

CASE STUDY: IMPLEMENTING A PERFORMANCE MANAGEMENT PROCESS TO IMPROVE EMPLOYEE ENGAGEMENT

Team morale improves significantly with a more engaged team enjoying greater job satisfaction and working together to improve the prospects of the practice



"We found the appraisals a rewarding experience and well worth all the effort"

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SITUATION

- Established small animal practice with four vets working in two locations
- Experiencing performance management issues
- Requested Zoetis support in updating the current appraisal system

TASK

- Zoetis business consultant recognised deep-rooted performance management issues
- A need to assess the underlying issue through an employee engagement survey

ACTIONS

- Employee engagement survey and staff interviews conducted
- Leadership training requirements were identified
- Leadership team provided with the skills and knowledge to coach their team members within the appraisal setting
- Role mapping ensured clear understanding of individual roles and responsibilities.
- Role competencies highlighted required skills and expertise
- Appraisal documentation created
- Practice objectives agreed and shared with the team
- Individual objectives recognised and agreed.
- Competencies launched to the team to help understanding
- Tailored change management sessions for the staff and leadership team to minimise negativity to the new approach

RESULTS

- All staff participated in performance appraisals; a positive experience
- Performance management issues addressed as they occur
- Development plans relate directly to role competencies
- Team morale improved significantly

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This established small animal practice on the south coast of England, with four vets working in a main surgery and branch practice, was owned by a husband and wife partnership. They were experiencing performance management issues amongst their staff and requested support from Zoetis to updating the current appraisal system.

The practice began working with a Zoetis business consultant and it was soon apparent that the initial requirement for an updated appraisal system would not address the deep-rooted performance management issues.

Together they identified the need to assess the underlying issue through an employee engagement survey from which a clear performance management structure could be created.

The Zoetis business consultant implemented our proprietary employee engagement survey and also conducted staff interviews to identify current staff sentiments producing quantitative and qualitative data to analyse.

Leadership training requirements were identified for the partners and head nurse. These practical learning sessions were delivered by the business consultant which provided the leadership team with the skills and knowledge to confidently coach their team members within the appraisal setting.

The mapping of all individuals in the practice into roles ensured a clear understanding of individual roles and responsibilities. Similarly, the creation of competencies highlighted the skills and expertise required to fulfil each of these roles.

Tailored and user-friendly appraisal documentation was created by the Zoetis business consultant. Importantly, documentation included scheduled calendar appointments for future appraisals and reviews.

Practice objectives were agreed with the Leadership team and shared with the team while individual objectives were also recognised and agreed.

To ensure engagement, a coaching session was carried out with all staff to launch competencies and help them understand what they are and what they look like in practice.

Recognising that a formal performance management structure was a big step forward, the Zoetis business consultant delivered tailored change management sessions for the staff and leadership team to minimise negativity to the new approach.

All staff participated in performance appraisals, unanimously reporting it to be a positive experience. The leadership team are able to address performance management issues as these occur and staff are responding positively to this more on-hands on management approach.

Development plans have been created which identify targeted training requirements relating directly to role competencies. Team morale has improved significantly with a more engaged team enjoying greater job satisfaction and working together to improve the prospects of the practice.

The practice owner comments: "Whilst the economy is still a concern, we are not as worried as we were six months ago. We know we now have the best possible team with the right levels of commitment to weather the storm. We found the appraisals a rewarding experience and well worth all the effort".