

360 Performance Appraisal



Livestock Improvement Corporation (LIC) is one of the largest, integrated herd improvement organisations in the world. A dairy farmer owned co-operative, LIC has been providing services to farmers since 1909. Its services range from herd testing and milk analysis, to artificial breeding, animal health, farm advisory, herd recording, DNA analysis, farm automation and farm mapping systems. Dairy farmers worldwide look to LIC for genetics which are easy-care, fertile and profitable.

THE CHALLENGE

OPRA was contracted to develop a 360 degree survey for Livestock Improvement (LIC) as a starting point for the development of personal action plans for each member of the Senior Executive team. Some of the key requirements for building a 360 intervention for LIC were; to be technology focused, provide a valid measure of performance, to link both LIC's competency model and culture survey and be uncomplicated in its design and use.

RESULTS

LIC is to be commended for their commitment to building a psychometrically sound 360 developmental tool. The robustness of the survey, its focus on critical competencies, the creation of a customised report and the collection of data from a range of sources together create a highly effective tool for individual training needs analysis.

OPRA'S SOLUTION

From the outset, it was agreed to treat the first roll-out of this survey as a trial only and from which, a shorter, more targeted questionnaire would evolve.

In total, 88 participants were involved in the completion of the 360 survey for LIC. OPRA used a process known as 'factor analysis' (a technique used to cluster item responses) to determine the extent to which different 360 items were in fact measuring distinct 'factors' or dimensions of performance. To direct the focus of each participant's on-going action plans for change, it was important to be able to identify which of the competencies being measured were the most powerfully linked to performance and therefore success inside the organisation.

"We chose OPRA to help us design and implement a 360 degree review process because of our previous experience with them that had clearly demonstrated their capability and credibility in Human Resources. Again, they did not disappoint!"

They listened, offered sound counsel and worked closely with us through all stages of the design and implementation. We genuinely regard them as partners. "

Ian Kennedy
HR Manager