



Business Workforce Planning for Victorian Horticultural Businesses

Grower Workshop



What is Human Resource Management?

The management of people to fulfil the strategy and objectives of a business

Quantifiable

Policies

Procedures

Documents

Industrial Relations

Qualitative

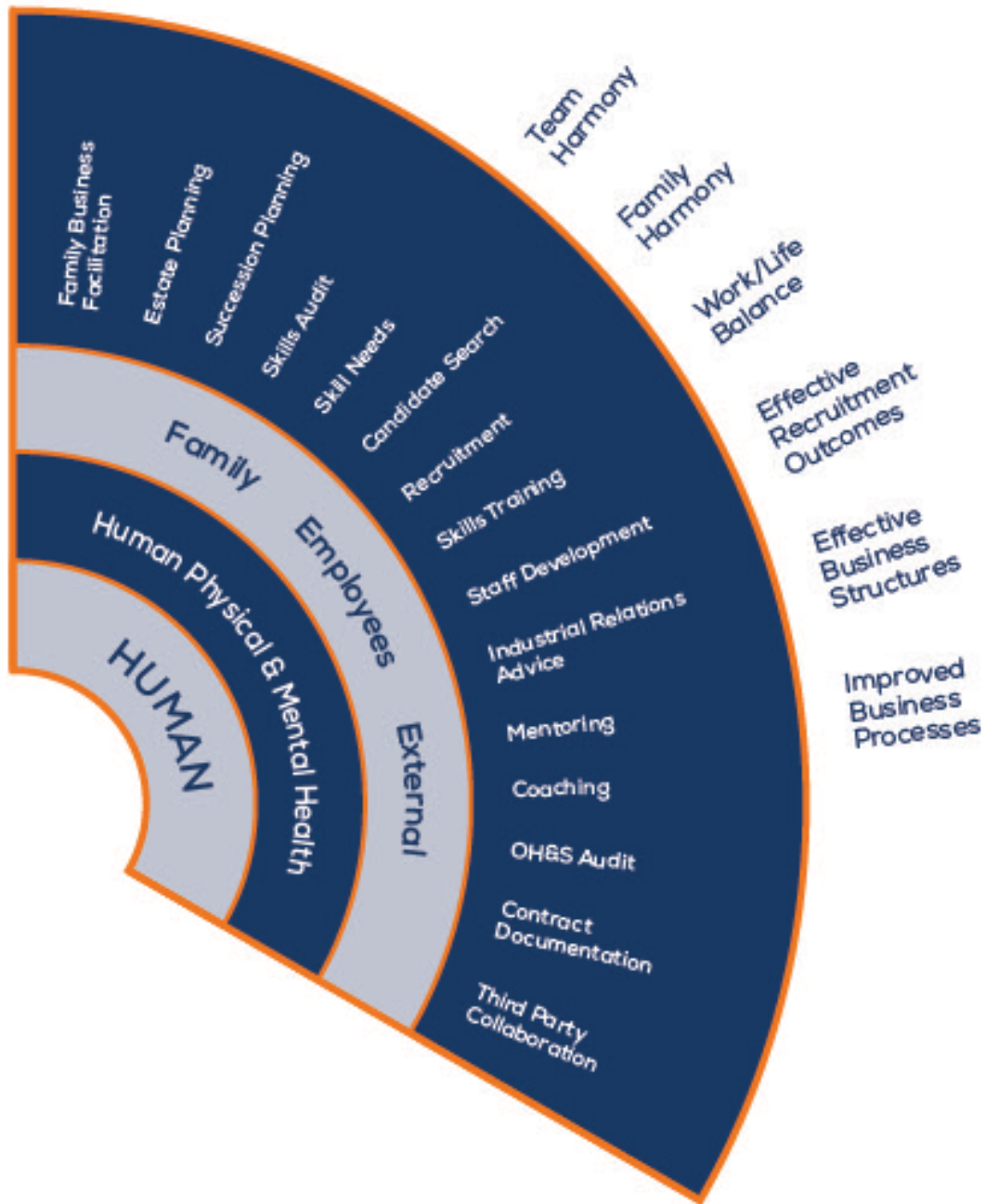
People

Emotions

Expectations

Motivations





Control

The elements of the issue
you can control

Influence

The elements of the issue you can't
control, but can influence

Accept/Adapt

The elements of the issue you can neither
control nor influence, but can adapt to

Three key areas to focus on

1. Workforce planning

2. Attracting staff

3. Retaining staff

Workforce Planning

Having the right people, with the right skills, at the right time.

- Knowing what you'll need
- Roughly when you'll need them
- And how you're going to get them

Workforce Planning

What are growers doing?

- Moving temp workers to permanent roles
- Heavy pruning to reduce crop
- Prioritising varieties to align with pickers availability
- Allow flexible working arrangements
- Accepting a loss
 - Using less staff
 - Picking later when labour is available
 - Using family & accept longer hours

Workforce Planning

Steps towards workforce planning:

- Decide on who you will use
 - Contractors
 - Labour Hire Companies
 - You own networks or efforts to source (advertise)
- Consider **When?** Plan ahead so you can get onto staff **WHEN THEY ARE LIKELY** to be available
- Consider **How?** Regular contact with LHC or contractors, draft advert ready to go, ensure you have the time to undertake the interviews, inductions or paperwork
- Consider **What If?** Contingency planning – Flexible working hours, no shows
- Consider **Who?** Locals, grey nomads, uni students, international workforce etc

Workforce Planning

Permanent, Part Time or Causal staff:

- Position Descriptions
- Person Specifications
- Employment contracts
- Interview Questions
- Reference Checking
- Induction Processes

Attracting Staff

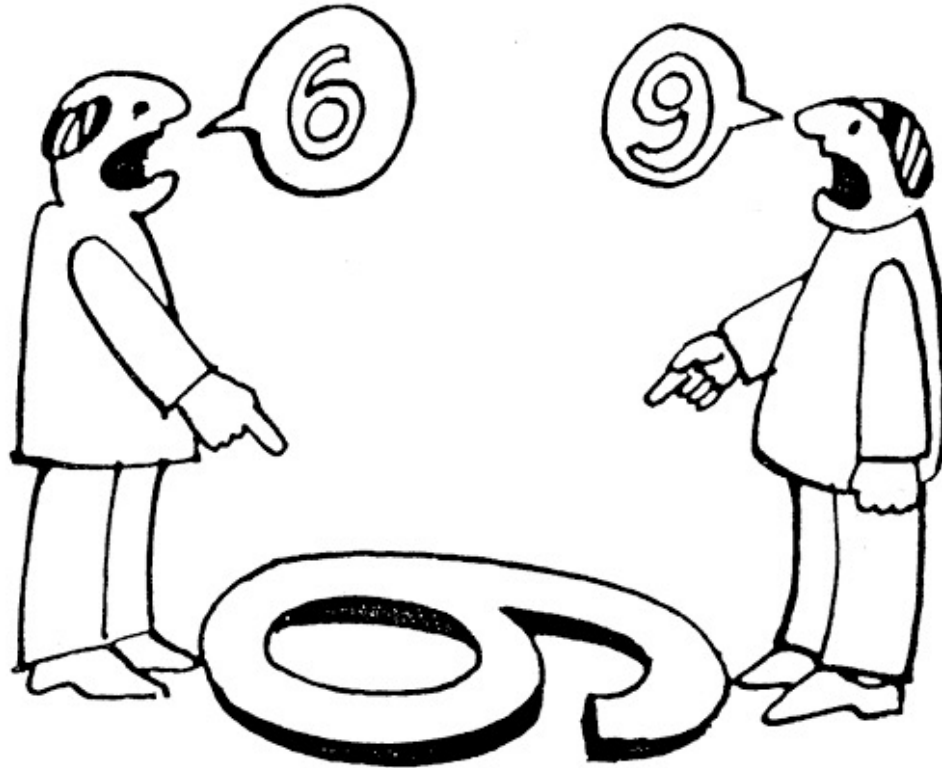
- Making sure you're:
 - Attracting the right people
 - With the right skills and/or attitude
 - Communicating the expectations of the role well
 - Rewarding them appropriately
- Offering a block of work and paying slightly higher
- Providing good (and often rent free) accommodation or assistance
- Good working environment – Shade, sanitation, well pruned trees, equipment, structured work program
- Using available industry/government programs
- Pick up workers from in town and bring them to the farm
- Safe workplace - Covid safety, OH&S

Attracting Staff

What are growers doing?

- Offering a block of work and paying slightly higher
- Providing good (and rent free) accommodation
- Providing a good working environment – Shade, sanitation, well pruned trees
- Using available industry/government programs
- Making it easy to get to your farm: Pick up workers from in town and bring them to the farm

Attracting Staff is Marketing & Promotion



Attracting Staff

Steps towards attracting staff through advertising:

Where will your preferred workforce look for work?

Social media, newspapers, labour hire companies?

- Make sure you answer: “What’s in it for me?”
- What is your unique selling point? Why your business?
- Be honest, but promote the positives
- This is competitive! Treat it seriously

We need farm workers in CITRUS farm.

*Citrus farm
(Tractor)

-\$25.41 per hour (hourly)
-Tax 15% Super 9.5%


- You will receive your payslips by email.
- Work 5-7 days. (It depends on farm situation)
- Previous experience will be preferable.
- Time worked will count towards 2nd & 3rd year visa. (Post code 2675).
- A valid Australian work visa is essential.
- You must prepare Hi-vis clothes and work boots.
- We give preferential treatment to the employee who has a car.

We assign people in order of arrival here.

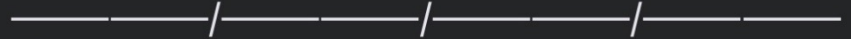
We have accommodation for our workers.


Please contact us at the number below.


☆☆ONLY TEXT PLEASE

 We need Strawberry pickers !!!

Work place: Caboolture QLD



 Strawberry pickers
4 dollars per-tray
(Weekly adjustment)

 Weeding & Pruning
Hourly pay: 25 dollars per-hour

We are working everyday now.

!!! Please notice two weeks in advance for
resignation !!!

If you want to know other information , send the
message to me please.



About us

We have a great group of managers whom will train you on the job and can offer further training in various different areas of farming including machinery, tractor and forklift operation. A great team of bus drivers whom can pick you up from your home and drive you to the destination workplace, then after a days work will drive you back home.

Qualifications & experience

- Basic communication

Tasks & responsibilities

- Harvest Vegetables
- Packing Vegetables
- Planting Vegetables
- Warehousing

Benefits

- Shuttle bus service from home
- Paid training
- Training in Tractor operations
- Prospects for improvement/promotion in the industry and training in agriculture/horticulture.



Freshgro
Australian Produce Company



Harvest Crew workers Hiring

- workers required for
Machine Harvesting and
packing of salad leaf.
- \$24.80 per hr, plus super.
- Mon- Fri

Apply Now via email

Admin@freshgro.net.au

Based 20min north of Gympie Qld.

Explore Fraser Island! Noosa! Hervey Bay!
all within an Hrs drive from the farm!

www.Freshgro.net.au.

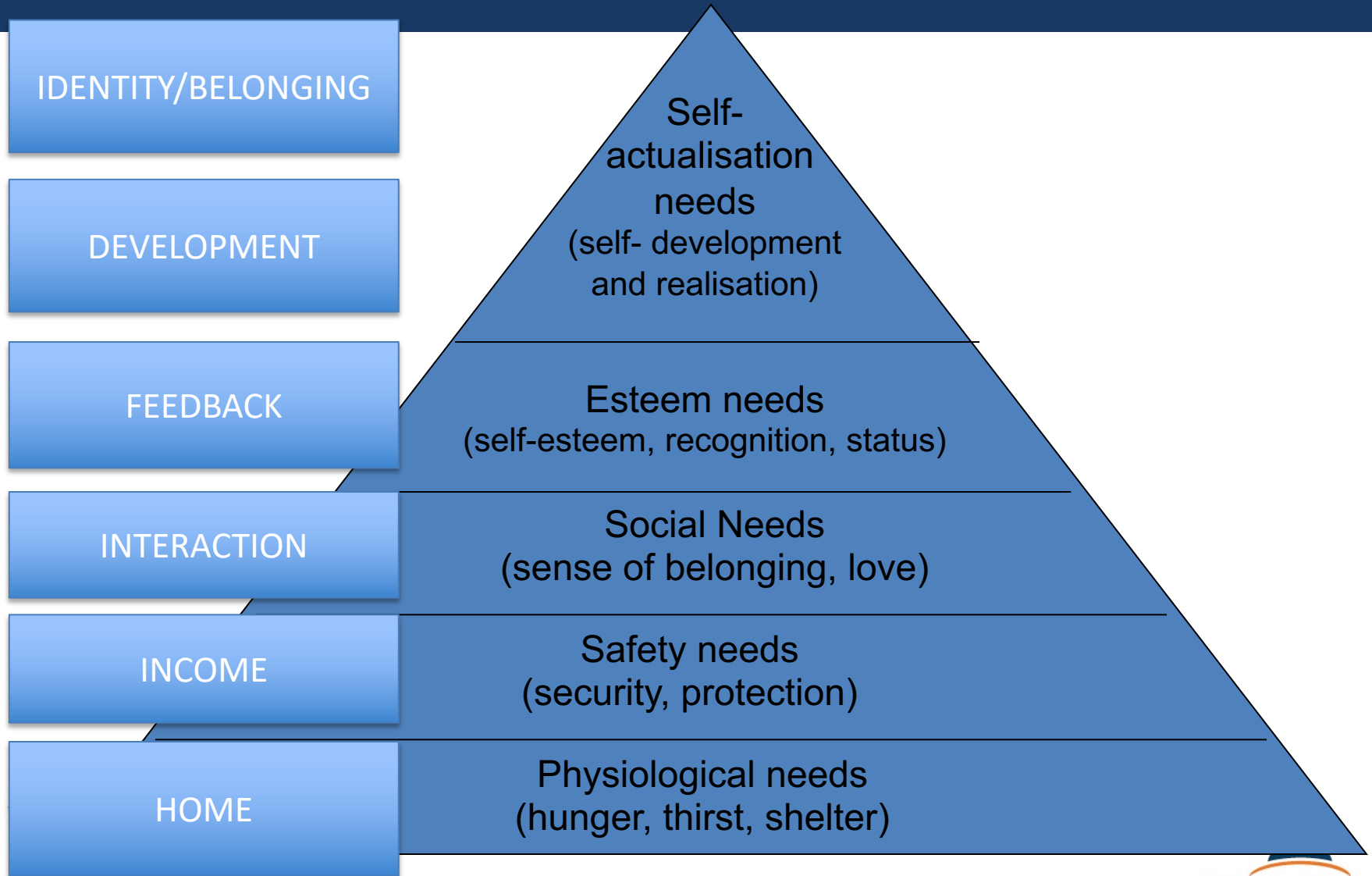
instagram: [@freshgro.aus](https://www.instagram.com/freshgro.aus)

Email: resumes to **ONLY** to
admin@freshgro.net.au

PLEASE real job seekers need only apply.



Maslow's Hierarchy of Needs



What drives Job Satisfaction?

Autonomy and freedom

Challenging work

Fair Supervision

Fringe benefits

Good physical environment

Good salary

Opportunity to socialise

Power and influence

Professional recognition

Security of tenure

Importance of Job Satisfaction

Job-related factors

| | | |
|---------------------------|----|--|
| Challenging work | 1 | 1. Is the work challenging for them? |
| Professional recognition | 2 | |
| Autonomy and freedom | 3 | |
| Good salary | 4 | 2. Are they getting the recognition for the work they do? |
| Opportunity to socialise | 5 | |
| Power and influence | 6 | |
| Fair Supervision | 7 | |
| Security of tenure | 8 | |
| Fringe benefits | 9 | 3. Do they have the autonomy and freedoms to make decisions? |
| Good physical environment | 10 | |

Job Satisfaction

| <i>Category</i> | <i>%</i> |
|------------------------------------|--------------|
| Security | 1.5 |
| Annual leave | 0.0 |
| Hours of work | 0.2 |
| Promotion and status | 3.4 |
| Salary and wages | 4.9 |
| Superannuation | 0.0 |
| Working conditions | 1.5 |
| Interest in the job | 32.4 |
| Personal fulfillment & achievement | 37.9 = 86.2% |
| Responsibility | 15.9 |

So how we do close the gap?

1. Clarity

- Set clear expectations for what they'll expect in the job itself
- Set clear expectations around what you expect of them

How?

Accurate advertising of positions vacant

Induct people into the business well

Give feedback when possible

2. Training

- Expand a workers skills
- Invest in them doing the job right, the first time

How?

Demonstrate what you want, Give clear instructions in writing, Use pictures where possible (SOP)

3. Motivation

- Know what encourages people to do more, work harder,
- Reward appropriately – Ensure it is achievable



Retain and Managing Employees

- Building an effective team
 - Working on developing a great workplace culture
 - Having people want to stay on your farm, finishing the work
-
- Provide a good working environment – Shade, sanitation, well pruned trees
 - Network with other growers to share your workers with them
 - Arranging (culturally sensitive) social activities to engage the team environment
-
- Ask for feedback! You will learn from **others** experiences
 - Consider what you would want in the job
 - Give feedback
 - Say “thank you”

Retain and Managing Employees

What are growers doing?

- Provide a good working environment – Shade, sanitation, well pruned trees
- Networking with other growers to share workers with them
- Arranging (culturally sensitive) social activities to engage the team in an enjoyable environment

Retain and Managing Employees

Steps towards retaining your workforce:

- Consider what 'you' would want in the job
- Design variety, challenges and autonomy into employee's work where possible
- Set goals and team related challenges that reward either teamwork or builds team comradery
- Ask for feedback. You will learn from their experiences
- Give feedback on performance
- Say "thank you"

Reviewing Performance

Six things to ask employees:

- Are you enjoying the job?
- What do you enjoy doing?
- Where do you think you could improve?
- What do you want to aim for in the next 12 months?
- How did I do managing or leading you?
- How can I manage you better?

Self Reflection

What are you doing well?

What can you improve on?

HR Checklist

Workforce Planning

Determining labour requirements

Defining structure of employment

Understanding industrial Relations
Requirements

Creating Relationships with
contractors/LHC

HR Checklist

Attracting People

Defining position descriptions

Writing advertisements

Using social media

Responding to applicants

Interviewing

Reference Checking

Creating employment documents

HR Checklist

Induction

Inducting employees to business

Providing Training

Workplace Health and Safety

Standard Operating Procedures

HR Checklist

Performance

Personal Communication

Leadership Skills

Building an effective team

Managing individual performance

Managing Conflict

Problem Solving

Rewarding performance

Where to from here?

Individual HR business planning consultations

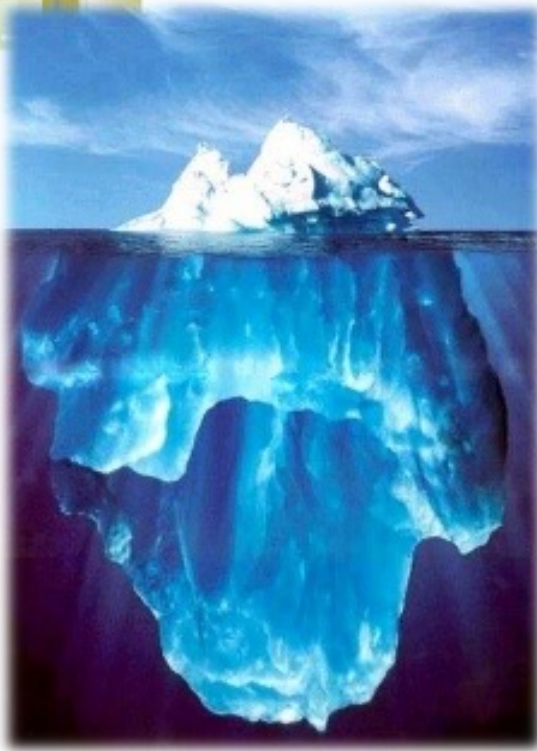
- Late August
- Online or face to face
- Develop HR business plan
 - HR Vision
 - SWOT
 - Goal setting and action plan
- Satisfaction Survey
- Register here : <https://forms.office.com/r/S1ajNegkFi>

Five Dysfunctions of a Team



Culture - Three levels school example

Three Levels of Culture



- Level One
 - What you might see on your first visit – first impressions
- Level Two
 - Values, beliefs, “the way things should be done”
 - These are “testable” in the physical environment
- Level Three
 - Fundamental beliefs about school, students, etc.
 - Reason for being

Culture – Farm Example

1. Behaviour

- Dirty utes vs clean vehicles
- All in uniform vs wear whatever
- Sit down for lunch together vs eat alone
- Pictures of family at desks
- After work drinks
- All people can have input

2. Values and beliefs

- Get jobs done right the first time vs short cuts taken
- Don't trust advisors / value input
- Will attend workshops/training vs doesn't want to learn anything new
- Management are more important than labourers

3. Fundamental Assumptions (Behaviour, values and beliefs)

- Working longer demonstrates value to the business and IS loyalty
- Values time with family
- Everyone is against us mentality
- “Government should do something”



So...what is Team Culture?

The culture of any team is the
'behaviour that it accepts and rewards'

What is the key?



Culture – Accepted or Rewarded

Communicated goals,
plans/ targets/ vision,
& Feedback

Managing Staff by Cultural Standards

- Jack Welsh – General Electric CEO

| High | Train, support, mentor | Promote |
|----------------------|------------------------|-----------------|
| Low | GET RID OF THEM | GET RID OF THEM |
| VALUES / PERFORMANCE | Low | High |

A Process to Manage Conflict

1. Be a HR professional
2. Be guided by and committed to your desired culture
3. Know what you want to achieve
4. Desire to understand (ORID)
5. Seek engagement in the outcome from all parties

Important tools for leaders

“I’m wondering if...”

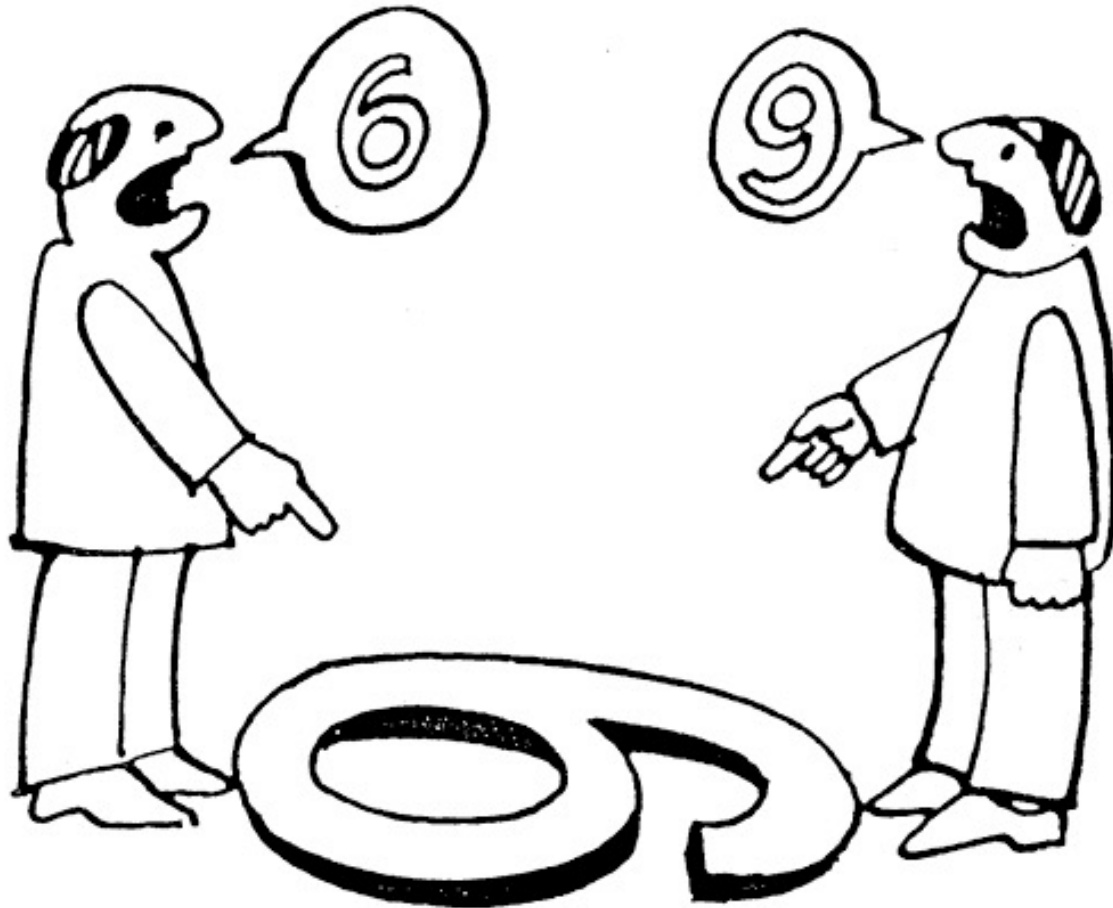
“Help me understand how...”

“I feel.... when ... because..... so we should....”

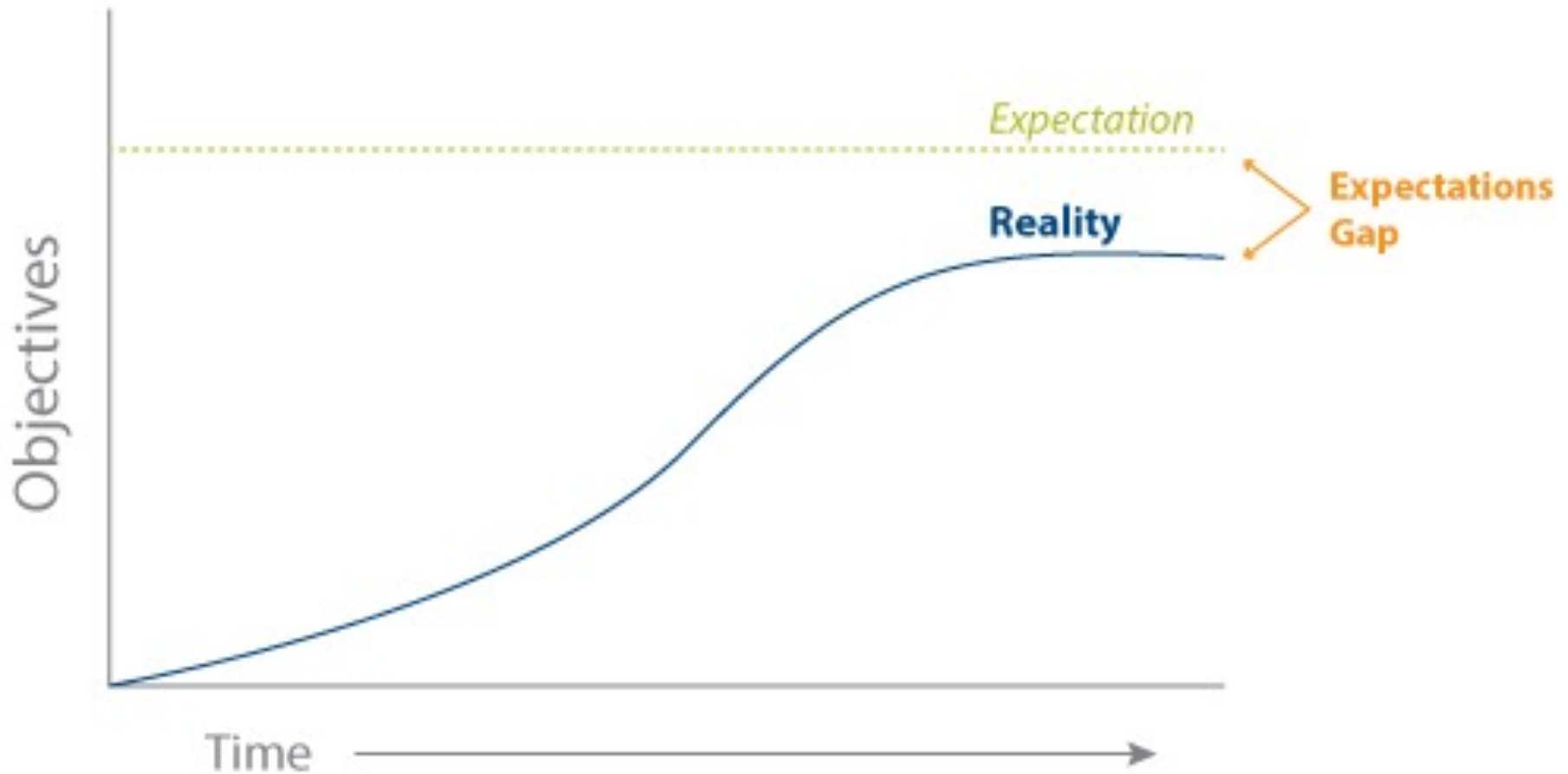
“What do you need?”

“Thank you” / “I appreciate you/ your work/ effort”

Perspective



The Expectation Gap



The Performance Expectation Gap



The Employer Expectation Gap

