



Insight Sue Crampton

WITH

INVESTMENT IN PEOPLE

How to leverage your greatest asset

Do you ever wonder if you have the ability to retain the right people to meet your long term business goals? A practice's most valuable resource is its' employees – a practice will only go as far as the people driving it.

A strong, skilled and motivated team is not just an asset, but also your competitive advantage. The profession is full of team members with great potential, with the ability to offer more, learn more, and to be more to the profession. As a practice owner or partner, you will be faced with many *people*. You may manage these people as a part of your role, you may be managed by other people. Whatever the situation, *Investment in People* is a vital factor for practice success.

A Staff Development Plan and a look at your "internal customer service" will enable you to understand the wants and needs of those you work with, and will enable the practice to undertake and achieve marketing, sales and general practice objectives with more ease and confidence. This alone will impact the growth of the practice, and of the staff, personally and professionally. Any practice that has specific goals and objectives to meet... cannot meet them without the greatest asset they have... the people.

Plan Carefully – All aspects of your recruitment, selection, management and dismissal and process benefit from being planned in advance. Planning means having systems and processes documented and everyone knowing what these processes are. Also ensure that all staff know what their job involves, what their rights and responsibilities are, and what is expected of them.

Systemize – "Systems run the business, people run the systems". Effective, workable systems must be in place for the practice in the form of a practice policy manual and practice procedures manual. Analysing your practice workflow is of major importance.

Know the rules – Keep up-to-date with "good practice" in hiring, managing and firing. Know the awards or agreements related to the practice; the current dismissal and anti-discrimination laws; recruitment and selection processes, and good staff management.

Spend time and effort to recruit and select the best available person for the job. This is quickly repaid through productivity gains and workplace harmony.

Provide team members with a clear understanding of the job requirements, workplace procedures, and managerial expectations. Staff should be fully informed of any changes to these practices and expectations are to be provided with an opportunity to comment and advise where appropriate. Take the time to align your team members to the practice plan.

Regularly evaluate work performance against the requirements of the job. Personal Development plans are an ideal tool for all staff. Feedback is a two-way street.

Develop a training plan and implement training and development programs based on matching the practice requirements to the knowledge, skills and competencies of the team members to enable them to remain productive and motivated.

Be part of the solution, not part of the problem by improving your own skills, knowledge, competencies and performance through training and development programs, participation in industry associations, and by focusing on managing the people, as well as other practice management areas.

Communicate openly and clearly with all nurses and staff to prevent misunderstanding, solve problems and maintain relationships. Allow them to take responsibility and participate in problem solving.

Encourage professional and personal development from all members of the practice team.

Managing people and avoiding common HR mistakes is a challenge. Succeeding however, brings the satisfaction of a structured and successful practice team.

Sue Crampton is the lead consultant for Crampton Consulting Group (incorporating Animal Industries Resource Centre).

In October this year Provet CCG will deliver it's fourth instalment in the 'Insight Leadership' Boot Camp Series.

The Investment in People Boot Camp will assist you to master effective recruitment and performance management techniques, as well as staff coaching and understanding industrial relations parameters. If you would like more information, contact the AIRC/CCG office on 07 3289 1900 or speak to your Provet Business Account Manager.