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in partnership with



Hiring employees

Human Resource Management

Canada

The Purpose of Today

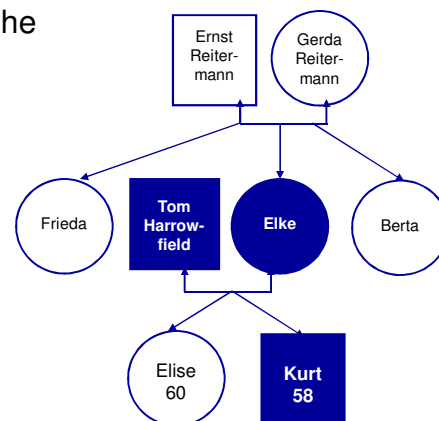
- To guide you through the recruiting and hiring process
- To assist you in becoming better organized and more effective in attracting, recruiting and hiring the “right” people for your operation

Learning Objectives

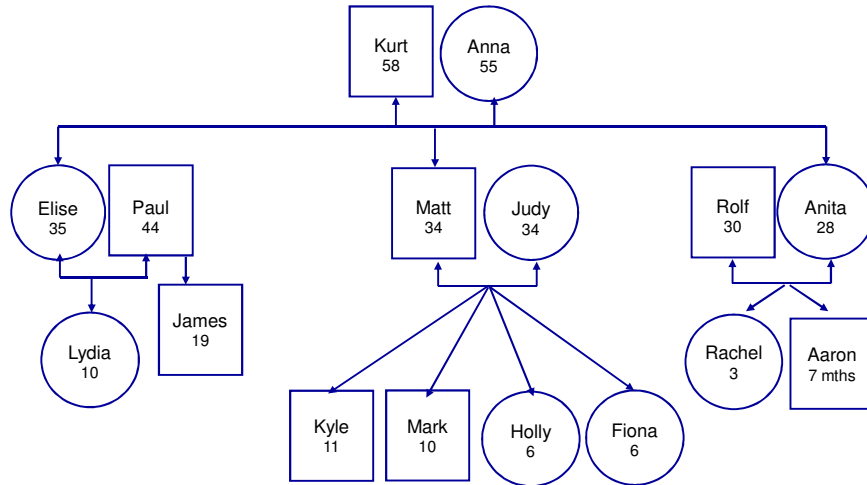
- Understand the hiring process
- Understand and identify job competencies
- Identify effective recruitment practices
- Conduct successful interviews
- Understand the importance of reference checking
- Make effective hiring decisions

Introducing Harrow Fields Farm

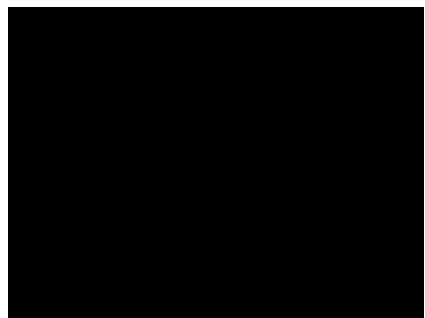
- Owned and operated by the Harrowfield family
- A 3rd generation farm enterprise
- Cash crop, beef herd, poultry operation
- 1,400 acres and 98,000 broilers
- Market garden sideline



Meet The Harrowfields



Meet Matt and Judy Harrowfield



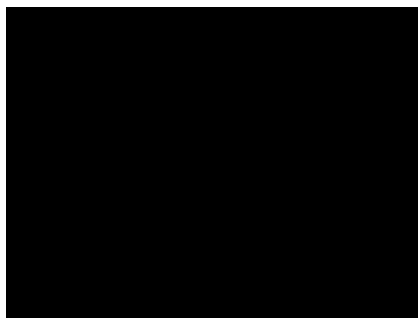
- Matt is committed to farming; wants to expand
- Also operates the Metzer Farm that Kurt bought six years ago
- Believes the broiler operation is the more profitable enterprise
- Married with 4 children

Define Your Goals and Objectives

- Where is your operation headed?
- Are you expanding?
- Are you changing your product mix?
- Are you increasing production?

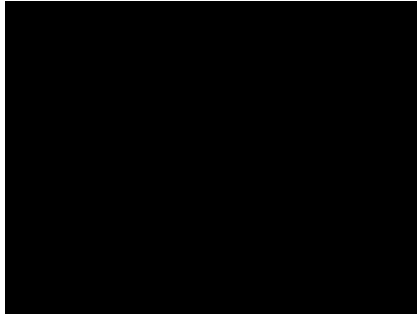
Answering these questions will help you assess your hiring needs!

Where is Matt today?



- 34 years of age
- Hopes to take over from his father one day
- Wants to hire different skill sets for the expansion
- Doesn't know where to find the right people

Meet Anita Hein



- 28 years old
- Matt's younger sister
- 2 children (3 yrs and 7 mths)
- Operates the Market Garden enterprise
- Concerned that her brother doesn't have the right skills to recruit and manage people

Assess Your Hiring Needs

- How many employees do you need?
- When do you need them?
- How long do you need them?
- What skills and experience do they need to have?
- What jobs will they be performing?

Answering these questions will help you prepare a job description!

Preparing A Job Description

- Outlines the key components of the job
- Identifies the competencies required to do the job successfully
- Describes the working conditions

What Are Job Competencies?

- A cluster of knowledge, skills and behaviours that are essential for an individual to function/perform effectively in a specific role

Technical Competencies which include special skills and knowledge required for the job (licenses, trades training etc.)

Behavioural Competencies which include “soft skills” (showing initiative, problem solving)

Typical Job Competencies Required for Successful Performance

- Customer Service Focus
- Problem Solving Skills
- Teamwork Skills
- Communication and Interpersonal Skills
- Adaptable and Flexible

Writing a Job Description

- Give the job a title
- Summarize job in 1 – 2 sentences
- List 3 – 5 essential job functions with the most important first
- Identify experience required
- List required competencies (skills, abilities, technical requirements)
- Clarify other working conditions/requirements

Recruiting Applicants

- Identify your sources of applicants
- Develop an advertising strategy to attract individuals to your operation and the opportunity

Exercises

1. Identify additional sources of applicants
2. Review and discuss sample job advertisements

The Interview

- Should be viewed as an opportunity for a two way exchange of information
- You can learn more about the applicant
- The applicant can learn more about you and your operation
- You are both making a decision

Asking the Questions

Traditional Questions

- Concentrates on education, experience and the “match” to the job description

Sheds limited light on how an applicant will behave or perform in specific situations

Asking the Questions

Behaviour Based Questions

- Focuses on what the applicant did in a situation similar to what might occur

Describes how things were done

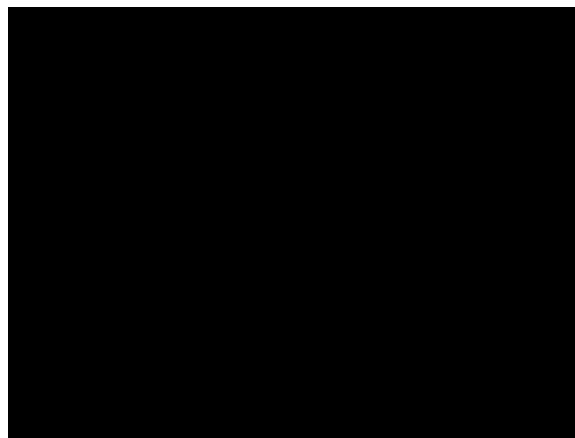
Behaviour Based Questions

- Are open ended and do not allow for “yes/no” answers
- Ask for specific examples of when the applicant demonstrated the behaviours
- Usually begin with “Give me an example of a time when....” or “Tell me about a situation where you.....”
- Avoid “How would you handle the following...”

Exercises

1. A Traditional Style Interview
2. A Behaviour Based Interview
3. Design Interview Questions

What Does Matt Think?



What Does Anita Think?



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Keeping employees

Human Resource Management

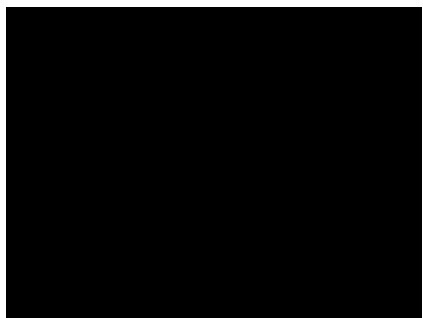
Workshop

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Learning Objectives

- Understanding the importance of retaining employees
- Setting goals and measuring performance
- Utilizing feedback to manage and motivate
- Understand and appreciate communication styles
- Recognizing factors that motivate and de-motivate
- Realizing the impact of a positive workplace culture

Meet Matt and Judy Harrowfield



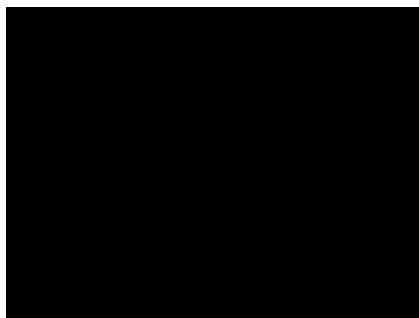
- Married with 4 children
- Committed to Harrow Fields Farm
- Believes the broiler operation is more profitable and wants to expand
- Focused on building the business

Where is Matt today?



- 34 years of age
- Wants to hire different skill sets for the expansion
- Wants to run the farm but still be active on the farm
- Concerned that managing people means babysitting them

Meet Anita Hein



- 28 years old
- Matt's younger sister
- 2 children (3 yrs and 7 mths)
- Operates the Market Garden enterprise
- Concerned that her brother doesn't have the right skills to recruit and manage people

Meet Rolf Hein



- 30 years of age
- Married to Anita
- Helps out on the farm part-time
- Works in his parent's farm supply business the rest of the time
- Shares his wife's view of Matt
- Also concerned about the future

Retaining Employees

- Recruiting is a challenge – critical to retain
- Must create an environment where employees feel challenged and valued
- Must meet salary and benefit needs
- Must provide opportunities for growth and development – training, education, and professional development

De-motivators . . .

- Are events, practices or processes that cause employees to not put forth their very best efforts.
- Most can be addressed but . . .

If the employee is in the wrong job, or doesn't like the task, you may not be able to address the lack of motivation except by . . .?

Creating a “Motivating” Environment

- Includes the “softer” side of management
- Involve employees
- Ask questions
- Invite opinions and ideas
- Empower

Addressing Poor Performance

There are usually clear reasons for poor performance:

1. Lack of communication
2. Lack of resources
3. Lack of skills and abilities
4. Lack of consequences

Understanding and Appreciating Communication Styles

Individuals have various preferences for both communicating *with* others and interpreting the communications *from* others

Communication Styles:

- Mingler
- Director
- Relater
- Intellect

Understanding and Appreciating Communication Styles

Minglers: Get excited; they dislike boring explanations or wasting time with too many facts

Directors: Are decisive and strong; they dislike someone making decisions for them

Relaters: Like to be part of a team; they dislike uncaring and unfeeling attitudes

Intellects: Seek a lot of detail; they dislike being unprepared and spontaneity

Using Feedback To Manage Performance

- Feedback should be timely, relevant, honest and objective
- Can be *reinforcing* which is used to recognize positive performance
- Can be *re-directive* which is used to improve performance

Reinforcing Feedback is a 4-step Process

1. *Describe* the specifics of what you saw or heard
2. *Explain* the impact on the operation
3. *Credit* the employee for the action
4. *Thank* and encourage

Reinforcing Feedback Sounds Like . . .

“Matt, I noticed you prepared a spreadsheet with the income projections for our upcoming expansion. This will really help us in our negotiations with the bank. I know it took some “digging”, but I really appreciate it. Thanks a lot for all your hard work on this.”

Redirective Feedback is a 5-step Process

1. *State* what you saw in a neutral way
2. *Wait* for the response; get all the information; listen effectively
3. *Remind* person of desired goal
4. *Ask* person to come up with a solution; focus on future
5. *Agree* on solution; summarize, document and follow up

Redirective Feedback Sounds Like . . .

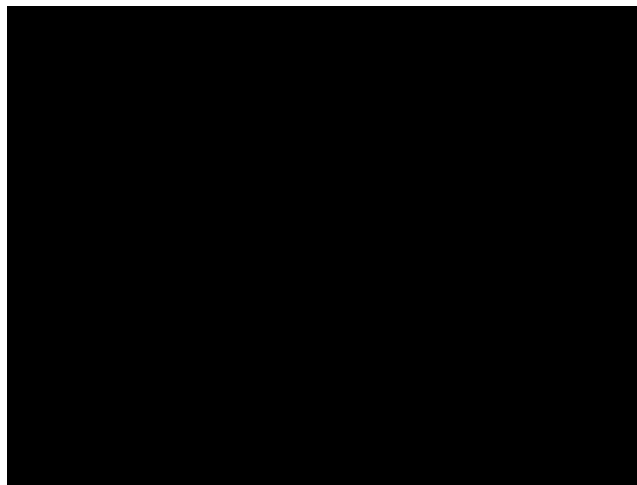
- State* (Kurt) “I got a call from our poultry feed supplier and he said our monthly payment hasn’t arrived.”
- Wait* (Matt) “ I know I was late getting the invoices paid this month.....”
- Remind* (Kurt) “You know our suppliers want their money within 30 days.”
- Ask* (Kurt) “How can we make sure our supplier gets paid on time? Is there anything I can do to help?”
- (Matt) “.....if I have difficulty I’ll let you know at least a week in advance.
- Agree* (Kurt) “That’s great – so I’ll expect to hear from you.....”

Documenting Discussions Is Important Because

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- It is a valuable source of information
- It will help you remember over the course of the year
- It helps support your decision when disciplinary or corrective action is required

What Does Matt Think?



What Does Anita Think?

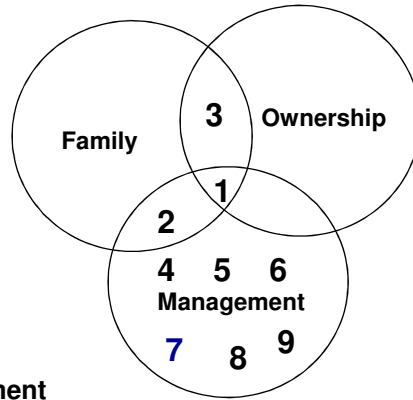


Some Key Points to Remember

- Most employees will stay with an organization if they feel valued and challenged
- Managing employees is about giving effective leadership – communicating, coaching, and involving
- Motivation comes from within – create an environment where they want to come to work every day and give 100%

The AgriSuccess Program

1. Transferring the family farm
2. Vision and goal setting
3. Estate planning
4. Farm Financial Management: Statements and ratios
5. Farm Financial Management: Profitability and budgeting
6. Hiring employees
7. Keeping employees
8. Commodity marketing management
9. Value chain management



For More Information

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