# Introduction

the way a farm is run. However, there is one common and key element amongst all farms regardless of the above factors. Every farm involves people. It doesn't matter if you employ a few key staff members, a single manager, or are responsible for a large number of employees in a corporate farm setting, it is vital to the running of your farm that you know how to engage and communicate with the people you employ.

All farms are different and the day to day operations will differ

greatly. Factors such as size, location, produce, climate,

People efficient farms

Performance appraisals

balance.

periods).

and

ratings differ.

supported

**REMEMBER** 

6. Summing up the meeting

5. Review conditions of employment

• each action is clearly described and understood

arrangements of other workers.

When pulling the discussion together:

the person

workplace.

right behaviour.

that the discussion won't be interrupted.

2. Prepare for the meeting in advance

• the individual's performance against the position description

3. Meet to do the performance appraisal (a two-way discussion)

• the main areas of work over the next few months

training required to meet that.

 clear and efficient work • clear induction process relevant training and career practices and operating development opportunities for all staff procedures clear and concise

- relevant training and career • regular performance development opportunities appraisals This section will look at staff training programs, professional development opportunities, and the
- use of mentors in the workplace. Read about Working Together for more information about staff retention, communication strategies, and recognition and reward. ..... **TOP**

It is important to have regular, structured performance appraisals to make sure your employees are

conversation over lunch about working hours, or a discussion about the direction of the farm can be

just as important in making sure your employees are on the right track and are managing a good

work-life balance. Following through on appropriate actions or suggestions that come from these

informal appraisals shows your employees that you listen to them and value their opinions on the

farm. See more about communication and recognition and reward in the **Working together** section.

all working effectively towards the running of the business. Having said this, the importance of

informal appraisals should not be overlooked. A quick chat about a new policy or procedure, a

**REMEMBER** Individual performance relies on people being involved. People are more productive, enthusiastic and committed when they are involved in planning and decision making, and not just controlled from the 'top down'

Formal performance appraisals have two main purposes. They are there to review any completed or

ongoing work and to plan for the future. They are not simply a one way process whereby an

Follow the guidelines below when planning for your performance appraisals.

employee is evaluated, rather they should be a discussion or a conversation regarding the best

direction to take in terms of performance, expectations, training and development, and work-life

## 1. Set a date for the performance appraisal Performance appraisals are usually held at least every 6 months but you might need to hold more frequent appraisals if someone changes roles or during times of rapid change or unusual activity in the business. For new staff, you may want to have monthly meetings followed with a review at the

end of the probationary period (see **How do I employ someone**? for information on probationary

Plan to hold meetings at a time that suits everyone, employees should be paid for their time during

a performance appraisal. Make sure that the meeting is held in a comfortable and private space so

Employees should be given plenty of notice and have the process and purpose for the appraisal

prepare any concerns, questions, or requests they might have. It's also a good idea to give them a

explained to them. Let them know that the appraisal is a two way discussion and they should

copy of the performance appraisal sheet so they can start thinking about areas where they excel and areas they may need more development or training in. If this is not the first review an employee has been through, they should reflect on any outcomes or goals from previous reviews and be prepared to discuss them. In the week before the meeting, the manager should think about:

• what the person will be asked to do and whether it is consistent with their position description,

• what the mid to long term future of the employee is with the business, and any development or

During the appraisal process you should review any actions from previous meetings and discuss the

outcomes. The employee and the manager can also share their evaluation of the performance

compared to the position description. Most discussion should focus on areas where performance

A positive rating from the individual compared to a lower rating from the manager suggests that

and a low rating from the individual could indicate a lack of confidence. This is the time to be

Consider these key points for effective communication when conducting your appraisal.

objective and listen for indicators of what may be limiting performance. It's also a good time to

• The interaction should be positive, people should leave an appraisal feeling motivated and

The performance appraisal process is also a way of planning areas of work and activities, and

individual responsibilities to make the 'big picture' achievable and ensure their workload is do-able.

In its simplest form, the planned actions can be a list of tasks that clearly describe the person's role

within each task (especially whether they "are responsible for" or "assist") and date for completion of

People new to the farm will be relatively unfamiliar with procedures and cannot be

expected to work efficiently and effectively without some on-the-job training. A

If you are going to include a salary review in the appraisal, let the individual know this will be a topic

for discussion. Not all appraisals have to include salary reviews as these are usually done annually.

However, it is a good opportunity to confirm that salary and time off requirements are being

When you finish the meeting you need to make sure that the information discussed was clearly

met. You can also include questions regarding other benefits and allowances.

• the person is able (technically competent and supported) to do the tasks

and have good coverage of the duties and responsibilities, and

• recap any significant gaps that were identified during the discussions

7. Take action on issues raised during the review

be signed by both managers and employees).

training plan can be discussed and developed at the appraisal.

the individual may not fully understand the expectations of the role. A high rating from the manager

## • Discussions should be two-way, both parties need to talk and to listen too! • Make sure that there is enough time for both manager and individual to give and receive constructive and helpful feedback (we can all improve what we do)

• Check that any planned work load or tasks are 'doable' and not unreasonable

discuss any training or support the employee may need.

4. Jointly plan the activities for the next few months

the task. This list can be recorded on the performance appraisal sheet

understood by all involved. You should also check that: • the workload is reasonable and achievable • the targets are realistic and can be directly influenced by the person

• the agreed actions and standard of work are consistent with the position description for the job

• the workload fits the calendar of other events on farm, public and school holidays, and leave

 restate what the next steps are (as discussed) • explain monitoring and timelines proposed for any remedial strategies • confirm commitments to training, and • if appropriate, reward a job well done! (read Reward and Recognition for ideas to suit your farm situation).

Following up on issues is just as important, if not more so, than the actual appraisal process itself.

Without action, the appraisal process cannot improve work performance. You should document any

agreed actions and timelines and give a signed copy to the relevant employees (action plans should

Managers and the performance appraisal process itself also need to be reviewed. Employees should

You also need to look at your performance targets. If they are not being met or you are not seeing

Remember - Performance appraisals are an ongoing process and need to be completed and

Investing in the development of your employees' skills, knowledge and technical competence is

really an investment in the farm itself. Showing people that they are valued members of your team

and worth investing in, not only boosts morale and motivation, it can also help people perform their

the results that you expected, question whether you are measuring the right things or rewarding the

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**TOP** 

be given an opportunity to comment on the process and the way they are managed in the

• summarise what's been achieved since the last appraisal meeting, reinforcing the contribution of

### **RESOURCES AND REFERENCES** The performance appraisal sheet provides prompts for discussing the actions of the previous review period as well as enabling you to document agreed actions for the next review period. Note: this should be adjusted to complement the position

description.

**Training Programs** 

followed up regularly in order for them to be effective.

jobs more efficiently and reduce staff turnover. When you think of a training program or staff development, you need to think of it as an ongoing process, not just a box to be ticked and never revisited. Learning is a lifelong process and it should

What do you want the person to achieve? What do they want to achieve?

how to be a good team leader, skills in conflict management etc.

1. Determining skills and training required

for both the employee and the farm as a business.

How does the person contribute to the farm?

2. Design a training plan

should answer the following question;

• Who will complete the training?

• Who will conduct the training?

most relevant in on-site training.

system as more formal education programs.

up and discuss things with other farmers.

Accredited education and training

• discussions and themes that are usually highly topical

Extension programs can provide:

facilitated by an expert), and

workplace).

employee.

Some questions that may help identify skills gaps are:

and any tasks they may complete in the future?

• Where will the training be conducted? (on or off site)

informally through coaching or extension programs.

be treated as one. Consider the cycle below as an approach to training on your farm.

The <u>performance appraisal</u> can be a great time to identify areas for improvement and further

training in your employees. This can be an opportunity to discuss current roles and future directions

• Does the person have the appropriate knowledge and skills for all tasks they currently complete

• Would development of specific personal skills, attitudes and aptitudes be of benefit? For example,

A training plan is the actions needed to reduce an individual's skill gaps. Essentially, a training plan

• Does the person have qualifications that are needed? e.g. a Chemical User's Certificate.

• When will the training be completed? How long will it take? What are the expected outcomes? • How does the training fit in with your farm as a business? How does it benefit the business and the individual? • How much will it cost? 3. Consider the options for training

There are many different ways training can be conducted, sometimes it is possible to conduct

training in-house. This may be done by an experienced employee with specialist knowledge or more

Coaching is an extremely useful, but often neglected, skills development process and is probably

Coaching is about changing habits to achieve the minimum standards expected on the farm. It

skills and to motivate them to try something new (learn a new skill or take on a new job in the

Extension programs can be as simple as field days, professional development workshops or

discussion groups promoting awareness of information. These are as much a part of the learning

• an opportunity to keep up with state-of-the-art information and technology (especially when

• a way of keeping in touch with the social network as information gathering – being able to catch

Some things, such as first aid training or licences for specific machinery, require accredited training

Training Organisation (RTO). See the Australian Skills Quality Authority or iVET for links and more

and will need to be conducted by qualified instructors who are usually employed by a *Registered* 

information about RTOs. If you are training a number of employees at once, it can sometimes be

cheaper to have an instructor come to your workplace than to pay for individual courses for each

Some training will be ongoing and will need to be conducted off site at a TAFE or RTO. Many courses

before committing to pay for training. If a deal seems too good to be true - it usually is! Remember -

Another thing to consider is the level of the training. If the skills or knowledge being

complex knowledge and skills, it might be best spread over a number of sessions to

session. On the other hand, if the training material is quite dense and involves

Constructive criticism is very valuable when evaluating the effectiveness of the training programs.

An easy way to make sure that your employees' skills are training needs are being addressed is to

analysis at regular intervals throughout the year. Remember, by investing in your employees, you

are not only improving their work skills, but also helping to create a more efficient, more productive,

make a needs analysis part of the performance appraisal. You may also like to revisit the needs

Employees should be encouraged to speak truthfully, anonymously if it is easier for them, about the

developed are relatively simple, then it is probably best to hold a single short training

are also offered online, make sure you read reviews and investigate any online courses or RTOs

involves helping employees to take on new ways of doing things or new roles and requires constant

feedback between the learner and the coach. The coach's role is to build on the individual's existing

online learning requires your employee to be very organised with their time and a self-motivated learner. **IMPORTANT** 

4. Evaluating the training

Is the training at the right level?

allow employees time to 'digest' the information.

It is important that you evaluate the training at the end of each program.

• Did your employees find the training useful? Why or why not?

• Can the learner demonstrate improved or changed performance?

• What needs to be included or left out next time?

Was the facilitator / educator effective at their job?

• Was the timeframe appropriate to the expected results?

training so that necessary changes can be made in the future.

5. Performance appraisal and needs analysis

and safer workplace for everyone.

Mentoring

**RESOURCES AND REFERENCES** Dairy – Dairy Education and Careers Meat and Livestock Australia – Extension Training and Tools

In addition to training, mentoring is another opportunity to develop the people in your business. It

career plans, test a personal or professional goal or navigate a business through difficult situations.

Mentoring is a supportive and private relationship between two people (the mentor and the mentee)

and provides those involved with an opportunity to share and develop their knowledge, experience,

skills, wisdom and shortcomings. Mentoring helps the mentee approach new situations with

can help individuals acquire and develop new skills, build confidence and self-esteem, accelerate

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 maximising professional development • reducing staff turnover and improving productivity on the farm • building a positive work culture • improving communication and team work, and • increasing morale and motivation.

Starting a mentoring program for people on your farm

through with the mentor before they agree to start

will help the relationship work:

that offer them opportunities to develop their skills

• decide the main reason for entering the relationship – for example to develop a particular skill set (personal or professional), to have more influence within farming community, to plan a career path • make a short list of what you think the responsibilities of each person should be both people should be able to meet regularly and commit to the meetings

• it can also be useful to plan in advance how long the formal mentoring is going to continue. Often

the Mentor, it helps to build leadership skills, improve communication skills, and offers opportunities to learn new perspectives.

time should be invested early on to allow the relationship to develop

informal relationships will continue after the program has 'ended'

**RESOURCES AND REFERENCES** You can use Mentor Link to review progress on mentoring goals. It doesn't need to be formal, it can be just meeting for a coffee! Case studies about mentoring in the meat and livestock industry

- .... **TOP** • well laid out and equipment • flexible work rosters with
- simplified farming systems to • regular, meaningful team contracts and accommodate people's needs meetings agreements for staff • open lines of wise investments in effectively in a team technology communication
- effective recruitment and in good order selection processes reasonable hours
- Investing in your employees, or having a 'people efficient' farm doesn't have to be hard work. In fact,

confidence, having talked through options and possible consequences. It is more about asking the right questions and listening, rather than giving the right answers. Mentoring is not only an effective way of sharing experience but also the transfer of technical skills and experience. Using senior staff as mentors is a great way of recognising their knowledge and experience within the industry without necessarily promoting them to a position as a supervisor. Some of the benefits of mentoring include:

• encouraging employee attraction and retention – the best employees are attracted to businesses

An interested mentee and an experienced and respected person capable of acting as a mentor are

all that is needed to start a mentoring program on your farm. However, there are some factors that

• the mentee should know what they are hoping to gain through the relationship and talk this

- REMEMBER Mentoring is a mutually beneficial partnership. For the Mentee, it helps them develop long term goals, learn new skills, and gain 'real life' knowledge about an industry. For

**Employers** 

Also relevant

- employees who can work • productive and smoothly • clearly set out safety engaged and dedicated protocols employees run
- putting in a little bit of effort to provide an attractive workplace can end up with great rewards for your farm. Employees who are happy in the workplace and are provided with relevant training, encouragement, guidance, reward, and possibilities for career development, will be much more likely to work harder, care about doing their job properly and want to help you grow your business. So what does a 'people efficient' farm look like?
- employees, and hours and days of operation, will all contribute to