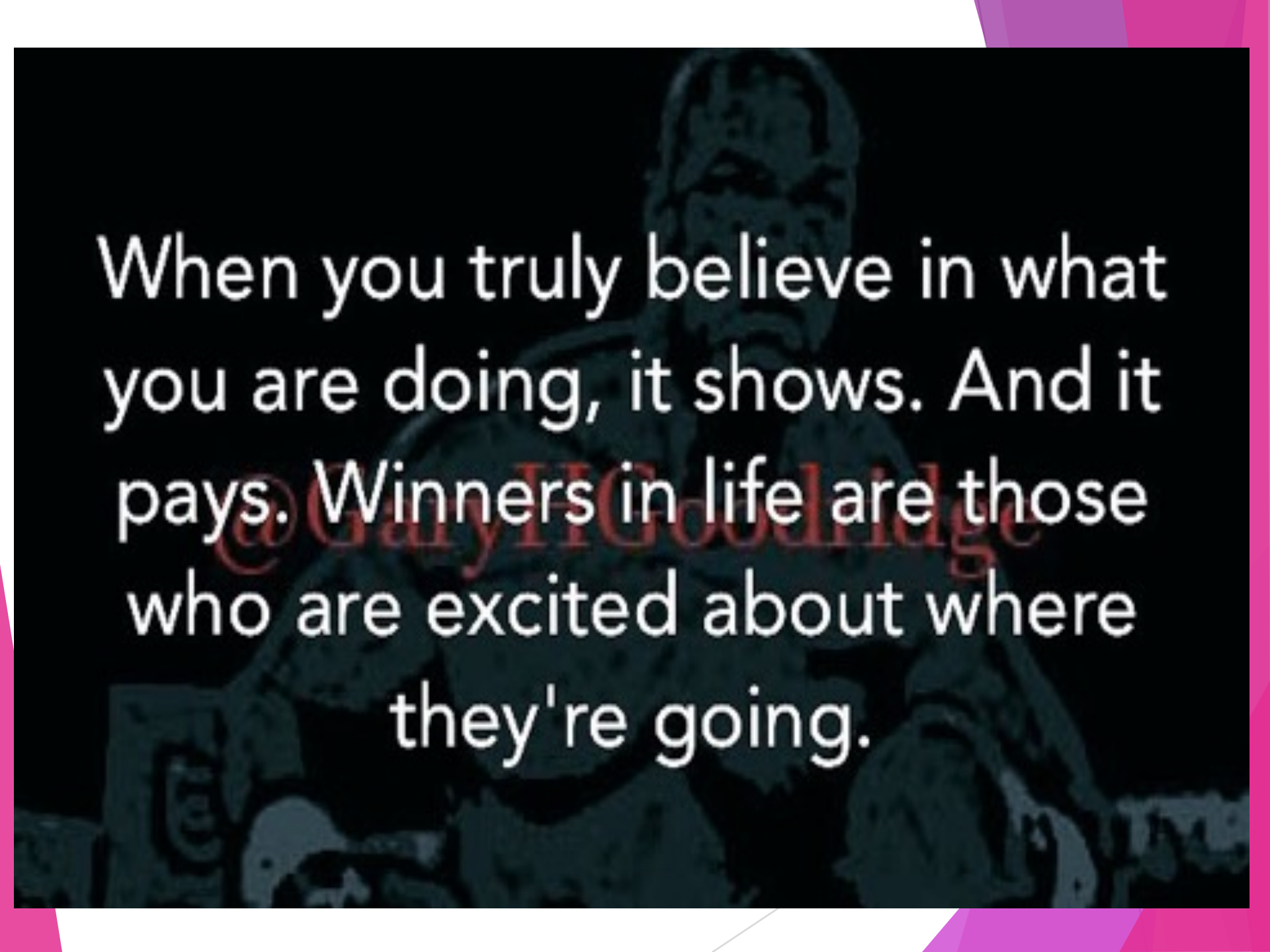


Leading others

- How to be the employer of choice
- Common mistakes made by employers
- Staff management and development
- How to be a Gold Standard employer



When you truly believe in what you are doing, it shows. And it pays. Winners in life are those who are excited about where they're going.

@GaryHGoodridge

Twitter survey

- ▶ Recruitment 36%
- ▶ Retention 9%
- ▶ Motivation 14%
- ▶ Communication 41%

True cost of replacing a member of staff

Manager earning £30,000 could cost £60,000 to replace

- ▶ Time for your existing employee's to cover work in the interim
- ▶ Time & money to find a replacement
- ▶ Time & money to train replacement
- ▶ Loss of knowledge
- ▶ Stress & strain on the existing team

**What type of
employer/leader
am I?**

Staff Management and Motivation

- ▶ Do you any of these phrases ring true to you.....
 - I told you how to do it!
 - Why does no one listen?
 - What time do you call this?
 - Who broke the?
 - He's just useless!
 - I might as well just do it myself!
 - That's not my job...!
 - I didn't see it!



Personality traits of a good leader

- Think positive
- Be honest
- Delegate
- Communicate
- Inspire
- Align the team
- Balanced
- Give credit
- Encourage growth
- Praise
- Mentor
- Fair

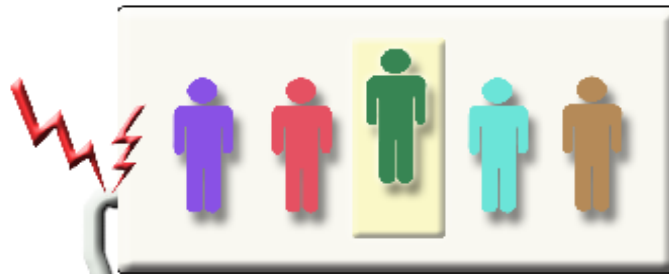
Great Leaders

- ▶ Value people over money
- ▶ Create great habits
- ▶ Have the courage to confront & say no when required
- ▶ Good communicators (ability to communicate clearly and directly)
- ▶ Motivated & capable
- ▶ Respected & respectful
- ▶ True to their work
- ▶ Capable of leading from the front

Staff management & communication

- ▶ **Vision** - establish your goals, dreams and ambition
- ▶ **Communication** - write it down, say the words out loud, share it with others who will be involved or impacted, and most importantly own it
- ▶ **Collaboration** - can you do it alone, if not who or what do you need to help you?

The Management Team...



....through
Leadership and Teamwork
develops....



....leading to



....which result in outputs within an agreed Strategy

Mission Statement

- ▶ Explains the companies reason to exist, its purpose and describes what it does and its overall intention.
- ▶ It also reflects the companies priorities and how you differ from your competitors

Vision

- ▶ Describes the company, how it will appear in the future, once it has reached its goals, aspirations and targets.
- ▶ This is inspirational and aspiration but it also helps to create a mental image and helps to drive decisions

Values

- ▶ Support the company vision, they shape the culture, and they reflect the companies behavior and values
- ▶ Are the beliefs of the business and the people
- ▶ Describe who we are and what we value and prescribes how we will behave or be seen.



Hereford Monitor Farm

Mission:

- ▶ Russell Price farm services are the one stop shop for all of your agricultural needs in contracting services and agronomy.

Vision:

- ▶ Providing professional services and agribusiness support for farmers and landowners across the four counties.
- ▶ Investing in people offering the environment and opportunities to grow, develop and progress in their careers and own professional development
- ▶ To be leading in the UK Leading manufacturing solutions and technology innovations

Values:

- ▶ Reliable, honest and trust worthy, consistent, problem solving, conscientious, adaptable, professional and hardworking

Mission: Martin & Penny

- ▶ To enjoy farming in a profitable business in a sustainable way with a positive work life balance
- ▶ An integrated business of arable & grassland farming, contracting, and let properties
- ▶ To be a happy team of people who enjoy and are engaged in their everyday work

Vision:

- ▶ Work to be planned, easily managed, reduced stress
- ▶ A love and desire to be at work
- ▶ To enjoy opportunities of the physical side of farming
- ▶ To be chilled, happy and to have a tidy farm

Values:

- ▶ Organised, trust worthy, helpful, reliable, solution focused,

Culture - evolving a set of collective beliefs, values & attitudes

Creating and changing culture is started by leadership

- ▶ Clear, continuous communication, regular meetings, 1:1 discussions
- ▶ Clear business goals ,discussing & sharing them with the team
- ▶ Setting clear expectations about roles, responsibilities & behaviour
- ▶ Increasing the involvement of the staff in decision making
- ▶ Showing trust by delegating responsibility

How can I Engage my Employees?

- ▶ Clear expectations about the job
- ▶ Opportunities for career progression
- ▶ Opportunities to grow and develop
- ▶ Regular feedback and dialogue with the employer
- ▶ High quality relationships with workmates and managers
- ▶ Believing in what the business is trying to achieve



- Effective communication about 'what's going on'
- Recognition and reward for going the extra mile
- Interesting and meaningful work
- Autonomy and ability to make decisions about one's own work
- Effective leadership
- Work-life balance

How can you move from being the employer with staff problems to being the employer of choice?

Refine recruitment processes

- KASH - Assess your current business needs
- Work out the job description before you advertise the post
- Where to advertise?
- What are the skill gaps on the farm, have you opportunity to upskill existing staff?
- Have you the right package to compliment the calibre of staff you are looking for?
- Check references

Hone your induction strategy

- How long do you spend shadowing, supporting and training staff?
- Do they know where to go to or who to go to if they have a problem? Have a staff handbook, explaining protocols and procedures.
- Do not expect staff “to just know”
- Job descriptions
- Employment contract
- Farm Manual

Keep employees motivated by providing the right environment

- Offer flexible benefits and working hours
- Give opportunities not money
- Recognition & praise
- Appropriate and safe clothing
- A dry building to leave wet work wear and change foot wear before jumping in their car to go home
- A kettle and microwave
- Washing and toilet facilities

To retain staff

- ▶ Be clear on expectations
- ▶ Treat with respect
- ▶ Have a ladder for progression
- ▶ Mentor them & grow them

Your job is to make them better farmers

Surround yourself with
those who bring out the
best in you, not the
stress in you.

@911Well

Staff progression ladder

Manager

Long term planning
Working with off farm professionals
Budgets / costings / KPI's

Assistant Manager

Ordering supplies
Managing staff
Coordinating work
Work planning

Main Driver

Drill
Sprayer
Combine
Baler
Fencing

Basic 2nd Grade

Driving machinery – tedder/rake
Trusted with customers
Cultivations
Hedgetrimming

New start

Sweeping up grainstore
Mending potato boxes
Washing kit
Grain hauling
Maintenance

Ensure staff feel involved

- Team meetings are great but not for everyone, sometimes just taking the time to discuss current or future events maybe even whilst working together helps people to feel involved and part of the process.
- Book meetings in advance, your team can prepare and bring ideas and solutions.
- Encourage others to think about problems and how they can be fixed.

Offer progression and training throughout the employees career

- Attending discussion groups & training courses over the years or complete restructuring of roles depending on ambitions and abilities
- Annual review. Some people are content doing what they have always done and others are desperate for change and new challenges. What do your staff want?
- Professional training membership

Coming up in April 2020

Written statement of particulars to be provided from day one of employment

Reference period for holiday pay to increase from 12-week average to 52-week average for variable hours workers

Bereavement leave and pay for parents expected to come into effect

Job Descriptions & Employment Contracts

Contracts

Written statement of particulars must include

- ✓ the business's name
- ✓ the employee's name, job title or a description of work and start date
- ✓ if a previous job counts towards a period of continuous employment, the date the period started
- ✓ how much and how often an employee will get paid
- ✓ hours of work (and if employees will have to work Sundays, nights or overtime)
- ✓ holiday entitlement (and if that includes public holidays)
- ✓ where an employee will be working and whether they might have to relocate
- ✓ where the employee will work and what the employer's address is

The Contract is where the employer can set out the expectations they have for the employment relationship

- Absence reporting requirements
- Flexibility with working hours
- PPE equipment requirements
- Licence requirements for role

Policies

Maternity

Paternity

Absence
Management

Disciplinary

Grievance

Uniform

PPE

Health and
Safety

Social Media

Alcohol and
Drugs

Bullying and
Harassment

Whistleblowing

Equal Pay

Data Protection

Confidentiality

Worker Status – Self Employed/Worker

Worker

- The individual has a verbal or written contract that uses terms like 'casual', 'freelance', 'zero-hours', etc.
- Have restricted rights to subcontract work to another individual
- Can choose whether to accept the assignment
- A manager supervises their work
- Must agree to the employers terms and conditions
- Employer deducts tax and pay National Insurance Contributions
- The employer provides the equipment needed to complete the work
- The employer is not a client or customer

Self employed

- They are responsible for the success or failure of their business and can make a loss or a profit
- They can decide what work they do and when, where or how to do it
- They can send a substitute to do the work
- They're responsible for fixing any unsatisfactory work in their own time
- Their employer agrees a fixed price for their work - it doesn't depend on how long the job takes to finish
- They use their own money to buy business assets, cover running costs, and provide tools and equipment for their work
- They can work for more than one client

The Gangmaster's Licensing Authority

- ▶ Agriculture is one of the sectors regulated by the GLA. Workers supplied by an agency for any agricultural work will need a GLA licence. This is a legal requirement.
- ▶ Practical steps to take:
 - You should check that any labour provider has a GLA licence
 - You can sign up to alerts from the GLA active check service to ensure you know if your labour provider has their licence revoked
 - Be aware of the minimum hourly charge rate- there are different rates for England, Wales and Scotland and NI and you can find information [here:](http://www.gla.gov.uk/PageFiles/961/GLA%20Brief%20Issue%2040%20(2).pdf)
[http://www.gla.gov.uk/PageFiles/961/GLA%20Brief%20Issue%2040%20\(2\).pdf](http://www.gla.gov.uk/PageFiles/961/GLA%20Brief%20Issue%2040%20(2).pdf)
 - It is good practice to check your labour provider has clear contracts and payslips that workers can understand.
- ▶ For more information you can visit the GLA website:
<http://www.gla.gov.uk/>

Essential Communication Tool Box

- Make time - 80:20 rule
- Having clear vision, goals, targets
- Employment contracts & Job descriptions - roles & responsibilities
- Team / staff / family meetings - protocols / procedures
- White boards
- Diary
- Calendar
- On going and documented training & development
- Bring in outside advisers / consultants
- Know when to delegate

Checklist

- Job clarification
- Know your priority areas and goals
- What will improve your management?
- Can systems be better? Have you written protocols? Are your performance measurement & reward systems effective?
- Do you discuss issues with your staff
- Can structure be better? Is authority & responsibility clear?
- Is your leadership style appropriate to the work being done? Could you be more involving, even more inspiring?
- Can team culture be created?
- Is control of effort and quality assertive?
- Do staff know as much as they need to about strategic developments?
- Do senior staff - including yourself - act as good role models & mentors?



*Life is all about ass...
You're either covering it,
Laughing it off,
Kicking it,
Kissing it,
Busting it,
Trying to get a piece of it,
Behaving like one,
or you live with one!!!*