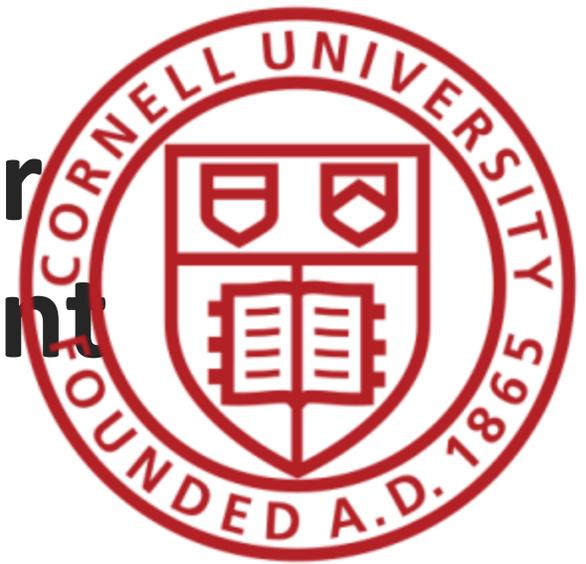


# Matching Employee and Employer Expectations to Boost Commitment and Performance



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# Good Employees Are Hard to Find

**Jobs market: Labor shortage means longer hours but more cash for workers**

**[Paul Davidson](#), USA TODAY**

Jan. 16, 2018



CTV News Montreal  
(Wednesday, Sept 5,  
2018)

Canada's small and mid-sized companies must find ways to adapt to a "new norm" of worker shortages that will likely persist for a decade, says Pierre Cleroux, chief economist for the Business Development Bank of Canada.

From the New Zealand Herald:  
**Dairy farmers are struggling to recruit good staff locally**

2 Mar, 2017 12:30pm

3 minutes to read



The Country  
By: Nicole Sharp

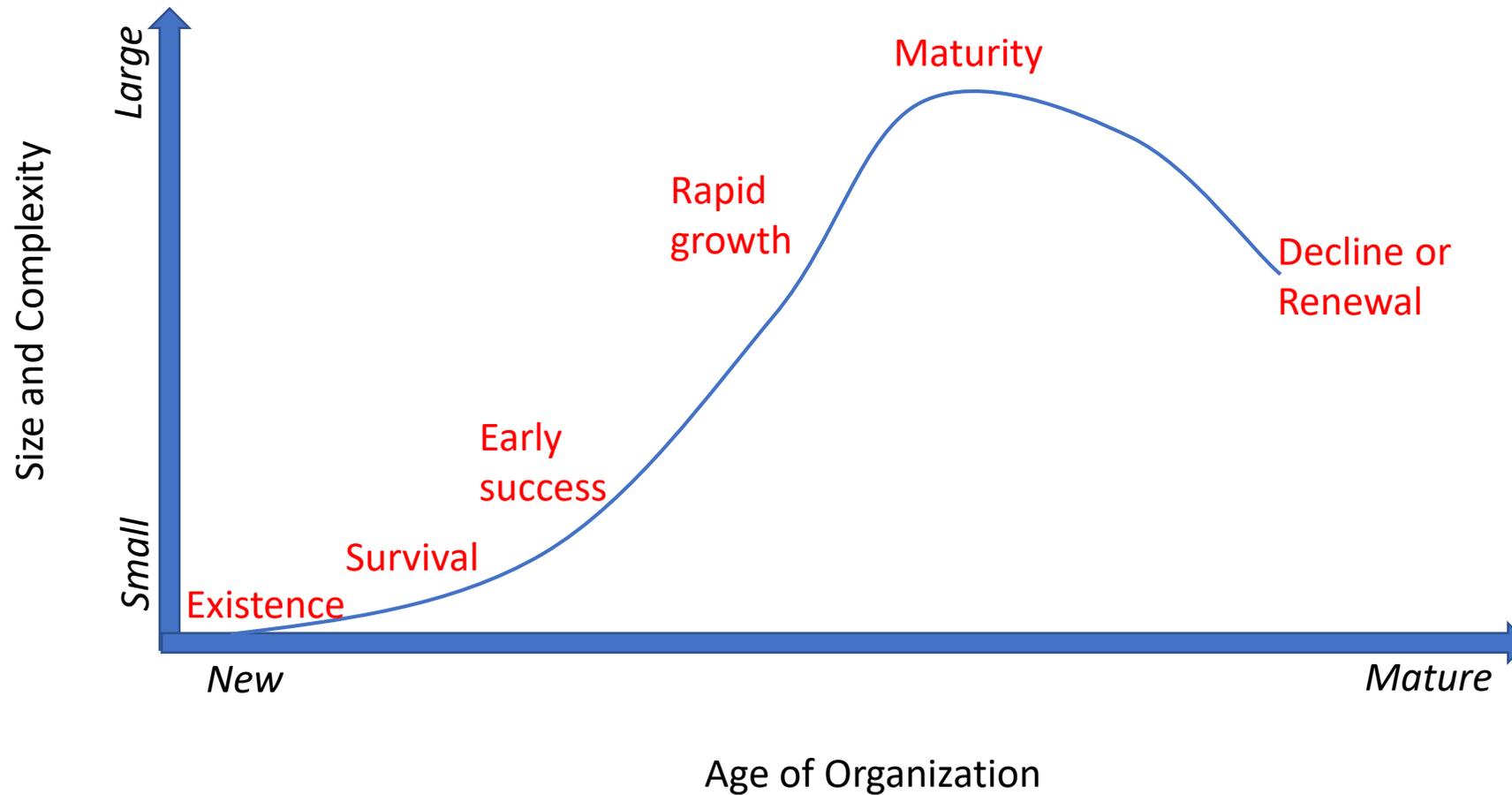


The dairy industry continues to be plagued by a lack of skilled workers.

DairyNZ recently ran a survey which found farmers were more inclined to employ New Zealand staff, but there was a shortage of skilled workers.



# Business Growth Stages



# Growth Stages and Leadership Needs

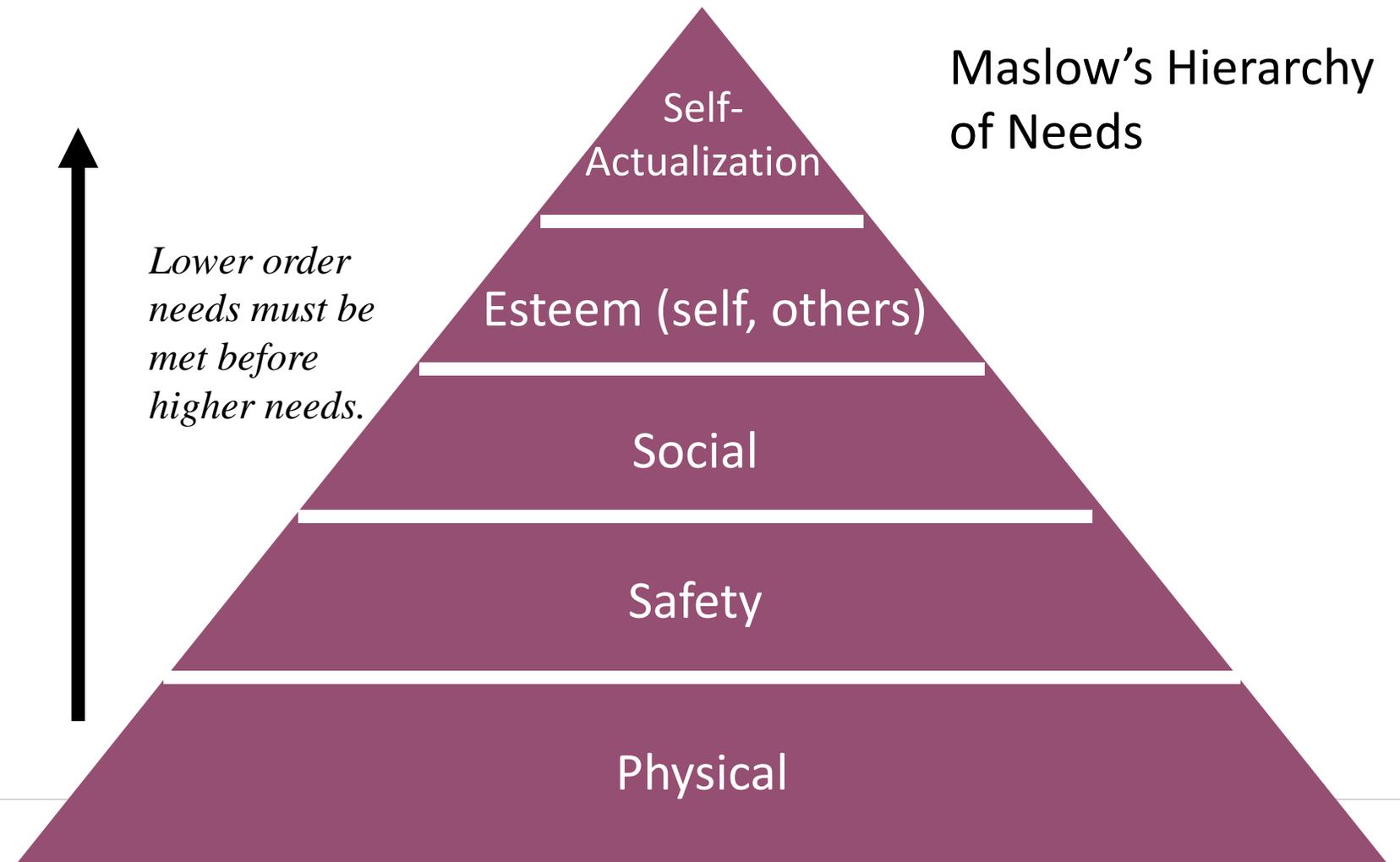
Business Stage (# of people)	Structure	Leadership Needs
1. Existence (1)	A founder with a plan.	Self leadership and planning.
2. Survival (<10)	The founder plus a few hustling to make it.	Owner leading sales and relationship building.
3. Early Success (10-20)	A small team learning to win, and still very close to the founder.	Naturally engaged founder/leader sharing success and vision with a larger team.
4. Rapid Growth (20+)	The founder at the top of a quickly growing organization with specialized skills.	Development of specialized functions: production, sales, accounting, HR. Delegation of decision-making.
5. Maturity (40+)	Multiple hierarchical layers, professional management. Founder may be only a legend.	Leadership focused on constantly renewing the vision and keeping others engaged. Reliance on professional managers.

# What Do We Want From a New Employee?

- Performance. We want them to get the assigned job done well and profitably for the business. A quick learner.
- Good attitude. We want them to fit in with our team and make it an even better place to work.
- Upside potential. We want someone who can learn and take on additional responsibility.
- Commitment.



# What Does Our New Employee Want From Us?



# Job Satisfaction Among U.S. Employees

TABLE 8

## TOP FIVE JOB SATISFACTION CONTRIBUTORS RATED AS VERY IMPORTANT, BY EMPLOYEE GENERATION/AGE

	First	Second	Third	Fourth	Fifth
Millennials	Respectful treatment of all employees at all levels	Compensation, overall	Benefits, overall	Job security	Opportunities to use skills/abilities; relationship with immediate supervisor; trust between employees and senior management
	66%	65%	61%	58%	55%
Generation X	Respectful treatment of all employees at all levels	Compensation, overall; job security	Benefits, overall	Opportunities to use skills/abilities	Trust between employees and senior management; organization's financial stability
	70%	66%	65%	58%	56%
Baby Boomers	Respectful treatment of all employees at all levels	Compensation, overall	Trust between employees and senior management; organization's financial stability	Benefits, overall	Relationship with immediate supervisor
	63%	57%	54%	53%	52%

Note: Table represents the percentage of respondents who rated each aspect "very important" to their job satisfaction. Percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Responses from Veterans were not shown due to a small sample size (n < 25). Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

# So How Can We?

Provide these:

- Compensation, benefits
- Job security
- Opportunities to use skills/abilities
- Respect
- Trust

And get these:

- High performance
- Good attitudes
- Commitment

# Key Take Home Points

- Select with integrity.
  - Invest time and resources to clarify expectations and find the right person.
- Onboard and train with respect.
  - Bringing an employee on board is a big commitment for your business and the employee.
  - Respect the training process.
- Lead through communications and feedback.

# Selecting the Right Employee

# Psychological Biases

- Confirmation bias. When you look for information that supports your point of view and overlook data that goes against it.
- Recency bias. Tendency to believe more recent data more than older data. “Interest rates will always stay low.” “The price of corn can’t go below \$4.00 again.”
- Group think. When multiple people agree it can be hard for an individual to disagree, even when the facts support it.
- Gambler’s fallacy. Believing that unrelated recent events affect the next one.
- Anchoring. The first idea or solution proposed is often thought to be the best, even when it is not.

# The Principles of Selection

- Responsible managers make every effort to select the best person for the job.
- An unsuccessful hire is bad for the employee, for the team, and for the business. In fact, it's worse than not hiring at all.
  - Realistically, no one can bat (1.000) when hiring!
- The process should involve strong, two-way communication.
- Selection continues right through the onboarding process.



# The Practice of Selection

- Job descriptions
  - Clarify exactly what you want in the position.
  - Describe the tasks that are required in the job.
  - Be honest and clear, you don't want to mislead a candidate.
- Job application
  - Capture basic contact information.
  - Get information about previous jobs, work dates, and why they left.
- Reference checks
  - Make the calls, especially to previous employers.

# The Practice of Selection (cont'd)

- Interviews
  - Share the detailed job description.
  - Describe and discuss the duties and goals of the job in detail.
  - Involve other team members in the interviews.
- Trial work
  - Have candidates perform some sample work if possible. You must pay the candidate if the work benefits the business.
  - Exposure to actual work will help the candidate decide if this job is right for them.

# Frontline Job Description

## Job Title: Farm Operator

**Reports to:** Farm Manager

**Supervises:** None

**Summary:** Farm Operators carry out field operations, livestock task, farm machinery repair and other farm related tasks. Must be able to work long hours, especially in busy cropping seasons. Works as part of the team to complete a wide range of tasks as directed by supervisor.

**Qualifications:**

- Prior experience operating equipment required
- Ability to work long hours in busy cropping seasons
- Ability to work hard and multitask
- CDL preferred
- Welding and fabrication
- Ability to lift and handle heavy materials
- Basic math and computer skills
- Basic mechanic skills

# Frontline Job Descriptions (cont'd)

**Primary Duties:**

- Show up ready to work on time
- Perform field operations
- Repair and maintain equipment
- Welding and fabrication, preferred
- Perform farm/livestock duties
- Perform field and shop tasks as part of the team
- Comply with safe work procedures
- Take initiative/self-start/keep busy in absence of a supervisor
- Maintain a positive attitude
- Act as a team player

**Secondary Duties:**

- Provide input to supervisor for areas of possible improvement
- Truck driving
- Other duties as assigned by supervisor

**Schedule:** Full-time position

# Manager Job Description

## Job Title: Scattered Acres Farm Manager

**Reports to:** General Manager

**Supervises:** Farm Operators assigned to the shop and field operations

**Summary:** The Scattered Acres Farm Manager is responsible for organizing and supervising the work of the farm staff, including shop work, facility maintenance, and field operations. Hires, trains, supervises, and gives performance feedback for all employees. Must be adaptable and able to work longer hours in busy cropping seasons. Strong knowledge of farming operations and machinery repair and maintenance is required.

**Qualifications:**

- Minimum of 5 years of farm work experience
- Supervisory skills
- Strong knowledge of field operations
- Strong knowledge of farm machinery operation and maintenance
- Pesticide Applicator Certification preferred
- Ability to work long hours in busy cropping seasons
- Ability to plan ahead
- Ability to adapt to change
- Decision-making skills
- Ability to work hard and multitask
- Ability to lift and move heavy materials
- Basic math skills

# Manager Job Description (cont'd)

## Primary Duties:

- Supervise farm employees, including training and feedback
- Plan and organize shop schedule and assign daily and weekly tasks, including crop and livestock tasks
- Maintain shop parts and supply inventories
- Manage how shop labor and time is spent
- Supervise machinery maintenance, repairs, and cleaning
- Plan and organize buildings and equipment maintenance
- Perform field, shop, and farm tasks as part of the team
- Maintain a positive attitude
- Act as a team player

## Secondary Duties:

- Provide safety training and ensure compliance with safe work procedures
- Provide input to General Manager for crop plans and field operations
- Provide input to General Manager on employee performance
- Other duties as assigned by General Manager

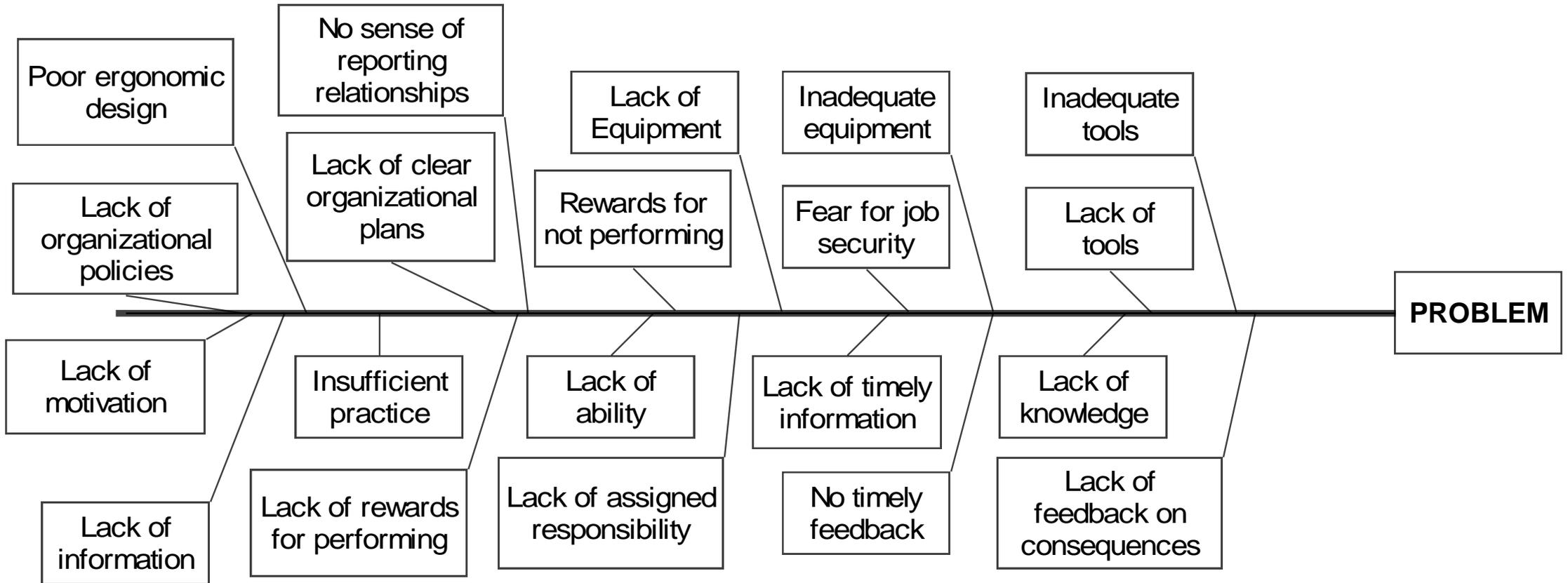
**Schedule:** Full-time position

# What To Ask During Reference Checks

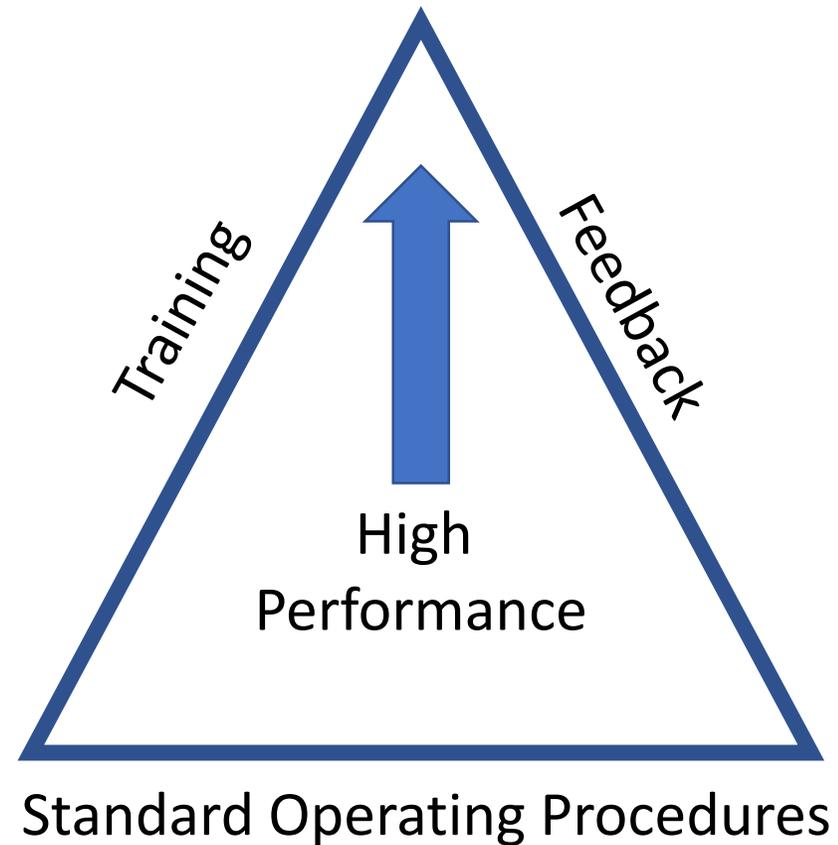
- Dates of employment
- Duties of the job
- Strengths
- Weaknesses
- Would you hire again?

# Onboarding and Training

# The Roots of Human Performance Problems



# Set Expectations with Standard Operating Procedures (SOPs)

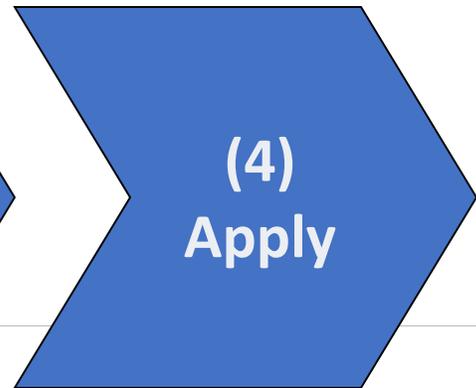
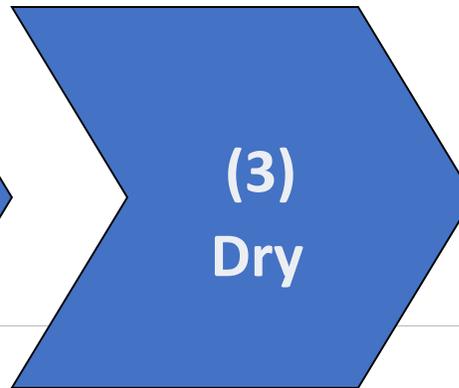
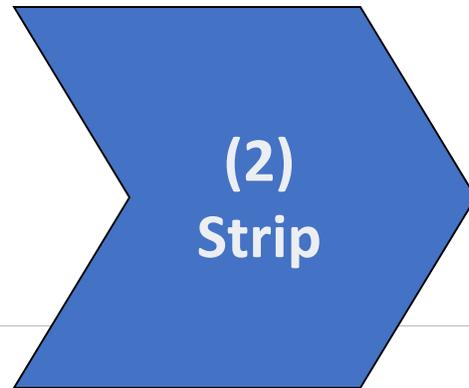
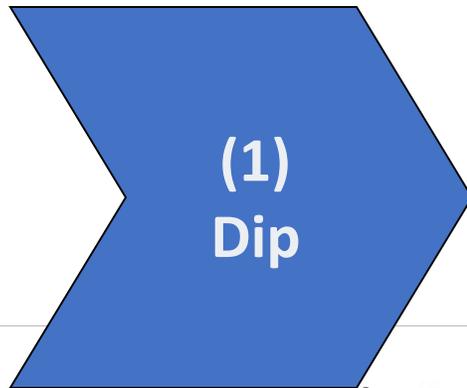
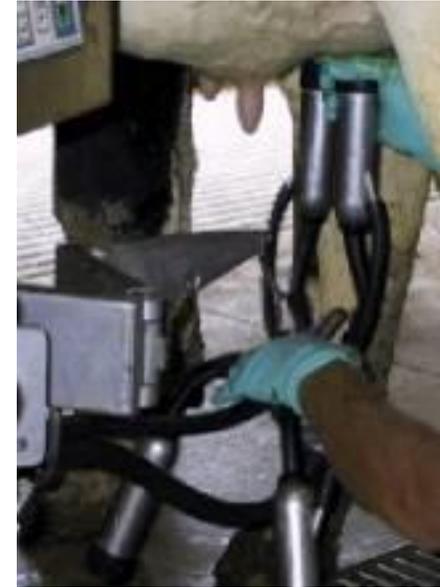


# Simple Steps

1. Wipe dirt and debris from the first cow's udder.
2. Pre-dip all 4 teats with the green dip cup.
3. Strip 2 squirts of milk from each teat and observe for abnormal milk.
4. Repeat steps 1, 2, and 3 with the second and third cows on the same side.
5. Return to the first cow and thoroughly wipe with a clean towel.
6. Attach unit to the first cow and adjust.

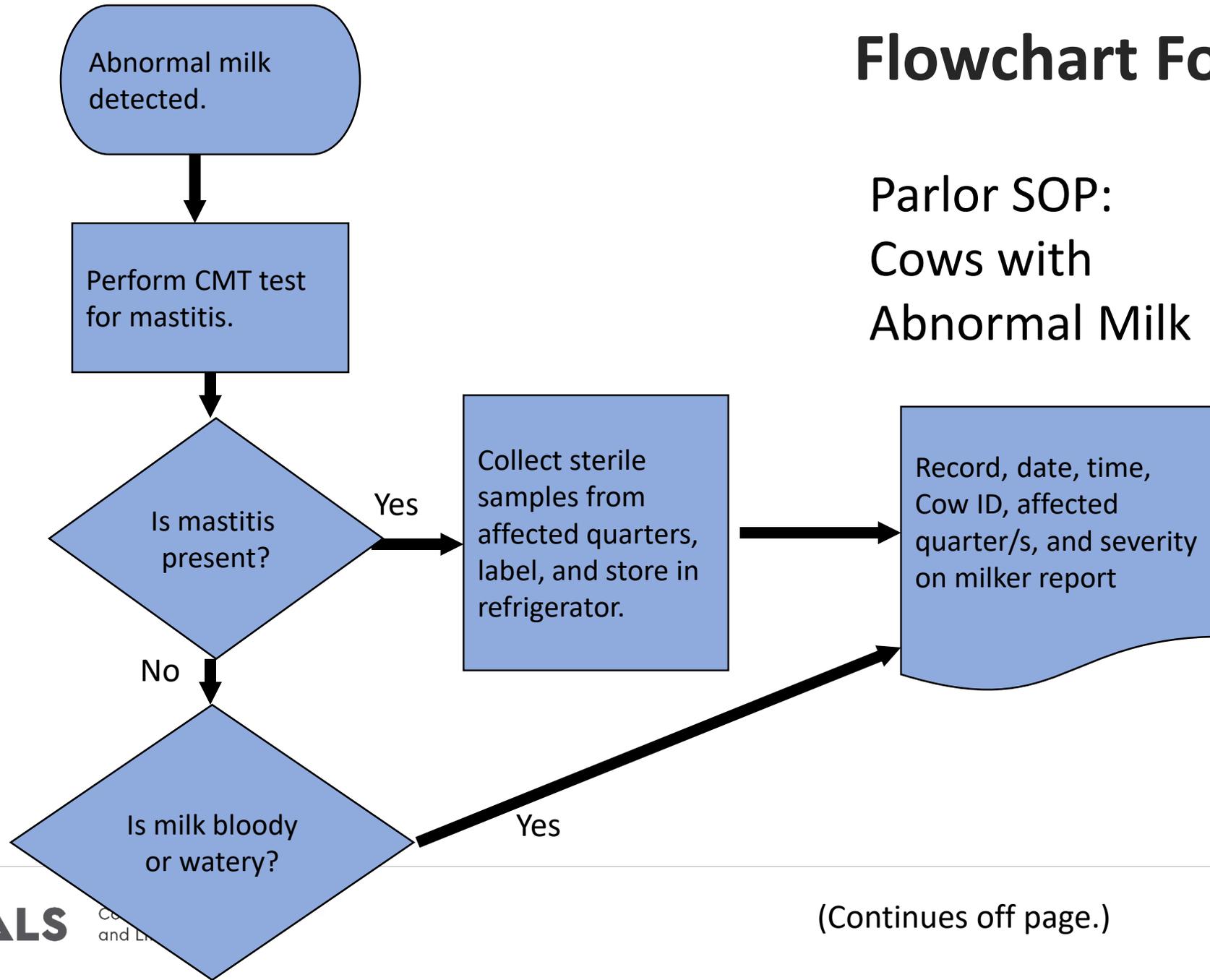
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# Milking SOP



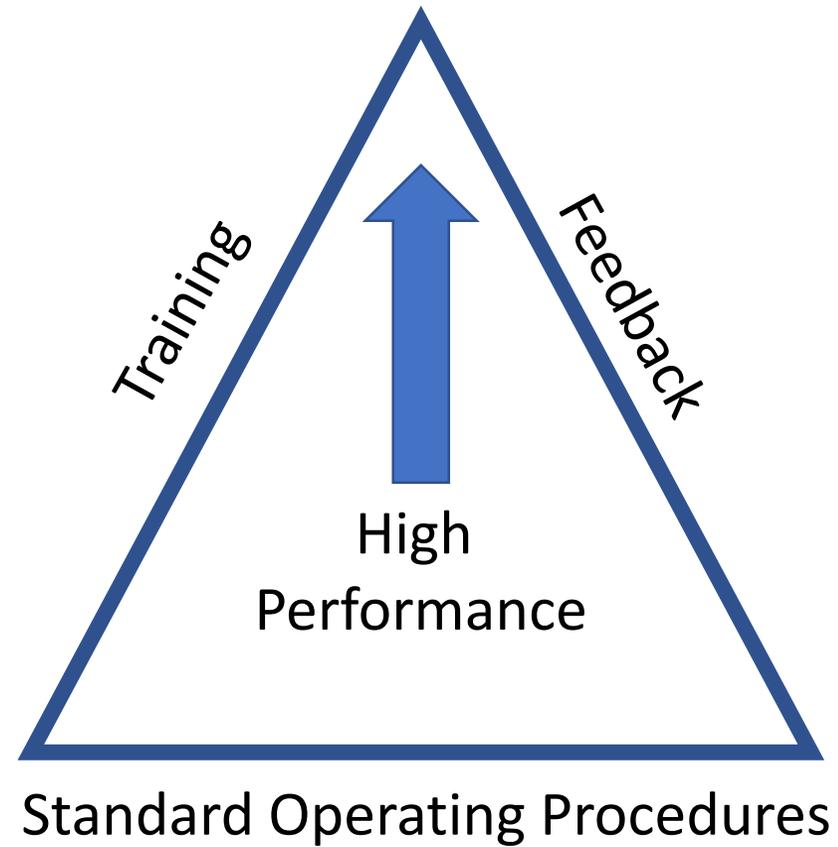
# Flowchart Format

## Parlor SOP: Cows with Abnormal Milk

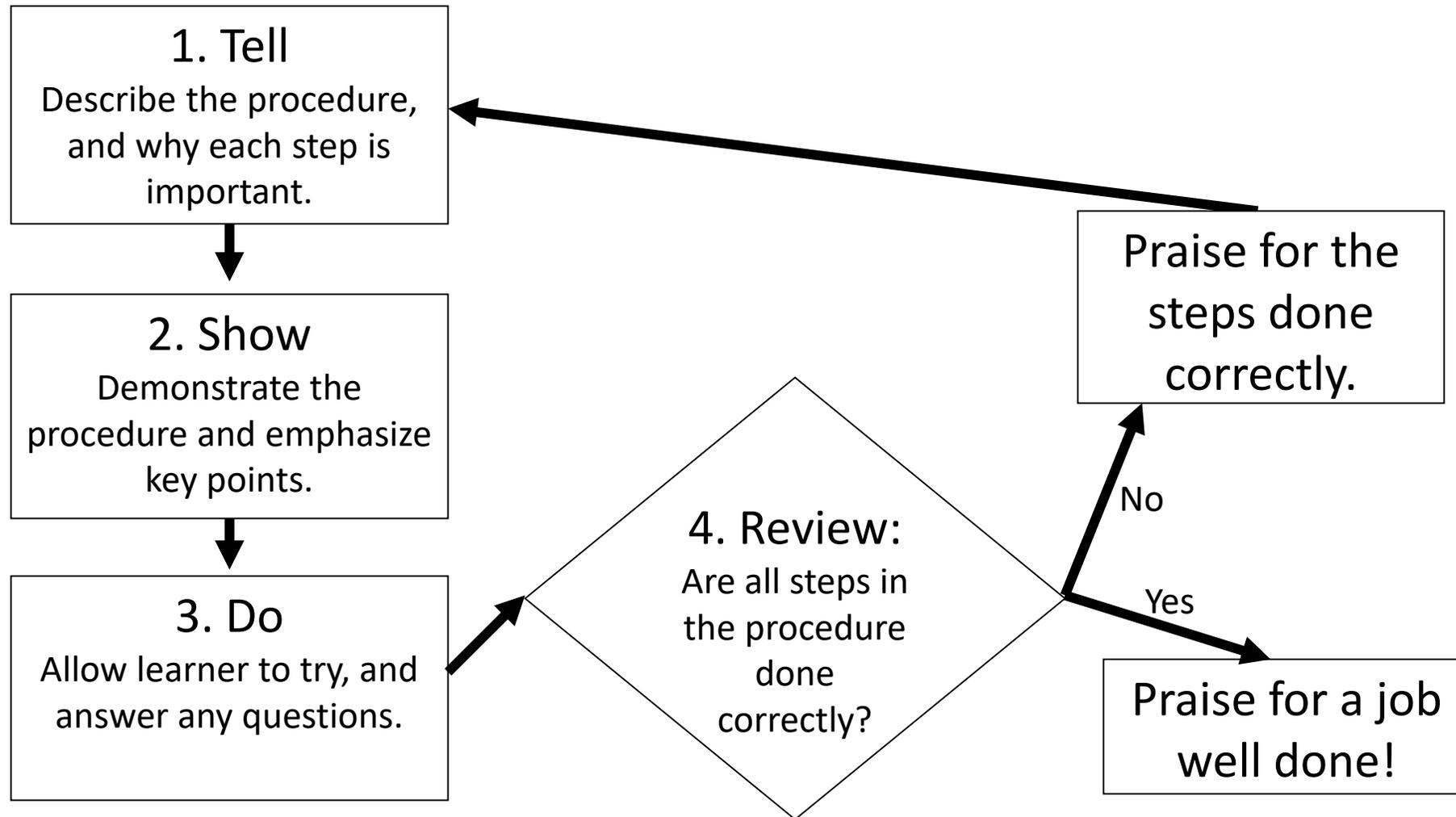


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# Provide Effective Training

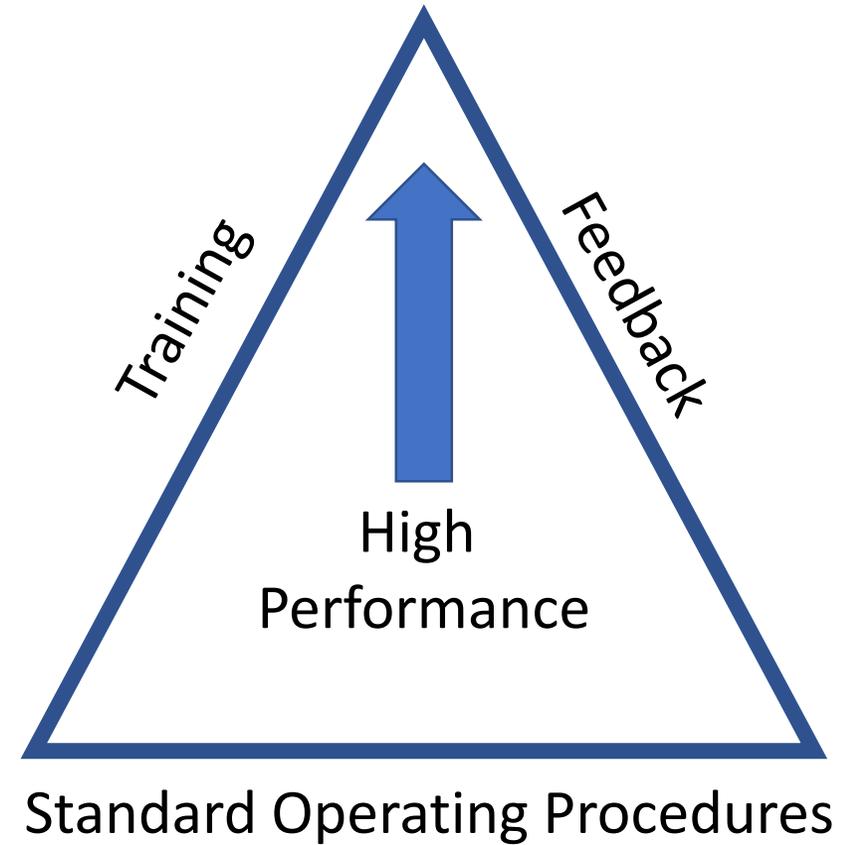


# Train Using: Tell, Show, Do, Review



# Lead with Communications and Feedback

# Give Performance Feedback



# Feedback Options

- Praise
  - Use to encourage good behaviors
- Redirect
  - Use to stop wrong behaviors and refocus on good ones
- Ignore
  - Use only when a person is doing extra steps that don't hurt anything and experience will teach them to stop on their own.
- Punish
  - Never use with a learner. Use only when necessary to stop willful wrong behaviors.

# Effective Feedback SCORE

- **S**pecific, with details
- **C**redible sources of information
- **O**n-time and frequent
- **R**elevant to performance
- **E**nds looking ahead



# Examples

- “Joe, you are getting better at pulling stock for orders. I watched you today and saw that you communicated well with your co-workers and that you assembled a large order quickly and accurately. How do you think it went?”
- “Tina, you need to be more patient and consistent when watering plants. I followed up on your work in Greenhouse 2 and found some plants that were still dry and others that were overwatered. It’s really important to water consistently so that we have even growth throughout the inventory. Slow down and pay attention to detail. You can do this!”

# Evaluate Continued Employment

# It it's working out...

- The employee will be steadily improving performance.
- The other team members will be adapting to the new employee and building relationships.
- Training, retraining, and feedback are normal and expected, as long as progress is being made.
- The supervisor and the employee will be happy and encouraged.



# If it's not working out...

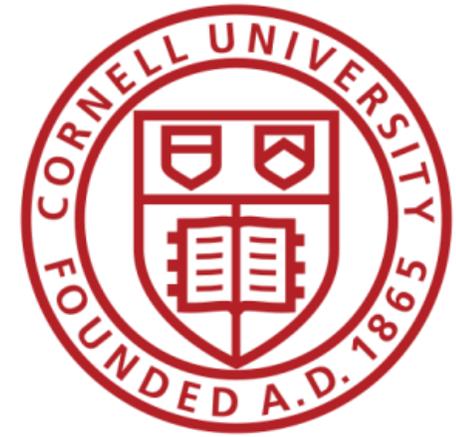


- Performance improvement will be slow or nonexistent.
- Both supervisor and employee will likely be frustrated.
- The rest of the team may not be connecting.
- Sometimes it's just not a good fit.

# Terminate Early If It's Not Working

- Better for the employee, the business, and the rest of the team.
- Document your reasons for employment decisions in writing.

# Key Take Home Points



- Select with integrity.
  - Invest time and resources to clarify expectations and find the right person.
- Onboard and train with respect.
  - Bringing an employee on board is a big commitment for your business and the employee.
  - Respect the training process.
- Lead through communications and feedback.

**Thank you!**