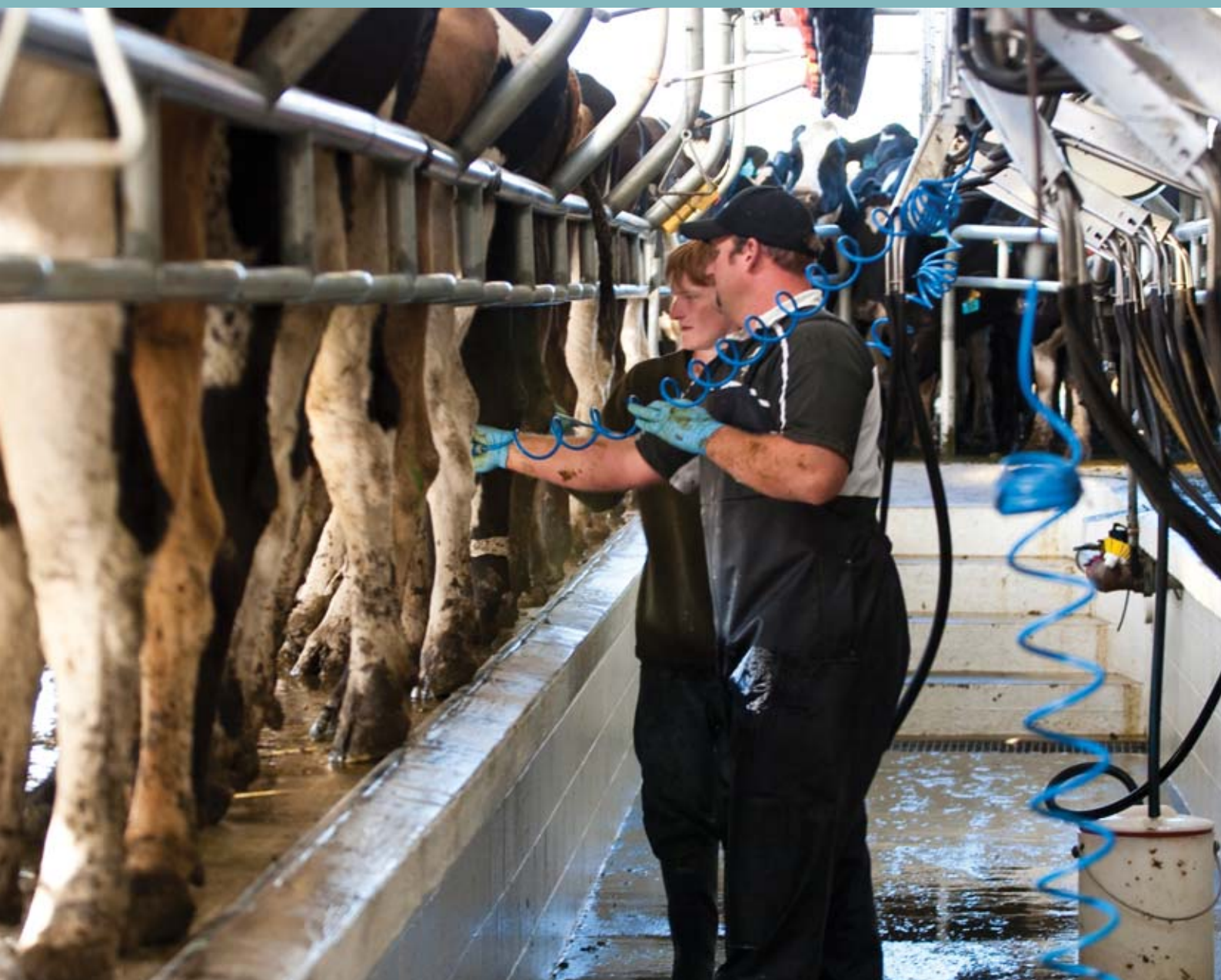


DairyNZ QuickStart Recruitment Kit – Assistant Manager

Your solution to getting recruitment right, the first time



dairynz.co.nz

0800 4 DairyNZ (0800 4 324 7969)

DairyNZ 



For more information visit

dairynz.co.nz

DairyNZ
Corner Ruakura and Morrinsville Roads
Private Bag 3221
Hamilton 3240

0800 4 DairyNZ (0800 4 324 7969)

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Disclaimer

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Introduction

Welcome to the *DairyNZ QuickStart Recruitment Kit* for assistant manager roles. This guide has been developed as a starting point for your journey as an employer. It provides a simple process and resources to help you find and recruit the right employee and then introduce them to your farm in an effective way. Once you have your farm team in place the *DairyNZ QuickStart People Productivity Kit* provides easy to use templates and processes to manage your people to increase farm productivity and efficiency. Other DairyNZ tools available to support you are the *HR Toolkit*, *Compliance Toolkit*, *Career Pathways* and **peoplesmart.co.nz**.

Legal obligations

Employers have a number of legal responsibilities they must meet; these are explained in more detail on **peoplesmart.co.nz** or follow the links below. The *DairyNZ Compliance Toolkit* is another resource available from DairyNZ that can assist you in this area. Please note legal requirements can change from time to time so it is important to stay up-to-date with these.

Employers also need to keep certain information about their employees in a safe, secure location. The *QuickStart Recruitment Kit* is designed to become the staff file for your employee. The content is a starting point for the information you must collect and keep for each of your employees; you can also use this pack to start you on the road to managing your people well.

The orientation section contains a list of the information you should keep for each employee. Note that recording and keeping the majority of this information is a legal requirement for employers.

Useful websites

www.dol.govt.nz/er

www.ird.govt.nz



Role

Before you begin the recruitment process you need to be clear about the role you require on farm. This means having an accurate job description and person specification.

Steps to take



Job description

A job description lets people know what the requirements of the job are. It is also a tool that can be used for identifying learning and training needs and reviewing job performance.

Person specification

The person specification forms part of the job description and identifies the knowledge, skills and abilities required to do the job. It also helps to identify values and attitudes that are important to you.

Job Description – Assistant Manager

This job description is generic and, in general terms, should outline most of what you would expect from this role. To ensure your job description accurately reflects the requirements of this role in your business you can:

- Delete statements that don't reflect what is required
- Write in statements for things that you need done that aren't included
- Use the *DairyNZ HR Toolkit* template or peoplesmart.co.nz to write your own job description reflecting what you require from the role in your farming business.

Employee	Manager	Date
Job title	Assistant Manager	
Purpose of position	Takes responsibility for assigned aspects of the day-to-day management of the farm. Carries out day-to-day planning and staff management in the absence of the farm manager/owner. Requires minimal supervision.	
Reporting lines	Reports to Farm Manager / Farm Owner	
Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Staff management: Assist the farm manager to operate the farm so as to maintain a team of quality staff, who are productive, happy and enhance the farm's reputation as an employer, including:		
Assisting with the management of staff and contractors, empowering staff to meet daily work plans	At all times staff and contractors have a point of contact, including signing in and out, supporting and orientating contractors	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Implementing staff rosters to ensure staff have required days off and hours of work are within targets, ensuring time sheets are completed	Can provide direction and support to staff and contractors if the farm manager is absent or when directed	
If required holding staff meetings	Follow farm manager's direction to allocate and communicate tasks within the team	
Assisting the farm manager to minimise the impact of staff issues and conflict, issues to be dealt with by the farm manager	In the absence of the farm manager, run staff meetings as directed	
Assisting with the orientation requirements of new staff, following the farm guidelines	Support the farm manager to identify any potential staff issues and communicate this immediately to the farm manager, so these can be addressed before they become serious	
Providing training, support and supervision to team as required by the farm manager	Train and support new staff so they add value to the team as soon as possible, ensure they quickly feel included and become one of the team	
Milk production – feeding. Assist the farm manager to collect and use information to manage herd feeding, so that farm targets are met, including:		
Managing pasture allocation, within the bounds of the feed budget	Pasture cover assessed, recorded and feeding plan set with farm manager	
Carrying out farm walks to collect pasture growth information and keep a stock take of supplements on hand	Ensure pre and post cover targets are adhered to, without compromising animal welfare	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Completing feed budgets as required	Carry out weekly/monthly feed budget calculations using pasture data, taking into consideration the impact of the time of year. Use the farm budget as a tool to support daily pasture/supplement management decisions	
Understanding and operating the irrigation system within consent requirements, including trouble shooting		
Introducing supplements into the system as agreed with farm manager	Manage the introduction of supplements as instructed by the farm manager, ensuring a high level of utilisation with all animals able to access the feed	
Coordinating any pasture renovation programme	Pasture renovation and/or crop establishment completed to the standard required by the farm manager	
Coordinating any crop establishment programme		
Coordinating fertiliser application as per Nutrient Management Programme	Fertiliser applied to the correct areas at the correct rates. All paperwork completed Nitrogen policy is implemented	
Implementing an effective weed control programme	Weeds never reach flowering stage, minimal weeds visible on farm	
Recognising feed surplus and contribute to decision making regarding conservation of feed	Daily grazing and supplement feeding is recorded in the farm diary, as well as supplement harvested, brought in or fed	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p>Milk production – milk harvesting. Responsible management of the farm dairy as directed by farm manager, including:</p> <p>Supervising milking from paddock to farm dairy as required</p> <p>Understanding of withholding periods and impact of mismanagement of these to the business</p> <p>Meeting milk supply and milk quality requirements and understanding grading, troubleshooting as required</p> <p>Understanding how the plant works and identifying faults; fixing as appropriate</p>	<p>Ensure cows are yarded according to farm requirements and no harm to animals occurs</p> <p>Milking is efficient and stress free for people and animals</p> <p>Cows always arrive on time to dairy, whilst walking at their own pace</p> <p>Cows are handled in a gentle but firm manner, gates are used according to farm policy</p> <p>Milking is completed to standards required, including all cows are milked appropriately, marked cows dealt with as per farm policy. All cows are teat sprayed correctly before they leave the dairy</p> <p>The dairy, including bails and yard are cleaned as instructed</p> <p>Dairy plant and equipment is cleaned and maintained according to instructions</p> <p>Faults are identified quickly and action is taken to fix these</p> <p>Dairy stores are kept at the required level</p> <p>All safe operating procedures are adhered to</p>	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Milk production – milk quality. Responsible for contributing to a continuous grade free season, by:		
Helping to ensure only milk of the finest quality is presented for collection	Dairy procedures are always followed so only milk of the finest quality is presented for collection	
Contributing to dairy hygiene and achievement of milk quality	Any incident that may mean milk could be contaminated is reported to farm manager immediately Be part of formal non-compliance investigations	
Maintaining hygiene and cleanliness standards in and around the dairy	The dairy plant is cleaned according to farm policy, daily/weekly/monthly requirements met and all records maintained Rubber ware checks occur according to farm policy	
Assisting with meeting dairy company requirements	Dairy company farm dairy documentation kept up to date	
Stock management – animal health and welfare. Assisting with the management of the animals on farm as directed by farm manager, including:		
Identifying and treating illness and injury in cows	Understand what good practice animal health and welfare looks like so that;	
Identifying other animal health problems and either treating or reporting these immediately to the farm manager	All mobs are checked daily for unwell animals, once identified they are treated quickly according to farm policy	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Managing bloat challenge and treating animals for bloat if necessary. Reporting any incidences of bloat or suspected bloat immediately to farm manager	Mastitis is identified and treated according to farm policy, SCC is monitored on daily documents and reported to the farm manager if levels change All unwell animals, including any that have been treated are reported to farm manager as soon as possible	
Moving and handling animals in an acceptable way at all times	All classes of stock are handled in a quiet and calm way at all times, no exceptions All mobs of animals are assessed daily for adequate water and feed requirements Where possible animals have access to shelter in extreme weather	
Stock management – seasonal management requirements . Understand seasonal stock management requirements and assist with implementing these as directed by farm manager:		
Understanding and assisting with all calving requirements	Understand what good practice stock management looks like	
Understanding and coordinating mating requirements as required	Stock are managed according to good practice as outlined by the farm manager, management is appropriate for the time of the year	
Understanding and assisting with all wintering requirements, including the role autumn management has on successful wintering		
Reporting any instances of poor stock management that require further action		

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Stock management – other stock management requirements. Understand the requirements of managing the different classes of stock and assist with all stock management as directed by farm manager, including:		
Responsible for or assisting with calf rearing as required	Healthy calves are reared that meet target weights	
Responsible for or assisting with the management of young stock as required	Young stock are well grown animals to be proud of	
Responsible for or assisting with the management of dry stock, including bulls as required	Dry stock are well looked after and are fit for purpose, e.g. bulls are a good weight prior to mating	
Reporting any instances that require further action		
Stock management – recording. Responsible for maintaining accurate information in the Yellow Notebook and ensuring it is up to date at all times		
Where required, keeping records of all mastitis treatments given and ensuring animals are marked according to the Farm Systems Manual	Yellow Notebook is always readable and contains up to date, accurate information	
	Information collected should include, but not be limited to; stock numbers by mob, paddock stock are in, sick animals and stage of treatment, drenching plan, etc	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Where required, keeping records of all mastitis treatments given and ensuring animals are marked according to the Farm Systems Manual	All animal treatments are recorded at the time of treatment as required.	
Observing and recording cows in season	All treated animals are clearly marked as per the farm policy	
Observing and recording cows calved	Always observant when with the cows, writing down and telling the farm manager any information that may be useful, for example, cows that look like they may be coming in season	
Recording any other associated information as instructed by the farm manager		
Environmental management. Assist with all environmental compliance as directed by farm manager or outlined in the Farm Systems Manual, including:		
Knowing the effluent and nutrient management systems for the farm	Effluent from yard to paddock is managed according to farm policy	
	System, from yard to paddock is monitored several times a day	
Ensuring effluent is managed as per the instructions, including all recording requirements	Knows the farm effluent system and can identify any common problems with the system	
	Any issues or potential issues are quickly identified and communicated to the farm manager	
Ensuring all environmental restrictions are adhered to	Records and maintenance are adhered to	
Knowing the Regional Council compliance requirements	Actions or inactions are such that you do not cause any breaches of the farm environmental requirements	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
Team responsibilities. Contribute to an effective team working environment, including:		
Effectively communicating with farm manager as required	Contribute to the team, letting others know information that may be useful or important	
Acting as effective team member, including communicating effectively with entire team	Help out others in the team if needed	
Supporting relief staff in their duties in the absence of the farm manager	Help to create a fun, supportive environment to work in	
Committed to learning new skills and attending appropriate training as agreed with farm manager	Have a good attitude to learning new things and using this knowledge	
Health and safety. Comply with all health and safety requirements as directed by farm manager or outlined in the Health and Safety Manual, including:		
Complying with the requirements of the health and safety in employment legislation	Understand and meet obligations as required of the health and safety in employment legislation	
Complying with farm health and safety policies and procedures, including the wearing of all personal protective equipment	All farm health and safety policies are complied with, including wearing of helmets and other personal protective equipment	
Notifying farm manager of new hazards as identified	All new hazards are identified quickly and the farm manager is notified as soon as possible. If possible isolate new hazards until the farm manager can eliminate or minimise it	
Notifying the farm manager of any accident or near miss accident, (injury or non-injury) and complete an Accident Report	All accidents or near miss accidents are reported to the farm manager and the appropriate paper work is completed	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p>Maintain a tidy workplace. Look after the farm equipment and environment as directed by the farm manager or outlined in the Farm Systems Manual, including:</p> <p>Putting tools and equipment away where they belong as soon as practical after finishing with them</p> <p>Disposing of rubbish appropriately</p> <p>Storing machinery away in the correct place</p> <p>Maintaining the grounds around the dairy and tanker track</p> <p>Ensuring accommodation, garden and section areas are maintained in a tidy, well presented state</p> <p>Completing general farm maintenance and farm development work as directed, notify farm manager of breakages/breakdowns immediately</p> <p>Maintaining quad bike/farm bike and/or any other vehicle or tools provided according to schedule, notify farm manager of breakages/ breakdowns</p> <p>Complete all other tasks as may be reasonably and lawfully requested by farm manager, including but not limited to:</p> <ul style="list-style-type: none"> • Working on other grazing farms • Managing winter grazing 	<p>All tools and equipment are where they belong unless they are being used</p> <p>There is no rubbish lying around anywhere on farm (including at the accommodation)</p> <p>Machinery is kept in its correct place</p> <p>The grounds around the dairy and tanker track are kept tidy and presentable at all times</p> <p>Accommodation and surrounds are tidy</p> <p>Farm maintenance is completed as required. All breakages are reported immediately</p> <p>Farm vehicles are well maintained according to the schedule</p> <p>Other tasks are completed in a timely way to the standards required</p>	<p>Outlined in the Farm Systems Manual, including:</p>



Role



Person Specification – Assistant Manager

This person specification outlines the generic knowledge, skills and abilities required to do the job. You will need to identify the values and attitudes that are important to you.

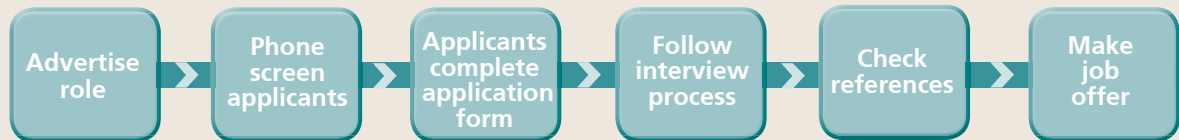
Characteristic	Essential	Preferred
Physical	Physically fit Good health	Able to lift heavy objects
Experience	Three or four years dairy experience Can identify common animal health problems and treat these Calving cows Able to Condition Score cows Pasture management Knowledge of milk quality management Stock handling skills Knowledge of safe machinery operation Has had to supervise and direct others from time to time	Calf rearing Actively involved in mating
Attitude	Punctual Positive Honest Strong work ethic Gives things a go Shows initiative	
Qualifications	Full and current driver licence National Certificate in Agribusiness Management, level 4 (or equivalent) Milk quality training	National Certificate in Production Management – Stage 1 Staff management training
Fit with team	Able to work in a team Tidy around the house Communicates easily Listens	Has previously worked with a team Can train others effectively
Others		



Recruitment

Recruitment is the first step to ensuring you have the right person in the right job doing a good job. A well thought out recruitment process will help you to attract and select the best person for your team. The steps outlined in this guide are at an introductory level. It is recommended that you use the *DairyNZ HR Toolkit* or peoplesmart.co.nz for a more comprehensive guide to recruiting and selecting a good candidate.

Steps to take



Application form

All applicants you choose to interview should complete an application form. This ensures you collect all relevant information. The application form must be signed by the applicant.

Interview process

Use the interview process forms to guide you.

Before the interview:

- Phone-screen applicants to identify who you will interview
- Short list applicants
- Decide who will be part of the interview with you (and ask them)
- Decide how long the interview will go for
- Set aside a day to carry out all the interviews to enable you to get a fair comparison
- Choose a place and make sure it is appropriate for the interview process
- Prepare questions and activities to carry out at the interview
- Prepare answers to likely questions the applicant may ask you (e.g. employment conditions, work expectations, salary, training opportunities, accommodation etc.)
- Make a list of 'must haves' and 'nice to haves'
- Contact the short-listed applicants to organise the interview
- Provide a job description for the role
- Inform applicants of any additional material you may like them to bring (production records, evidence of qualifications or skills etc.)
- Contact those applicants you don't want to interview to tell them they were unsuccessful

Have available at the interview:

- Job description and employment agreement, including details such as: hours of work, salary offered, accommodation available
- Interview template

During the interview:

- Introduce yourself and others present
- Make applicant or candidate feel comfortable
- Give an outline of the interview process
- Let applicant or candidate know you will be taking notes
- Go through prepared interview questions (see interview template)
- Carry out interview activities
- Let the candidate know what the process from here is and when they can expect to hear from you

After the interview/making a decision:

- Read through the notes you made on each applicant
- Use the information/criteria you prepared and recorded at the interview to go back over the person's suitability
- Carry out reference checks
- Make a decision
- Use the interview template to compare candidates
- Call the successful candidate and offer them the job
- Formally send a letter and employment agreement to the successful person
- Contact those who were not successful

Refer to section 2 of the *DairyNZ HR Toolkit* for more detailed information and resources on recruitment and selection or use our online resource peoplesmart.co.nz

Application Form

Note: This application form template can be removed from this book, copied and sent to potential employees for completion or alternatively applicants can fill this out when arriving for their first interview.

Use this template for each applicant. Additional copies can be found on peoplesmart.co.nz

This information is collected for the purpose of assessing your suitability for employment. Applicants must complete this form personally, answer all questions, and sign the declaration. All applicants have the right to access personal information and to request any correction necessary to ensure its accuracy. The Employment Application Form and your CV will be retained for 12 months then may be destroyed unless you request your CV to be returned to you.

Role applied for:	
Name	
Address	
Phone number	
Mobile number	
Email address	

Personal information

Do you have any criminal convictions or court action pending?	yes / no
If yes, please detail... we may check this against: www.police.govt.nz/service/vetting/	
Do you have permanent residency in New Zealand?	yes / no
If not, are you legally entitled to work in New Zealand?	yes / no
Do you give us permission to carry out a police check?	yes / no
Applicant's signature	
Do you have a valid driver licence?	yes / no class:

References

Prospective employer's name	
-----------------------------	--

Please provide the names and contact details of three work related referees.

In providing references I consent to the above named employer seeking verbal or written information on a confidential basis about me from my referees. I authorise the information sought to be released by them to the above named employer for the purposes of assessing my suitability for this role. I understand that the information to be received by the above named employer is supplied in confidence as evaluative material and will not be disclosed to me.

Referees

Name	
Phone number	
Nature of relationship	

Name	
Phone number	
Nature of relationship	

Name	
Phone number	
Nature of relationship	

Employment history

Please provide the following information about the last three positions you have worked in.

Employer name		
Role		
Key responsibilities		
Dates employed	from	to
Reason you left the job		

Employer name	
Role	
Key responsibilities	
Dates employed	from _____ to _____
Reason you left the job	

Employer name	
Role	
Key responsibilities	
Dates employed	from _____ to _____
Reason you left the job	

Education

What is your highest formal qualification? (e.g. NCEA level, AgITO, Diploma, Degree)	
Please list any other relevant qualifications you have	

Health

Have you had an injury or do you have a medical condition caused by gradual process, disease or infection (for example hearing loss, sensitivity to chemicals, occupational overuse or repetitive strain injuries, stress or depression), which the tasks of this job may aggravate or contribute to?	yes / no If yes, please detail:
---	------------------------------------

Do you have any health or physical condition which may affect your ability to effectively carry out the functions and responsibilities of the position you have applied for?	yes / no If yes, please detail:
--	------------------------------------

I agree to attend a medical practitioner if requested by the above named employer	yes / no
---	----------

I agree to undergo a drugs test if requested by the above named employer	yes / no
--	----------

Declaration

Ideclare that the answers to the questions in this application are true and correct. I understand that if any of the information is proved to be false or misleading or any relevant information is left out on this form or any other supporting documents, e.g. CV, then this may lead to my application being rejected or if appointed to a role, then I may be instantly dismissed.

Applicant's signature		Date	
-----------------------	--	------	--

To be completed by employer:

Interview	yes / no
-----------	----------

Phone Screening Questionnaire

If you require more copies to complete your phone screening then remove and copy. Alternatively additional copies can be downloaded and printed from peoplesmart.co.nz

Applicant information

Name	
Date	
Home phone	
Mobile	
Address	

To be interviewed	YES	NO
-------------------	-----	----

Questions	Notes	Rating scale
Experience Describe your experience Tell me about the things you are doing in your current role What are you responsible for?		1 _____ 3 _____ 5 _____ Poor Average Good

Questions	Notes	Rating scale
<p>Qualifications</p> <p>Outline the qualifications you have</p> <p>Are you involved in any training at present?</p>		<p>1 3 5</p> <p>Poor Average Good</p>
<p>What looking for</p> <p>What are you looking for in a new role?</p> <p>What areas would you like to develop or improve in?</p>		<p>1 3 5</p> <p>Poor Average Good</p>

Note: Remember to tell the applicant about the job you are offering, details of the recruitment process including timing and answer any questions they have.

Interview – Assistant Manager

Note: If you require more copies to complete your interviews then remove and copy. Alternatively, additional copies can be downloaded and printed from peoplesmart.co.nz

Applicant information

Name		
Home phone		Address
Mobile		Date

Add any other knowledge, skills or abilities you require from this person that are specific to the role, also list any values and attitudes that are important to you. You don't need to ask all these questions or complete all the activities. Highlight the ones you want to use in each section or add others that are relevant to your situation

Characteristic	Essential = in bold <i>Preferred = in italics</i>	Questions you could ask	Activities you could get them to do	Questions for referee	Notes	Rate the applicant
Physical	Physically fit Good health <i>Able to lift heavy objects</i>	Do you have any previous injuries that may prevent you from doing all the duties required in a farm job? What is the heaviest thing you have had to lift and how did you find it?	Lift a bag of calf meal Walk around part of the farm with you	Did they have many sick days? Were they physically capable of doing the jobs required?		1 _____ 3 _____ 5 _____ Poor Average Good

Characteristic	Essential = in bold <i>Preferred = in italics</i>	Questions you could ask	Activities you could get them to do	Questions for referee	Notes	Rate the applicant
Experience	<p>Three or four years dairy experience</p> <p>Identifying common animal health problems</p> <p>Treating common animal health problems</p> <p>Pasture management</p> <p>Calving and mating management</p> <p>Carrying out effluent requirements</p> <p>Knowledge of milk quality management</p> <p>Knowledge of safe machinery operation</p> <p>Stock handling skills</p> <p>Handling chemicals</p> <p>Calf rearing</p> <p>Moving irrigation equipment</p>	<p>Tell me about the experience you have had on farms</p> <p>When you identified cows with mastitis? What do you look for?</p> <p>What are the other common animal health problems that can occur? How would you identify and treat these?</p> <p>How have you trained someone to identify, treat and prevent lameness?</p> <p>What has been the most difficult animal health issue you have had to deal with?</p> <p>What are 5 important factors to consider at calving time?</p> <p>Tell us about the things that you have identified that can affect milk quality</p> <p>What experience have you had operating machinery?</p> <p>What things are important when you are moving/handling stock?</p> <p>What do you do if someone is being too rough with cows?</p> <p>What are the main things you have to monitor with any effluent system?</p> <p>What type of system have you used, what were the important things to watch for? Who operated the system?</p> <p>Explain what pasture management means</p>	<p>Explain the safety precautions you would take if you were handling chemicals on farm</p> <p>Show me what you would check on the tractor before operating it</p> <p>Treat a cow with mastitis or lameness</p> <p>Look at pre and post grazing residuals and get interviewee to put an estimate on these (or are they high, low, about right)</p> <p>Have them use the plate meter to assess a paddock</p> <p>Calculate how much area to give the cows based on the paddock cover and area and the number of cows</p>	<p>Can you confirm how long this person has been/did work for you?</p> <p>What things did they do as part of their job?</p> <p>What things were they responsible for?</p> <p>What things did they do well?</p> <p>What things didn't they like or weren't they good at?</p> <p>Explain what common animal health problems they could identify and treat</p> <p>What role did they have in relation to effluent management?</p> <p>How would you rate their ability to keep records?</p> <p>Explain what role they have had in managing the feeding of the herd. How well did they do this?</p>	<p>1</p> <p>Poor</p> <p>3</p> <p>Average</p> <p>5</p> <p>Good</p>	

Characteristic	Essential = in bold <i>Preferred = in italics</i>	Questions you could ask	Activities you could get them to do	Questions for referee	Notes	Rate the applicant
Attitude	<p>Punctual</p> <p>Positive</p> <p>Honest</p> <p>Strong work ethic</p> <p>Gives things a go</p> <p>Shows initiative</p>	<p>What things are important to you about where you work?</p> <p>Describe a good day at your current job</p> <p>Describe a bad day</p> <p>Can you think of an example of a time you were able to use your initiative? Explain what happened.</p>	<p>Assess their attitude as they answer the questions (are they defensive, evasive, etc.)</p>	<p>Were they on time?</p> <p>Did you find them to have a positive attitude? Give examples</p> <p>Were they honest?</p> <p>Did they have a strong work ethic? Give examples</p> <p>Did they give things a go?</p>		<p>1 _____ 5</p> <p>Poor _____ Average _____ Good</p>
Qualifications	<p>Full and current driver's licence</p> <p>National Certificate level 4 or equivalent level of training</p> <p>Milk quality training</p> <p><i>Other</i></p>	<p>Do you have a current driver licence? (View it)</p> <p>Do you have any relevant qualifications? (View them)</p> <p>What training have you had both off and on farm with your previous employers?</p> <p>Give examples of how you have used your training</p> <p>What are the areas that you would like training in or what course would you like to attend?</p>	<p>Read out a list of cow numbers and whether they have calved a heifer or a bull and get the applicant to write the list down as you call it out. Then get them to read it back to you. This allows you to check for literacy, numeracy, dyslexia, reading and attention to detail.</p>	<p>What training, both on and off farm has the person been involved in while working for you?</p> <p>How have they used this training in their role on farm?</p> <p>What areas do you think they require further training in?</p>		<p>1 _____ 5</p> <p>Poor _____ Average _____ Good</p>

Characteristic	Essential = in bold <i>Preferred = in italics</i>	Questions you could ask	Activities you could get them to do	Questions for referee	Notes	Rate the applicant
Fit with team	Able to work in a team	What do you think are keys to good teamwork?	Assess their presentation, cleanliness of their vehicle (inside and out).	How well did they operate as part of the team?	<p>1 _____ 5</p> <p>Poor Average Good</p>	
	Tidy around the house	What sort of people do you like to work with?		What did their house/accommodation look like most of the time?		
	High level of personal hygiene	Have you shared accommodation with others before and what irritated you about them?	Assess how well they answer questions and express themselves, do they listen.	What sort of things did they have to do to keep the shed clean?		
	Communicates easily	What is the best team that you have been part of and why?	What questions did they ask	Explain how they communicated with you		
	Listens	Have you had to supervise other staff? What did you find to be the biggest challenge?		Did they supervise the work of others at any stage?		
	Has previously worked with a team	How do you like to be managed?		Have they trained others? How well did they do this?		
Has supervised others	Tell us about a time when you had to raise an issue with your manager?					
Others						

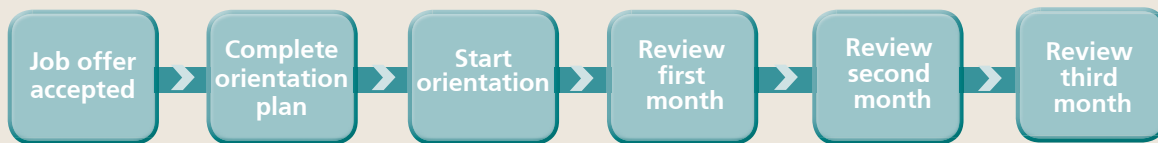


Orientation

It is important that new staff are properly introduced to the farm business, other staff and their role on the farm. This is the opportunity to make sure expectations are clear and to start the employment relationship off on the right foot.

In reality, the orientation period covers the first three months of a new employee's employment and if applicable (included in your Individual Employment Agreements) it will also include the 90 day trial period. If you are using the 90 day trial period make sure you fully understand both your rights and your employee's rights before the employment period starts.

Steps to take



There are two main parts to orientation:

1. Initial introduction (first two weeks).
2. Initial training period (getting a new person to be useful as quickly as possible).

Initial introduction

Use the Orientation Checklist to make sure you cover all of the important information a new employee needs. Cover this during the new employee's first two weeks. Complete and sign the Orientation and Health and Safety Acknowledgements.

Initial training/trial period

For the first three months of a new employee's employment you should meet monthly to set training/trial requirements, review and give formal feedback on progress for the month. This process will help to identify training needs for the new employee and ensure they have the opportunity to learn any new skills they might need. The purpose of this is to get the employee up to speed and operating as a valuable member of the team as soon as possible. This is also an important step in building a quality employment relationship. Start by completing the skill checklist with your new employee; use this to highlight the areas you will focus on with them over the first three months.

It is important that employees continue to develop their skills and experience. This will lead to improved work performance and increased job satisfaction and motivation for employees; this will be an ongoing process.

Staff File Checklist

Information required	Filed (✓ / ✗)	Date
Personal information sheet		
Employment agreement <ul style="list-style-type: none"> • Details of a trial or probation period • Signed by both parties 		
Job description <ul style="list-style-type: none"> • Signed by both parties 		
CV		
Application form		
Reference information		
Health and Safety acknowledgement		
Accident Compensation documentation (if applicable)		
Accommodation agreement <ul style="list-style-type: none"> • Signed by both parties 		
Wage and time records		
Holiday and leave records		
Record of completed training to-date		



Staff Personal Information

Name		Phone number	
Date of birth		Cell phone number	
Address			
Email			
Emergency contact name		Emergency contact phone number	
Emergency contact address			
Driver licence number		Driver licence Class/Endorsements	
IRD number			
Tax code		IR 330 complete yes/no	
Bank account number			
Deductions			
Date of annual holidays anniversary		Date of sick leave anniversary	
Allergies/conditions			
Other relevant information			

Role held	Start Date	Finish Date	Salary	Employment agreement signed and filed (✓ / ✗)



Orientation Checklist

Name	
Date	

Before the employee starts

Task/activity	Complete
Employment agreement and job description signed and filed Copy of each to employee	
Introduction to the area/community (include local contacts such as doctors, schools, community groups etc)	
Introduction to the farm business	
Prepare accommodation and other resources (PPE, tools, vehicles etc)	
Prepare employee file	
Gather appropriate documentation for completion on first day	

First day

Task/activity	Complete
Complete personal details form	
Complete appropriate documentation: <ul style="list-style-type: none"> • Tax IR330 • Health and Safety Manual acknowledgement • Inspect accommodation, complete Property Inspection Checklist • • 	

Task/activity	Complete
<p>First introductions</p> <ul style="list-style-type: none"> • Who works on the farm? • Who is responsible for what? • Where they fit into the team • Who they report to • Lines of reporting • Responsibility areas • • 	
<p>Farm layout</p> <ul style="list-style-type: none"> • Hazards • Important features • Farm map • Location of tools, important items, etc • • 	
<p>Emergency contacts: who, when and how to contact them</p> <ul style="list-style-type: none"> • Who they report to • Other staff • Neighbours • Suppliers, vet, farm consultant • • 	

Task/activity	Complete
<p>Employment terms and conditions</p> <ul style="list-style-type: none"> • Hours of work • Timekeeping – recording policy/procedure • Pay system – when, how much, frequency, method • Breaks – breakfast and lunch times etc. • Rosters – where kept, how to request changes, frequency of updating • • 	
<p>Health and safety</p> <ul style="list-style-type: none"> • Tour of farm identifying hazards • Introduction to health and safety policies (ATV, use of protective equipment, reporting procedures etc.) • Accident reporting procedure • Emergency procedures • Location of first aid kits • Fire safety equipment • Issue personal protective equipment (PPE) • Complete the Health and Safety acknowledgment • • 	
<p>Issue and discuss key parts of Farm Policy Manual including</p> <ul style="list-style-type: none"> • Conduct • Leave policy and procedures (including how to apply) • Communication (team meetings etc.) • Smoking • Alcohol and drugs • Dress standards • • 	

Within first two (2) weeks discuss the following

Task/activity	Complete
<p>Position expectations</p> <ul style="list-style-type: none"> • Job description • Expected standards • Check understanding of employment and job description terms • • 	
<p>The business</p> <ul style="list-style-type: none"> • Goals/targets – production and business • Values and culture • Other key people involved, e.g. shareholders, consultants • • 	
<p>Health and safety</p> <ul style="list-style-type: none"> • Health and Safety Manual containing rules and policies 	
<p>Rules and procedures</p> <ul style="list-style-type: none"> • Discipline • Expected behaviour and conduct • Grievances and complaints • • 	
<p>Performance</p> <ul style="list-style-type: none"> • Performance planning and review • Talk about probation/trial period specifications (if applicable) • • 	
<p>Training and development</p> <ul style="list-style-type: none"> • On-job skills/knowledge • Off-job courses • Career development • 	

Property Inspection

This report should be used to record the condition of the accommodation at the beginning and end of the period of tenancy. The landlord and the tenant should fill out this form together and agree on any action required.

Property	
Landlord(s)	
Tenant(s)	
Date of inspection	

State rating (S = satisfactory, N = needs attention – detail action required)

Entrance / hall

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Lounge

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Dining room

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Kitchen

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Cupboards/drawers			
Bench tops/tiling			
Sink/disposal unit			
Taps			
Stove			
Exhaust fan			
Comments/other			

Bedroom 1

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Bedroom 2

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Bedroom 3

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Comments/other			

Bathroom

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Bath			
Shower			
Shower screen			
Wash basin			
Tiling			
Mirror/cabinet			
Towel rail			
Toilet			
Comments/other			

Laundry

	State at start	Action required	State at end
Walls/ceiling/woodwork			
Floor/coverings			
Curtains/blinds			
Light fittings/power points			
Windows/doors/screens			
Wash tubs			
Comments/other			

Exterior

	State at start	Action required	State at end
Exterior walls/window frames			
Lawns/gardens			
Roof/gutters			
Garage/carport/driveway			
Clothes line			
Fences/gates			
Mailbox			
Balcony/veranda/porch			
Outside lights			
Doorbell/security system			
Comments/other			

Other comments

Impact on tenant as a result of failing to take required action at the end of the tenancy

Failure to take the required action/s detailed in the report above will result in deductions to the tenant's bond to make good the repairs/cleaning required.

The cost of remedial action will be determined by obtaining two quotes to complete the work and selecting the lowest amount.

The amount to be deducted is estimated at: \$ _____

(subject to receiving quotes)

NOTE: Given there is a need for action to be taken quickly, before the next staff member commences work, the availability of contractors may be limited and cost may be greater than expected.

Acknowledgement

This report is a fair reflection of the state of the property and the action required to remedy the situation. (Do not sign unless you agree with all the details in the report.)

Landlord	
Signed	
Date	

Tenant	
Signed	
Date	

Orientation Acknowledgement

Employee to complete after the first month of employment

Manager's name	
Employee's name	
Position held	

The following documentation has been sighted, completed and signed

Documentation	Tick if completed
Personnel file information	
IR330 tax form	
Individual employment agreement	
Job description	
Health and safety manual and acknowledgement	
Orientation training plan – first month	

I have copies of the following

Documentation	Tick if completed
Individual employment agreement	
Job description	
Roster	
Health and safety manual (to read)	
Orientation training plan – first month	

In the next sections please tick the first column if you know and understand or the second column if you would like further information.

Do you know?	I know and understand	I need more information
When you should report to work?		
Where you should leave personal property?		
When you can take breaks?		
Code of conduct?		
Your rate of pay?		
How and when you are paid?		
Your days and hours of work?		
How to report the following:		
- Absence from work?		
- An accident?		
- A change in personal circumstances?		
The names of the people in the team?		

Do you understand?	I know and understand	I need more information
Attendance rules?		
Safety policy and regulations?		
General workplace hazard?		
Smoking rules?		
Alcohol and drug rules?		
Farm policies/procedures?		
Other		

Do you know?	I know and understand	I need more information
How your job fits into the whole scheme of things?		
Who you report to?		
How to do the tasks required?		
What possible safety hazards there are?		
What protective actions are required?		
Are you confident that you can carry out the job?		

Please list any questions you have regarding the farm or your position

Items followed up and actions taken

In signing this document I acknowledge that I have read and understood the farm Health and Safety Manual. I have read and understood the Farm Policies and Procedures Manual and I understand my job responsibilities. I agree to abide by these.

Employee's signature	
Date	
Manager's signature	



Health and Safety Acknowledgement

Health and safety area	Date completed	Employer initial done	Employee initial done
<p>General health and safety</p> <p>I have been shown how to do my job safely including:</p> <p>The use of guards and other safety equipment</p> <p>The safety signs and what they mean</p> <p>How to safely use/store and maintain safety equipment</p> <p>How to safely use/store and maintain equipment, machinery, tools and hazardous substances</p>			
<p>I know:</p> <p>My responsibilities as an employee</p> <p>Who to report to with health and safety issues</p> <p>Where health and safety information is kept</p>			
<p>Hazards</p> <p>I know:</p> <p>What the workplace hazards are</p> <p>What the controls are for these hazards</p> <p>How to report hazards</p> <p>Where the records of hazards are kept</p> <p>Safe work procedures</p>			
<p>Emergencies</p> <p>I am familiar with:</p> <p>Where the fire extinguishers are</p> <p>The emergency procedures</p> <p>Where the first aid kit is</p> <p>Who the first aider is</p>			

<p>Incidents and injuries</p> <p>I know how to report:</p> <p>Injuries</p> <p>Near hits/near misses</p> <p>Early signs of discomfort</p> <p>Where incident/injury forms are kept</p> <p>Who to give forms to</p>			
<p>We have completed all areas of this checklist and understand our responsibilities.</p>			

Employee		Date	
Employer/Manager		Date	

Skill Checklist – Assistant Manager

Employee	
Employer/Manager	
Date	

1	2	3	4	5
Limited or no knowledge or skill, 100% supervision	Some skill, can assist with task, 80% supervision	Needs supervision 40-60% of time	Needs supervision 20-40% of time	Very competent, can train others

Note: It would be expected that an Assistant Manager/ZIC would be scoring 3-4 for the practical areas and 1-3 for the management areas

	Ranking	1	2	3	4	5	Notes
General farm skills							
Vehicles - tractor							
Can carry out basic maintenance							
Good driving practices							
Can safely use power take offs							
Can cope with slopes and other hazards							
Can safely use hydraulics/loader							
Can safely feed out							
Vehicles – quad bike/motorbike							
Can carry out basic maintenance							
Practises safe cornering techniques							
Can cope with slopes and other hazards							
Can use attachments, loads and towing							
Wears safety helmet							
Vehicles – other (specify)							
Identifies faults & can do straight forward repairs							

Ranking	1	2	3	4	5	Notes
General Farm						
Can change ball-cock in water trough						
Able to replace tape gate handles						
Can locate and fix fence shorts						
Understands fence power						
Can set up portable water trough						
Able to replace post if broken						
Able to join wire together if broken						
Can repair water leaks						
Can identify pump problems						
Can complete preventative maintenance						
Ranking	1	2	3	4	5	Notes
Safety						
Uses personal protective equipment						
Understands agrichemicals (storage, handling, mixing)						
Knows disease prevention (e.g. Leptospirosis)						
Carries out sun protection						
Understands health and safety responsibilities						
Other health and safety (specify)						

	Ranking	1	2	3	4	5	Notes
Milk Production							
Feed							
Understands key components of pasture quality							
Can manage pasture allocation							
Can collect accurate pasture data							
Can calculate feed supply and demand							
Is able to use pasture management tools							
Can recognise feed surplus/deficit							
Carries out nutrient budgeting							
Can manage nutrients according to plan							
Can operate irrigation efficiently							

Ranking	1	2	3	4	5	Notes
Milk Harvesting						
Can manage the farm dairy efficiently						
Can maintain the farm dairy in clean & hygienic state						
Meets the requirements of the dairy company						
Identifies faults in dairy plant						
Fixes minor faults in plant						
Can use backing gate appropriately						
Can use specialist dairy equipment, e.g. drafting system						
Ranking	1	2	3	4	5	Notes
Milk Quality						
Manages 'dirty cows'						
Implements dairy hygiene requirements						
Maintains dairy processor manual						
Can trouble shoot to prevent problems						

Ranking	1	2	3	4	5	Notes
Stock Management						
Animal Health & Welfare						
Identifies mastitis						
Can treat mastitis						
Identifies lame cows						
Can treat lame cows						
Identifies unwell animals						
Identifies bloat						
Carries out timely treatment of unwell animals						
Appropriately handles/moves animals						
Identifies specific issues related to housed cows						
Identifies specific issues related to brassica fed cows						
Accurately keeps records						
Knows animal health & welfare requirements						

Ranking	1	2	3	4	5	Notes
Team work						
Evidence of good communication with other staff						
Evidence of good communication with manager						
Evidence of providing support to relief staff						
Can supervise others						
Can manage day to day operations						
Can delegate to others						
Carries out orientation of new staff						
Can train others						
Can run staff meetings						
Manages Health & Safety requirements						
Ranking	1	2	3	4	5	Notes
Self Management						
Punctuality						
Tidiness						
Able to plan out daily activities/duties						
Personal hygiene						
Attitude						
Time management and efficiency						

The First 90 Days Training Plan

The purpose of this training plan is to assist both the employer and employee to set progress goals and monitor these in the first 90 days of the employment relationship. Meet once a month and complete each section. List the five main areas the employee needs to develop over each month; both the employee and employer should keep a copy.

Within the first two weeks of employment, complete the table below together. Use the skills checklist to identify areas of focus.

Areas for focus (from skill checklist)	Current level (use words to describe)	Achievement level required (use words to describe)	Training (what, who and when)	At review, the actual level achieved (use words to describe)

At the end of the first month, review the areas for focus above and complete the review column in the table. Fill in the boxes below, and turn over the page to identify and set the focus areas for the next month.

Date for first review

Notes on performance and attitude over the first month

Issues identified

Follow up action required – what, who, when

The second month

Identify the areas of focus for the second month. Continue to focus on developing knowledge and skills.

Areas for focus (from skill checklist)	Current level (use words to describe)	Achievement level required (use words to describe)	Training (what, who and when)	At review, the actual level achieved (use words to describe)

At the end of the second month, review the areas of focus above and complete the review column in the table. Fill in the boxes below and identify and set the focus areas for the next month on the facing page.

Date for second review

Notes on performance and attitude over the second month

Issues identified

Follow up action required – what, who, when

Note: If there are ongoing areas of concern with the employee's performance or behaviour it may be necessary to begin disciplinary action or consider your options under the 90 day trial period (if relevant). For assistance or advice on this refer to the Department of Labour or find more information at peoplesmart.co.nz.

The third month

Identify the areas of focus for the third month. Continue to focus on developing knowledge and skills.

Areas for focus (from skill checklist)	Current level (use words to describe)	Achievement level required (use words to describe)	Training (what, who and when)	At review, the actual level achieved (use words to describe)

At the end of the third month, review the areas of focus above and complete the review column in the table. Fill in the boxes below. This process can be continued if desired, perhaps on a quarterly basis or use the AgITO Training Plan to drive the learning and development of your people. Visit agito.ac.nz.

Date for third review

Notes on performance and attitude over the third month

Issues identified

Follow up action required – what, who, when

Note: If there are ongoing areas of concern with the employee's performance or behaviour it may be necessary to begin disciplinary action or consider your options under the 90 day trial period (if relevant). For assistance or advice on this refer to the Department of Labour or find more information at peoplesmart.co.nz.

peoplesmart.co.nz
dairynz.co.nz