

# *DairyNZ QuickStart Recruitment Kit – Farm Manager*

*Your solution to getting recruitment right, the first time*



[dairynz.co.nz](http://dairynz.co.nz)

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**DairyNZ** 



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# Contents

<b>Introduction</b>	<b>5</b>
Legal Obligations	5
<b>Role</b>	<b>6</b>
Job Description – Farm Manager	7
Person Specification – Farm Manager	15
<b>Recruitment</b>	<b>17</b>
Application Form	19
Phone Screening Questionnaire	23
Interview – Farm Manager	25
<b>Orientation</b>	<b>30</b>
Staff File Checklist	31
Staff Personal Information	33
Orientation Checklist	35
Property Inspection	39
Orientation Acknowledgement	47
Health and Safety Acknowledgement	51
Skill Checklist – Farm Manager	53
The First 90 Days Training Plan	61



# Introduction

Welcome to the *DairyNZ QuickStart Recruitment Kit* for farm 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](http://www.dol.govt.nz/er)

[www.ird.govt.nz](http://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 – Farm 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](http://peoplesmart.co.nz) to write your own job description reflecting what you require from the role in your farming business.

Employee	Manager	Date
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<b>Job title</b>	<b>Farm Manager</b>
<b>Purpose of position</b>	Responsible for achieving both production and financial goals. Recruits, trains and manages staff to assist in achieving goals and maintain the farm. Sets budget in consultation with owner and is responsible for achieving budget. Reports regularly to the owners. Requires minimal input from farm owner/s.
<b>Reporting lines</b>	Reports to Farm Owner

<b>Responsibility area/tasks</b>	<b>Performance measure (what does good look like?)</b>	<b>Additional comments</b>
<b>Business Management.</b> Responsible for operating farm within agreed budget and financial objectives, including:		
Responsible for the implementation of the Financial Budget and the Strategic Plan for the farm	Farm targets are achieved as identified in the strategic plan Operational business risks are identified early and mitigated Involved in the development of the annual farm budget and then manage within the budgeted parameters	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p>(cont'd)</p> <p>Responsible for the implementation of the Financial Budget and the Strategic Plan for the farm</p>	<p>Farm owner receives all invoices before the 15th of each month</p> <p>Progress against budget is monitored, trends or variances reported to farm owner monthly</p> <p>No un-budgeted expenditure without prior approval</p>	<p>maintaining a team of quality staff, who are productive, happy and enhance the farm's reputation as an employer, including:</p>
<p><b>Staff management:</b> Operate the farm conducive to maintaining a team of quality staff, who are productive, happy and enhance the farm's reputation as an employer, including:</p>	<p>Staff are included and involved in the business so they understand the farm targets, their role in achieving these targets and they are encouraged to contribute when developing the day to day management plan</p> <p>Regular staff meetings occur, using an agenda and resulting in actions</p> <p>Staff rosters are fair and ensure staff work acceptable hours, time-sheets are kept to confirm hours staff are working</p> <p>Performances appraisals are completed quarterly with all staff (including part-time staff)</p> <p>Staff vacancies are filled within 6 weeks of any resignation (or as agreed with farm owner)</p> <p>Unplanned turnover is minimised, as is the impact of staff issues and conflict</p> <p>All farm OSH requirements are met</p> <p>All new staff have a structured orientation</p> <p>Training and development needs are identified for all staff and steps taken to meet these</p> <p>Staff are managed in a way that meets legal requirements</p>	



Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p><b>Production management:</b> Collect and use information to ensure farm targets are met, including:</p> <p>Responsible for achieving the farm production targets by ensuring information is collected and used to manage herd feeding, maximising milk production, protecting pasture quality and avoiding pasture damage</p>	<p>Production management: Collect and use information to ensure farm targets are met, including:</p> <p>Target milk production met</p> <p>Day to day production per cow is monitored against targets, results are communicated to farm owner</p> <p>Pasture cover is accurately measured in a timely way, data is analysed and used to make herd feeding decisions</p> <p>Spring rotation planner and other feed planning tools used for assisting decision making</p> <p>Any surplus/deficit is managed in a proactive way, any feed conservation requirements agreed with farm owner</p> <p>All grazing residuals throughout the season meet with agreed farm targets</p> <p>Source required supplements as agreed</p> <p>Feed quality is maximised through appropriate use of inputs, including; nitrogen, irrigation, crops, other supplements as agreed with farm owner</p>	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p><b>Stock management – animal health and welfare.</b> Responsible for the management animal health and welfare on farm, including:</p>	<p>Death rates are minimised and are less than targets</p> <p>Planning requirements are completed prior to calving, mating and winter</p> <p>Plans are implemented and monitored</p> <p>Farm targets for calving, mating and wintering are met</p> <p>Animal health issues are minimised by proactive identification and treatment of stock</p> <p>All stock are managed and handled in a way that protects the welfare of the animals</p> <p>Animal health strategies are agreed with the farm owner before being implemented</p> <p>Stock records are up to date so accurate reconciliations can be completed at any time</p>	
<p>Responsible for managing all stock associated with the farm business to the highest level</p>	<p>Calves kept for rearing are fed colostrum, tagged correctly, recorded and delivered to calf rearing facility within the first 24 hours</p> <p>Heifer calves are reared so target weights are met before they leave the property</p> <p>Heifer progress is monitored post weaning, the reintroduction of in-calf heifers is managed to ensure quality replacement heifers are produced at 24 months</p> <p>Gate sale bobby calves are four days old, above minimum specified weights, free of inhibitory substances</p>	
<p>Objective is to rear calves to the target weights so only quality young stock re-enter the herd</p>		

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p><b>Milk production.</b> Responsible for meeting targets, including:</p> <p>Objective is only top quality product leaves the farm gate. Achieved through continuous grade-free seasons according to farm targets</p>	<p>Only milk of the finest quality is presented for collection</p> <p>Dairy operated at optimum efficiency and stress-free for people and animals</p> <p>Cows are milked appropriately, marked cows dealt with as per Farm Operations Manual requirements. All cows are teat sprayed before they leave the dairy</p> <p>Dairy plant and equipment is clean and maintained to a high standard</p> <p>Faults are identified quickly and action is taken to fix these</p> <p>Compliance with annual agriquality inspection, dairy company requirements followed</p>	
<p><b>Record keeping.</b> Responsible for overseeing all farm records, including:</p> <p>Maintain all farm records in an accurate and timely manner</p>	<p>Herd records accurate and up to date (including calving and mating details)</p> <p>Animal Health Traceability Records accurate and up to date (including all treatments)</p>	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<p>(cont'd)</p> <p>Maintain all farm records in an accurate and timely manner</p>	<p>Resource Management Act requirements are met (effluent disposal and water consent)</p> <p>Staff leave is recorded (including annual leave, public holidays, sick leave, bereavement leave and scheduled days off)</p> <p>Weekly and monthly reports are completed accurately and on time</p> <p>All monitoring and associated paperwork required to comply with TB legal requirements must be correctly completed</p>	
<p><b>Asset management.</b> Responsible for ensuring asset management as per Farm Policy, including:</p>		
<p>Manage the farm infrastructure and maintain the farm assets</p>	<p>Crop and pasture establishment is completed in a timely manner as agreed</p> <p>No weeds reach flowering</p> <p>All areas of the property are tidy and well presented</p> <p>All accommodation, garden and section areas are maintained in a tidy, well presented state</p>	

Responsibility area/tasks	Performance measure (what does good look like?)	Additional comments
<b>Natural resource management.</b> Responsible for managing natural resources, including:		
Ensure environmental requirements are met as outlined in the Farm Operations Manual	Effluent is managed within the requirements of the farm Resource Consent conditions at all times	
	There is an effluent management plan for the farm	
	Staff are trained in the correct operation of the effluent system	
	Fertiliser is applied according to the fertiliser plan in a timely way, all applications are recorded	
<b>Health and safety.</b> Ensure the farm promotes a safe work environment, including:		
	Health and safety in employment legislation is complied with	
	People on farm are kept safe	
Comply with all health and safety requirements as outlined in the Health & Safety Manual	Farm owner notified of new hazards, these are eliminated, minimised or isolated as appropriate	
	Farm owner notified of accidents or near miss accidents (injury or non-injury), accident reports are completed	



## Person Specification – Farm 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
<b>Physical</b>	Physically fit Good health	
<b>Experience</b>	Minimum of five years on farm dairy experience Understands all aspects of the farm system Managing staff	Budgeting Has developed systems and processes for farm activities
<b>Attitude</b>	Forward thinking Focused on improvement Target focused Uses initiative Problem solver High level of judgement Informed	Shows initiative
<b>Qualifications</b>	National Certificate in Production Management or similar	National Diploma in Agribusiness Management Certificate in Rural Staff Management or similar Diploma in Agriculture Agricultural science or management Bachelor's Degree
<b>Interpersonal skills</b>	High level communicator Calm and collected Teacher/coach Delegator Has previously managed people	
<b>Other</b>	Organised with good planning skills Able to prioritise Operates in a proactive way	

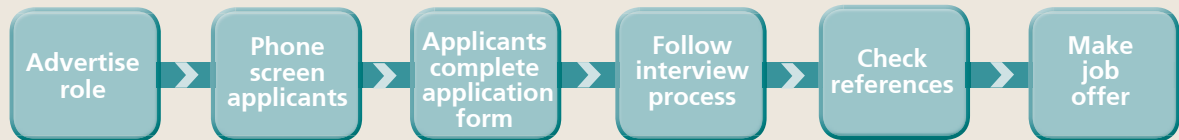




# Recruitment

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* 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 the online resource [peoplesmart.co.nz](http://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](http://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.

<b>Role applied for:</b>	
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: <b><a href="http://www.police.govt.nz/service/vetting/">www.police.govt.nz/service/vetting/</a></b>	
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
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I agree to undergo a drugs test if requested by the above named employer	yes / no
--	----------

## Declaration

I .....declare 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	
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To be completed by employer:

Interview	yes / no
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# 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](http://peoplesmart.co.nz)

## Applicant information

Name	
Date	
Home phone	
Mobile	
Address	

To be interviewed	YES	NO
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Questions	Notes	Rating scale
<p><b>Experience</b></p> <p>Describe your experience</p> <p>Tell me about the things you are doing in your current role</p> <p>What are you responsible for?</p>		<p>1 Poor</p> <p>3 Average</p> <p>5 Good</p>





# Interview – Farm 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](http://peoplesmart.co.nz)

## Applicant information

Name		
Home phone		
Mobile		
	Address	
	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
<b>Physical</b>	<b>Physically fit</b> <b>Good health</b> <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 Poor      Average      Good 5

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
<b>Experience</b>	<p><b>Five years plus dairy experience</b></p> <p><b>Feed budgeting</b></p> <p><b>Allocation of feed to stock</b></p> <p><b>Minimise and manage animal health issues</b></p> <p><b>Manage milk quality</b></p> <p><b>Manage calving and mating</b></p> <p><b>Managed, supervised and trained staff</b></p> <p><b>Dealt with people performance issues</b></p> <p><b>Worked within budget parameters, contributed to budget process</b></p> <p><b>Manage within farm consent requirements</b></p> <p><b>Calf rearing</b></p> <p><b>Moving irrigation equipment</b></p>	<p>Tell me about your previous experience</p> <p>What have you been responsible for?</p> <p>Explain how you have trained staff in the prevention and treatment of lameness</p> <p>What are the other common animal health problems that can occur?</p> <p>What has been the most difficult farm management issue you have had to manage? What did you do? Would you do things differently next time? How?</p> <p>What are 5 important factors to consider at calving time?</p> <p>Tell us about the things that can affect milk quality on farm. How have you controlled milk quality when you have had staff?</p> <p>What do you do if someone is being too rough with cows?</p> <p>How have you managed the effluent requirements in your previous roles?</p> <p>What are the main components of top level pasture management? How have you achieved this?</p> <p>Explain your management style. Why would someone want to work for you?</p> <p>What would be your priorities in your first 2 months on farm?</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>Show them the effluent system and ask them what they would monitor and how they would manage the system</p> <p>Introduce them to the other staff, how do they interact with them?</p> <p>Look at the cows, what Body Condition Score would they give the herd? How would they manage the herd over the next 2 to 3 months?</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>Did they understand the requirements of good herd health and did they follow these?</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>Would you employ/re-employ this person in a management role in your business?</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
<b>Attitude</b>	<b>Forward thinking</b> <b>Focused on improvement</b> <b>Target focused</b> <b>Uses initiative</b> <b>Problem solver</b> <b>High level of judgement</b> <b>Informed</b>	What things are important to you about where you work? Describe a good day at your current job Describe a bad day What are some of the big decisions you have made? What are your production targets in your current role? Are these the only targets you have? Have you met these? How do you stay up to date with what is happening in the industry?	Assess their attitude as they answer the questions (are they defensive, evasive, etc.)	Were they on time? Did you find them to have a positive attitude? Give examples Were they honest? Did they have a strong work ethic? Give examples Did they understand your targets, did they meet them? Were they informed and up to date with industry issues?		1 Poor 3 Average 5 Good
<b>Qualifications</b>	<b>Full and current driver licence</b> <b>National Certificate level 4 or equivalent level of training</b> <b>National Certificate in Production Management L5 or equivalent</b> <b>Milk quality training</b> <i>Other</i>	Do you have a current driver licence? (View it) Do you have any relevant qualifications? (View them) What training have you had both off and on farm with your previous employers? Give examples of how you have used your training What are the areas that you would like training in or what course would you like to attend?		What training, both on and off farm has the person been involved in while working for you? How have they used this training in their role on farm? What areas do you think they require further training in?		1 Poor 3 Average 5 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
Fit with team	<b>Able to communicate well with others</b>	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?		1 Poor      Average      Good 5
	<b>Listens effectively</b> <b>Calm and collected</b> <b>Teacher/coach</b> <b>Delegator</b> <b>Has managed people</b>	What sort of people do you like to work with? How do you get the best from people in the team? What is the best team that you have been part of and why? What has been your biggest challenge when managing people? How do you like to be managed? Tell me about a time when something has gone really wrong, what did you do?	How would you deal with consistent poor performance from someone in the team? Assess how well they answer questions and express themselves, do they listen. What questions did they ask?	What did their house/accommodation look like most of the time? Explain how they communicated with you How well did they manage other staff? What staff issues did you have during their time as manager? Have they trained others? How well did they do this? Do others like to work with or for the interviewee? What are their strengths/weaknesses as a manager?		
Others	<b>Organised with good planning skills</b> <b>Able to prioritise</b> <b>Operates in a proactive way</b>	Explain how you would organise your day and that of the team Give an example of how you have prioritised a busy day Step us through the last season, highlighting how and when you have chosen to complete key tasks		How organised were they? How did they handle the pressure of the busy times? What strategies did they use to get through these? How well do they prioritise jobs? Would you say they are proactive? Give examples		

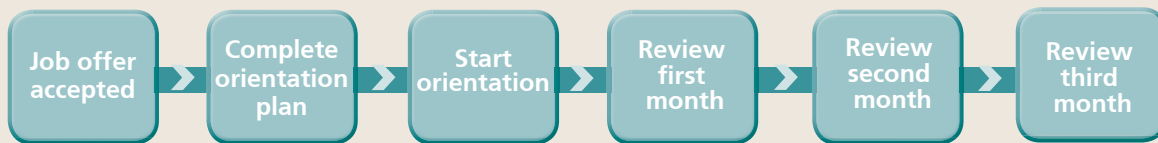


# Orientation

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"> <li>• Details of a trial or probation period</li> <li>• Signed by both parties</li> </ul>		
Job description <ul style="list-style-type: none"> <li>• Signed by both parties</li> </ul>		
CV		
Application form		
Reference information		
Health and Safety acknowledgement		
Accident Compensation documentation (if applicable)		
Accommodation agreement <ul style="list-style-type: none"> <li>• Signed by both parties</li> </ul>		
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"> <li>• Tax IR330</li> <li>• Health and Safety Manual acknowledgement</li> <li>• Inspect accommodation, complete Property Inspection Checklist</li> <li>•</li> <li>•</li> </ul>	

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

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

Within first two (2) weeks discuss the following

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

## 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.

<b>Property</b>	
<b>Landlord(s)</b>	
<b>Tenant(s)</b>	
<b>Date of inspection</b>	

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.

<b>Employee's signature</b>	
<b>Date</b>	
<b>Manager's signature</b>	



# Health and Safety Acknowledgement

Health and safety area	Date completed	Employer initial done	Employee initial done
<p><b>General health and safety</b></p> <p><b>I have been shown how to do my job safely including:</b></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><b>I know:</b></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><b>Hazards</b></p> <p><b>I know:</b></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><b>Emergencies</b></p> <p><b>I am familiar with:</b></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>			

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

Employee		Date	
Employer/Manager		Date	

# Skill Checklist – Farm 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 a Farm Manager would be scoring 4-5 for all areas

	Ranking	1	2	3	4	5	Notes
<b>General farm skills</b>							
<b>Vehicles – tractor</b>							
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							
<b>Vehicles – quad bike/motorbike</b>							
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							
<b>Vehicles – other</b>							
Identifies faults and does straight forward repairs							

Ranking	1	2	3	4	5	Notes
<b>General farm</b>						
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 a 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
<b>Safety</b>						
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
<b>Milk Production</b>						
<b>Feed</b>						
Productivity – can balance production & cost						
Can manage key components of pasture quality						
Can manage pasture allocation						
Carries out seasonal planning to farm policy						
Can collect accurate pasture data						
Can calculate feed supply and demand						
Is able to use pasture management tools						
Can identify and manage surpluses						
Can identify and manage deficits						
Carries out nutrient budgeting						
Can manage nutrients according to plan						
Can operate irrigation efficiently						
Understands source feed						
Understands irrigator maintenance						

Ranking	1	2	3	4	5	Notes
<b>Milk quality</b>						
Manages 'dirty cows'						
Implements dairy hygiene requirements						
Maintains dairy company policy manual						
Can trouble shoot to prevent problems						

Ranking	1	2	3	4	5	Notes
<b>Milk Harvesting</b>						
Can manage the farm dairy efficiently						
Can maintain the farm dairy in clean and hygienic state						
Meets the requirements of the dairy company						
Can identify faults in dairy plant						
Can fix minor faults in plant						
Ensures backing gate used appropriately						
Can use specialist dairy equipment, e.g. drafting system						



Ranking	1	2	3	4	5	Notes
<b>Stock management</b>						
<b>Animal health and welfare</b>						
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 and welfare requirements						

Ranking	1	2	3	4	5	Notes
<b>Seasonal management requirements</b>						
Manages calving						
Assists calving cows in difficulty						
Matches newly calved cows and calves						
Manages mating						
Rears calves						
Drenches and manages young stock						
Manages dry stock, including bulls						
Ranking	1	2	3	4	5	Notes
<b>Recording</b>						
Meets reporting requirements to farm owner						
Keeps all records accurate and up to date						
Ranking	1	2	3	4	5	Notes
<b>Natural Resource Management</b>						
Sets effluent plan and monitors						
Keeps all effluent records						
Understands regional council compliance requirements						
Manages irrigation						

Ranking	1	2	3	4	5	Notes:
<b>Staff Management</b>						
Evidence of good communication with staff						
Evidence of good communication with farm owner						
Can recruit new staff						
Manages day to day operations						
Can delegate to others						
Carries out orientation for new staff						
Can train others						
Runs staff meetings						
Manage health & safety requirements						
Carries out performance appraisals						
Meets people legal responsibilities						
Coordinates off farm training for staff						
Builds team culture						

Ranking	1	2	3	4	5	Notes:
<b>Self management</b>						
Punctuality						
Tidiness						
Able to plan out daily activities/duties						
Personal hygiene						
Attitude						
Time management and efficiency						
Ranking	1	2	3	4	5	Notes:
<b>Financial</b>						
Understands and works to farm budget						
Contributes to budgeting process						
Completes cash flow forecasts						
Completes financial reporting						
Processes invoices						
Ranking	1	2	3	4	5	Notes:
<b>Other</b>						

# 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](http://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](http://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](http://peoplesmart.co.nz).

*peoplesmart.co.nz*  
*dairynz.co.nz*