

Case Study

The company

A UK company with a global operation, specialising for over 30 years in the manufacture and delivery of high quality products to improve and maintain the health, performance and welfare of farm livestock and companion animals.

Established in 1976, the company has focussed mainly on export business and now supplies products to more than 50 countries worldwide, where product quality, consistency and performance ensure continuing market success. Operating from a purpose-built office and factory situated in the East of England, the company employs around 20 staff in production and administrative roles.

The challenge

The company had no internal HR resource, with responsibility for all day-to-day operations handled by the General Manager and a small management team. The company wanted to explore the potential for outsourcing its HR requirements to a third party with specialist expertise.

More specifically, the company was seeking help in handling a current employee who was under-performing and frequently absent.

Key business needs

- Immediate support in managing under-performance and absenteeism of a current employee.
 - On-going support with HR services appropriate to the size, structure and needs of the business.
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The approach

Newtonhr Ltd provided the business with specialist support in relation to concerns about the employee and offered on-going HR services via its HR in-a-box package.

- A letter was drafted, inviting the employee to a meeting, on-site or at her home, to discuss her health and employment.
 - A structure and set of questions for the meeting were constructed, although the meeting was not part of a formal disciplinary procedure, to ensure it was conducted according to best practice.
 - The supervisor who was conducting the meeting was fully briefed and coached to ensure she was able to hold the meeting with confidence.
 - An HR audit was conducted, as part of the HR-in-a-box package, to assess their requirements, covering:
 - Current documentation and employee systems
 - Business structure and reporting lines
 - Recruitment, selection and induction processes
 - Training and development
 - Business strategy and growth plans, including an overview of the market and competitors
 - Significant areas of competency and key roles
 - Examples of approaches to past HR issues
 - Meetings with a cross section of staff to discuss their views of the company.
 - Following the audit, a number of HR needs were identified, including:
 - Updating contractual documentation to reflect legislative changes
 - A company handbook, covering essential policies and procedures, and communicating company expectations and standards;
 - A system for recording absence and a strategy for tackling absenteeism in the workplace
 - A performance management and appraisal system that could be applied to all areas of the business
 - Training in performance management and appraisal for senior staff
 - On-going support with HR issues as they emerge.
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The outcome

The company accepted all of the recommendations and secured the HR-in-a-box package. Newtonhr Ltd has been providing HR support services to the business for more than four years.