

Creating The Appropriate Barn Culture



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AMERICA'S PORK PRODUCERS
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What is Barn Culture?



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Culture: the set of values, conventions, or social practices associated with a particular field, activity, or societal characteristic.



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Barn Culture: the set of values, conventions, or social practices associated with Pork Production.



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“Barn Culture”

Adopted from Ethical Principles for U.S. Pork Producers
Approved March 7, 2008, by Pork Act Delegates

- **Every person in your barns, at any given time, strives to**
 - Produce safe food
 - Protect and promote animal well-being
 - Ensure practices that protect public health
 - Safeguard natural resources in all of our practices
 - Provide a work environment that is safe and consistent with our other ethical principles
 - Contribute to a better quality of life in our communities



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How do you make the right Barn Culture happen?

“Where’s my standard operating procedure for created the right Barn Culture?”

What tools can I use?



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Hiring the right person is arguably a manager's most important decision.



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Selecting an Animal Caretaker

Recruiting Strategies

- Incorporate a centralized hiring function
- Referral Program
- Networking infrastructure
- Train and inform managers

Candidate Selection

- Interview Questions
- Background Checks




HR Toolbox: Selecting an Animal Caretaker

Recruiting Strategies

In finding your next new stockperson hire, consider options other than widespread newspaper and internet advertising. Alternatives exist that can serve to provide equal or, at times, a better group of qualified candidates without drawing unwanted attention to your livestock operation. Some good options include:

- **Find success with an internal referral program.** Programs can be structured in numerous ways. Some offer incentives/rewards to employees for each referral resulting in a successful hire and a designated length of service (often six to twelve months). Others focus their use to specific job openings particularly those requiring a special skill set. However set up, the goal and practice of the referral program should encourage employees to refer individuals whom they view as some of the "best colleagues they've had the pleasure to work with".
- **Hire a third-party firm.** Using its business name to advertise openings, the firm will also often screen out unqualified applicants for you. This method can be effective in some of the other stages listed below as well. Worthwhile firms should commit to regular communication and have a good understanding of the job position, qualifications, experience, etc., that you are seeking.
- **Develop your networking infrastructure.** Utilize your network of agriculture associates, vendors and organizations to get the word out that you have an open position. To add extra validation, prepare a packet for distribution to interested parties that includes basic company information, the job description and a method to get in contact with you.
- **Consider Partnering with Educational Institutions.** Consider candidates from area high schools (and programs) and particularly area colleges that support agricultural programs. Direct hire or sponsoring student internships is a great way to take advantage of potential young talent and introduce new people to rewarding careers in the pork industry.
- **Go to Web sites where candidates are posting their resumes.** For greater success, gravitate to ag-related sites (job boards) when your location or job position scope affords you the opportunity. Be prepared, however, to spend more time weeding through potential candidates. Generally, this method supports a search where candidates are being selected based on a list of core characteristics rather than on current swine experience.
- **Post Opening in Appropriate Public Locations.** Work with vendors, partners or local retail establishments that potential candidates may visit frequently to post your opening. Many such establishments will be happy to do this as a value-added item in your relationship.

Referral Program



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Selection Standards

“Know what you are looking for and don’t settle for less”

- Identify the qualifications and traits required
- Job descriptions-task to master and skills needed

JOB TITLE: Sow Farm Manager

SALARY RANGE:

JOB DESCRIPTION:

The Sow Farm Manager is responsible for managing and directing the daily operation of the entire sow farm site and its respective departments. He or she is responsible for leading and motivating department leads and employees on the farm and overseeing the daily tasks through training and instruction. This position involves working in an agricultural environment with hands-on interaction with livestock, regular structured routines and administrative duties, and extensive employee development and oversight. Daily activities would include:

- Overseeing employees and department leads to ensure that all daily responsibilities/tasks are performed
- Coordinating overall animal flow and understanding its effect on production
- Performing regular employee management, problem solving and administrative duties (i.e. production record keeping, handling employee concerns/problems, etc.)
- Leading and directing the farm team in meeting production and financial targets
- Providing development, instruction and constructive feedback to department leads and employees
- Ensuring the health and welfare of all animals in terms of nutrition, medication and environment
- Developing and adhering to all standard operating procedures and ensuring that all farm personnel do the same
- Monitoring and resolving all farm maintenance and grounds keeping needs
- Maintaining and enforcing all biosecurity rules and practices
- Regular communication with upper management and/or farm owners
- Performing all other activities and responsibilities as defined by upper management

REQUIRED SKILLS/EXPERIENCE:

At least one year of experience, preferably management, in each of the applicable farm departments, in addition to exemplary organizational, leadership, production, problem solving and communication skills are required. Individual must be dedicated, goal-oriented, motivated and able to effectively lead a team. Basic computer and data entry skills are helpful. Respect and care for all animals is required.

Individuals must be capable of walking, stooping, bending, performing repetitive motions, and of lifting a minimum of 50 pounds with reasonable accommodation.



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Management Support

- Prepare a farm team for turnover
- Establish willingness of farm staff to “set up” and cover the work until a “good fit” is found
- Cross Training-incorporated into employee development plan



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Hiring the Right Person is similar to getting married.

Finding the right person is the first step.

“A key strategy to maintaining a successful relationship is to continue the courtship long after the knot has been tied.”



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Continuing the courtship, Employees need to know

- What they are getting into?
- What they are supposed to do?
- How they are supposed to do the job?
- If they will have a chance to learn what to do?
- If they will I fit in?
- How this company works?
- Is there a future with this company?
- If they will gain respect if they do a good job?
- If the pay and benefits are worth the effort?



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What Kind of Tools Do You Need?

- **Personnel Records**
- **Employee Handbook**
- **Orientation**
- **Standard Operating Procedures**
- **On Job Training**
- **Manage Performance**
- **Manager Training Managing People**



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Employee Handbook

- Statement of the policies of the business and how the business is to be conducted.
- Sets the foundation for employee behavior.
- Must be clear and as unambiguous as possible.
- Legal disputes courts have considered an employee handbook to be a contractual obligation, so word it carefully.



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Animal Care Policy

(Company) does not allow mistreatment of animals. All animals are to be treated with utmost respect and care. Any employee who mistreats an animal will be terminated immediately and without notice. Any individual who witnesses the mistreatment of animals by another individual is also subject to termination unless he/she reports the mistreatment to (Company) during that current working day or by calling the confidential toll-free number that has been posted for this purpose. (Company) reserves the right to press criminal charges against employees who mistreat animals.

The mistreatment of an animal is defined as hitting, inappropriate electrical prodding, kicking, or performing any other action that may cause undue stress or pain to the animal. Mistreatment also includes the beating or hitting of non-ambulatory or “downer” pigs.

A pig that is ill or injured and does not respond to treatment or show improvement after three (3) consecutive days should be euthanized. Euthanasia of animals is to be in accordance with standard company procedures. If you are unsure about what constitutes correct and humane animal care, it is your responsibility to seek assistance and guidance from a supervisor.

By signing this form, I (Employee) am stating that I understand these procedures and will abide by this policy. If I do not abide by the policy, I understand that my employment will be terminated and I will face possible criminal charges.

Employee Signature: Date:

Witness: Date:



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Orientation

- Getting acquainted or getting familiar with your surroundings
- Most orientation programs are over loaded with information that the new employee needs to know
 - Policies
 - Procedures
 - Rules



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Orientation

- Many orientation programs fail to realize that it's not just what you know
- It's who you know
- A good orientation program provides the employee information about the
 - Company
 - Key people to coach and mentor
 - How to get help



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Orientation Do's

- Orient as a group
- Make a orientation course or manual
- Answer all questions
- Conduct in different settings
- Get to know the new hire



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Orientation Don'ts

- Cram everything into one morning
- Skip the touchy subjects
- Rush it
- Assume anything

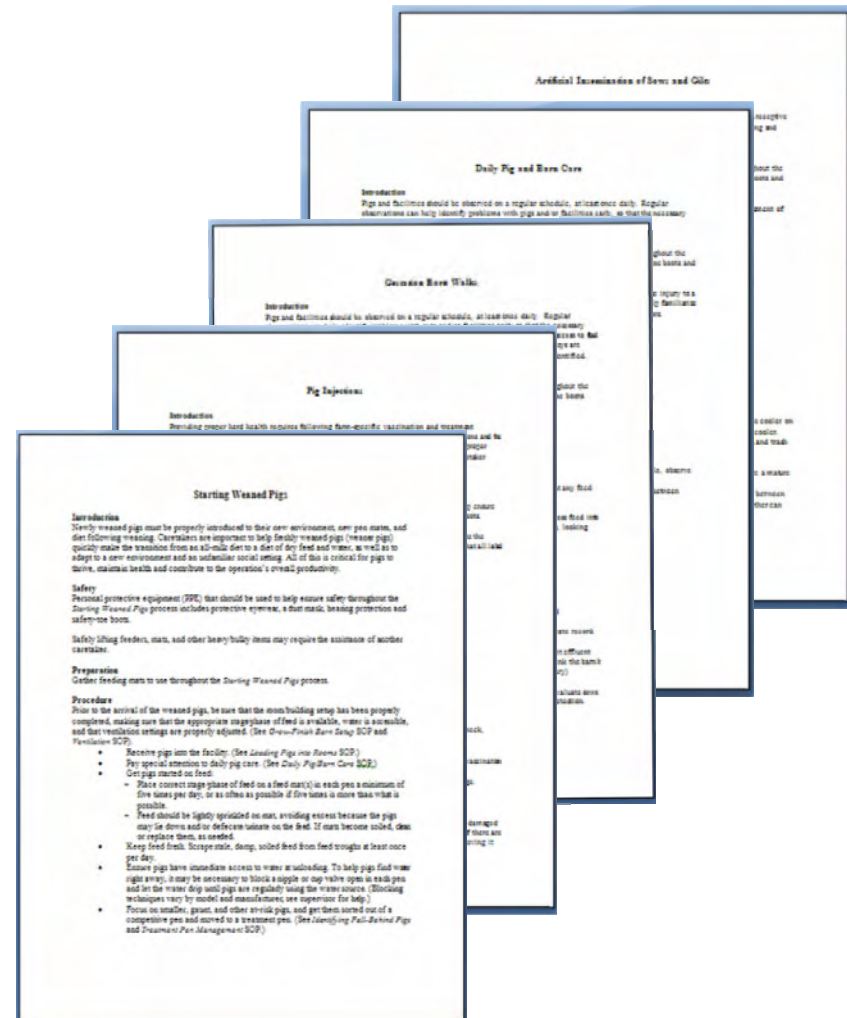


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Standard Operating Procedures

Standard operating procedures provide workers a guide for day-to-day execution of production functions to help insure consistency and accuracy of work done.



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Benefits of Implementing

- SOPs provide a one-stop location for training on how to perform a task
- Simple to follow step-by-step instructions
- Helps to ensure all employees are following the same process
- Enables employees to consistently apply best practices and reduce errors



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**Using SOP's ranges from
Occupying space on a shelf
to
Training tool with impact**



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Example Using SOP's in Team Meetings

- Management selects a topic (key production indicator, KPI) of the month for the entire organization or farm to review
- Management pulls SOP's that impact KPI
- Manager sets aside 1 hour on specific day
- Entire farm team sets down together
- Manager leads discussion
 - “This is where we are at, KPI's”
 - “Here is where we need to be”
 - Go over each step of the SOP
 - What is the cause of this gap?
 - What do we need to do to close this gap?
- Techniques
 - Emphasizing We
 - Ask Why questions



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On-the-Job Training Program

- **Decreases training time**
- **Stabilizes workforce**
- **Provides more structure for advancement**
- **Improves overall employee satisfaction**
- **Improves business performance**
- **Allows scalability opportunities**



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On-the-Job Training Program Tools

- Training and assessment forms
- Job analysis
- Individual development/training plan
- Prepare, Tell, Show, Do, Review



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Training Plan					Skill Assessment		
Names					Levels:		
Position					0=unable to perform or hasn't been trained		
					1=able to implement all steps in SOP, but only with constant supervision, assistance and feedback		
					2=able to implement at least 60% of steps in SOP accurately without supervision or assistance		
					3=able to implement all steps in SOP accurately without supervision and without assistance		
Tasks	Training Start (Date)	Training Complete (Date)	Training Resources Recommended	Trainer Initials	Post-Training Skill Level Rating	6 Month Skill Level Rating	Notes
Gestation Barn Walks							
Pregnancy Detection							
Body Condition Scoring							
Feedback, Pre-Farrow							
Feedback In Gilt Isolation							
Feeding B-G Sows							
Measuring Backfat Setting Feed, Sows							
Estrus (Heat) Detection							

1. Prepare
 1. Put the learner at ease
 2. Explain why the skill to be learned is important
 3. Explain any hazards or problems that may be involved and how to deal with them
2. Tell
 1. Explain the task thoroughly
 2. Break it down into key parts or steps
3. Show
 1. Demonstrate exactly how the task or skill is to be done for the employee
 2. Ask questions and get feedback
 3. Employee explains the process or skill back to the trainer
4. Do
 1. Employee performs the task
 2. Trainer makes sure that the employee does each step correctly
5. Review
 1. Provide honest feedback



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**Manage performance to assure
people learn what to do, and
apply what they have learned.**



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Manage performance Tools

- Performance Appraisal
- SOP “How to Conduct Performance Appraisals”
- Training Checklist/skill assessment
- Progressive Discipline Process
 - Employee Benefit-know boundaries
 - Business Benefit
 - Business performance
 - Legal guidelines



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Standardized Performance Appraisals

- Consistency for all employees, regardless of who evaluates.
- Clearly set expectations for employees, and ensures that expectations are communicated consistently
- Provide targeted feedback to employees, based on observed strengths and weaknesses.
- Provide appropriate training interventions to address performance gaps observed.



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“Managing People” Training

- Workplace Communication
- Conflict Resolution
- Recruitment and Selection
- Training and Development
- Performance Management
- Discipline and Termination
- Compensation
- Managing and Appreciating Different Cultures
- Legal Basics



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What is working for you?
Pull out “Workshop Exercise”
Fill it out
Share it with your peers



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What went wrong on this farm?

- Tools available to the farm and department manager at this farm include
 - Orientation video
 - Employee manual
 - Animal Care policies
 - Standard operating procedures
 - Employee training videos
 - Safety training videos
 - Safety manual



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**Tools have no value unless you use
them**



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**Creating the right barn culture is on
your shoulders, your bosses shoulders
and their bosses shoulder.**

Lead by example.

Use the tools you have

**If you don't know how to use a tool,
learn how.**



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Employee Care Toolkit

Available at www.pork.org

Call 800.456.7675



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Thank you
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