

DairyNZ People Productivity Kit

Your solution to managing employees for great performance



DairyNZ 



For more information visit dairynz.co.nz or phone 0800 4 DairyNZ (0800 4 324 7969)

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Introduction

Welcome to the DairyNZ People Productivity Kit. This guide has been created to help you manage and develop your employees by giving you some easy to use tools.

Typically people perform to their best when:

1. They understand what you are trying to achieve
2. They understand what is expected of them
3. They have the opportunity to do a variety of tasks
4. They are involved in any decision making which affects them
5. They feel like a valued and respected part of the team.

To achieve these outcomes you need to communicate with your people and this publication contains resources which will help you to do this. These resources can be used exactly as they are or you can fine tune them to suit your needs.

To really get the best from your people requires both good management and good leadership from you.

Management

Being a good manager involves having good people processes. This includes: team meetings, reviews, training and orientation. It also means having systems around these processes so they happen consistently and are effective.

Leadership

Spending quality time with your employees and providing continual feedback is good leadership and is as important as people processes and systems. Positive feedback is the most effective way to motivate your staff.

LEADERSHIP TIP

We have flagged leadership tips throughout this kit to remind you how important it is to spend quality time with your employees and provide them with good feedback.

Remember that good leadership is also about modelling the right behaviour by making sure you follow the systems, deliver on promises and show respect to all.

This People Productivity Kit is the second module in the series. The first module is the QuickStart Recruitment Kit which covers job descriptions, recruitment and orientation.

The QuickStart Recruitment Kit is available for Farm Assistant, Herd Manager, Assistant Manager and Farm Manager roles so if you are looking to hire or have new employees starting on farm then we recommend you get a copy of this and work through it before moving on to the People Productivity Kit.

The DairyNZ People Productivity Kit and the QuickStart kits are available in hardcopy by ordering online from **dairynz.co.nz** or ringing DairyNZ on 0800 4 DairyNZ (0800 4 324 7969). They can also be downloaded from **dairynz.co.nz**.

Other DairyNZ resources

There are plenty of good resources developed especially for New Zealand dairy farmers to help you manage your people. These resources can be used as they are or you can fine tune them to suit you.

PeopleSmart

- Practical people management information, tips and templates that give you confidence, are easy to use and available 24/7
- Contains answers to commonly asked people management questions that help you get the best from your team and manage any issues that arise
- Visit **dairynz.co.nz/people**

Career Pathways

- An interactive tool which uses simple technology to help people learn about career options on-farm or near-farm in the dairy industry so they can make informed decisions about their own career. It can help people set goals and provides information on how to achieve them and then move onto the next step
- The tool has been designed so that it can be used over and over again – you can make changes and adjust your career plan as circumstances change and goals are achieved
- Order through **dairynz.co.nz** or ring 0800 4 DairyNZ (0800 4 324 7969).

HR Toolkit

- A hard copy folder with tools to help you manage your team effectively including factsheets, examples and templates
- Covers a wide range of topics including recruitment, orientation, performance management, training, communication, motivating staff, and disciplinary processes
- Order through **dairynz.co.nz** or ring 0800 4 DairyNZ (0800 4 324 7969).

Compliance Toolkit

- An online resource and a folder which can be filed in the office
- Helps farmers simply and efficiently work through their legal obligations under employment, animal welfare, environmental and health and safety legislation
- Order through **dairynz.co.nz/people** or ring 0800 4 DairyNZ (0800 4 324 7969) and then visit **compliance toolkit.co.nz**.

If you want individual advice and support on managing your people then contact a rural professional who specialises in people or human resources. Ask other farmers for a recommendation, visit **dairynz.co.nz/people** or search online.

Employment environment

To get the best performance out of people you need to create a good environment for your people to work in. This means both you and your employees need to deal with one another in good faith. Good faith means always telling the truth and being able to have trust and confidence in each other because you both want your employment relationship to be successful.

Both you and your employees should also understand the legal rights and responsibilities that come with being an employer and employee. Being compliant means you provide a safe, healthy and fair work environment for your employees which all people deserve and require to do their job well.

Holidays and leave

All employees are entitled to a minimum of four weeks paid annual leave per year. This is four of their weeks – the exact number of days / hours will depend on an employees working pattern.

For employees who work regular hours each week:

- Multiply the number of days worked each week by 4 to give the number of annual leave days per year
- Alternatively multiply the number of hours worked each week by 4 to give the number of annual leave hours per year.

For employees on a roster:

- The amount of annual leave they are entitled to is calculated using their average working week, multiplied by four weeks.

| Process | Example 1 | Example 2 |
|---|--|--|
| 1. Take the employee's total scheduled leave (rostered days off) for the year and divide this number by 52 (weeks in a year) | Roster of 6 days on and 2 days off = 90 days scheduled leave $90 \text{ days} \div 52 = 1.73$ | Roster of 11 days on and 3 days off = 78 days scheduled leave $78 \text{ days} \div 52 = 1.5$ |
| 2. Subtract the above result from 7 days (a week) to find the average number of paid days per week | 7 days in a week – 1.73 = 5.27 days In an average working week | 7 days in a week – 1.5 = 5.5 days In an average working week |
| 3. Multiply this number by 4 (4 weeks leave entitlement) to get the number of paid annual leave days per year the employee is entitled to | $5.27 \times 4 \text{ weeks}$ = 21.08 (or 21 days) of paid annual leave entitlement per year | $5.5 \times 4 \text{ weeks}$ = 22 days of paid annual leave entitlement per year |

In addition to annual leave all employees are entitled to 11 paid public holidays if they fall on days the employee would usually work. On a public holiday an employee must receive a full day off. If an employee does any work on the public holiday they must be paid time-and-a-half for the hours worked and also receive a day in lieu (a full day off at another mutually agreed time) if they were originally rostered on.

For more information on leave entitlements go to dairynz.co.nz/people or mbie.govt.nz.

Rosters

A great way to attract and retain quality employees is to have a good roster in place. A good roster gives everyone on farm (including employer and employees) a good work/life balance. Generally it is accepted that a minimum of three days off per fortnight is good practice at making employees more productive. Of course hours are important too and many farms these days successfully operate rosters averaging less than 50 hours per week.

To create a good roster talk to your employees and visit dairynz.co.nz/people

Minimum wage

All employees are entitled to be paid the minimum wage for each hour they work within each pay period. This may mean that top-up payments are required to be paid during busy seasons on farm. Keep up to date with the minimum wage by visiting mbie.govt.nz.

Timesheets

It is good practice to keep timesheets for all people on farm. There is also a requirement under the Employment Relations Act for employers to maintain a wage/time record for each of their employees.

Timesheets benefit both employer and employee as they are an accurate record of the actual hours being worked on farm and both parties can monitor that these are fair and reasonable in accordance with the employment agreement. They also give you information to assist with your workforce planning. If you make keeping timesheets part of “the way we do things on farm” then employees will respect the process and understand it can be part of good people management.

To implement timesheets on your farm you could use the following process:

- Discuss with your team that you want to start keeping timesheets on farm for all employees so that you:
 - can ensure hours worked are fair and reasonable
 - can use the information to make farm improvements, e.g. to the roster, staff numbers
- Keep copies of the following timesheet template (or create your own template) in the farm dairy or on a clipboard by the back door and ask that every employee takes responsibility for filling it out accurately and on time. Attach a pen and watch to ensure ease of use
- Think about updating your employee’s employment agreement to reflect the requirement to keep a timesheet and / or update the farm policy and procedures manual
- Maintain enthusiasm with your team about filling the timesheets in and encourage communication about the hours being worked so employees can see the benefits of completing this task
- Make timesheets a normal part of everyones day on your farm.

LEADERSHIP TIP

Just as you need to manage and care for your cows to get the most milk you need to manage and train your people to get good performance.



Individual timesheet

| Employee name | | | | Week starting | |
|--------------------|-------------|----------|--------------|--------------------|----------|
| Day | Time worked | | Hours worked | Total hours worked | Comments |
| | Start time | End time | | | |
| Monday | | | | | |
| Tuesday | | | | | |
| Wednesday | | | | | |
| Thursday | | | | | |
| Friday | | | | | |
| Saturday | | | | | |
| Sunday | | | | | |
| Total weekly hours | | | | | |

Codes: If not at work please enter one of the following codes:

Annual Leave: AL Sick Leave: SL Bereavement Leave: BL Statutory Holiday: SH Rostered Time Off: RTO Days in Lieu: DIL

| | | | |
|----------------------|--|------|--|
| Employee's signature | | Date | |
| Manager's signature | | Date | |

For a range of timesheet templates for individuals and teams visit dairynz.co.nz/people

| COW | AM | | | | COW | PM | | | |
|-----|-----------|-------|------|------|-----|-----------|-------|------|------|
| | Treatment | first | last | GO | | Treatment | first | last | GO |
| 128 | LFM 3 | 7/1 | 9/1 | 13/1 | 22 | BRLME 11 | 20/1 | | |
| 40 | LBK 3 | 8/1 | 10/1 | 13/1 | 267 | BRLME I/C | 20/1 | 22/1 | 25/1 |
| 463 | LBI/c III | 18/1 | 20/1 | 22/1 | 383 | Tylan 1 | 21/1 | | |
| 383 | BR Ors 11 | 20/1 | 26/1 | | | | | | |

| |
|-----|
| MON |
| TUE |
| WED |



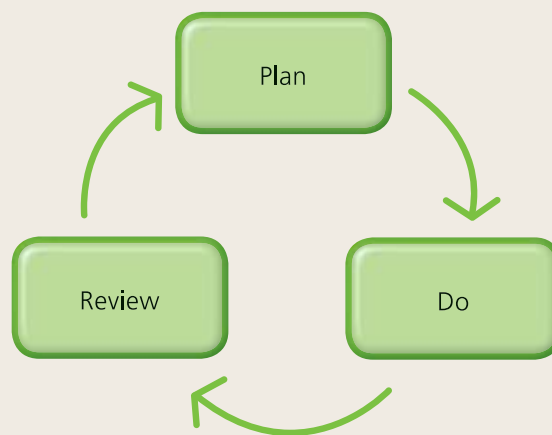
Planning by season

All people benefit from knowing what is happening on farm, why it is happening, and when. Having this knowledge means people can do their jobs more effectively and efficiently. It also helps give people greater motivation, satisfaction and pride in their work.

Whilst it might seem like an extra job to do on farm it will increase your farm's performance and actually save you time, especially when it comes to planning next season. In addition all employees will gain new knowledge through the discussions, thus increasing the skill level of your team.

Plan Do Review

One way of getting people involved is to run a simple "Plan, Do, Review" system on farm.



Plan

For each season or key event (such as mating) on farm follow through the process below:

Plan

Sit down with your team and discuss the farm's targets for the coming season. Create a list of actions that the team need to complete to achieve the targets and why and how these actions are important. Also discuss who is responsible for the different tasks and responsibilities and when, and ensure that these workloads are manageable.

Capture this information on a white board and have it where the entire team can see it easily, e.g. the farm dairy. Also record on paper for future reference and/or review.

Do

Work through the plan and get the job done.

LEADERSHIP TIP

Keep communicating and provide support.

Review

With your team discuss how the season went, what worked well, what didn't and what could be improved for next year. Capture this information and use it next year in the planning stage so you can build on your learning.

Try to make "Plan, Do, Review" a regular part of your farm procedures. Everyone on farm will benefit from the learnings in the process and you are more likely to get the results you want on farm.

Plan Do Review concept

| | | | |
|-------------|--|---|--|
| | Plan | Do | Review |
| When | 1 month before season begins | | Done in a timely manner, shortly after season is finished |
| Who | Whole team | Whole team | Get the whole team together |
| Time | 1-2 hours | | Allow time to celebrate the successes |
| How | <p>Discuss:</p> <ol style="list-style-type: none"> 1. What are the targets and goals? 2. What does success look like? 3. What is the time frame? 4. What difficulties were experienced last season / recently that will influence upcoming season? 5. What obstacles will we face and how can we overcome them? 6. What resources will be needed? 7. Use workforce planning to agree what roles and responsibilities everyone will have for the tasks. 8. Who else is going to be involved? Does the team know them, who is going to be responsible for contacting them? 9. Review skill level of people – what training is going to be needed? Write training plan. | <p>Get the job done</p> <ul style="list-style-type: none"> • Empower people to take responsibility • Delegate tasks to people who have the right skills • Train, support and coach as necessary | <p>Discuss:</p> <ul style="list-style-type: none"> • What worked well? • What needs to be improved? • What was involved – did the team have the skills, experience and support needed? • Was the timeframe realistic? • Were there sufficient resources? • What were the barriers to success? |

Why use Plan, Do, Review?

- Learn from experiences
- Gain input from employees
- Engages the right people at the right time
- Process of continuous improvement
- Sets expectations
- It's good practice

Skills you will need to succeed:

- Communication skills
- Planning skills
- Delegating skills
- Empowering skills

Plan Do Review template example

Fill in this template with your employees as the “Plan” part of “Plan, Do, Review”. The example below gives you some ideas. Ideally also capture the information on a whiteboard so the entire team has easy access. When the season or project is over then complete the “Review” section. It is a good idea to keep a copy in your files ready for next year. See over page for a blank template.

| Action | Why | Target | Detail | Review |
|---|---|---|--|---|
| E.g. Prepare a calving kit | E.g. Tools ready and available when they are needed in one place so time is saved and no animals suffer unnecessarily | E.g. Calving kit prepared by June 20 (2 weeks before calving expected to start) | E.g. Calving kit to contain: <ul style="list-style-type: none"> • rope • antiseptic • vet ph number • etc. | E.g. Worked well, during season added torch to the calving kit |
| E.g. Stocktake and record animal health products on hand. | E.g. We will know what needs purchased and reduce waste and double ups. | Stocktake to be completed by May 30 (prior to start of calving). | Record all products on hand. Include expiry date. Separate any expired products so they can be got rid of appropriately. Laminate a list and stick it to the outside of the drug cupboard in the shed. | E.g. Worked well, less wastage. Replaced list with whiteboard so new products could be added more easily. |

People management calendar checklist

Communicating regularly with your employee is critical to getting the best from them. Use the following checklist to help you plan important discussions and activities throughout the year. You could make a copy and give to your employee so you can both hold each other accountable for completing the tasks.

| Name | Date |
|------|------|
| | |

Dry-off to calving

| Task / activity / training | Due | Complete |
|--|-----|----------|
| Start working through the orientation section of QuickStart Module 1 – the Recruitment Kit <ul style="list-style-type: none"> For new employees and employees who have changed roles on farm | | |
| As a team plan calving using the “Plan Do Review” template in QuickStart | | |
| Complete a more formal one-on-one review for the closing season <ul style="list-style-type: none"> Review performance against job description and targets Discuss career plan and goals for the future Identify areas for training and growth | | |
| Review remuneration and consider pay increase | | |
| Ensure every employee has an up to date job description | | |
| Confirm a training plan for the coming year including <ul style="list-style-type: none"> On farm training Off farm training | | |
| Give regular feedback to keep motivation high | | |
| Sit down and have a quick one-on-one before calving starts with each employee | | |
| | | |
| | | |

Calving to mating

| Task / activity / training | Due | Complete |
|--|-----|----------|
| Continue working through the orientation section of QuickStart Module 1 – the Recruitment Kit <ul style="list-style-type: none"> For new employees and employees who have changed roles on farm | | |
| Sit down as a team and create / discuss the farm targets for mating. Document these and ensure everyone has a copy | | |
| Discuss health and safety issues relevant to this time of year | | |

| | | |
|--|--|--|
| Take opportunities to train employees on the job so they become more efficient and less mistakes are made | | |
| Check people are getting regular breaks and meals during the busy calving period to recharge and maintain focus | | |
| Sit down and have a one-on-one with each employee | | |
| Keep an accurate timesheet to record all hours worked <ul style="list-style-type: none"> Ensure at least the minimum wage is being paid for each hour <p>Be aware of the hours that you and your employees are working and remember that health and safety is compromised the more hours people work. Even during calving you should be aiming for working hours of less than 50 hours / week with at least some rostered time off.</p> | | |
| Catch up with your employees regularly to ensure they are coping with this busy period and to say thanks for their effort | | |
| Confirm roster for the Christmas holidays | | |
| Give regular feedback to keep motivation high | | |
| | | |
| | | |

Mid lactation

| Task / activity / training | Due | Complete |
|---|-----|----------|
| Hold regular team meetings, at least one a week | | |
| Give regular feedback to keep motivation high | | |
| As a team review calving and mating <ul style="list-style-type: none"> What went well What changes should you make for next season | | |
| Sit down and have a one-on-one review with a focus on training – interests and needs | | |
| Hold team building celebration for Christmas | | |
| Review holidays and ensure that correct entitlements are given for: <ul style="list-style-type: none"> Public holidays Annual leave | | |
| Sit down as a team and create a summer management plan | | |

| | | |
|---|--|--|
| If possible determine if you will need to recruit for new employees next season (if yes then refer to the QuickStart Recruitment Kit) | | |
| Give regular feedback to keep motivation high | | |
| | | |
| | | |

Late lactation to dry-off

| Task / activity / training | Due | Complete |
|--|-----|----------|
| Conduct quarterly performance review with a focus on development | | |
| Celebrate the end of season with a team dinner or equivalent | | |
| Where possible determine if you will need to recruit for new employees next season (if yes then refer to the QuickStart Recruitment Kit) | | |
| Review the number of employees on farm and if you have the right balance of positions through workforce planning | | |
| Sit down and have a one-on-one review | | |
| Discuss and plan dry off with your team | | |
| Encourage employees to participate in off-farm training during this quieter season | | |
| Give regular feedback to keep motivation high | | |
| | | |
| | | |



Managing performance

For an employee to do their job well and perform to the best of their abilities they need to clearly understand what is expected of them and receive regular feedback and training on their performance. This is what is meant by “performance management”.

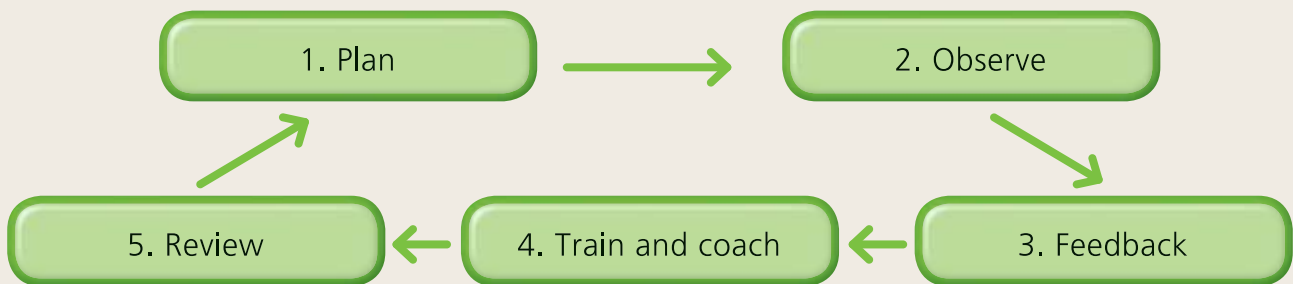
The benefits to you of giving your people clear tasks and responsibilities and following up with regular feedback are:

- Increased efficiency on farm because people know what to do
- Less mistakes made on farm because people are able to learn from their mistakes in a non-threatening way
- Increased skills on farm because people receive feedback and can develop themselves and their abilities
- More motivated employees

LEADERSHIP TIP

Everyone likes to hear they have done a job well and why. People also respect being told how they can improve.

The performance management cycle



There are 5 simple steps:

1. Plan

- Means having an accurate job description and agreeing with your employee what their key tasks, responsibilities and targets are.

2. Observe

LEADERSHIP TIP

- Means supporting and observing your employee while they do their job.

LEADERSHIP TIP

- Means giving regular positive and constructive feedback. You should give at least three times as much feedback on what someone does well as what they do wrong.

4. Train and Coach

- Means providing on and/or off farm training for your employee so that they can grow their skills and do their job effectively.

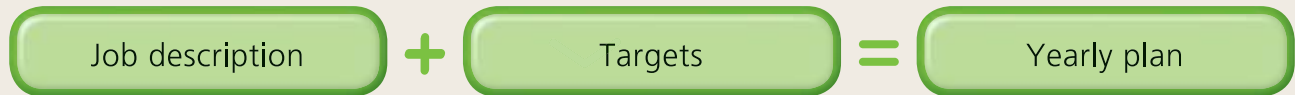
5. Review

- Means formally reviewing your employee’s work performance with them so they can develop and improve further.

And the cycle then continues.

Planning

The first step in managing performance is to set the performance standard or targets you want your employee to achieve. This involves having an accurate job description and setting targets that are appropriate to your employees role and skill level.



Job descriptions

A job description lets people know what is expected of them in the job as it outlines their key tasks and responsibilities. A job description can also be used for identifying learning and training needs and provides an excellent base for reviewing performance.

For detailed job descriptions refer to the QuickStart Recruitment Kit or go to dairynz.co.nz/people

It can be a good idea to include expected values and behaviours in your job description (for example turning up to milking on time). QuickStart job descriptions do this by talking about “what good looks like”.

Setting targets

Targets let your employee know the areas you really want them to focus on during this particular year.

Targets should be agreed with your employee and you need to make sure they will have time to achieve them.

Targets typically come from either clear goals or objectives you have for the farm which have been broken down to be appropriate for your employee’s role and skill level or an area of interest to your employee where they want to grow their skills (for example in preparation for promotion).

Make sure you agree how the targets will be monitored and measured so there is no confusion. It is a good idea to break targets down into smaller milestones which provide clear direction and can be discussed regularly.

Attach your employee’s yearly targets (if any) to their job description. This gives both you and your employee a clear and common understanding of what your expectations are for the year.

Yearly targets example

| Name | | Manager | |
|-------------------------|---|---|--------------------|
| Responsibility area | Specific target | Performance measure | By when |
| E.g. Supplementary feed | E.g. Learn how to calculate grass shortfall, and the cost and quantities required of a variety of supplementary feeds | E.g. Spreadsheet created detailing advantages and disadvantages of a range of supplementary feeds and the quantities required of each to supplement grass on farm | E.g. 30 April 2014 |
| E.g. SCC | Reduce average bulk SCC by 10% | Check daily docketts and Fencepost | 1 May 2015 |
| E.g. Safety | Identify any new hazards on farm that are not already documented e.g. recently purchased grain silo has an auger that is a potential hazard | Document in Health and Safety Manual | 1 December 2015 |
| E.g. Calf rearing | All calves to be at target weight for their breed at weaning | Calves to be weighed at birth and then again at weaning | 1 November 2015 |

| | |
|----------------------|------|
| Employee's signature | Date |
| Manager's signature | Date |

This document together with the job description make up your employee's Yearly Plan. See over for blank template.

Yearly targets template

| Name | Manager | | |
|---------------------|-----------------|---------------------|---------|
| Responsibility area | Specific target | Performance measure | By when |
| | | | |
| | | | |
| | | | |

| | | |
|----------------------|--|------|
| Employee's signature | | Date |
| Manager's signature | | Date |

This document together with the job description make up your employee's Yearly Plan.

Team meetings

Holding regular team meetings is a very good way of improving how things get done on farm. Team meetings deliver results because:

- they are efficient – instead of telling each person separately you only have to communicate once
- everyone gets the same message
- they allow people an opportunity to contribute and be involved in decisions
- tasks can be allocated clearly and challenges discussed. Every meeting offers an opportunity for someone to learn something.

You need to decide how team meetings will work best on your farm. Generally the best team meetings are well organised meaning that you know what you want to achieve and that you follow a regular agenda. Ideally you should note down any actions that arise and document either on a white board in the dairy, or distribute copies to everyone by email or paper. These can then be checked back at the following meeting.

If it is just you and one employee on farm then a regular chat after milking or at morning tea might work better for you both.

LEADERSHIP TIP

There are several ways to achieve the outcome but the key point is you communicate about what is happening this day or week and why.

Items that can be useful to discuss at team meetings include:

- current production rates for the season, compared with targets and compared with last year, and possible reasons why
- roster changes / leave
- key tasks that need to happen this week and why
- health and safety
- any changes to procedures on farm
- trouble shooting any concerns on farm.

A template for team meetings follows, which can be copied or downloaded from dairynz.co.nz/people. Recording minutes on a dairy whiteboard is just as effective for many farms.

LEADERSHIP TIP

Remember to say thanks when items are ticked off as complete. This will provide motivation for your team and help boost morale on farm.





Training and coaching

Training and developing your employees is not an “add-on” or a “nice-to-do” in managing people, it is an essential part of the process if you want to get the best from your team and therefore your farm.

Sometimes training is viewed as a cost (either in time and/or money) which you simply cannot afford but people are the biggest asset you have on farm and investing in them is possibly the lowest risk investment for the biggest reward.

LEADERSHIP TIP

Your employees are making decisions every minute of every day on how to get the best performance out of your farm and the more skills and knowledge you can give them the better they can make those decisions. And with more accuracy and efficiency.

There are many different ways you can train your employee. Often a mix of training types will provide the best outcome for both you and your employee.

On-farm training:

- Where you or another person on farm (e.g. another employee or your vet) trains your employee
- Usually used for role and task specific training

LEADERSHIP TIP

- Success will depend on you or the trainer being patient and working through a good process
- Very effective for getting quick on-farm change if done well.

Off-farm training:

- Where your employee attends a course or workshop off farm. Training may be for a few hours right through to requiring participation over many months or somewhere in between
- Requires significant employee commitment
- Usually has a direct cost attached (which as a good employer you should meet)

LEADERSHIP TIP

- Encourages your employee to think for themselves and exposes them to a range of ideas and people

LEADERSHIP TIP

- Very effective for challenging and motivating your employee and getting long term on-farm change.

Whichever training option you choose you need to ensure that your employee has time to practice and implement their newly developed skills so that the learning is retained.

As well as the resources which follow, the QuickStart Recruitment Kit has two key documents for use in training and developing your employee:

1. QuickStart Orientation section
 - A step-by-step process to help you get your new employee up to speed over the first 3 months of employment
2. QuickStart Skill Checklist
 - A checklist of the skills required for each of the Farm Assistant, Herd Manager, Assistant Manager and Farm Manager roles on farm. It can be used to determine the training needs of your employee.

Training plans

A training plan outlines the learning and development your employee needs or wants to complete. This training may be so they can be successful in their current role, to develop their skills for future roles or because they have an interest in a particular area.

To write a training plan:

1. Together with your employee discuss their top three-five strengths and top three-five development opportunities
2. Based on your employees current performance levels and career goals, agree at least three areas that will be developed
3. Build an action plan by agreeing whether the training will be on or off farm and who will provide the training. Agree timelines
4. Make room in your employee's roster (and your own where relevant) so the training can be completed.

Training should be discussed regularly with your employee so you can provide advice and support to help their learning.

LEADERSHIP TIP

Your enthusiasm for training will also provide encouragement and motivation. The training plan should be reviewed and updated at least quarterly to reflect your discussion and to track your employee's progress.

To ensure that the learnings from any training are retained it is important that you give your employee time to practice any new skills they have learnt. With practice and your support the newly learnt skill can become an asset on your farm.

Primary ITO training plans:

Primary ITO have developed a farm training plan that can help you analyse and plan the training requirements of your employees and business over a twelve month period. The plan helps to highlight skills that need to be developed and where training can add value to your farm. The plan is created in conjunction with your Primary ITO Farm Advisor. For more information contact Primary ITO on 0800 691 111 or go to primaryito.ac.nz.

Employee training plan

| | |
|-------------|----------------|
| Name | Manager |
|-------------|----------------|

| Strengths | Opportunities |
|-----------|---------------|
| • | • |
| • | • |
| • | • |
| • | • |
| • | • |

| Development goals and action plans | | | |
|------------------------------------|-------------------|---------|-------------------|
| Area for focus | Training required | By when | Training provider |
| | | | Progress update |
| | | | |
| | | | |
| Manager support required | | | |
| | | | |

| | |
|-----------------------------|-------------|
| Employee's signature | Date |
| | |
| Manager's signature | Date |
| | |

Do



Effective on-farm training

On-farm training is a fantastic way for your employee to learn new skills. It is usually very specific and practical and therefore the impact of the training is rapid and significant.

LEADERSHIP TIP

Effective on-farm training is not complicated but it does require you to create a good atmosphere for learning – one where your employee feels comfortable to try new things and if not successful the first time to give it another go.

A good process to follow for training people on-farm is:

1. Break the skill/task to be taught into simple components
2. Explain to your employee why the skill/task is important
3. Discuss with your employee what they already know about the skill/task and determine what knowledge is missing
4. Demonstrate and explain the skill/task to your employee slowly. Pause between steps and be sure that your employee has seen and heard each step
5. Get your employee to physically work through the skill/task step-by-step whilst you talk to them about what they are doing and why, and help out where needed
6. Encourage your employee to demonstrate the skill/task on their own without any input from you
7. Ask your employee how they think they went. Then provide feedback to them on what you observed when they completed the skill/task. Make sure you have some substantial and specific positive feedback prepared.
8. Repeat steps 4, 5, 6 and 7 as needed
9. Give your employee the opportunity to practice the new skill/task
10. Tell and/or recognise your employee when they have mastered the skill/task so that they value the training you have given them.

Some tips to remember when training your employee are:

- It is better to over-explain rather than under-explain when training your employees. If they know half of the information already then they will simply feel good rather than feeling stupid because they didn't quite understand
- You are very familiar with your own farm and so many skills/tasks seem easy to you. But in fact many of them are very challenging.

LEADERSHIP TIP

- Try to put yourself in your employee's shoes and don't underestimate the complexity of the task.
- Giving feedback is really important. It will both encourage your employee and teach them where they need to focus more and what they are doing well. It also helps to clarify what you expect
- Your employee needs to practice a new skill/task several or more times, otherwise they are likely to forget it. So make sure they have the time and opportunity to do this.

One-on-one reviews

One-on-one reviews are a more structured way of providing feedback to your employee. One-on-one reviews are about sitting down and discussing openly:

- how things are going
 - is your employee enjoying their work
 - do they think they are doing it well
 - do you think they are doing it well
 - how can you support your employee more.
- discussing what is coming up on farm
 - what will your employees key tasks be
 - does your employee require any training to complete these tasks
 - clarifying what you are expecting from them.

Try to ensure that your feedback does not come as a surprise to your employee by providing daily and weekly feedback about how things are going. This means the review can be more focused and achieve greater results. It is best to focus on giving positive feedback throughout the review as well as identifying areas where there is room for improvement, if any.

It is important you make the time for one-on-one reviews. Too often they are postponed to make way for other “more important” tasks on farm. Postponing reviews means your employees see you putting other things ahead of them which is likely to reduce their commitment and motivation.

On the following page is a one-on-one review that you should complete with your employee every 1-3 months. It includes lots of open ended questions to encourage good discussion.

Some employers like to run a more formal performance review process, usually once or twice a year. Detailed formal performance reviews which align with the job descriptions found in the Quickstart Recruitment Kits for Farm Assistant, Herd Manager, Assistant Manager and Farm Manager roles can be downloaded from our website dairynz.co.nz/people.



Finance reviews

Finance reviews are a critical element of organizational success. They provide a comprehensive overview of the company's financial performance, allowing management to identify areas of strength and weakness. This information is essential for making informed decisions about future investments and operational strategies.

Effective finance reviews involve a thorough analysis of the company's financial statements, including the income statement, balance sheet, and cash flow statement. Management should also consider external factors that may impact the company's financial health, such as market conditions and regulatory changes.

By conducting regular finance reviews, organizations can ensure that they are on track to meet their financial goals and maintain a strong financial position. This proactive approach is key to long-term success and growth.

One-on-one review

| | | | |
|------|--|------|--|
| Name | | Date | |
|------|--|------|--|

| | |
|------------------|--|
| Employer/manager | |
|------------------|--|

Review

Employee to comment

What do you enjoy about your job?

What has gone well over the last 3 months?

What hasn't gone well over the last 3 months?

How effectively do you think the team is working and why?

What could have been done differently to help you?

Employer to comment

Give feedback on performance over last 3 months:

Agreed opportunities for improvement:

Plan

Employer to comment

Our farm targets over the next few months are...

Your key tasks and responsibilities to help us achieve these targets will be...

Employee to comment

What concerns do you have about the coming months / season?

What are you looking forward to?

What are you not looking forward to?

What training do you need?

What suggestions do you have for how we get organised?

Do

Employee and employer to comment

| Agreed actions | Who | By when |
|-----------------|--------------------|---------|
| | | |
| Agreed training | On-farm / off-farm | By when |
| | | |

Next meeting

Keeping good employees

Following a good recruitment process like that outlined in the QuickStart Recruitment Kit will help you find the right person for your farm. Following the orientation process outlined in that same resource will help get them off to a flying start. But if you want to keep your “right person” you need to manage them well.

LEADERSHIP TIP

Managing people is not always easy but putting effort and time into your employees usually pays significant rewards to you in farm performance, reduced stress and increased enjoyment working in your own business.

It also pays significant rewards to your employee in that they have greater satisfaction and motivation, increased skills and a strong sense of being valued and part of a team.

To keep good people you need to manage and grow them. Making this part of “the way you do things on your farm” will also help you to attract new employees when you need them.

This People Productivity Kit has given you simple processes and templates to use to make your life easier.

To get your farm business really humming, other areas you should focus on with your employees are:

- Team Building
 - creating an environment of trust and respect amongst all your employees

LEADERSHIP TIP

- Motivating
 - finding out what motivates your employee and then providing these challenges and opportunities. Use rewards and recognise employees for a job well done, so they want to work better and be more successful.

- Delegating
 - handing over the day-to-day control of tasks to your employee so that you can focus on the bigger picture

LEADERSHIP TIP

- Coaching and mentoring
 - more than just training to do their job well, it is about encouraging and guiding your employees to achieve their own goals and career aspirations.

- Increasing / changing areas of responsibility
 - allowing your employee to take on more or different responsibilities to either use newly learnt skills or as a development opportunity. Either way the variety and challenge is likely to be motivating
- Succession planning
 - developing your employee to be ready for promotion on your farm if the opportunity arises

For more ideas on how to implement these processes on your farm visit dairynz.co.nz/people

Looking after people

LEADERSHIP TIP

Being a good leader and managing people well is dependent on you being in a healthy and balanced place. When we are tired, distracted, sick or burnt out, we struggle to make good decisions and to treat people well.

Stress is not a bad thing, neither is being busy. Both are part of living an active, healthy life. But when we are stressed and busy for too long, it becomes detrimental, not just to our health, but to farm efficiency and productivity. Therefore, it is your job as a leader and manager to make sure you keep yourself well rested and balanced as well as the team.

Have a look at these eight tips to maintaining wellness and preventing both mental and physical illness.

How many do you practice? How many do the individuals on your team practice?

If you can aim to improve just one of these, it can make a difference. If you were to improve all of these, it could transform your ability and your staff's ability to work efficiently.

1. Try not to work more than 10 hours a day

Why bother? After a certain number of hours, we pass what we call "the point of diminishing returns" and our efforts are much less efficient. We are actually better off resting or switching to something that uses a different part of our brain. Ideally, try not to work more than eight hours a day.

2. Try not to go more than seven days without a day off

Why bother? After a certain amount of days in a row of work, we lose our ability to make quick, smart decisions. Ideally, you don't want to work more than five without a day off.

3. Try to have two consecutive days off when you can

Why bother? It can take a whole day just to wind down from the pressures of being responsible. Having two days off gives us more of a chance for our adrenaline to drop so we can switch off and regain balance.

4. Take annual leave. Don't just take the pay out!

Why bother? Annual leave is there for a reason. It is there to ensure we get the rest we need and deserve. It is there to make sure we maintain our health and relationships. It is there to remind us to have a balanced life.

5. Limit the amount of toxic foods you consume to four portions or less a day (alcohol, coffee, soft drinks, energy drinks, high-sugar foods, and highly processed foods like chips and fast food).

Why bother? Toxic foods are harmful to your body and usually offer only short, temporary bursts of energy or enjoyment while creating long term fatigue and addiction. No matter how they make you feel at the moment, they are actually running you down and impairing your ability to work with strength and sharpness. Ideally, keep your toxins to two or less a day.

6. Get as many fruits and veggies in that you can!

Why bother? These foods have what the body needs to have long term energy, fight off colds and regenerate muscle. All of which we need to have a sharp mind and able body.

7. Have someone you can talk freely to about work frustrations

Why bother? When we keep our frustrations to ourselves, we can over analyse them and often lose perspective. Talking them out is key to keeping molehills from becoming mountains.

8. Make time for an interest outside of work

Why bother? We need to be reminded that there is more to life than work. This gives us perspective which, among other things, enhances our ability to troubleshoot on the job.

10 signs of illness and burn out to look out for in both yourself and your team. Be especially aware if you notice a number of these happening at once.

1. Continually tired and run down
2. Often sick with colds, flus or tummy bugs
3. Constantly irritable
4. Quick and noticeable weight loss or weight gain
5. Dependent on caffeine to get through the day (more than four caffeine drinks every day)
6. Frequent arguing with friends, family and work colleagues
7. Making self-degrading comments (I'm useless, I'm going nowhere, I can't do anything right)
8. Fairly sudden change in mood, personality or behaviour which lasts for several weeks
9. Lack of appetite
10. Prolonged disinterest in jobs or things which once created engagement and satisfaction.

What to do if you notice these signs in yourself or a team member...

1. It is likely that one or more of the 'eight tips to maintaining wellness' are not happening. Spend some time figuring out which one, or what combination, it is.
2. When in doubt do all of the following...
 - a. Take or give time off
 - b. Make or encourage good food choices
 - c. Talk it out.

If you would like more information contact

rural-support.org.nz

depression.org.nz



dairynz.co.nz/people