a host of proven benefits.



Retaining Talent: Your employees are your best source of talent, encouraging your existing team members to develop professionally will ensure they are ready for new opportunities within your organisation.

Create a Growth Culture: The environment you create within your organisation ensures both a growth mindset and the opportunity for continuous improvement.

Innovation and Ideas: Workplaces where innovation is cultivated are great at embracing change, and are rewarded by discovering new ways of operating.

Spot Challenges Early: By identifying challenges early you will prevent the build up of problems, are people fitting into your culture, are they being heard.

Identify Potential: PDPs are an opportunity to focus on the individual, sometimes people can be lost in the crowd and deserve to have their career put into the spotlight.

Transparency and Visibility: Conversation, honesty and openness ensure that employees have confidence in your system, and the organisation as a whole

Embrace Everyone's Value: When we're heard, ideas come to the forefront we feel invested in and valued as individuals, therefore more likely to contribute.

"The growth and development of people is the highest calling of leadership"- Harvey S Firestone

Preparing for a PDP with your manager

Development is essentially learning - learning to better ourselves with the help of a PDP. Many people get a sense of fear and dread when they hear the term 'personal development plan'. But personal development is merely about learning new skills, becoming more alert and aware of one's own work and being more open to change – for the better.



An excellent way to start off creating a development plan, is to sit down and complete a SWOT analysis.

SWOT analysis is mainly used as a tool to analyse the market position of an organisation but many managers and team leaders worldwide also use it to conduct personal career analysis's. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The model is designed to assess your personal skills and qualities whilst also considering what might affect your job and your position within the organisation. It's a good way to consider your way ahead.

The IoSCM Hub is a great resource for individuals and managers planning PDP meetings. Below are some questions taken from the Hub that you could ask yourself based upon SWOT:

STRENGTHS

What do I do better than my colleague?

What are my key skills?

What qualifications do I have that could help me in my job role?

What specialist knowledge do I have?

WEAKNESSESS

Do I have any gaps in my experience or knowledge where I could improve on?

What do I find most difficult in my job role?

What do I find most stressful in my day to day tasks?

What factors (personal or at work) have limited my progress so far in my job?

OPPORTUNITIES

Are there any internal vacancies which are suitable for me?

Which trends could I take advantage of?

Are there any upcoming changes within my organisation which might provide openings?

THREATS

What potential problems do I face in my job?

What competition am I up against within my team or department?

Are there any upcoming changes wthin my organisation which may affect my employment?

By delving into each section of SWOTand asking questions like the ones above, it gives both you and your manager/team leader a clear idea of what goals and objectives to set yourself within your personal development plan. And by doing so, you are taking charge of your own development by analysing yourself and your work – rather than have someone else do it who isn't in your position.

It has been proven by completing a SWOTanalysis before doing your personal development plan not only gives you a real insight as to exactly what you do well and what you may not do so well in, but it gives you the advantage of knowing straight away what you need to develop on and what goals you need to aim towards achieving in the near future to better yourself.



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"CORPORATE CULTURE MATTERS.
How management chooses to treat its people
IMPACTS EVERYTHING for BETTER OR WORSE."

- Simon Sinek

The Role of a Manager in a PDP

A PDP meeting is usually employee led. Each member of your team should have prepared for their individual meeting and come ready to discuss their current performance.

It is vital that a manager also prepares for PDP meeting with their team members it is the perfect time to ensure the employees individual aims align with the wider aims of the team and the objectives of the business.



Using SMART objectives you should agree a plan with the individual which includes both short and long term goals, highlight any areas of improvement that are required and agree any training needs to support the team member with achieving the KPIs that are being set for them.

The PDP provides your employees with a purpose, through self development they can;

- Gain skills and knowledge via a qualification
- Grow in confidence
- Work towards a promotion
- Develop their role within your organisation
- Improve their motivation
- Become more innovative

SMART Objectives

The SMARTin Smart Goals stands for stands for Specific, Measurable, Attainable, Relevant, and Time-Based. In order to be a SMART goal, the goal needs to meet all five of these criteria.

S — **Specific** goals are well defined anc clear on what needs to be accomplished. What outcomes do you need to see in order to consider the goal accomplished?

M — **Measurable** goals enable you to evaluate whether or not the goal was achieved or not. How will you decide whether the goal is completed or not?

A — **Attainable** goals are realistic about what is possible given the availability of resources, knowledge, and time. How likely is it that you can accomplish thos goal?

R — **Relevant** goals are important to you and will make a material impact on achieving your larger objectives if this goal is met?

T — **Time-Based** goals lock goals into a specific timeframe and specify when they will be completed by. When do you need the goal completed by?

The Five Moments of Need

Bob Mosher & Conrad Gottfredson introduce us to the "Five Moments of Need". Understanding this model will enable you as a leader to identify the different ways you can support individuals within your team, or organisation, to learn new skills or enhance their existing abilities, to achieve their development aims or to meet the needs of the organisation.



The five moments of need are defined as:

NEW

Learning for the first time (NEW);gaining knowledge of a new subject, process or procedure.

MORE

Learning more (MORE)- expanding your existing knowledge, skill and competency of a certain subject or topic.

APPLY

Applying what you've learned (APPLY)- translating knowledge, skill or competency into the learner's unique job role and organisational context.

SOLVE

When things go wrong (SOLVE)- using knowledge and skills for troubleshooting and problem solving 'in the moment'.

CHANGE

When things change (CHANGE)- finding a new or improved way to carry out a task or function then it's imperative to implement this change.

The Five Moments of Need

In other words, when a business is looking to develop their employees, it is better to take time to understand what the driving force behind the development need is before deciding the most appropriate way to support the employee(s) with gaining the new knowledge they need.

Purchasing a course is not always the most effective way to meet the learning need of the team or employee initially.



If a learning goal or objective is extensive and has a time restriction or performance measure linked to it then it is likely that a course would provide the more effective learning experience. If the learning requirement is more personalised to an individual and their performance or role, then it is normally wiser to provide performance support.

Viewed in this way a general guide would be to match the learning objectives with the most suitable learning method for each category as listed below;

NEW = Courses

MORE = Courses

APPLY= Performance Support

SOLVE = Performance Support

CHANGE = Depends of the extent of Change

Of course this is not a one size fits all strategy and it is always more effective to consider each situation or requirement on an individual basis before deciding the most appropriate method of learning.

Coaching and mentoring within the workplace are fantastic ways to provide performance support to employees, of course, this will only be successful if the individuals providing the coaching have the skills required to coach others. It is not as simple as telling someone what they need to do and how they should do it.

Sometimes, investing in the development of your management team's leadership skills will produce much better results than just investing in the learning requirements of each employee as and when they arise.

Whatever learning requirements you identify within your organisation, the IoSCM Business Team are here to offer you support and guidance with identifying the most effective way to upskill your team, advance the capabilities of your workforce and meet the strategic aims of your organisation.

Employee Wellbeing

Through creating a healthy, supportive, open and safe environment your people are less likely to experience workplace stress, anxiety and depression. A 'Wellbeing Strategy' will provide you with a framework in which to provide the support and signposting required.



"Flexibility is the key to stability"

- John Wooden

Wellbeing Programme

Looking after employee wellbeing enables people to have a better life in and out of work, it's your responsibility as a manager to ensure that those you are responsible for have open access to you to discuss any work related issues, for example around anxiety, lack of productivity etc – you then need to implement a clear plan to support that person.

Whether you engage a wellbeing specialist organisation to provide support to your organisation, or train existing staff, it's crucial to have an accessible programme of resources or have the ability to signpost employees to the correct organisations.

Flexibility is Key

A flexible workplace will create an environment of balance and enables people to manage change more positively. Consider the needs of your employees, this will help your organisation to maintain a great workforce and improve productivity. Employers expect flexibility from their employees, this needs to be mirrored in your approach to a flexible environment and culture.



This resource has been produced by the IoSCM Corporate Membership Team.

Created to support companies and organisations of all sizes, IoSCM Corporate Membership will advance the capabilities of your business. As a Corporate Member, you'll receive unlimited access to the same professional resources that our individual members benefit from, as well as a wide range of additional tools and industry expert support, carefully selected to achieve your broader business aims.

We offer a range of Corporate membership options, with each grade offering different benefits to your organisation. This includes the number of individual membership packages to utilise for your employees, varying levels of discount, and value-adding services such as introducing your organisation and the services you provide to the IoSCM global membership community.

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Learn more about IoSCM Corporate Membership: www.ioscm.com/corporate-membership

Watch the IoSCM Membership Video for further information: Video