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# Human Resource Management for Agriculture Organizations



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# Introduction

This manual is designed to be a tool for human resource management and to help your agriculture organization be productive and effective, with a team of reliable, engaged and productive board members and staff.

You will learn about the important parts of an effective human resources plan, read case studies from agriculture organizations, and source some valuable tools which will help build a comprehensive human resources plan, manage risk and give your organization a competitive advantage.

## Human resources (HR)

Human resources (HR) is a term that means a lot more than just hiring. It includes managing board members, volunteers, full and part-time staff, and contractors - and the policies and practices that relate to them.

People are as essential to organizations as weather, prices and technology are to business profitability. Human resources affect the organization's governance and financial and strategic decisions at the board table.

Whether you serve on a small grass roots organization or a national committee, aligning your organization for success requires a strong and effective human resources plan, which includes hiring and keeping high-performing, engaged people employed within your organization.

## Icons used in this manual

This manual uses these icons to alert you to useful information, forms and examples:



**EXERCISE:** This icon indicates a form or exercise to help you through the HR process.

Some of the forms and exercises will have a blank copy included in the Form Appendix at the back of this manual.



**EXAMPLE:** This icon indicates an example that further explains and illustrates the HR process.



**CASE STUDY:** This icon indicates an example from a real organization that faced a similar HR issue, and shows how the organization worked through the process.

Some of the examples will have a blank copy included in the Forms Appendix at the back of this manual.



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# Self Evaluation

## What is human resources?

Human resources (HR) is the job function that manages people in an organization by providing an assortment of activities and policies and procedures, which relate to developing, utilizing, maintaining and retaining the appropriate number, and skills, of employees to accomplish your organization's goals and objectives.

You can implement human resources into your organization by creating a human resources plan. It can include:

- employee recruitment and selection
- training and development
- organizational structure (who reports to whom/pecking order, job skills and knowledge)
- labour relations (managing compliance with various legislation and regulations)
- employee performance management and succession planning
- human relations (discipline, performance management, complaint handling, counselling and coaching)
- employee benefits
- health and safety
- employee communications
- strategic planning
- management of employee records

## Why is it necessary to implement human resources into your agriculture organization?

A skilled and effective employee is key to your organization's success and sustainability. Human resources helps you select, attract and keep employees by guiding and aligning them with your organization's goals and objectives.

All organizations - no matter their size or structure - benefit from HR. The key is to create and implement a successful human resources plan.

## What is a human resources evaluation?

A HR evaluation helps ensure the current HR plan is working efficiently, identifies areas that need improvement, and helps to plan for the future.

An HR evaluation assesses:

- HR policies and procedures of an organization
- documentation
- the hiring process
- employee retention
- training
- employee compensation
- management and employee relations

Your organization should conduct an HR self-evaluation annually. This is to account for its workforce, and the efficiency with which your organization deals with its people - from the beginning to the end of their employment with you.

Managing your workforce gives your organization a competitive advantage, especially when labour and skills are limited. Assessing the effectiveness of your current HR practices can help ensure that you attract and retain not just qualified workers, but the best people for the job.

## Four steps to complete a self evaluation and HR priorities for your organization



**EXERCISE:** Take a few moments to complete the exercise below. It will help you understand where your organization is excelling and where it needs improvement when it comes to hiring and keeping employees. Go to the Forms Appendix (at the back of this manual) for a blank form.

### Step 1: Complete the self-evaluation form

YOUR ORGANIZATION'S IMAGE	YES	NO
We are considered a great place to work in our community and the agriculture industry.		
If someone asked one of our present or past employees, they would say positive things about working in our organization.		
Our stakeholders, industry partners and members speak positively about our organization and the employees.		
Our employees are encouraged to attend agricultural events and trade shows and promote the organization.		
Every year, we conduct an employee satisfaction survey to understand what our staff are thinking and feeling about working for us.		
<b>Total your "yes" and "no" answers:</b>		



RECRUITMENT	YES	NO
We always keep our eyes and ears open for possible future employees.		
We understand how a “bad hire” directly impacts our effectiveness.		
We’ve integrated a social media campaign to attract people.		
We pay bonuses to employees who refer new hires to us.		
We are willing to consider training a candidate who is new to organizations and has no experience in the industry.		
<b>Total your “yes” and “no” answers:</b>	<input type="text"/>	<input type="text"/>

SELECTION	YES	NO
Our hiring decision is based on more than just doing interviews, and background and reference checks.		
More than one person from our organization is involved in interviewing a candidate.		
More than one person from our organization is involved in selecting the final candidate.		
We use behavioural-based interview questions to ensure our interviews are effective. (If you’re not sure what these are, select “No”).		
Our compensation and benefits packages are individualized to meet the needs of each employee.		
<b>Total your “yes” and “no” answers:</b>	<input type="text"/>	<input type="text"/>

NEW EMPLOYEE ORIENTATION	YES	NO
We have a formal new-employee orientation program.		
We make a great first impression during a new employee’s first week on the job.		
Our process for training new employees is designed to instil values, not just teach procedures.		
Our entire team is involved in creating a positive employee experience.		
We have a 30-day check-in meeting to ensure the new employee is still engaged in his/her work and is proud to work for us.		
<b>Total your “yes” and “no” answers:</b>	<input type="text"/>	<input type="text"/>

MANAGEMENT AND LEADERSHIP	YES	NO
All of our managers and supervisors have training and experience to be effective leaders.		
Our managers and supervisors are great at motivating our employees.		
We have regular staff meetings that are effective and informative.		
We reward people - not necessarily with money - for going above and beyond.		
Our employees assess their manager or supervisor every year about his or her leadership performance.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

RETENTION	YES	NO
We are focused on creating an environment that minimizes employee turnover.		
We practise strategies to avoid losing a valuable employee.		
We conduct exit interviews with departing employees, so that they feel free to explain why they are leaving.		
We help our employees achieve their personal and career goals.		
We meet on a regular basis (no less than annually) with each employee to discuss his/her future employment goals.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

## Step 2: Review the results

**Calculate your totals:** Calculate the total number of "yes" answers for each category.

CATEGORY	TOTAL NUMBER OF YES ANSWERS
Your Organization's Image	
Recruitment	
Selection	
New Employee Orientation	
Management and Leadership	
Retention	
<b>Total number of "Yes" answers:</b>	<input type="text"/>

Congratulations, you've just evaluated the HR priorities of your agriculture organization. If you have:

- **25 or more "yes" answers:** Your organization's HR plan is on the right path to becoming an employer of choice.
- **24 or fewer "yes" answers:** Your organization's HR plan has opportunities for improvement.

**TIP:** Even if you've received 25 or more "yes" answers, you should work to ensure that each question becomes a "yes," so you can hire and keep employees to the best of your ability.

Below is a list of what you need to achieve your objectives and become an employer of choice.

- **Recognizing and rewarding staff well:** providing regular feedback to employees about their performance, growth prospects, accomplishments and areas needing improvement, and rewarding staff for a job well done
- **Work-life balance:** allowing employees to find a balance between work and other aspects of their lives
- **Respect:** listening to employees and encouraging feedback and suggestions
- **Commitment and engagement:** committing to becoming involved and engaged in working with employees and customers
- **Fairness:** developing and applying clear guidelines and policies and enforcing them equally, so you treat all employees with the same regard and consideration.

The next two steps in this chapter will help you prioritize your objectives and create a to-do list for your organization's HR plan. Once you've set your priorities, the remaining chapters will help you build on the ones you've identified as opportunities for improvement.

### Step 3: Make a list of HR priorities

Make a list of HR priorities based on the questions you answered "no" to. To write objectives, you:

1. Start with the word "to."
2. Specify a single key outcome to be achieved (make sure the outcome is stated in terms that can be measured and verified).
3. Set a target date for achieving the outcome.

Here are two examples of written objectives:

Objective	Outcome that needs to be achieved	By when
"To have a checklist in place	to orient and train new employees	by June 1, 20XX."
Objective	Outcome that needs to be achieved	By when
"To provide Executive Director with training	to enhance leadership	by Sept. 15, 20XX."



**EXERCISE:** Write your objectives in the chart below to start the process of making your organization “an employer of choice.” **Two examples have been done for you to use as a guide.**

Objective is to:	Why do you need to accomplish this?	By when?
<i>Have a checklist in place</i>	<i>to orient and train new employees</i>	<i>June 1, 20XX</i>
<i>Provide Executive Director with training</i>	<i>to enhance leadership</i>	<i>Sept. 15, 20XX</i>

#### Step 4: Create a to-do list

Now that you know what your objectives are, you can start creating a “to-do” list to ensure each objective is completed.

Track the progress of each objective to ensure it gets done by the due date.



**EXAMPLE:** Here is an example of a to-do list for the objectives you create.

#### OBJECTIVE #1:

*“To have a checklist in place to orient and train new employees by June 1, 20XX.”*

Tasks to complete objective	Task owner	By when?	Completed
<i>Mike will create a new employee orientation checklist for new employees.</i>	<i>Mike</i>	<i>Jan. 30, 20XX</i>	
<i>Jen will review the first draft of the checklist with other stakeholders in the organization to ensure all documents are in place and key stakeholders understand their roles when a new employee is hired.</i>	<i>Jen</i>	<i>March 1, 20XX</i>	
<i>Mike will finalize any changes from Jen and file new hire checklist in organization's binder.</i>	<i>Mike</i>	<i>May 30, 20XX</i>	



**EXERCISE:** Go to the Forms Appendix (at the back of this manual) for a blank form to create your own to-do list for each of your objectives.



# Developing an Identity for Your Agriculture Organization

## Script a profile for your organization

Your organization's profile is a descriptive message that you would share with the executive, membership, employees, community, and industry to explain the organization. This profile is used to help build an identity for your agriculture organization.

Below is an example of ABC Ag Organization's profile:

*Since its founding in 1837, ABC Ag Organization has seen many changes in its organization, its products, and its services. Change always comes with opportunity and ABC Ag Organization has always been ready and willing to embrace change. Yet, through it all, ABC Ag Organization is still dedicated to those who are linked to the land - farmers and ranchers, landowners, builders, and loggers. And ABC Ag Organization has never outgrown, or forgotten, its founder's original core values.*

Those values determine the way we work, the quality we offer, and the unsurpassed treatment you get as a customer, member, investor, and employee.

Your organization's profile should be about a paragraph long (three to four sentences) and should combine:

- useful information (ex: service / commodity product information, year founded, location)
- your organization's personality (ex: values, beliefs)
- anything that is unique about your organization

When creating your organization's profile, think of:

- your organization's qualities or the values that are important to it
- the way you and other people think about your organization
- the emotions and perceptions that you elicit, or want to elicit, in other people

**In terms of recruiting employees,** a strong profile will help candidates recognize why they want to work for your organization instead of another employer.



**CASE STUDY:** Agriculture Inc. has always had trouble attracting employees to its agriculture organization. Jason, the board chair, always looked for employees by placing a "generic" four-line job ad in the local paper. Unfortunately, times have changed and the generic approach won't work anymore.

Jason fills out the following exercise to start. Once he has a solid idea of his organization's identity, he's ready to try his luck again. To find out how he incorporates his organization's identity into his job ad, read the case study in the following section on recruiting (page 20).



**EXERCISE:** In this section of the manual, you'll uncover your organization's identity and profile. Go to the Forms Appendix (at the back of this manual) for a blank form.

## Create a Profile

Start the process of creating your organization's identity and profile by answering the questions below.

### Step 1: What's your organization's personality?

List the five most important words that describe your agriculture organization.

1. *producer-focused*
2. *respect*
3. *teamwork*
4. *forward thinking*
5. *serves a purpose*

### Step 2: What makes you different?

What are the things that make your organization different from others? What could be said about your organization that cannot be said about another organization?

- ✓ *We participate in governance training to make the organization more efficient.*
- ✓ *We hold monthly staff meetings to discuss new ideas and reward staff with gift cards for successfully implementing those ideas in the organization.*
- ✓ *We have a board policies and procedures manual.*
- ✓ *We run effective board meetings (with an agenda and minutes to reflect discussions)*
- ✓ *We communicate regularly and effectively with the producers that we represent.*



### Step 3: What are the values of your organization?

We value:

*producers / membership*

---

*reputable standards*

---

*respect for agriculture*

---

*professionalism*

---

*efficiency*

---

*hard work*

---

*loyalty*

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### Step 4: What promise does your organization want to make to its employees?

What can your organization genuinely promise to deliver/provide? You can phrase this section either as a slogan by starting with "We will always...", or as a mission statement by starting with "To...."

*To always provide quality service to the membership, and a safe environment for our staff, while rewarding them for their hard work.*

---

### Step 5: What is the vision for your agriculture organization's future?

What does your organization wish to be? Think BIG by asking your membership: "What do I want the organization to be known - or respected - for doing?" Collectively develop the organization's vision statement.

*The [name of organization] will be recognized as professionally providing the best quality resources and services to producers within the industry.*

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### Step 6: What's your organization's name?

*Agriculture Inc.*

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### Step 7: Your organization's logo

If you don't already have a logo, you may wish to hire a graphic designer to draw or design a logo with a font style and original graphic appropriate for your organization. A logo can help you create a visual identity for your organization.

## Step 8: Organization profile

Write three to four sentences, based on the questions answered above, that describe your organization's "story" in an interesting way - the way you'd explain it to a stranger who asks you about your organization.

*Since 2007, Agriculture Inc. has offered members specialized technology and resources to enhance farm management practices. The board members and loyal staff offer professional service to producers to improve the processes and sustainability of their operations within the industry.*

Now that you've written your profile, you can incorporate it and the identified elements above, into your job postings, descriptions, etc. to make them more appealing to applicants, employees, suppliers and the industry, and to show your organization's identity and personality.

# Recruiting

## What is recruiting?

Recruiting means finding and attracting employees. Many organizations struggle with recruiting - seeking, sourcing and locating employees - often believing that they can't find good people.

Recruiting employees requires a strategy, effort and commitment. Think strategically about:

- Skills needed in your organization.
- The type of person and behaviours that fit best with your leadership style and the culture of your organization.
- What value your organization offers a successful candidate.
- Key places to advertise so you can find the right person.

Recruiting is a proactive process versus a reactive process. In fact, many organizations that hire reactively (i.e. when they are in a panic) end up with bad hires that ultimately cost the organization money.

By hiring proactively, you'll understand what job needs to be filled, the skill sets required, the personality attributes important for the position, and what type of person would best fit with the organization.

## How do we recruit?

Recruiting has changed in the past few years, particularly in the agriculture industry. As organizations continue to grow, and some rural populations decline, it may be harder to find staff nearby with the right skills for the job.

Also, today's younger generation wants to find employment with an organization that offers more than a paycheck. Use your profile, and the qualities that differentiate you from other organizations, to create job ads that are interesting and appealing. You need to let potential employees know not only what you're looking for, but what you can offer them.

You also need to know where to find potential employees. The rise of social media has changed how organizations recruit. Use LinkedIn, Twitter, Facebook and other social-media sites will help promote your job openings and organization. Don't ignore the growing demand and importance of social media for recruiting.

## The recruitment strategy

Now that you've drafted your organization's identity, it's time to develop a recruitment strategy.



**EXERCISE:** To develop your recruitment strategy, follow the steps below. Go to the Forms Appendix (at the back of this manual) for a blank form.

### Step 1: Identify the vacancy

It's important that employee recruitment in your organization is an ongoing process. If you only think about hiring when you're desperate to fill a position, it may result in a mediocre hire.

You should be constantly analyzing your organization's needs and speaking with your employees to find out where the employment gaps may be.

Once you identify a gap, you should either:

- review your current staff, skills and workloads to see if an existing staff member could easily fill the gap
- or
- create a position for a new employee

Once you've completed this form, review your answers. Determine the positions, skills and personalities that you need to hire in the next six months to a year.

1. How many people did you hire in the past year?
2. In terms of the hiring process, what seemed to work and not work?

**What worked?**

**What didn't work?**

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

- 3. What are your actual, and anticipated, hiring needs for the next year?
- 4. Do you have any hiring needs beyond that? Are you anticipating industry expansions or changes in the organization’s structure, or an increase or decrease in program delivery?
- 5. What tasks are performed in the organization? Who is responsible for each task? Are there any tasks for which no one is responsible?

Task	Person Responsible

6. How much time and money do you estimate that it costs you to hire a new employee (including advertising, recruiting, interviewing, communicating and training)?

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7. Is there any other relevant information that might affect your desire or ability to hire new employees over the next year?

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## Step 2: Create the job description

Once you've identified whether an existing employee or new hire will take on the new job tasks, it's time to create a new job description or revise an existing one to include the new tasks.

One of the most common reasons for poor employee performance is lack of clear expectations. Employees - especially new ones - don't really know or understand what you want or expect from them, unless you tell them and put it in writing.

### Benefits of job descriptions.

#### They:

- ensure that you, the board, and HR committee agree on what the job is
- help you identify the skills, traits and experience that you need for the job
- keep you focused during the interview process to ensure you are asking the right questions, and hiring based on the skills, traits and experience needed for the job
- make it clear to candidates whether they can or can't do the job
- protect you from legal issues, such as disability claims

**TIP:** Job descriptions don't have to be long or complicated. They should be short, clear lists of the specific responsibilities and expectations you have for each position.



**EXAMPLE:** Here is an example of a completed job description:

<b>Employee Name:</b>	<b>Date:</b>
JOE SMITH	[Insert date]
<b>Job Title:</b>	<b>Supervisor's Name:</b>
EXECUTIVE DIRECTOR	JASON XPAN, CHAIRPERSON
<b>Type of Position:</b> <input checked="" type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Contract <input type="checkbox"/> Seasonal	

#### Job Description Overview:

*This position is responsible for providing leadership, managing operations, and executing strategic goals set forth by the Board of Directors.*

#### Job Duties:

- *represents the organization in a professional manner*
- *implements board approved policies*
- *participates in strategic planning with the Board of Directors*
- *oversees planning, implementation, and evaluation of the organization's programs and services*
- *hires employees, trains and supervises staff and conducts performance evaluations*
- *provides support to chairperson to draft agenda and provides necessary materials for board meetings*
- *creates and reviews plans to increase efficiencies related to human resources, financial planning and program planning*
- *develops and implements fundraising and communications strategies*
- *identifies and evaluates risks related to the organization and implements controls*

#### Behavioural Expectations:

- *superior written and verbal communication skills*
- *action-oriented to organize people, process and activities*
- *ability to lead and monitor performance and take corrective action when necessary*
- *excellent leadership and team-building skills*

#### Education and Licensing Requirements:

- *post-secondary degree/diploma in related field*
- *knowledge of leadership, human resource management, financial management and project management*
- *positive experiences working with a Board of Directors*
- *two to three years' work experience in related position*

#### Working Conditions:

- *work 40 hours per week, but may be expected to work paid overtime when necessary*
- *early morning, evening and weekend work may be necessary for special events or meetings*
- *work in office environment and on occasion various locations to further organization's mission*

**Employee's Signature:** I have read the above information and understand and agree it is a description of my job duties.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

### **Step 3: Determine the most effective way to advertise the position to the appropriate candidates**

With every position, you can assess and identify the best way to attract and advertise for the most qualified candidates -- those who will meet the needs of the position and your organization.

Examples of ways you can recruit candidates:

- advertising:
  - on your website or using social media (ex: Facebook, Twitter, LinkedIn)
  - with internal staff to let them know the position is available and to spread the word within their networks (Offer staff a referral bonus if they help fill a position.)
  - with local and industry-specific newspapers and magazines (online and paper)
  - in industry newsletters and on websites
  - at industry trade shows and conventions
  - with the federal Job Bank
  - at colleges, universities and technical schools
  - professional associations such as Manitoba Association of Home Economists (MAHE) or Manitoba Institute of Agrologists (MIA).
- reviewing applications from recent candidates who applied for work in your organization
- hiring a recruitment agency to advertise the job through its network of people and advertising websites
- talking with colleagues to see if they may know a possible candidate
- contacting the government about new immigrants and work programs
- using “antenna recruiting” - always observing people around you and looking for people who could make good employees now or in the future





**EXERCISE:** Advertising Checklist

Below is a checklist to use when advertising your job openings. Go to the Forms Appendix (at the back of this manual) for a working form.

- your organization's website
- social media
- staff and networks
- local community paper
- local employment centre (post on bulletin board and website)
- other partner organizations (post on bulletin boards and websites)
- industry trade shows
- local colleges and technical schools
- industry print publications
- federal Job Bank ([www.jobbank.gc.ca](http://www.jobbank.gc.ca))
- Manitoba Agriculture
- professional associations
- other job-posting websites like eBrandon, Kijiji and Steinbach Online



### CASE STUDY: AGRICULTURE INC. OVERVIEW:

Jason, chairperson for Agriculture Inc, recognizes that the Board of Directors can no longer run the organization without an Executive Director. The organization is growing quickly and they can't stay on top of all the organization's needs to maintain a sustainable and profitable organization.

The organization currently employs a few people on a contract, casual and part-time basis. Jason doesn't know anyone with enough experience to become the Executive Director; he knows it will be cheaper to hire a person with two to three years' experience rather than someone with five years or more.

Jason and the board fill out a blank job description (page 17) based on the requirements they need for the position. After completing it, they create a recruiting strategy aimed at hiring a younger, less experienced, Executive Director. The strategy includes buying ads on Facebook ([www.facebook.com/advertising](http://www.facebook.com/advertising)) to advertise the position to this young target audience, posting the job on Monster.ca website, and circulating emails to others within their network and industry.

They use the job description to create a compelling job posting that identifies the job requirements, gives candidates an understanding of the organization's culture, and reflects the "identity" or personality of their organization.

### AGRICULTURE INC. EXECUTIVE DIRECTOR JOB AD:

# AGRICULTURE INC

#### **Agriculture Inc seeks experienced Executive Director.**

Agriculture Inc. is a progressive, well-established, producer-driven organization in the Steinbach area. We believe the key to success is working as a team, creating a safe workplace, and rewarding employees for their hard work and loyalty.

We are looking for an Executive Director to join our organization. In this role, you will provide leadership, manage operations, and execute strategic goals set forth by the Board of Directors.

**Skills:** Strong leadership, human resources, financial management and communication skills.

**Experience:** A degree / diploma in a related field and two to three years' experience working in a similar role.

**Hours:** 8 a.m. to 5 p.m. (Monday - Friday). Some overtime required.

We hope to hear from you soon.

To apply, please email your resume to [chairperson@agricultureinc.com](mailto:chairperson@agricultureinc.com).

Your organization may also use an application form.



**EXAMPLE:** Here is an example of a blank application form (or search for another template online). Go to the Forms Appendix (at the back of this manual) for a blank form.

<b>Applicant name:</b>	<b>Date of application:</b>
<b>Position applying for:</b>	<b>Type of position:</b>
	[ ] Full-time [ ] Part-time [ ] Contract [ ] Seasonal
<b>Address:</b>	<b>Phone:</b>

**Education:** List your education, certificates or special training:

Institution Attended	Diploma or Certificate	Year Received or Grades Completed

**Work Experience:** Do you have experience in any of the following?

Administrative     Financial     Web Development     Marketing

Indicate which software programs you can work in:

Word     Outlook     Excel     PowerPoint

Tell us about your experience with file management and communications.

---



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Do you have your driver's licence:     No     Yes    Class: 1 2 3 4 5 (Circle one.)

**Work History:** List previous employers for the past 5 years (beginning with the most recent):

Employer Name	Job Title	Dates Worked

**References:** Please provide three work-related references that we can contact.

Name	Phone Number	Relationship

**Additional Comments:**

To the best of my knowledge, the above information is correct.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

If you wish, you can attach your resume to this form.



# Hiring

## What is hiring?

The hiring process helps you pick the best person for the job and your organization. An employee is there to add value to your organization.

Traditionally, organizations simply hired someone that another board member recommended. It was quick and easy - no need to go through applications or interviews. However, it was also common for the individual hired to have had little or no experience, which led to problems.

When you make the mistake of hiring someone who can't do the job, or won't do the job the way you want, the cost to your organization is incredibly high. Your stress level increases and your efficiency decreases. Your board members are no longer focused on running an organization, but rather, on ensuring the bad hire isn't making mistakes or causing problems.

To create a hiring process, follow these five simple steps:

1. Establish who in your organization should be involved in shortlisting and interviewing candidates.
2. Review the applications.
3. Shortlist applicants.
4. Interview.
5. Make a written offer of employment to the candidate.

## A five-step hiring process

In Chapter 3 (Recruiting), you learned how and where to get candidates to apply for jobs.

Now, we'll look at taking the next steps in the process: selecting and hiring the right candidate from all of the applications you've received.

### Step 1: Determine who should be involved in shortlisting and interviewing candidates

Determine who is involved in the day-to-day activities / operations and include these people in shortlisting and interviewing the candidates. If staff are involved in hiring, it can make them more accountable for the new hire's success. Ensure that you designate associated tasks to these people, including receiving resumes, reviewing the applications, shortlisting, pre-screening and interviewing.

For example:

- If the position is for a web master, perhaps the organization's chairperson and the executive director need to be involved.
- If the position is for the executive director, perhaps the organization's human resource committee and chairperson need to be involved.

Make sure each person involved in any step of the hiring process:

- has a copy of the job description
- understands the position's role and accountabilities
- understands the selection criteria

## **Step 2: Review the applications**

You can start the review process in two ways:

1. A formal discussion with the people who are directly involved in hiring for the position.
2. Distribute a folder, containing copies of the applications and resumes, to each person involved in the selection process.

It is recommended that you review and compare all of the applications at the same time. Also, have a list of what the job requires to ensure an applicant fits the position. It's easy to get excited about an applicant who has hobbies and characteristics similar to yours. However, applicants need specific skills to fill the position.

## **Step 3: Shortlist the candidates**

After reviewing the feedback - either as an HR committee or with the person in charge of hiring - you can shortlist the candidates you wish to interview. Select two to three of the best candidates for each position.

Use the rating guide to help match the skills to the job requirements.

## RATING GUIDE

In using this rating guide, the Selection Board is required to:

- exercise discretion in the assignment of points to candidates based on sound judgment and the principles of merit, fairness and equity.
- review information from all assessment methods and decide, by consensus, the degree to which each candidate meets each selection criterion and express the relativity between candidates in the ratings.

NUMERICAL RATINGS	DESCRIPTOR
0-2	<p><b>VERY LIMITED:</b></p> <p>The candidate is unable to demonstrate adequate qualifications, experience and abilities in relation to the criterion. Does not meet the requirements of the criterion and would not be able to perform the duties on this aspect of the position.</p>
3-4	<p><b>LIMITED:</b></p> <p>The candidate's qualifications, experience and abilities in relation to the criterion do not meet the requirements in certain areas and the candidate is likely to be inadequate in performing the duties on this aspect of the position.</p>
5	<p><b>SATISFACTORY - "MEETS":</b></p> <p>The candidate's qualifications, experience and abilities in relation to this criterion meet the minimum requirement for adequate performance on this aspect of the position.</p>
6-8	<p><b>ABOVE AVERAGE:</b></p> <p>The candidate has highly developed and relevant qualifications, experience and abilities in relation to this criterion and is expected to perform above average on this aspect of the position.</p>
9-10	<p><b>EXCELLENT:</b></p> <p>The candidate has exceptionally well-developed and relevant qualifications, experience and abilities in relation to this criterion and is expected to perform extremely effectively on this aspect of the position.</p>

<b>Selection Criteria SAMPLE:</b>		<b>Assessment methods to be used:</b> Identify assessment methods you intend to use for each selection criterion, including paper screening, screening interviews or questionnaires, tests, panel interviews, work samples, evaluative orientation, reference checks etc.							
<b>Candidate A</b>		<b>Criterion</b>	<b>Essential or Desired (E/D)</b>	<b>Weight (1-10)</b>	1) Paper Screening-APP Review	2) Testing	3) Interviews	4) Reference Checks	Other:
<b>#</b>									
<b>1</b>	Experience providing administrative support in an office environment including the operation of office equipment.	E	10	X		X		X	
<b>2</b>	Excellent interpersonal skills.	E	10			X		X	
<b>3</b>	Ability to communicate verbally in a clear and concise manner.	E	10	X		X		X	
<b>4</b>	Demonstrated proficiency in written communication	E	10	X		X		X	
<b>5</b>	Ability to work independently as well as in a multi-tasked team environment.	E	10			X		X	
<b>6</b>	Excellent problem solving and analytical skills.	E	7			X		X	
<b>7</b>	Efficient time management skills.	E	8			X		X	
<b>8</b>	Demonstrated effective organizational and prioritization skills.	E	8			X		X	
<b>9</b>	Proficient with MS Office including Word, Excel and Outlook.	E	9		X			X	
<b>10</b>	Ability to interpret legislation, regulations and policies	E	6			X		X	



## Step 4: The interview process

Now that you've shortlisted the candidates, you can start the interview process.

Some common mistakes organizations make when interviewing are:

- Talking too much or not asking enough or the right questions
  - Remember the 80/20 rule - the candidate should talk 80 per cent of the time and you should only talk 20 per cent of the time.
- Interviewing in an unprofessional location (coffee shop, conference, or casual setting)
  - This may feel more comfortable, but it isn't effective. The casual nature of the discussion may result in not asking the right questions and getting caught up in small talk.

### Pre-screen Interviews

To save yourself time, start the hiring process with a pre-screen phone interview. This can be a five-to-10-minute discussion. Ask questions such as:

- Why are you interested in the job?
- What do you know about our organization?
- Why are you no longer at your last job, or why do you want to change jobs?
- What type of colleagues do you like to work with?



**CASE STUDY:** Below is an example of what can happen when you don't use a pre-screen interview:

Sara just graduated from high school and heard about a job at XYZ Grains Association. The head office is located only 10 minutes from her home. Sara was thrilled that the organization was close, and that the position would provide on-the-job training she needs for a career in financial management.

However, she missed the line in the job ad that said the Association was only looking to fill a two-month contract, not a permanent position.

Sara scheduled an appointment with the Association and prepared for the interview. She entered the interview hoping for a new full-time job, only to be disappointed when she learned that the position was short-term.

The Executive Director and HR Committee, of XYZ Grains Association were disappointed that they wasted their time interviewing a candidate looking for another kind of position.

**A pre-screen interview would have saved a lot of time and a disappointed candidate.**

## In-person Interviews

After completing the pre-screen interviews and finding a number of candidates you wish to meet in person (and who remain interested in the job), you can start the in-person interview process.

Here are four tips when interviewing candidates in person:

**TIP #1: The interview should last no longer than an hour.**

**TIP #2: Plan for the interview and organize it before it begins. Have the job description and interview questions written down and ready to reference. Use behavioural-based questions during the interview.**

## What are behavioural-based interview questions?

Behavioural-based interviewing helps you better understand a candidate's experience and behavioural style - the way they do things. Behavioural-based interview questions reveal to you how a candidate acted in the past, which is a predictor of how he or she will act in the future. With behavioural-based questions, not only do you hear what the candidate has accomplished, but also how the candidate went about accomplishing it. These questions also help you understand how candidates react, think and behave.



**EXAMPLE:** Below is an example to help you understand the difference between non-behavioural-based interview questions and behavioural-based interview questions. Go to the Forms Appendix (at the back of this manual) for an example list of questions

### Non behavioural-based interview question:

**Interviewer:** "In our organization, we need to get things done and tend to multitask all the time. Are you able to multitask?"

**Candidate:** "Yes, I am."

**Outcome:** Not only is this a close-ended question, but the interviewer doesn't ask the candidate for an example of past behaviour.

### Behavioural-based interview question:

**Interviewer:** "Can you give me an example of a time when you had to multitask?"

**Candidate:** "I remember in my last job when I had to type a report and then the Executive Director asked me to drive into town and get some supplies he needed."

**Interviewer:** "How did you handle the extra request?"

**Candidate:** "I did what my boss told me and then I did everything else. It was a tough day and I didn't like the extra task. I just wanted to focus on getting the report done."

**Outcome:** This candidate has given you a real-life experience in which multitasking seemed challenging. From the response, this person may like to stay focused on one task at a time.

## Creating behavioural-based questions

When creating behavioural-based interview questions, it's important to consider the "core competencies" of the position. Core competencies of a job are the behaviours, skills and knowledge a person needs to have to be successful in the job.

The phrasing of behavioural-based questions is key. Typical behavioural-based questions might start out with: "*Tell me about a time...*" or "*Describe a situation...*" This structure encourages the candidate to think about a real-life situation that will demonstrate the ability that you're looking for.

We've included a sample list of behavioural-based questions in the Forms Appendix section.

**TIP 3: If you are interviewing more than one person, ask each candidate the same questions and take notes (or have one of your staff / board members take notes), or create a form, like the one below, which allows you to quickly rate each answer during or immediately after the interview.**



**EXAMPLE:** Sample interview question and rating form. Go to the Forms Appendix (at the back of this manual) for a blank form.

<b>Candidate interviewed:</b>	<b>Date:</b>
<b>Position being interviewed for:</b>	<b>Interview completed by:</b>

**Ratings:** Write one question on each line. After the candidate has answered the question, please rate the answer by ranking based on the weight given. The chart on page 23 will serve well for general questions related to skills and experience desired. If technical questions or pointed questions are asked, circling number one, two or three will serve well.

Rating Number	Description
1	Vague answer; no examples; wasn't specific; has no experience.
2	Strong answer; provided examples; directly answered the question; has some experience.
3	Exceptional answer; provided strong examples; directly answered the question; lots of experience and talent.

**Candidate Interview Questions:**

Question Rating	Rating (Circle One - based on the descriptions above)
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
<b>TOTAL all methods used to rank the candidate</b>	

**NOTES:** Please add any comments or feedback that you would like to share about this candidate:

---



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**TIP #4: Don't make on-the-spot hiring decisions - even if an interview went extremely well. Allow yourself time to reflect on the candidates before you make a decision. The candidate also needs time to reflect on the interview and consider whether the job is right for him or her.**

You'll also need to check references to ensure the accuracy of the candidate's statements. If the candidate provides no references on his or her resume, be sure to ask for the names, titles and contact information for at least three work-related references at the end of the interview.

When you call the references, it helps to have a reference form to guide your questions and record the answers, like the one below.



**EXAMPLE:** Below is a sample of a blank reference form. Go to the Forms Appendix (at the back of this manual) for a blank form.

Applicant Information	
<b>Candidate:</b>	<b>Date of reference:</b>
<b>Position applied for:</b>	<b>Reference check conducted by:</b>

Reference Information		
<b>Reference provided by:</b>	<b>Company:</b>	
<b>Current title:</b>	<b>Working relationship with candidate:</b>	<b>Phone:</b>

Previous Job Information for Applicant	
Dates worked with previous employer:	
Reasons for leaving:	
Job title:	

**Reference Check Questions:**

- How would you describe the applicant in the following areas (rated on a scale from 1 to 10, with 10 being the strongest):

Question	Rating	Notes
Attendance		
Reliability		
Interpersonal Skills		
Verbal/Written Communication Skills		
Sense of Urgency/Initiative		
Ability to Deal with Stress		
Time Management		
Meeting Deadlines		
Customer Service (Internal & External)		

2. What were the major areas of the applicant's job responsibility?

---

3. What were the main strengths of the applicant?

---

4. Were there any job areas requiring improvement?

---

5. What level of supervision did the applicant require?

---

6. How did the applicant get along with co-workers? For example: Was he/she a team player or did he/she prefer to work independently?

---

7. Would you re-hire this person?

---

Additional Comments:

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---

**TIP: You may also consider other forms of interview assessments and tests for the candidate before you hire them, including skills and aptitude tests (having the candidate demonstrate skills in person, such as using specific software or drafting a business letter).**

## Step 5: Make a written offer of employment to the candidate

So, after you've interviewed, completed testing for the position, and checked the candidate's references, done a criminal record check (if necessary) you're ready to put the offer in writing. You should write the letter of offer and either email or mail it to the candidate or schedule a time for him or her to come to your office to review it and sign.

Make certain that you meet all legal requirements. Ignorance is no defence when it comes to labour laws, so be certain that you have an up-to-date copy of your Manitoba's employment regulations, which you can find online.



**EXAMPLE:** Below is a blank sample of a Letter of Offer:

[INSERT DATE]

**PERSONAL AND CONFIDENTIAL**

[INSERT NAME]

[INSERT ADDRESS]

[INSERT CITY, PROV., POSTAL CODE]

Dear [INSERT NAME]:

I'm pleased to offer you the position of [insert job title] with [insert name of organization], starting [start date of job]. You'll be reporting to [insert name of supervisor].

The below sets out the terms of your employment with [insert name of organization]:

**Compensation:** Your hourly salary will be [insert salary amount].

**Vacation:** You will be entitled to [insert number of vacation weeks - ex: two] per year after the completion of one year of employment with [insert name of organization], in addition to the usual paid general holidays observed by the company. Future vacation entitlement will follow provincial employment standards legislation.

**Probation:** You will be on probation for a period of [insert number of months] month(s). While you are on probation, and subject to employment standards legislation, either [insert organization name] or you may terminate your employment without notice or cause. During this probationary period we will review whether you are able to meet the requirements of the job and if you are compatible with the organization.

Please indicate your acceptance of this offer in the space provided and return a signed copy to my attention. A copy is provided for your files.

We look forward to having you join our team and if there are any questions, please don't hesitate to contact me at [insert phone number].

Yours truly,

[Insert name, Name of Organization]

My signature confirms that I accept this offer of employment and I had the opportunity to obtain legal or other advice, understand the employment terms and conditions, and accept them voluntarily without pressure.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date





## New Employee Orientation and Training

### What is new employee orientation and training?

New employee orientation is the way new employees learn the knowledge, skills, and behaviours to become effective and productive workers. Employees who start off on the right foot tend to be happier, more productive, and stay with your organization longer.

Your new employee orientation and training process should cover all aspects of job responsibilities, people, policies, and procedures to ease employees into the job and make them feel comfortable and confident. It should also help new employees to:

- know the purpose of the job and what to do
- understand the processes involved and what you expect of them
- know where to go for assistance
- know how to do the job safely and correctly

Don't assume that the new employee knows everything you know about the job, the organization, process and culture. Something as simple as showing the new employee where he or she can eat lunch can remove stress.

Orientation and training helps you incorporate new employees into the culture of your organization. It also creates a faster employee ROI (return on investment), also known as return on individual. The time you put in now to orient and train your employee will be returned in how quickly the employee can become a productive worker.

Orientation and training also helps your new employees work smarter and safer. When an employee can't work due to an accident, it can cost you money, time, and stress. When employees are trained to perform their jobs in the correct manner from the beginning, they will have less frustration, better morale, higher productivity and safety.

### How do new employees feel when they arrive at your organization to begin work?

New employees will probably have a desire to succeed and be anxious about working in a new environment. A strong new employee orientation and training program will show them they've made the right decision to work for your organization.

Remember - new employees can form opinions about their employer early, so it's important their immediate experiences be positive. Many new employees are reluctant to ask too many questions for fear of looking stupid. New employee orientation and training helps you address questions and uncertainties they may be afraid to ask, like:

Questions	Your orientation responsibility	Outcome
Will I like working in this organization?	Set a warm and welcoming tone, and spend time with the new employee on the first day.	You'll boost the new employee's confidence and belief that he or she made the right decision to work for you.
What exactly will I be doing and what is expected from me?	Show work procedures and equipment, discuss safety protocols, review the job description and clarify the new employee's areas of focus.	You'll show a confirmed commitment to the new employee's well-being, your organization, and clear job and performance expectations.
Who else works in the organization, and how do I fit in?	Introduce the new employee to staff, and review your organizational chart to explain the relationships among staff and board members.	You'll help produce a motivated new employee, who understands where he or she fits in and who has a sense of connection.
Who is my real boss and who do I take instruction from?	Confirm the new employee's immediate supervisor and discuss job priorities with the supervisor present.	The new employee has clarity about the job, supervisor, and job priorities.
What are my work hours and when and where can I take lunch breaks?	Explain work schedules, including hours, overtime, lunch and coffee breaks and time off.	The new employee has clarity about work hours and time off.

Other questions may include:

- What are the rules and how do we do things around here?
- How stressful do things get?
- Who do I go to if I need help or have questions?
- How will I know if I am doing a good or bad job?
- What are the hours during busy times?
- When and how do I get paid?

## Planning your new employee orientation and training program

### Orientation and training tips:

1. Use a new employee orientation checklist to ensure you don't forget anything (we've included an example in the Forms Appendix - it's important to customize this checklist for your organization).
2. Explain how and why a particular task is performed.
3. Demonstrate the correct way of performing a task.
4. Explain safety procedures and other regulations. Check to make sure the new employee understands them.
5. Have the new employee perform the task while you watch.
6. Check in with the new employee often for the first few days or weeks.

You may also want to have a welcome get-together on the employee's first day. Something quick and simple - coffee and introductions - goes a long way toward making a new employee feel welcome.

### Creating a training plan

Although you may hire employees who are already experienced in the position, they will still need training to do the tasks to your standards and expectations.

You can use this step-by-step process to train an employee on a job task:

- 1. Get ready.**
  - Prepare employees by explaining what you plan to teach, including why the task or skill is important. Remember to outline possible hazards, safety procedures, or regulations they need to know about when doing this task.
- 2. Explain.**
  - Explain the task and break it down into steps, if possible.
- 3. Demonstrate.**
  - Show exactly how the task should be done by demonstrating it in front of them. Make sure you involve them by asking questions and getting feedback.
- 4. Repeat.**
  - Ask new employees to explain the process back to you to ensure they understand it.
- 5. Confirm.**
  - Ask employees to perform the task while you watch.

When you have implemented a new employee orientation and training plan, you'll see the immediate and long-term results, including less time spent supervising, fewer errors and increased productivity.

## Is orientation and training necessary?

Yes, a formal orientation process welcomes new employees and gives them a sense of value, which allows them to fit into the culture of the organization.



**CASE STUDY:** Peter, the Executive Director of Agri TZA Inc., did not conduct a new-employee orientation, since Carlos would only be with the organization for a few months, and he had already worked for another agriculture association in the past.

Carlos' first day on the job was frantic - the organization had an existing vision for their social media initiative which conflicted with what Carlos had planned. Within five minutes, Peter told him to login and edit video footage with different software than what he was comfortable using.

As the day continued, Carlos felt confused, stressed and inadequate. He struggled through the day and made many mistakes. At the end of the day, Carlos told Peter that he wouldn't return to work the next day: his first day on the job would be his last.

**What could Peter have done differently?**

# Communication

## What is communication?

Communication is the sharing of ideas and information. It's an essential part of work and life and, at times, it's not easy to do. Differences in people's personalities, communication styles and skills can play a part in how well we communicate with each other.

Being an effective communicator starts with an understanding of how you communicate. Below is a list of communication skills to think about and work on:

1. **Message:** Know what message you want to communicate. Organize your thoughts so that your message will be clear and easy to understand. Unorganized thoughts can lead to misunderstandings and be confusing to the listener.
2. **Plan:** Important conversations should be planned. When planning a conversation, think about the different scenarios, reactions and outcomes that can occur and also the personality and behaviour of the person you will be communicating with. Plan what you will say and do with each reaction, and prepare a solution for each reaction, so that you know beforehand how you will respond.
3. **Body Language:** Non-verbal signals (body language) play a significant role in communication. Your facial expression, posture and gestures directly impact your message. Your body language should be aligned with your words in order for your communication to be clear.
4. **Positive language and tone:** Stay positive during the conversation. Negative statements often elicit a negative reaction, while positive statements often elicit a positive response.
5. **Listening:** It's very important that you listen to what the other person has to say.

Sometimes, the hardest part of good communication is listening. You have a million things you need to take care of and it's hard to concentrate on the conversation. Below are some tips to help you listen better during a conversation:

- Concentrate on what the other person has to say.
- Listen for content and emotion to understand the entire message.
- Maintain steady eye contact so the other person knows they have your attention.
- Provide feedback to confirm your understanding of what they are saying.
- Stay patient.
- Acknowledge feelings that are important to the message you're hearing.
- Listen without passing judgment and don't rush in to give advice.
- Communicate with respect in every interaction regardless of whether you like the person or not.
- Focus on issues, not personalities, when you discuss work matters and problems.

## Why is communication and feedback important for organizations?

Everyone in the organization - board members, managers and employees - should commit to making effective communication a priority.

Constant and effective two-way communication will ensure your organization is moving forward toward its goals and that everyone is onboard. Good communication practices sometimes get set aside during busy times; however, during these times, it should be a priority. Effective communication encourages everyone to be higher performers who work together, are happier, and working towards the goals of the organization.

Simply put, no communication or feedback can harm your organization. Like any relationship, communication is key to making it stronger. No matter what size your organization, you need to let your people know what's happening, how they're doing and any processes and procedures that may change or be put in place.

Likewise, feedback must be built into the process. Whether you agree with the feedback or not, it will provide you with insight into how things are going, and for them to know that your organization cares enough to listen.

## Something's gone amiss - miscommunication

Good communication is essential to maintaining an effective organization, but miscommunications can happen at any workplace.

### An example of a simple miscommunication:

You tell your employee on a Monday, "I'll meet you at 3 p.m. next Wednesday to talk about the annual reports." By "next Wednesday," you meant "this week," but your employee assumed it was next week.

This is a simple miscommunication. Before you place blame, talk to the employee first to find out what happened and to clarify the situation. You should also encourage your employees to ask questions if they don't fully understand something - because anyone is capable of being unclear and/or misunderstanding something someone has said.

Here are ways to prevent miscommunications:

1. **Take responsibility for your communications.** Make sure the message or instructions you communicate include all of the appropriate information. If the message is complicated, consider writing it down. Ask the other person if he or she understands or has any questions.
2. **Match your message to your listener's communication style.** Observe the person you are speaking with, respond to cues (like facial expressions), and adjust your communication style accordingly.
3. **Handle a misunderstanding immediately.** If you discover that there's been a miscommunication, make sure you act immediately to correct it.

It's important that you look into the situation first, before placing blame. Often, it takes two to have a miscommunication. Speak with those involved to clarify what happened and, if miscommunications become a regular occurrence, it's time to follow up with written instructions.

## What's your communication style?

Part of effective communication is understanding your communication style. Below is a chart of the four most popular communication styles.

Read through the chart and select which communication style fits you. Think about the people you work with and select their communication style and read how best to communicate with them.

STYLE	DESCRIPTION	TRAITS	COMMUNICATE BY
<b>DRIVER</b>	"Do it"	<ul style="list-style-type: none"> <li>• Direct and to the point</li> <li>• Decisive</li> <li>• Focused</li> <li>• Confident</li> <li>• Task oriented</li> </ul>	Tell Drivers what you want, the result you need and let them decide how to get it done. Let them control their work.
<b>CONTRIBUTOR</b>	"The idea is..."	<ul style="list-style-type: none"> <li>• Supportive</li> <li>• Easygoing and laid-back</li> <li>• Listens before speaking</li> <li>• Slow to initiate, but will often accept change</li> <li>• Likes to follow the team and contribute</li> </ul>	Don't rush the discussion, and come up with ideas and solutions together.
<b>SOCIALIZER</b>	"Let's talk over coffee"	<ul style="list-style-type: none"> <li>• Talkative</li> <li>• Likes socializing</li> <li>• Keen and eager</li> <li>• Very approachable and often liked by most</li> <li>• Known for organizing social events and team gatherings</li> </ul>	What others think of them is important. Start conversations with small talk and talk about how their job affects others and the team.
<b>INVESTIGATOR</b>	"Put a detailed plan together"	<ul style="list-style-type: none"> <li>• Analytical and detail oriented</li> <li>• Cautious</li> <li>• They like to review details or research before making final decisions</li> <li>• High standards</li> <li>• Risk-averse</li> </ul>	Provide a lot of detail and allow time for processing and analyzing thoughts and ideas. Be patient when they ask questions.

## Ways to implement communication in your organization

Even small organizations need structured and regular ways to share important information. Below are five ways for you to implement communications into your organization:

### **MOST IMPORTANT: SCHEDULE MEETINGS WITH AN AGENDA**

Meetings allow you to communicate directly and get feedback immediately. It also creates a strong team that can be more positive, better able to deal with interpersonal issues and brainstorm ideas or overcome roadblocks.

Remember, meetings don't need to be long.

Effective meetings:

- Improve overall communication - by offering staff a regular chance to participate.
- Increase morale - by helping people to feel involved and connected.
- Ensure focus - by setting priorities.
- Increase organization efficiencies - by making sure everyone is on the same page.

Ensure you create an agenda before the meeting and, if possible, distribute or post it before the meeting to allow people to prepare any questions or discussion points they may have. You may also wish to invite others to add items to the agenda before the meeting.



**EXAMPLE:** Below is a sample of a meeting agenda:

### **AGENDA**

DATE: *January 12, 20XX*

LOCATION: *Boradroom*

TIME	AGENDA ITEM	WHO
<i>9 a.m.</i>	<i>General organization update (new processes and procedures)</i>	<i>John</i>
<i>9:10 a.m.</i>	<i>New research opportunity</i>	<i>Roger</i>
<i>9:20 a.m.</i>	<i>Marketing campaign</i>	<i>Mary</i>
<i>9:25 a.m.</i>	<i>Weekly priorities</i>	<i>John</i>



## Other Effective Tools to Consider

### **BULLETIN BOARD**

Put up a bulletin board. Make sure it is regularly updated with information about the organization, employee news and any new or updated processes and procedures.

If you're technologically savvy, you can also create a bulletin board online, using a simple blog interface, like Blogger or WordPress.

### **MEMOS**

A memo is still an effective way to communicate with staff - Prepare a weekly, bi-weekly or monthly memo that is distributed to all organization employees. You can also include the memo with your employee's paycheques.

### **ORGANIZATION POST OFFICE**

Setup a post office in your organization with one mailbox or slots for each employee. Ensure that you set it up somewhere your employees visit daily. You can update your workers about organization matters by delivering information to their mailboxes. As part of this process, you might want to set up a mailbox where staff can leave you anonymous comments (like a suggestion box).

### **EMAIL / TEXT MESSAGES**

Remember to always give email or text messages a consistent subject line (ex: organization updates), so employees know the context of the message. Also consider the time of day when you send the message (ex: during working hours).

**Summary:** While any of these methods can help improve communication, in-person meetings are one of the most important things you can do to communicate within your organization. Meetings give people an opportunity to talk with others directly, ask questions, and clarify and resolve issues on the spot.

You can mix and match all of these methods, to create a complete communication plan for your organization. As always - keep doing what works best, amend your communications process based on your own observations, and ask others to weigh in if you're not sure.

## What type of communicator are you?

Communication starts from the top down, and allows for feedback. It's one of the most important skills a manager or Executive Director/ Board Chair can have. It's hard to be a leader and fulfill the goals of your organization if you can't communicate your vision, and your staff can't be motivated if they don't understand what you want.

Below is an exercise to help identify areas for improvement in your workplace communication. Go to the Forms Appendix (at the back of this manual) for a blank form.

From the list of the five statements below, choose two you could work on and identify ways to deal with.

	I actively listen when someone speaks to me.	I tell others about important things that are happening with the organization.	I communicate clearly and often to others about what is expected from them.	I consult with others before making important decisions	I encourage and ensure others are comfortable to share their opinions and suggestions with me.
Put a check under the two that you will work on					
Identify reasons why this needs work					
List some possible ways to improve					

# Motivate Employee Performance

## Why does your organization need to motivate employees?

Motivation is the process that initiates, guides, and maintains our goal-oriented behaviours and causes us to act. The key to successful motivation is to know your employees well enough to reward them by giving them what they really want (it could be time off, paid training, verbal praise, a store coupon/certificate (ex: gas, groceries), asking them for their opinion, or a raise).

## Characteristics of motivated employees:

- enjoy their work
- work well in a team and co-operate to get things done
- focus on achieving results
- never say: "That's not my job" or "I can't help you"
- celebrate their - and others' - successes and don't blame others when something goes wrong
- are reliable, punctual and attentive
- ask questions and want to learn more

## Learn about your employees

Answering the question, "What's in it for me?" from the employees' perspective will give your organization much insight into the specific motivation for each employee.

Start by observing, speaking with, and taking an honest interest in your employees. Ask questions to find out what motivates them. For instance: "What is your favourite part of your employment? Why do you continue to work here? What new challenges would you welcome?"

Keep notes about these observations in your employee files, so when the time comes to reward an employee, the organization will do so with something they'll really appreciate. In turn, they'll appreciate the time you took to learn about them. This is an ongoing process that promotes motivation.

## Motivation and performance management

Understanding your employees' performance is directly linked to motivation.

Two common questions employees ask are "What is my job?" and "How am I doing?"

Providing feedback should be a primary and ongoing responsibility of the board. Regularly, at a minimum, once a year, members of the board should meet with their employees to discuss their performance and give feedback. This is known as a performance-review meeting.

**TIP: When an employee isn't doing what your board members expect, a common reason is that they don't know what is expected of them.**

### Performance review tips:

- **Meeting day**  
Book the performance review meeting with the employee. Make sure you give the employee two to three weeks' notice before the meeting. Ensure that it's held in a private room where there will be no interruptions.
- **Set the tone**  
Start the discussion with a friendly greeting and upbeat attitude. This will set the mood for the rest of the meeting.
- **Outline the meeting**  
Let employees know what the meeting is about and the topics that will be covered.
- **Focus on performance**  
Keep the conversation and feedback on your employee's performance, in terms of finishing tasks, achieving results, and handling work situations.
- **Feedback and discussion**  
Go through each section of the performance review form (sample on next page) with your employee and provide feedback and specific information about why he or she received the rating. Also, make sure you ask the employee if he or she has any questions. Encourage feedback, and write it down.
- **Listen actively**  
Make sure you understand what your employees say by rephrasing, summarizing, and writing down their comments.
- **End the meeting**  
Summarize the discussion, ask the employee if he or she has any final questions, set follow-up dates for setting goals, and make sure employees sign a hard copy of the performance evaluation. Make sure to provide the employee with a copy and keep one for your files.

## Performance review forms:

There are many different types of performance review forms. It's important that you have one that fits your organization.

As you develop your own forms, focus on things you can observe - what employees do (based on their job description) and how they actually do the job. Also consider how you will measure the performance. If one of the duties is to draft month end reports, how will you measure that?



**EXERCISE:** This is to be completed by both employee and supervisor. Go to the Forms Appendix (at the back of this manual) for a blank form.

1. Each person chooses two skills under the "Skills Related to this Competency" column where the employee has demonstrated proficiency and strong capabilities. Each person then provides an example of how this skill has been demonstrated. If a skill is not listed, choose the most appropriate competency that aligns with the skill, write the skill in the space provided and provide an example.
2. Each person chooses two skills under the "Skills Related to this Competency" column where the employee has experienced challenges and needs to improve capabilities. Each person then provides an example of how this skill has been demonstrated. If a skill is not listed, choose the most appropriate competency that aligns with the skill, write the skill in the space provided and provide an example.
3. Employee and members of the board meet to discuss the exercise.
4. Based upon discussion, goals are established.
5. NOTE: Identifying strengths is an opportunity for the employer to establish internal mentoring among staff, and to align staff with their strengths.

Competency	Skills Related to this Competency	Examples of How You've Demonstrated this Skill Related to the Competency
<b>Co-operation:</b>	Ability to adapt to changes in schedule.	Proficiency: Prior to the Annual General Meeting, I was able to prioritize duties so that all reports and information received was in a ready-to-use professional format ready for distribution at the meeting.
	Works collaboratively with others.	
	<i>Other Skills listed here</i>	
<b>Attendance/ Punctuality:</b>	Reliable with minimal absences.	
	Never late/never leaves work early without notice.	
<b>Specific Job Skills:</b>	Performs administrative duties such as telephone reception, coordinating meetings, mailing documents.	
	Excellent written communication skills for reviewing and editing correspondence including letters, memos, and reports.	
	Strong verbal communication skills with the ability to communicate clearly and professionally with members of the board and external networks.	
	Organization and time management skills for the purposes of managing multiple job tasks and activities with deadlines.	
	The ability to pay attention to detail and maintain a high level of accuracy.	
	File management knowledge including archiving, creating and maintaining electronic and paper filing systems etc.	
	Proficiency in the use of Microsoft Office software including Word, Outlook, Excel, and PowerPoint	
<b>Productivity:</b>	Ability to learn new technology and processes when introduced into job.	
	Performs tasks in an organized and efficient manner.	

## Employee Manuals

Employee manuals allow you to communicate to your employees the way you want your organization to run - even when members of the board are not available to help them. Think of the manual as a how-to book.

### Why does your organization need an Employee Manual?

An employee manual is one of the most important documents for an organization. An employee manual provides:

- information about the organization
- the expectations members of the board have for its employees, such as how they are to behave and perform tasks
- clarity and uniformity of standards
- employees a written resource that clearly explains information about your policies, including holidays, guidelines, leave, work hours, overtime, pay procedures, employee safety measures and procedures
- a saving of time, as it provides members of the board with a well-planned and written manual, eliminating the need to re-explain policies
- an effective way to protect your organization from potential lawsuits

In this section, you'll have all the tools you need to create your organization's customized employee manual. By keeping your knowledge written down and in a central place, it will allow the organization's employees to better access the "whats" and "hows" when they need them.

### Employee manual - where do I start?

Employee manuals should be written in simple language. Avoid legal jargon. Make sure they include enough detail to avoid confusion, but not so much that it's overwhelming.

We've included a sample of an employee manual in the Forms Appendix. Use this sample to create an employee manual for your organization by selecting the sections that members of the board want in its manual and add organization specific information to it.

NOTE: Depending on what information you add, you may need to contact the Manitoba Employment Standards office to confirm any regulations or policies:

Phone: 204-945-3352 or toll free 1-800-821-4307 [in Canada]

Email: [employmentstandards@gov.mb.ca](mailto:employmentstandards@gov.mb.ca)

Website: [www.manitoba.ca/labour/standards](http://www.manitoba.ca/labour/standards)

When you've completed your manual, it's a good idea to have your lawyer review it to ensure it meets all current laws - or contact an HR consultant who can help you create an employee manual.

Remember to modify and update your employee manual when required and as laws change.

Once you have the final, approved version, give each employee an acknowledgement letter (part of the employee manual located in the Forms Appendix) to sign. This confirms that they have read, understand, and agree to the employee manual's contents.



## Resolving Conflict

### Why does your organization need to resolve conflict?

Conflict happens in all organizations over real and tangible issues, or when people have different values or priorities.

When you don't deal directly with conflict, it can lead to resentments and antagonisms that can build up over time and flare up destructively. Until it's confronted, and the issues explored and resolved, it's a barrier that will negatively affect your staff - and your organization.

The longer you wait to take action, the greater the negative impact on your organization and the more difficult it is to change.

### Understanding conflict

As a manager or executive director/ chair, you must deal with conflicts, difficult employees and workplace issues when they arise. A good leader will have a plan in advance to ensure problems don't impact the organization. Ignoring these issues can have dire consequences on staff and the board, their performance and the organization.

Overlooking conflict will usually:

- allow it to grow, get more complicated and be harder to resolve
- negatively impact morale
- reduce others' confidence and trust in you as a leader
- increase turnover and affect your organization's reputation
- negatively affect staff performance and productivity

It's important to remember that some conflict may never truly be resolved. Employers should be encouraging employees to work together in a professional manner.

Use this checklist to determine that you've reviewed, and understand, the conflict before speaking with employees.



**EXERCISE:** Employee conflict assessment checklist. Go to the Forms Appendix (at the back of this manual) for a blank form.

This will help you keep the conversation on track, understand both sides and have the ability to help resolve the situation.

To resolve this conflict, I've determined:

- who is involved in the conflict
- why this particular conflict is occurring (ex: difference of opinion, power struggle issues)
- a policy in the employee handbook that addresses this conflict (if applicable)
- whether I want to intervene in the conflict or let the employees work things out on their own (This is very important. Analyze this carefully - sometimes it may be better to let employees work things out on their own, especially if you think there's a good chance they can.)
- the consequences of intervening and not intervening
- whether I need to consult with an outside party for advice (ex: another Executive Director or the Board Chair whose judgment you trust, an outside conflict management contractor)
- an appropriate conflict resolution that takes into account the dignity and rights of the individuals

## How do you manage conflict between employees?

Follow these steps to help resolve conflict that arises between employees. Of course, if the conflict involves criminal activity or alleged criminal activity, you should involve the local authorities immediately.

1. Speak with the employees involved in the situation individually to hear each person's side; then, speak with them again together. They may not realize that their conflict is causing a problem.
2. Describe the issues objectively. Use facts and examples to describe what they were doing and why it isn't acceptable. Your role isn't to be a judge, but to resolve the conflict so that it doesn't impact the organization. Don't just tell the employees that what they are doing is unacceptable. Describe in detail the behaviour that is unacceptable.
3. Give the employees the big picture. Describe what you want to see from them and why - and how their conflict has been affecting the organization. This gives them a sense of the importance of their role in the organization, and why the conflict needs to be resolved - looking at the big picture. The main reason for poor employee performance is lack of clear expectations. They don't know or understand what you want from them.

4. Ask the employees to create a plan on how they can resolve the conflict. Empower them to take responsibility to change. Ask the conflicting employees how they will interact, moving forward. Listen to what they say, and don't offer advice unless they really struggle with the resolution.
5. Confirm and write down expectations and next steps. Confirm a date when the board will reconnect to discuss the progress. Have each employee sign and date the document. You should sign it too and provide each employee with a copy. Make a meeting a week or a month later (depending on the conflict) to ensure that they are sticking to their agreement.

**REMEMBER:** You should always be:

- **well prepared**  
Before the meeting, make sure you have all the necessary documentation, notes and facts to discuss the conflict with confidence. Role-play in your mind, so you can be prepared for any questions that may occur.
- **non-judgmental**  
Make it known that you are not taking sides and that you haven't made any preconceived judgments or decisions. Remain objective and see each person's perspective. Your goal is to find resolution, which requires lots of listening and mediating.
- **documenting everything**  
You'll need documentation for any future disciplinary actions that may be required if the conflict cannot be resolved.



**EXAMPLE:** Employee conflict situations. Go to the Forms Appendix (at the back of this manual) to use a conflict assessment checklist.

### **Unfair workload:**

One of your employees (Michelle) resents another employee (Joe). Michelle feels Joe is not doing his share of the work around the office.

**Solution:** Remember that it's not unusual for a person to overvalue his or her contributions, undervalue others' contributions, and have the perception that he or she is "doing more than everyone else."

1. Assess the employees' workloads by meeting with each one individually:
  - Ask each employee about his job (ex: What's involved in your job? What are you responsible for? Is there an overlap between your job and Joe's/Michelle's job?)
  - Ask each employee whether he feels the workload is fair. Make sure you dig a bit deeper into the answers by asking probing questions such as, "What could you do more of? Less of?"
  - Evaluate the discussion, consider observing the employees on the job, and do your best to assess whether the workloads are fair.

2. If you believe the workloads are fair, meet with the employee (Michelle) who says they are not.
  - Explain the workloads. Describe the tasks, activities and importance of each role. The employee might not be fully aware of the other person's role and responsibilities.
  - If he still feels strongly that the workloads are unfair, discuss the issue in more detail by identifying the root cause for their perception. Discuss the issue fully to understand the reason for the conflict.
  - Ultimately, you will need to make a decision that may or may not satisfy the employee. Either way, make sure you communicate your decision to the employee clearly.
3. If you believe the workloads are unfair, it's important for you to identify ways to balance the workloads and explain the situation to each employee, so they understand your decision and why you're making it.

### **Tips to help you resolve conflict**

Here are some recommendations for organization Executive Directors/Board Chairs and employees who wish to better manage conflicts:

- Emotion and anger can be an indication of people's needs or fears. Rather than taking negative emotion or anger personally, attempt to find out what might be bothering a person before making a decision on it.
- Truly listen. Let the other person talk by listening to the words, tone and body language of the other person.
- Reduce arguing by not reacting defensively. Focus on mutual benefits to create a scenario where everyone wins.
- Chose "what" over "why" type of questions to remove personal blame.
- Remove the word "but."
- Avoidance and aggressiveness seldom lead to effective conflict resolution.
- Be open to hiring an outside mediator if required.

# Handling Discipline Issues Effectively

## Why you need to implement a disciplinary process

Discipline is used to help an employee understand a performance problem or an opportunity for improvement. Creating a disciplinary procedure will help you track employee discipline and progress, and it's also important to have in case legal issues arise.

Low morale and production, and damage to your operation's reputation could be the results of not addressing employee performance problems. It's also important, to prevent any legal issues, that you ensure your disciplinary procedures follow the Manitoba Employment Standards Regulations.

Information about Manitoba Employment Standards can be found at [www.manitoba.ca/labour/standards](http://www.manitoba.ca/labour/standards) and information specific to agriculture can be found at [www.manitoba.ca/labour/standards/doc,guide-agriculture,factsheet.html](http://www.manitoba.ca/labour/standards/doc,guide-agriculture,factsheet.html).

## Dealing with employee performance problems

Dealing with performance problems and taking disciplinary action can be frustrating and is one of the stressful issues that management faces. You should have an established and consistent process for dealing with discipline. Your goal is to work out a strategy so that your employee becomes an effective member of your team.

## Think before you discipline

Sometimes your first reaction is to discipline an employee. However, you should find out what's really going on before you give the employee an initial warning.

Sit down with the employee and discuss the issue. Start the conversation with "What can you tell me about (issue)?" Allow them to explain what's going on and then offer guidance on correcting the issue.

An employee may have legitimate reasons for the issue (ex: medical, personal). Don't jump to conclusions until you sit down and gather the facts. This will also help you build a relationship with the employee.



**EXAMPLE:** Discussion on how to explore what's going on with your employee.

Below is an example of a positive way to handle an employee who is late. Ed is the employer and Roger is the employee.

**Ed:** Roger, good morning!

**Roger:** Good morning. I am sorry I am late.

**Ed:** What happened?

**Roger:** I just came from the hospital. My son has been there most of the night.

**Ed:** I'm so sorry to hear about that. How is your son now? What happened?

**Roger:** Well, actually, I am really relieved. He is doing much better right now. [They continue to talk about Roger's son for a while.]

**Ed:** It sounds as if you didn't get any sleep last night.

**Roger:** Well, I didn't get much.

**Ed:** Why don't you take some time off and get some rest?

**Roger:** Right now I feel really fine, don't worry.

**Ed:** That may be so, but I think it would make a lot of sense for you to get some sleep. You'll probably have another long night at the hospital, too. Will you take the time off?

**Summary:** Had Ed accused Roger of being late without asking questions, he would have missed an opportunity to show consideration for his employee, and felt foolish when he found out the truth about why Roger was late.

Now, let's assume that a few weeks later, Roger has come in late a few times for an unrelated incident. Any one of them on its own would have been a good excuse, but when put together within such a short period of time, Roger's tardiness has begun to disturb the organization's operations. In talking to Roger, it's clear that there has not been a major issue involved here and that the problem has worsened. Today, Roger arrived late again.

**Ed:** Good morning, Roger.

**Roger:** Good morning.

**Ed:** Hey, is everything OK? I noticed you were late.

**Roger:** I am sorry I came in late. I had another problem with the alarm clock. I don't think I heard it go off.

**Ed:** We talked last time about the importance of being on time. Do you have any idea what you might do to deal with this problem?

**Roger:** I think I am just going to have to be more careful.

**Ed:** Any specific ideas?

**Roger:** Well, I tried putting the alarm closer so I would hear it better, but I don't remember it going off.

**Ed:** So what do you plan to do?

**Roger:** Maybe I'll just have to go to bed earlier.

**Ed:** Sounds like a good idea. You also might want to set two alarms. I do the same thing: I put one close to me and I put a backup alarm in the bathroom. That forces me to get out of bed.

**Roger:** I'll try that. I really don't like letting you down and coming in late.

**Ed:** Roger, I want to let you know how much I appreciate your work. You are one of our best workers because you take such care in the details.

**Roger:** Thank you. I'll really try to make sure I don't come in late again.

**Ed:** Thanks, Roger. It's important for you to be on time, so everything gets done. I hope there isn't a next time but if we encounter this issue again, you will be given a written warning.

**Roger:** I understand - it won't happen again.

**Summary:** Ed covers each of the key points in a formal disciplinary process without getting angry, using harsh language or adopting a negative tone. He is firm and fair.

Ed gives Roger a chance to explain and - only after Ed finds the excuse unacceptable - does he go on to the disciplinary consequence. He also gives Roger the opportunity to offer his own suggestions and makes it clear he's not acting toward the person, but the behaviour. Ed closes by saying what will happen if the behaviour continues, but - again - finds a positive way to end the discussion.

## Coaching your employee before disciplinary action

A few coaching discussions are often more effective than taking formal disciplinary steps.

Plan your coaching discussions even if they are informal chats. The goal is to work out a strategy to make the employee effective. Don't react emotionally or talk about disciplinary actions at this point. Be positive and encourage the employee. Tell the employee you have confidence he/she can correct the issue, and ensure that the employee knows what the issue is and the effect it's having on other employees and your organization.

If it's an issue with a job task, and you have a Standard Operating Procedures (SOPs) manual, review it with the employee. Make sure you clearly outline what is expected from him/her to solve the issue.

Follow up regularly with the employee as long as the issue continues. After two or three face-to-face coaching sessions - if the employee is not addressing the issue or performance hasn't improved, it's time to move to the next step: progressive discipline.

## Implementing a progressive discipline procedure

It's essential to implement and follow the same steps when disciplining employees.

Instituting a proper disciplinary procedure will, among other things, help protect you and your organization from a wrongful dismissal claim.

If you're not aware of the Manitoba legislation for termination of employment, you need to be, as it could save you a lot of time, money and stress. Visit [www.manitoba.ca/labour/standards](http://www.manitoba.ca/labour/standards) to view Manitoba legislation and information on termination of employment.

There are two possible outcomes to using a formal progressive discipline procedure:

1. The employee turns things around and the issues are resolved.
2. The employee is terminated. This is used when all else fails and the only remaining course of action is termination.

An important aspect of discipline is that you first ensure your employees are aware of the policies, rules and regulations of your organization. An employee manual will help you communicate your operation's policies, rules and regulations to your employees. The board should have a letter of acceptance and acknowledgement when giving an employee your manual. This will confirm they've received and read it.

Below is how a typical progressive disciplinary process is structured:

1. **Initial notification:** This is the first step in a progressive warning. It informs the employee that his/her job performance or work conduct isn't measuring up to your organization's standards. The board members, or the person's manager, should deliver this initial warning at a meeting. At that time, you should complete the first Official Disciplinary Notice.
2. **Second warning:** This applies if the performance or conduct continues or worsens. The board or person's manager should hold another one-on-one meeting to discuss the performance issue and complete the second Official Disciplinary Notice. Make sure you let the employee know his/her performance is affecting the organization and ensure that he/she understands what is being communicated. You should also create a written action plan with the employee, which provides concrete goals and a timeline for achieving them.
3. **Final warning:** This warning informs the employee that if the performance or conduct does not improve, the employee will be subject to termination.
4. **Termination:** This is the last step in the process when all other corrective or disciplinary actions have failed to resolve the problem. The tone of a termination meeting should be one of cordiality and empathy. In some cases, the best way to start the meeting is to say something like, "You will probably not be surprised to find out that things are just not working out."

**IMPORTANT:** Make sure an authorized representative(s) from the board and the employee sign each notification. Give a copy to the employee and, file the original in his/her file. This will help prevent a wrongful dismissal claim.

**REMEMBER:** Your disciplinary action may be considered punitive if it's intimidating, aggressive, provocative, lacks professionalism, is applied hastily, or seems out of line with the offense. An injustice may also be done when guilty employees are permitted to get away without any consequences. If rules have not been enforced, credibility can be an issue.

In the event of a termination situation, it is always best to consult with Manitoba's Employment Standards Branch.





**EXAMPLE:** Below is an example of a disciplinary form. Go to the Forms Appendix (at the back of this manual) for a blank form.

## OFFICIAL DISCIPLINARY NOTICE

Date: \_\_\_\_\_

Employee Name: \_\_\_\_\_ Supervisor's Name: \_\_\_\_\_

- Notice:**
- Initial Warning Notice
  - Second Warning Notice with Action Plan for Correction
  - Final Warning Notice with Letter

Describe the problem (ex: violation of rules, policies or procedures, unsatisfactory performance):

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(Complete if second warning) Summary of corrective action to be taken (include dates for improvement and plan for follow-up):

---

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Consequences if failure to improve performance or correct behaviour:

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Employee Comments:

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Effective \_\_\_\_\_ (date) you are placed on "performance improvement."  
If, at any time after this date, you fail to meet expectations, or make sufficient progress toward expectations, disciplinary action may be taken up to, and including, termination.

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_



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## Congratulations

As the agriculture industry continues to evolve and change, it's more important than ever for agriculture organizations to develop a Human Resource program to remain competitive and meets industry demands.

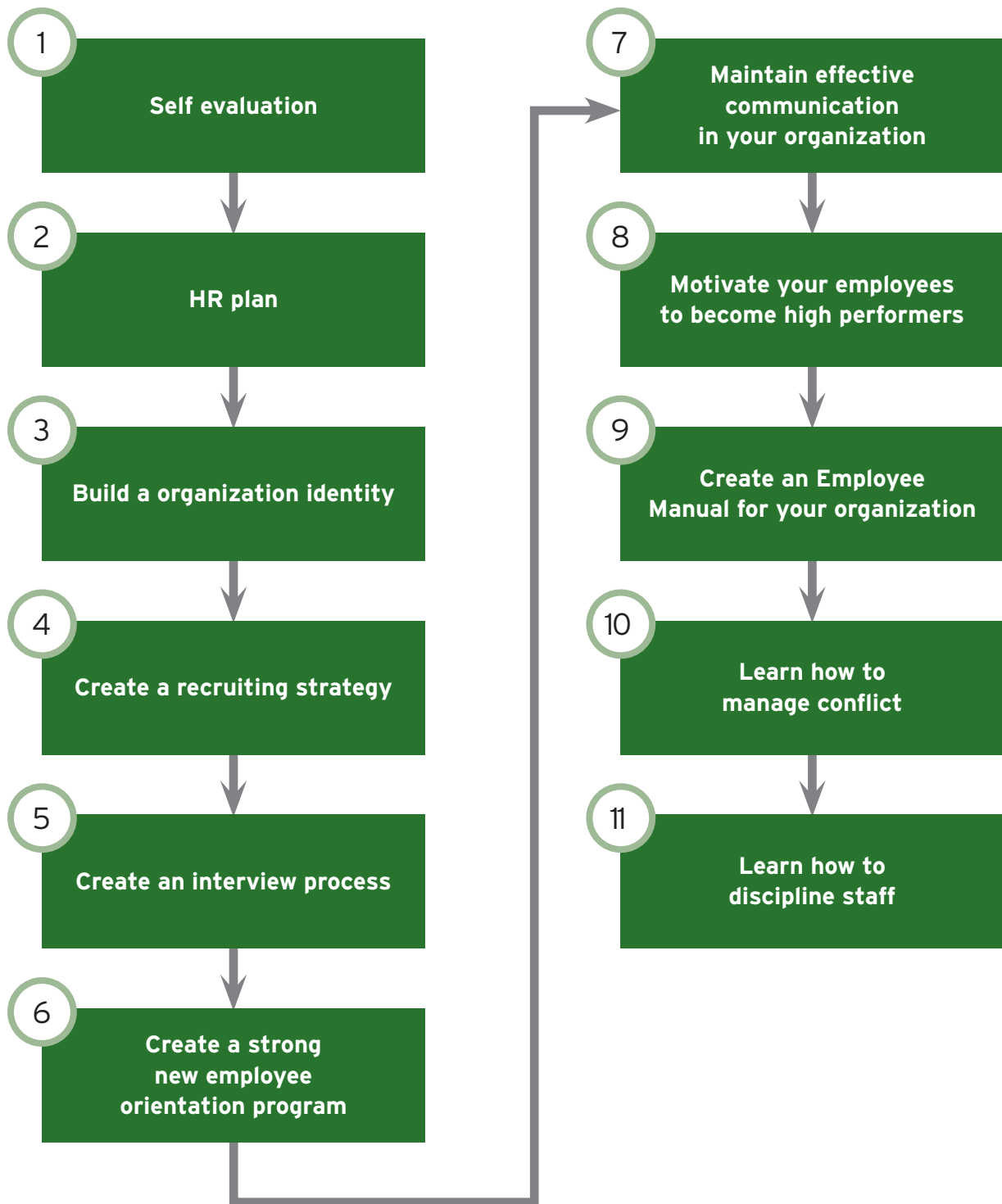
By simply learning about and implementing a human resource plan into your organization, you've taken an important step in helping it succeed.

Remember: Human resources has a direct impact on your overall success, effectiveness and sustainability by harnessing your most important asset: your employees.

We hope you continue to take the time to learn, grow and embrace human resources in your organization.



## Your blocks to building an HR plan for your agriculture organization





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## Glossary

**Antenna Recruiting:** Observe people around you by watching their attitudes, skills and behaviours - when you see people who suit your organization, remember who they are - they could possibly be employees now or in the future.

**Background Checks:** Background checks objectively evaluate a job candidate's qualifications, character and fitness, and identify any potential safety and security hiring risks.

**Behavioural-based Interview:** A job interview focused on discovering how an applicant acted in specific employment-related situations. Instead of asking "How would you behave?" the interviewer will ask "How did you behave?" The interviewer wants to know how a candidate handled a certain situation, instead of what the candidate might do in a certain situation.

**Candidate:** A person who applies for a job.

**Candidate Testing:** Testing candidates before you hire them will help you accurately assess their skills, training needs and suitability. There are several companies that offer pre-made tests for all sorts of positions in a variety of industries.

**Compensation and Benefits:** The total amount of money and benefits (ex: dental insurance, vehicle allowance) provided to an employee by an employer in return for work performed as required.

**Core Competencies:** The behaviours, skills and knowledge a person is expected to demonstrate and perform to fulfill a job position.

**Culture:** The values and practices shared by members of a group.

**Employer of Choice:** A place where people want to work and remain working for many years (because the employee enjoys the workplace and chooses to work there).

**Employee Referral Bonus:** A system where existing employees recommend prospective candidates for jobs offered in an organization. If the suggested candidate is hired, the employee who referred the candidate receives a bonus. A bonus can be in the form of cash, gift certificates or other incentives.

**New Immigrant Considerations:** Immigration in Canada continues to grow. There are several internationally trained individuals who can provide your organization with a competitive edge in new global and ethno-cultural markets domestically. There are also several tax incentives for hiring a new immigrant to Canada.

**New Employee Orientation:** An on-the-job introduction for new employees to gain the necessary knowledge, skills, and behaviours they need to become effective employees. This might include a period of mentorship, an orientation session, a tour and/or a recap of benefits and policies.

**Psychological Testing:** Written, visual, or verbal evaluations given to assess the cognitive and emotional functioning of a person. They are used to assess a variety of mental abilities and attributes, including achievement and ability, personality and neurological functioning.

**Social Media:** It's an online platform where you can build an audience to speak on topics, and spread your information (ex: job postings, ads) to others. Social media includes Facebook, Twitter, LinkedIn and others.

**Standard Operating Procedures (SOPs):** A written document or instruction that details all the steps and activities required to complete a process or procedure.

**Structured Interview:** This type of interview allows you to collect responses from each candidate you interview, and compare responses, to hire the best person for the job.



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## Forms Appendix

In this section, you'll find blank forms, exercises and checklists that have been created, throughout this manual, for you to use when implementing your HR program into your organization operation.

From Chapter 1: Self Evaluation and HR Priorities Form

From Chapter 1: Objective and To-Do List Form

From Chapter 2: Create a Profile

From Chapter 3: Recruitment Exercise

From Chapter 3: Advertising Checklist

From Chapter 3: Application Form

From Chapter 4: Sample Behavioural-Based Interview Questions

From Chapter 4: Interview Question and Rating Form

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## Self Evaluation and HR Priorities Form

This exercise will help you understand where your organization is excelling and where it needs improvement, when it comes to hiring and keeping your employees.

### Step 1: Complete the self-evaluation form

YOUR ORGANIZATION'S IMAGE	YES	NO
We are considered a great place to work in our community and the agriculture industry.		
If someone asked one of our present or past employees, they would say positive things about working in our organization.		
Our stakeholders, industry partners and members speak positively about our organization and the employees.		
Our employees are encouraged to attend agricultural events and trade shows and promote the organization.		
Every year, we conduct an employee satisfaction survey to understand what our staff are thinking and feeling about working for us.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

RECRUITMENT	YES	NO
We always keep our eyes and ears open for possible future employees.		
We understand how a "bad hire" directly impacts our effectiveness.		
We've integrated a social media campaign to attract people.		
We pay bonuses to employees who refer new hires to us.		
We are willing to consider training a candidate who is new to organizations and has no experience in the industry.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

SELECTION	YES	NO
Our hiring decision is based on more than just doing interviews, and background and reference checks.		
More than one person from our organization is involved in interviewing a candidate.		
More than one person from our organization is involved in selecting the final candidate.		
We use behavioural-based interview questions to ensure our interviews are effective. (If you're not sure what these are, select "No").		
Our compensation and benefits packages are individualized to meet the needs of each employee.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

NEW EMPLOYEE ORIENTATION	YES	NO
We have a formal new-employee orientation program.		
We make a great first impression during a new employee's first week on the job.		
Our process for training new employees is designed to instil values, not just teach procedures.		
Our entire team is involved in creating a positive employee experience.		
We have a 30-day check-in meeting to ensure the new employee is still engaged in his/her work and is proud to work for us.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

MANAGEMENT AND LEADERSHIP	YES	NO
All of our managers and supervisors have training and experience to be effective leaders.		
Our managers and supervisors are great at motivating our employees.		
We have regular staff meetings that are effective and informative.		
We reward people - not necessarily with money - for going above and beyond.		
Our employees assess their manager or supervisor every year about his or her leadership performance.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

RETENTION	YES	NO
We are focused on creating an environment that minimizes employee turnover.		
We practise strategies to avoid losing a valuable employee.		
We conduct exit interviews with departing employees, so that they feel free to explain why they are leaving.		
We help our employees achieve their personal and career goals.		
We meet on a regular basis (no less than annually) with each employee to discuss his/her future employment goals.		
<b>Total your "yes" and "no" answers:</b>	<input type="text"/>	<input type="text"/>

## Step 2: Review the results

**Calculate your totals:** Calculate the total number of “yes” answers for each category.

CATEGORY	TOTAL NUMBER OF YES ANSWERS
Your Organization's Image	
Recruitment	
Selection	
New Employee Orientation	
Management and Leadership	
Retention	
<b>Total number of “Yes” answers:</b>	
<input type="text"/>	

Congratulations, you've just evaluated the HR priorities of your agriculture organization. If you have:

- **25 or more “yes” answers:** Your organization's HR plan is on the right path to becoming an employer of choice.
- **24 or fewer “yes” answers:** Your organization's HR plan has opportunities for improvement.













## Create a Profile

This profile is a snapshot of who you are right now, or a blueprint of who you hope to become. Start the process of creating your organization's profile by answering the questions below.

### Step 1: What's your organization's personality?

List the five most important words that describe your organization.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### Step 2: What makes you different?

What are the things that make your organization different from others? What could be said about your organization that cannot be said about another organization?

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### Step 3: What are your values?

What are the values of your organization?

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#### **Step 4: What promise does your organization want to make to its employees?**

What can your organization genuinely promise to deliver? You can phrase this section either as a slogan by starting with "We will always...", or as a mission statement by starting with "To...."

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#### **Step 5: What is the vision for your agriculture organization's future?**

What does your organization wish to be? Think big by asking yourself: "What do I want my organization to be known - or respected - for doing?"

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#### **Step 6: What's your organization's name?**

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#### **Step 7: Your organization's logo**

If you don't already have a logo, you may wish to hire a graphic designer to draw or design a logo with a font style and original graphic appropriate for your organization. A logo can help you create a visual identity for your organization.

#### **Step 8: Organization profile**

Write three to four sentences, based on the questions answered above, that describe your organization's "story" in an interesting way - the way you'd explain it to a stranger who asks you about your organization.

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Task	Person Responsible

6. How much time and money do you estimate it costs you to hire a new employee (including advertising, recruiting, interviewing, communicating and training)?

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7. Is there any other relevant information that might affect your desire or ability to hire new employees over the next year?

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## Advertising Checklist

Below is a checklist to use when advertising your job openings. Put a check-mark beside the best places to advertise the job you are looking to hire.

- your organization's website
- social media
- staff and networks
- local community paper
- local employment centre (post on bulletin board and website)
- other partner organizations (post on bulletin boards and websites)
- industry trade shows
- local colleges and technical schools
- industry print publications
- federal Job Bank ([www.jobbank.gc.ca](http://www.jobbank.gc.ca))
- Manitoba Agriculture
- professional associations
- other job-posting websites like eBrandon, Kijiji and Steinbach Online





## Application Form

<b>Applicant name:</b>	<b>Date of application:</b>
<b>Position applying for:</b>	<b>Type of position:</b>
	[ ] Full-time [ ] Part-time [ ] Contract [ ] Seasonal
<b>Address:</b>	<b>Phone:</b>

**Education:** List your education, certificates or special training:

Institution Attended	Diploma or Certificate	Year Received or Grades Completed

**Work Experience:** Do you have experience in any of the following?

Administrative     Financial     Web Development     Marketing

Indicate which software programs you can work in:

Word     Outlook     Excel     PowerPoint

Tell us about your experience with file management and communications.

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Do you have your driver's licence:  No     Yes    Class: 1 2 3 4 5 (Circle one.)

**Work History:** List previous employers for the past 5 years (beginning with the most recent):

Employer Name	Job Title	Dates Worked

**References:** Please provide three work-related references that we can contact.

Name	Phone Number	Relationship

**Additional Comments:**

To the best of my knowledge, the above information is correct.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

If you wish, you can attach your resume to this form.



## Sample Behavioural-Based Interview Questions

### General Work Experience and Background Questions:

1. What were the most important responsibilities in your last position?
2. Tell me about a typical day in your last job.
3. What special skills did you use in your position at [company name]?
4. What achievements were you most proud of in your last position?
5. How did you feel about your workload at [company name]?
6. Why have you changed jobs so frequently?
7. What have you learned in the jobs you have held?
8. Why are you interviewing with us?
9. Why do you want to leave your current position?
10. What are you looking for in a job/position?
11. What would your references say about you? What would your current boss say about you and your work performance?
12. What do you consider your greatest strength? Your greatest weakness?
13. What did you like most and least about your last job?
14. What other information should I know about you that would be helpful in making my decision? Is there anything else you'd like to tell me about yourself?

### The Job and Position Questions:

1. How do you feel about the position?
2. What interests you most and least about this position?
3. What can you offer to this position that someone else cannot? What special characteristics about you should I consider?
4. What questions do you have about the job or the organization?
5. What qualities do you possess that would help you to be successful in this job?

### Accuracy and Attention to Detail Questions:

1. Give me an example of a time when you found errors in your work. What caused the errors? How did you correct your mistakes?
2. Have you ever had to proofread or check detailed information? How well did you do?

3. Tell me about how you make your work as accurate as possible.
4. How do you manage details so that they don't fall through the cracks?
5. Have you had to handle a lot of details in your previous positions?

### **Analytical Skills Questions:**

1. Tell me about a time when you've had to use your analytical skills to solve a problem.

### **Being Managed Questions:**

1. How do you take direction?
2. What kind of supervisor do you like? How do you like to be supervised?
3. Give me an example of something that you and your boss have disagreed about. How did you handle the situation? Have you ever disagreed with a decision that your boss has made? What did you do?
4. How could your boss have done a better job?
5. Which one of your bosses managed you the best? Why?
6. Describe the best boss you have ever had.
7. Tell me about a time when you were reluctant to talk with your supervisor about something.
8. When do you need help from your supervisor? Give me a recent example.
9. What are the characteristics of an effective manager?
10. What was the management style of the last person you worked for? How did you like this style?
11. What kind of direction do you like to receive from your supervisor?
12. What kind of manager do you find most difficult to work for?

### **Communication Skills Questions:**

1. Tell me about a time when you didn't communicate things as clearly as you should have. What would you do differently now?
2. What is the worst communication problem you've ever experienced? Please explain.
3. Give me an example of a time when your communication skills saved a situation for you.
4. Describe a time when you've had to communicate difficult information to someone. Were you successful at it? Why or why not?
5. How did you and your boss communicate?
6. How would you describe your communication style?
7. When do you have trouble communicating with people?

8. How do you manage meetings?
9. What does an "open door communication policy" mean to you?
10. How do you ensure that you communicate clearly and effectively?

### **Co-operation and Teamwork Skills Questions:**

1. Give me an example of a time when working with others produced something more successful than if you had completed it on your own.
2. We all have parts of our jobs that we don't especially enjoy doing. Tell me about a situation when you were asked to perform one of those tasks.
3. Have you ever needed to gain co-operation from individuals who weren't in your organization? Were you successful at getting their help? Why or why not?
4. Tell me about a difficult group of people that you have had to work with. How did you resolve the situation?
5. Tell about the most recent success that your team has had. How did you help them to achieve success?
6. Give me an example of a time when you pulled your team together under difficult circumstances.
7. Have you ever had a team effort that wasn't successful? How do you think you might have contributed to its failure? How might you handle it differently now?
8. Have you ever had to lead a team on a project? How did you lead the team?
9. What do you consider to be the advantages of working on a team? The disadvantages?
10. Think of a specific time when you emerged as a leader of a group.
11. Describe a time when you had to work on a project with people outside of your immediate work group. How were you successful in gaining their co-operation?
12. Do you prefer to work independently or on a team? Please explain.

### **Decision-Making Skills Questions:**

1. What is the most difficult decision you have had to make on the job?
2. What kinds of decisions have you had to make in your previous positions?
3. Have you ever had to make an unpopular decision? Walk me through how you handled it.
4. What kinds of decisions are most difficult for you to make?
5. Describe a time when you had to make a decision under severe time constraints.
6. Walk me through how you go about making an important decision.
7. Have you ever had to make an important decision when your boss was away? What were the circumstances?

8. Have you ever had to bend a rule to accomplish something? Please explain.
9. Give me an example of a time when you weren't comfortable making a decision. What did you do?
10. How much decision-making power do you give to your employees?

### **Interpersonal Skills Questions:**

1. Tell me about a time when you worked on a project that required you to interact with different levels within the organization.
2. Have you had any interpersonal challenges? How did you handle them?
3. Did you work alone much in your previous job?
4. In working with new people, how do you get to know their work styles?
5. What are your interpersonal strengths?
6. Do you prefer working alone or with others?
7. How do you interact differently with different people?
8. Can you give me an example of a time when you had to work with someone who was difficult to get along with? How did you handle it?
9. Tell me about a situation where you wish you had acted differently with someone at work.
10. Have you ever had to deal with someone who is very sensitive or easily offended? What did you do?
11. Has your boss ever given you feedback about a concern that you weren't aware of?

### **Planning/Organizing Questions:**

1. How do you organize your day? How did you organize yourself in your position at [organization name]?
2. What kinds of tools do you use to stay organized?
3. Do you believe more in planning, or in "diving in headfirst" and starting to work immediately? Why? Give me an example of when this strategy has worked for you.
4. How far ahead do you plan? How has planning ahead benefitted you in the past?
5. Describe a time when you had carefully laid plans and things changed at the last minute. How did you react?
6. Which would you say you are better at doing? Planning or implementing?
7. Give me an example of a situation when you had to follow through on work being done by others. How did you do it?
8. What experience do you have with scheduling and co-ordinating?
9. It's almost the end of your day and your supervisor gives you a project that's due first thing in the morning. What would you do?

### **Problem-Solving Questions:**

1. Describe a time when you felt you were resourceful in solving a problem.
2. What do you do when you're having trouble solving a problem?
3. How do you stay aware of problems in your work area?
4. Describe a complex issue that you've had to resolve and tell me the steps you took to handle it.
5. What sources of information do you use to solve difficult problems?
6. What are the biggest problems you have faced in the past six months? What did you do to overcome them?

### **Risk-Taking Questions:**

1. Do you consider yourself a risk-taker? Why or why not?
2. What risks have you taken in your last few jobs, and what was the result of those risks?
3. Tell me about a risk that turned out successfully. Tell me about a risk that turned out unsuccessfully. What would you do differently?





## Interview Question and Rating Form

<b>Candidate name:</b>	<b>Date:</b>
<b>Position being interviewed for:</b>	<b>Interview completed by:</b>

**Ratings:** Write one question on each line. After the candidate has answered the question, please rate the answer by circling number one, two or three.

Rating Number	Description
1	Vague answer; no examples; wasn't specific; has no experience.
2	Strong answer; provided examples; directly answered the question; has some experience.
3	Exceptional answer; provided strong examples; directly answered the question; lots of experience and talent.

### Candidate Interview Questions:

Question Rating	Rating (Circle One - based on the descriptions above)
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
	1 2 3
<b>TOTAL all methods used to rank the candidate</b>	

**NOTES:** Please add any comments or feedback that you would like to share about this candidate:

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## Reference Form

Applicant Information	
<b>Candidate:</b>	<b>Date of reference:</b>
<b>Position applied for:</b>	<b>Reference check conducted by:</b>

Reference Information		
<b>Reference provided by:</b>	<b>Company:</b>	
<b>Current title:</b>	<b>Working relationship with candidate:</b>	<b>Phone:</b>

Previous Job Information for Applicant	
Dates worked with previous employer:	
Reasons for leaving:	
Job title:	

### Reference Check Questions:

- How would you describe the applicant in the following areas (rated on a scale from 1 to 10, with 10 being the strongest):

Question	Rating	Notes
Attendance		
Reliability		
Interpersonal Skills		
Verbal/Written Communication Skills		
Sense of Urgency/Initiative		
Ability to Deal with Stress		
Time Management		
Meeting Deadlines		
Customer Service (Internal & External)		

2. What were the major areas of the applicant's job responsibility?

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3. What were the main strengths of the applicant?

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4. Were there any job areas requiring improvement?

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5. What level of supervision did the applicant require?

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6. How did the applicant get along with co-workers? For example: Was he/she a team player or did he/she prefer to work independently?

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7. Would you re-hire this person?

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Additional Comments:

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### Selection Criteria SAMPLE:

#### Candidate A

<b>Selection Criteria SAMPLE:</b>		<b>Assessment methods to be used:</b> Identify assessment methods you intend to use for each selection criterion, including paper screening, screening interviews or questionnaires, tests, panel interviews, work samples, evaluative orientation, reference checks etc.						
<b>#</b>	<b>Criterion</b>	<b>Essential or Desired (E/D)</b>	<b>Weight (1-10)</b>	<b>1) Paper Screening- APP Review</b>	<b>2) Testing</b>	<b>3) Interviews</b>	<b>4) Reference Checks</b>	<b>Other:</b>
<b>1</b>	Experience providing administrative support in an office environment including the operation of office equipment.	E	10	X		X	X	
<b>2</b>	Excellent interpersonal skills.	E	10			X	X	
<b>3</b>	Ability to communicate verbally in a clear and concise manner.	E	10	X		X	X	
<b>4</b>	Demonstrated proficiency in written communication	E	10	X		X	X	
<b>5</b>	Ability to work independently as well as in a multi-tasked team environment.	E	10			X	X	
<b>6</b>	Excellent problem solving and analytical skills.	E	7			X	X	
<b>7</b>	Efficient time management skills.	E	8			X	X	
<b>8</b>	Demonstrated effective organizational and prioritization skills.	E	8			X	X	
<b>9</b>	Proficient with MS Office including Word, Excel and Outlook.	E	9		X	X	X	
<b>10</b>	Ability to interpret legislation, regulations and policies	E	6			X	X	



## New Employee Orientation Checklist

Before the new hire's first day on the job, make sure you:

Inform the new hire:  when and where to arrive  what to wear  
 where to park  who to ask for upon arrival

Inform your staff/family that:  a new employee is starting

Ensure the new employee's:  work area, materials and equipment are ready (if applicable)  
 computer and phone are ready (if applicable)

### General organization introduction

Upon the new hire's arrival, give a warm welcome, an explanation of how the day will unfold, and take a few moments to explain the organization's:

- culture (organization background)
- values
- vision and mission (what you believe, how you operate and an explanation of your goals)
- employee manual (policies and procedures), which includes a review of:
  - work or shift hours
  - overtime
  - grooming and dress code
  - vacation time
  - sick leave and absences
  - breaks
  - smoking policy
  - discipline procedure
  - harassment
  - safety policies and procedures
  - training procedures
- the new hire's job, including:
  - job description, key duties and expectations (ensure new employees sign a copy of their job description to ensure they confirm that they understand your expectations)
  - the performance evaluation process and form
- handouts - give the employee any material that pertains to these topics for his or her files, including contact information for the organization

## Equipment

Give the employee the required equipment, including:

- keys
- communication devices (ex : mobile phone, walkie talkie)

## Complete all paperwork

- Review the pay and payment schedule.
- Make sure the employee signs the appropriate income tax forms.
- Have the new hire complete an emergency contact form.

## Welcome and walking tour

- Bring the new employee on a walking tour of the organization, including coffee break areas, conference/common rooms, bathroom areas, etc.
- Introduce the new employee to all staff - explain each person's role to the new employee, and vice versa. If you have an organizational chart, provide one to the new employee for future reference.
- Assign your new hire a "buddy," who can answer simple procedural questions that might come up in the first few weeks of employment.



## Communication Exercise

Below is an exercise to help you improve your ability to communicate effectively.

From the list of the five statements below, choose the two you could work on and identify ways to deal with them.

	I actively listen when someone speaks to me.	I tell others about important things that are happening with the organization.	I communicate clearly and often to others about what is expected from them.	I consult with others before making important decisions	I encourage and ensure others are comfortable to share their opinions and suggestions with me.
Put a check under the two that you will work on					
Identify reasons why this needs work					
List some possible ways to improve					







## **Employee Manual Sample**

This general employee manual will help you create your own personalized employee manual. We recommend you have your lawyer proofread your final copy before distributing it to employees.



# [Insert Organization Name]

## Employee Manual

[Insert date]

IMPORTANT INFORMATION FOR PERSONNEL





## TABLE OF CONTENTS

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## MESSAGE FROM THE OWNERS

Welcome to [insert organization name]:

Since XXXX, we have produced [insert product or service.] Through our strong commitment to quality and customer service, we have developed a solid reputation within the [industry name] industry and among our community.

It is only through the dedication and commitment of loyal employees that this achievement has been possible. We sincerely thank all employees for their dedication and hard work.

As a new employee, you probably have many questions about our organization. This employee manual has been prepared with this in mind. We encourage you to read it closely - it is your guide to learning about our overall team effort and your individual contribution to that effort.

Please be advised that this manual may be amended (changed) at any time, at our sole discretion (in any way we wish).

We offer you our very best wishes for a satisfying and rewarding position in our organization.

Sincerely,

[insert names]

## Employee Manual Acknowledgement Form

I acknowledge that I have received a copy of the [insert organization name] employee manual, which provides general information and highlights about the organization, its core values, expectations of employees, and the rules and policies the organization operates under.

I recognize that [insert organization name] has not explained every policy, rule, or benefit in detail in this manual, and that this will be considered no more than a general summary of [insert organization name ('s)] expectations of employees and policies. I understand that it is my responsibility to review the handbook and be familiar with the policies and procedures - I will talk to my supervisor about any questions I have concerning the manual.

In addition, I understand and agree to the following:

- [Insert organization name] may implement additional information, guidelines, policies and procedures in the future, which I will be required to read.
- If I have any questions about the employee manual, I will ask my supervisor.
- I acknowledge the receipt of the employee manual, I understand its contents, and I have no further questions at this time.

Each employee has the responsibility to read, understand and comply with the policies and procedures outlined in this employee manual.

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Employee name (please print)

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Date

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Employee Signature

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Date

## Who We Are

[Insert paragraph about the organization]

Vision Statement [Insert]

Mission Statement [Insert]

## Personnel Policies

It's our goal to provide a relationship of mutual trust and respect, which will allow you to receive personal satisfaction from your work and contribute to our organization's success.

[Insert organization name]'s policy:

1. We select and hire the most qualified people regardless of race, creed, colour, age, sex, national origin or religion.
2. We provide wages, salaries and employee benefits that are competitive with those provided in the local area and in our industry.
3. We provide safe working conditions, and develop and adhere to policies and practices that ensure our employees' safety and health.
4. We encourage an individual's self-development by providing educational programs, training and other opportunities for skill development and advancement.
5. We keep employees informed by providing open communication through team meetings.
6. We encourage open discussion of all ideas, suggestions, problems and concerns among employees.

## Conflict of Interest

Employees are prohibited from having an interest in any organization or operation that would compete with the interests of [insert organization name].

Also, any information gained about operations, results and performances while employed at [insert organization name] is to be kept in strictest confidence within the organization, and is not to be disclosed to others or used for personal gain.

## Sexual Harassment

Sexual harassment is a form of misconduct that can undermine the integrity of the employment relationship. No employee - male or female - should be subjected to unsolicited and unwelcomed verbal or physical sexual overtures or conduct.

Sexual harassment, whether committed by supervisory or non-supervisory personnel, is specifically prohibited.

[Insert organization name] is responsible for taking action to effectively deal with all acts of sexual harassment occurring in the workplace, or as part of the employment relationship, regardless of how the organization becomes aware of the conduct. This includes acts of supervisory or management personnel, non-management employees and third parties.

Sexual harassment is defined as either:

- unwelcome sexual advances, or requests for sexual activity, by an employee in a position of power or authority over another employee  
or:
- other unwelcome verbal or physical conduct of a sexual nature, by an employee to another employee, when:
  - submission to, or rejection of, such conduct is used explicitly or implicitly as a condition for employment decisions
  - the purpose or effect of such conduct is to interfere unreasonably with the work performance of the person being harassed,  
or:
  - the purpose, or effect, of such conduct to a reasonable person, is to create an intimidating, hostile, or offensive environment

Sexual harassment does not include the occasional compliment, or other conduct or actions, that arise from a personal or social relationship, and which are socially acceptable and not intended to have a discriminatory effect on employment.

## **Alcohol and Drugs**

[Insert organization name] expects and requires all employees performing on behalf of [insert organization name], or on the property, to report to work in and maintain while at work, an unimpaired and alert physical and mental condition. To provide employees with a safe, healthy and secure workplace, [insert organization name] has adopted the following policy regarding drug and alcohol use and abuse:

[Insert organization name] policy prohibits the use, sale, dispensing or possession of illegal drugs, narcotics and alcoholic beverages on its property or during working hours, regardless of whether on organization property or not. This prohibition also covers all legal or prescription drugs, which may impair an employee's ability to perform his or her job. An employee shall not report to work under the influence of any drugs or alcoholic beverages.

The use of an illegal drug or controlled substance, or possession on or off duty, is cause for termination.

The sale, trade or delivery of illegal drugs or controlled substances by an employee to another person, is cause for termination and for referral to law enforcement authorities.

## **Probationary Period**

New employees are regarded as probationary until they have completed 60 days of continuous service. This period is intended to allow the employee time to learn the job and become familiar with [insert organization name].

The probationary period serves two purposes:

1. It's an opportunity for the employee to experience the job, become adjusted to required standards and expectations, and decide if he/she would like to continue the employment.

2. It's an opportunity for [insert organization name] to evaluate the employee on job skills, co-operation, attitude, dependability and other factors that make a good and valuable employee.

This period is used to assure that the employee is a good match for the job (ex: capable and willing to perform up to standards and expectations). A written evaluation and conference is conducted at 60 days.

Employees are not eligible for employee benefits, except worker's compensation, until their probationary period expires.

An employee may resign without notice at any time during, or at the end of, the probationary period.

The employee may be terminated without notice at any time during, or at the end of, the probationary period, for misconduct, wilful failure to meet the standards and expectations required for the position, or when it's apparent to the manager the employee lacks the skills, ability or motivation necessary for successful job performance.

### **Annual Performance Review**

All full-time employees will be evaluated annually based on their hire date. Performance reviews will be conducted by the immediate supervisor.

### **Inclement/Bad Weather**

If you are unable to report to work because of bad weather, you should contact your supervisor immediately.

### **Payroll Advances and Loans**

[Insert organization name] policy does not allow payroll advances or loans to employees. Employees are encouraged to participate in [insert organization name]'s payroll savings plan and prepare for financial emergencies should they arise.

### **Work Hours**

#### **Hours of Work:**

For payroll purposes, the work week varies. The standard work week is from Monday to Friday [be aware of the Manitoba employment standards regarding hours worked].

#### **Meal Periods:**

All employees are entitled to, and expected to take an unpaid meal period, determined by their supervisors.

### **Attendance Policy**

Attendance and punctuality are important to [insert organization name], and the efficiency of an entire work group is impaired if every individual is not at work at the designated starting time.

Any unscheduled absence is to be reported daily to the supervisor as soon as the employee is aware of it, or at least two hours before the start of the work day.

An employee who has excessive absences will be subject to disciplinary action up to, and including, termination. An average of two or more absences in a 30-day period is considered excessive.

Failure to call in for three consecutive days will be viewed as a voluntary separation of employment from [insert organization name].

An employee who is absent from work for three consecutive scheduled shifts due to illness or injury must provide a physician's note.

## **Pay**

Employees are paid biweekly. Cheques can be picked up at the main office.

Note: Earnings of employees are a personal matter and should be treated that way. Discussion of wages and salaries with anyone other than your immediate supervisor is discouraged.

## **Benefits**

Benefits are a large part of your total compensation and play an important role in your personal and family financial planning. [Insert organization name] strives to provide you with a benefit package that:

- is competitive in the labour market
- can be financially supported in both favourable and unfavourable economic times
- best meets the most important needs of the majority of employees

Many benefits are described in detail in booklets that you will receive. This handbook covers only the major features.

## **Group Insurance Programs:**

All regular, full-time employees are provided with a comprehensive group insurance package. Contact [insert name of benefit group company] with any questions about the group insurance programs.

The following coverage is provided:

- Life Insurance
- Accidental Death and Dismemberment Insurance
- Hospital and Surgical Insurance
- Major Medical Insurance
- Short-Term Disability Insurance (weekly)
- Long-Term Disability Insurance (monthly and semi-monthly - salaried only)
- Dental insurance (offered by [insert company name])

## Vacation and Holidays

Vacation time is accrued, or accumulated, but may not be taken during the first six months of employment. However, employees needing to take time off during their probationary period may use paid leave days or, with supervisory approval, leave-without-pay in increments of whole days or less. After six months of continuous employment, accrued vacation time may be taken with supervisory approval.

Statutory Holidays: Statutory holidays occur on the following days:

- New Year's Day
- Louis Riel Day
- Good Friday
- Victoria Day
- Canada Day
- Labour Day
- Thanksgiving
- Christmas

Eligible employees working on a statutory holiday will be paid their overtime wage rate for all hours worked, in addition to their statutory holiday pay. Remembrance Day is not a statutory holiday and is not paid if not worked. Employees working on Remembrance day will be paid at their overtime wage rate for all hours worked.

## Cell Phones and Other Handheld Devices

The purpose of this policy is to protect your safety by banning you from using cell phones and other wireless devices when driving.

We know our employees may use their cell phones, personal digital assistants (PDAs), or other handheld devices, whether these devices belong to the employee or are issued by the company, for work-related matters.

Employees are prohibited under the Highway Traffic Act of Manitoba to use cell phones, PDAs, or other handheld devices for work-related matters while driving. This is out of concern for your safety, and for the safety of other drivers and pedestrians. Using a cell phone or PDA while driving can lead to accidents.

As of November 1, 2018, a first time violation of the law results in a three-day license suspension. Convicted drivers must pay a \$672 fine and receive five demerits on the driver safety rating scale.

If you must make a work-related call or send a text message, you must wait until you can pull over safely and stop the car before using your cell phone. If you receive a work-related call or text while driving - again, you must pull over safely and stop the car before answering the call or text - or let the call go to voicemail.



A hand-operated electronic device is:

- a cellular phone
- an electronic device that may include a telephone function, may be capable of transmitting and receiving email or text messages, and normally is held in the user's hand during use, or requires the user to use his/her hand to operate any of its functions;
- any other electronic device defined as a hand-operated electronic device

The word "use," in relation to a hand-operated electronic device, means doing any of the following actions:

- holding the device in a position that allows you to use it
- operating any of the device's functions
- communicating on the device with another person or device, by speaking or otherwise
- looking at the device's display
- receiving or placing calls, or receiving or responding to email or text messages
- surfing the Internet
- checking for phone messages
- any other purpose related to your employment, the organization, our customers, our vendors, volunteer activities, meetings or civic responsibilities performed for, or attended in the name of, the organization; or any other organization or personally related activities not named here; while driving.

### **Visitors/Guests**

Visitors will not be allowed at [insert organization name] facilities except for work-related matters.

### **Disease Control**

Employees need to be aware of and apply disease control best practices in the event of field or farm visits. For example cleaning vehicles and equipment, or wearing protective clothing.

### **Smoking**

We do not allow smoking in, or within, 10 feet of any buildings.

## Organization Vehicles

Some employees will be assigned a vehicle (ex: car, pickup, road tractor) on a permanent or daily basis. Only those with a valid driver's license of proper classification are allowed to operate any organization vehicles. Employees who commute to and from home in certain organization vehicles will have an appropriate amount reported in their gross income.

Employee responsibilities with issued vehicles are:

1. The vehicle must be kept in good-working, safe-operating condition at all times. Any malfunctions must be reported to the supervisor.
2. The vehicle must be kept clean, inside and out.
3. Only the designated employee is authorized to operate the vehicle.
4. The vehicle is to be used for organization purposes only, in a conservative manner, to complete one's work.
5. The employee will maintain required vehicle logs covering all mileage registered on the vehicle's odometer and hubometer.
6. Any accident or damage to the vehicle is to be immediately reported to the supervisor and certain written reports may be required for insurance purposes.
7. No unauthorized people will be allowed to ride in organization-owned vehicles.
8. The employee must maintain a good traffic record to continue to operate any organization-owned vehicle.
9. The employee must notify his/her supervisor of any change in their driving record. (Please remember: It's important that your vehicle look good and be operated in a responsible manner.)

## Termination of Employment

Upon termination of your employment, you will deliver all documents, tools, equipment, materials and other property in your possession, related to [insert organization name] or its clients. You may not keep copies of any documents or keys.

## Work Rules

Employees are expected to observe “common sense” rules of honesty, good conduct, general job interest and safe practices; and to adhere to generally accepted customs of good taste when relating to one another.

Occasionally, it is necessary for [insert organization name] to take disciplinary action against an employee for violating a rule, regulation, or policy. The type of disciplinary action taken may be in the form of a verbal or written warning, or immediate termination, depending on the severity and frequency of the offence.

Our rules and regulations are all easily understood and are essential for the efficient and orderly operation of our organization. They include - but are not limited to - the ones noted in this manual.

Disciplinary action usually occurs in a progressive sequence: verbal warnings, written warning, final written warning, suspension and termination. It's not necessary for all five steps to be followed.

Discipline may begin at any step, depending on the seriousness of the offence. Also, the offence does not have to be of the same nature, to constitute a violation serious enough to move on to the next step of the disciplinary sequence.



## Employee Conflict Assessment Checklist

Use this checklist to determine that you've reviewed and understand the conflict before speaking with the employees.

This will help you keep the conversation on track, understand both sides and have the ability to help resolve the situation.

To resolve this conflict, I've determined:

- who is involved in the conflict
- why this particular conflict is occurring (ex: difference of opinion, power struggle issues)
- a policy in the employee handbook addresses this conflict (if applicable)
- whether I want to intervene in the conflict or let the employees work things out on their own (this is very important - analyze this carefully - sometimes it may be better to let employees work things out on their own, especially if you think there's a good chance that they can).
- the consequences of intervening or not intervening
- whether I need to consult with an outside party for advice (ex: another organization owner whose judgment you trust, an outside conflict management contractor).
- an appropriate conflict resolution that takes into account the dignity and rights of the individuals



# Official Disciplinary Form

Date: \_\_\_\_\_

Employee Name: \_\_\_\_\_ Supervisor's Name: \_\_\_\_\_

- Notice:**
- Initial Warning Notice
  - Second Warning Notice with Action Plan for Correction
  - Final Warning Notice with Letter

Describe the problem (ex: violation of rules, policies or procedures, unsatisfactory performance):

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(Complete if second warning) Summary of corrective action to be taken (include dates for improvement and plan for follow-up):

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Consequences if failure to improve performance or correct behaviour:

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Employee Comments:

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Effective \_\_\_\_\_ (date) you are placed on "performance improvement."  
If, at any time after this date, you fail to meet expectations, or make sufficient progress toward expectations, disciplinary action may be taken up to, and including, termination.

Employee's Signature \_\_\_\_\_ Date \_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date \_\_\_\_\_









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## Contact us

- Go to [manitoba.ca/agriculture](http://manitoba.ca/agriculture)
- Toll free at 1-844-769-6224
- Email us at [agriculture@gov.mb.ca](mailto:agriculture@gov.mb.ca)
- Follow us on Twitter @MBGovAg
- Visit your local Manitoba Agriculture office