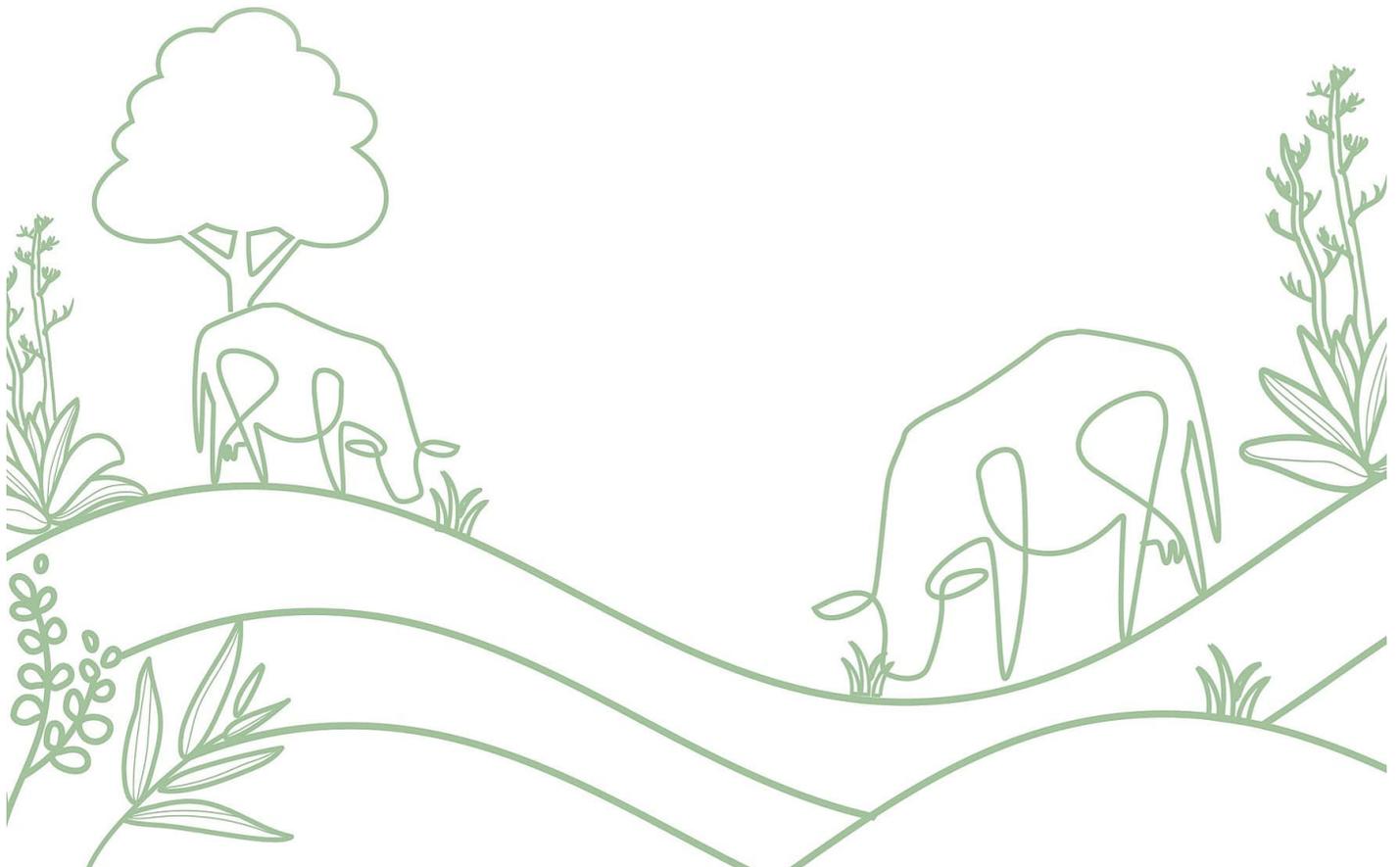




WORKPLACE 360 REPORT

An assessment of current workplace and employment conditions

Based on the Sustainable Dairying Workplace Action Plan



Your free Workplace 360 report

Prepared for	Jo Sheridan
Dairy company	Fonterra
Supply number	72847
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Hi Jo,

Thank you for completing the Workplace 360 assessment, we hope you found it useful. Your answers have been used to generate your free report with important hints and tips to help you to:

- Identify strengths and weaknesses in the work environment
- Show you where you can make changes and improvements
- Help monitor progress

Workplace 360 overview



Disclaimer: The Co-Operative Difference and the Workplace 360 reports are not an independent verification of your People, Health, Safety and Wellbeing performance nor intended to replace specialist advice on your compliance with legal obligations. By requiring farmers to complete the Workplace 360 assessment tool, Fonterra is seeking to prompt and support farmers to identify, manage and communicate People, Health, Safety and Wellbeing risks in their specific farming operations, and help them identify where additional thought and resources may be required. Any recognition or verification of your achievement under the Co-Operative Difference should not be taken as Fonterra's endorsement of your People, Health, Safety and Wellbeing plans or systems or certify your compliance with the law.

PART 1: Foundation requirements

Your responses

The questions in this section are to ensure you're meeting New Zealand dairy farming foundation employment requirements.



Your score for
Part 1: Foundation

Below is a list of your answers to part 1:

Question	Your response	Evidence	Evidence checked
Are actual hours worked recorded for each employee, every pay period?	Yes	Record of hours worked (eg timesheets, payroll system)	
In accordance with legislation do all employees receive paid rest breaks and unpaid meal breaks?	Yes	Record of hours worked (eg timesheets), employee verification	
Are processes and procedures accessible to assist people to understand and comply with regulations and minimum standards, eg around effluent and animal welfare	Yes	There are multiple ways to prove this. For example processes and procedures are visible or can be accessed, standard operating procedures, meeting minutes, or on-farm training records	
Do all employees have a roster that provides days off each fortnight, and notes annual leave and public holidays?	Yes	Copy of rosters, employment agreement, employee verification	
Do staff have a well-designed roster that considers both: number of hours to be worked per day; and number of days to be worked per week	Yes	Copy of rosters, employment agreement, employee verification	
Do all employees have legal entitlement to work in New Zealand?	Yes	Relevant working visas	
Do all employees have a signed employment agreement?	Yes	Copies of employment agreements	
Do all employment agreements: Start from the beginning of employment; and Include a job description; and Include information on rights; and Include a trial period clause (where applicable)?	Yes	Copies of employment agreements	
Does each employee receive at least minimum wage for every hour worked when calculated on a pay period basis (maximum fortnightly)?	Yes	Payroll records and check calculations	
Are all payroll and leave records up to date and available to employees?	Yes	Payroll records and proof of sharing	

Have all employees had the ability to take their annual leave entitlements?	Yes	Payroll records	
Do all those living on farm have? Accommodation that meets tenancy law requirements; and A tenancy agreement; and Regular accommodation inspections?	Yes	Tenancy agreement	
Is final pay calculated correctly and deductions made only with written prior approval of employees?	Yes	Payroll records and deduction authority letters	
Is there adequate access to a toilet, drinking water and shelter (for breaks)?	Yes	Observation of facilities	
Is a health and safety plan in place that has been reviewed in the last 12 months?	Yes	Health and safety plan	
Thinking about farm emergency procedures, do you have: Emergency procedures visible on-farm; and are People trained in the implementation of them?	Yes	Procedures, record of training	
Is adequate Personal Protective Equipment (PPE) available and used by all people on farm whenever the task requires it?	Yes	Observation of PPE and people wearing PPE	
Do all people working on farm have at least monthly meetings on health and safety issues where risks are discussed and recorded?	Yes	Record of meetings	
Is a signed Health and Safety Policy accessible to people in the workplace?	Yes	Copy of the signed statement	
Is an accident reporting procedure in place?	Yes	The reporting procedure	
Are all hazardous substances on farm correctly stored and correctly labelled, and are people on farm trained in their application?	Yes	Hazardous chemical register, Material Safety Data Sheets (MSDS's), observation of chemical storage and records of training	
For all critical risks on farm (that is those activities that if not controlled could result in significant injury or fatality) have they: been identified to all people in your workplace; and is a current risk register in place; and do you have a current plan in place to address the risks	Yes	Risk register, health and safety operating procedures, team meeting minutes, induction records, contractor site inductions	
Do all new people to your workplace undergo a Health and Safety induction, and do all existing employees complete an annual refresher?	Yes	Records of induction and training, contractor site inductions	
Thinking about machinery and vehicles, are they all equipped with appropriate safety devices and do they have instructions to operate safely	Yes	Observation of equipment, PPE and operating procedures	
Can all employees describe the reporting lines for the farm team?	Yes	Interviews with staff	

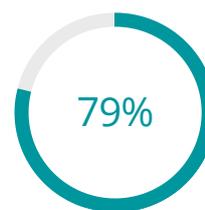
Do you have regular team meetings where all team members contribute?	Yes	Records of meetings, interviews with staff	
Do you follow a recruitment process that includes interviews, reference checking and an induction period of at least 4 weeks?	Yes	Copies of recruitment material, induction notes, training plans and employee verification	
For the main tasks on farm, such as milking, irrigation and health treatments, are procedures readily accessible and training provided?	Yes	Observation of visible procedures	

PART 2: Good practice

Your responses

The questions in this section will show if you are operating at a good practice level.

Below is a list of your answers to part 2:



Your score for Part 2: Good

Question	Your response	Evidence	Evidence checked
Is each permanent employee able to work on a variety of tasks?	They all are	Job descriptions, team meeting minutes, farm communication, copies of rosters, employee opinion	
Do full time employees work less than 48hrs per week most of the time (i.e. 9 months a year)?	Most do	Timesheets	
Have all employment agreements, job descriptions and remuneration been reviewed within the last 18 months?	They have been for all staff	Review letters, performance review notes	
Is the process and range of bonus payments (if used) discussed with employees?	Not applicable - we don't use bonus payments	Copy of policy and procedure	
Do you investigate every incident reported with good follow-up action to prevent reoccurrence?	Yes, all are investigated and followed-up	Incident reports	
Are machinery and vehicles maintained regularly and according to the manufacturer recommendations?	All are	Maintenance records, employee opinion	
Is health and safety discussed with farm owners and directors?	Regularly	Meeting minutes	
Do staff have time and energy for at least one regular off-farm activity?	All do	Copy of procedure	
Thinking about employee turnover, please select all answers that apply: Employee turnover is measured; The reasons for turnover are understood; We don't consider turnover in our thinking.	Employee turnover is measured, The reasons for turnover are understood	Employment records, copies of exit interviews, interviews with employees	
Have all team members (including the manager) been provided with opportunities to learn and develop, documented through an agreed training and development plan?	Most have	Dates of training in the last 12 months, training plans	

Has the farm got a robust induction plan in place for new employees which goes for at least 90 days?	It has for most staff	Review of documentation	
Does each team member receive recognition or praise for doing good work regularly?	All do	Meeting minutes, employee opinion	
Is there a current procedure for managing poor performance and disciplinary issues which has been shared with employees?	Yes	Disciplinary/performance procedures, employee opinion	
Do all employees feel that they are listened to by the manager in regular conversations and that agreed actions are followed up on?	Most would	Employee opinion	
Do all employees have clear individual targets/goals?	All have	Performance reviews, meeting minutes, training and development plans	
Are employee performance objectives regularly discussed in formal and informal conversations?	They are with most staff	Performance reviews, meeting minutes, training and development plans	
Do staff know the farm's goals and how it is tracking towards its targets?	Most know	Farm business plan, employee opinion	
How confident are you that the farm could run efficiently/effectively in the absence of the farm manager?	I am confident it can for 10-14 days		
Is poor performance dealt with promptly and effectively?	It is all of the time	Disciplinary/performance procedures	

PART 2: Good practice

Areas for improvement

Your score shows there are a few things to work on.

Hours of work per week

The [Workplace Action Plan](#), as part of the Dairy Tomorrow Strategy, states that no employee should be expected to work more than 48 hours per week.

Working 40-48 hours per week makes for a balanced lifestyle and makes your dairy position more attractive to staff.

Bonus payments

Bonus payments are only successful and incentivising and rewarding good performance if they are clearly understood and 'bought into' by everyone. Read more in our [HR Toolkit](#) (page 229).

Learning and development opportunities

Use the [annual training plan template](#) (available on our people resources webpage) with your staff to help them grow.

Remember, training of your staff does not need to happen in a classroom. Visit our [training webpage](#) for tips on how you can deliver effective on farm training.

Onboarding

Starting work on a farm can be daunting, particularly for someone new to the sector. Onboarding should be a planned and phased process which enables a new employee to perform well and stay safe. For more information and resources, visit our [onboarding webpage](#).

Raising issues and suggestions

We may rely on our team to speak to us if they have an issue at work, but not all feel comfortable doing this. For this reason, it is a good idea to include a policy in your farm policy manual that outlines how complaints and suggestions can be made. This is particularly important if the complaint is related to bullying, discrimination or harassment. To understand your obligations as an employer visit the [bullying, harassment and discrimination page](#) of the Employment NZ website.

Formal and information one-on-one

- Summarise each staff member's yearly targets, using our yearly targets example as a reference.
- Then use their yearly targets with our one-on-one review template.

Both of the above documents are available on our [people resources webpage](#).

Farm goals

Your team's engagement improves when they understand your business goals and the 'bigger picture'. Spend some time with your family and team establishing your farm vision and goals for all to see. Check out ideas for doing this on our [purpose, vision, values and guiding principles webpage](#).

PART 3: Great practice

Your responses

The questions in this section will show if you are operating at a great practice level.

Below is a list of your answers to part 3:



Your score for Part 3: Great

Question	Your response	Evidence	Evidence checked
Are working methods continually improved on with the people working on farm?	Sometimes	Meeting minutes, training records, operating procedures, employee opinion	
Does the farm have an annual business plan that is communicated with relevant people?	Yes, and we discuss it	Business plans, proposal evaluations or consultants reports	
Kilograms of milksolids per hour is a good measure of efficiency. Do you ever consider this?	No	Milksolids calculation workings	
Is the remuneration or total package value you pay your employees competitive for their skills, responsibility and experience?	Yes	Pay rates compared with the Federated Farmers Remuneration report, employee opinion	
Is the importance of wellbeing discussed with team members?	Often	Meeting minutes, employee opinion	
Do all employees receive pre-employment screening and ongoing health monitoring for identified risks including hearing, lung, skin and vision monitoring?	Not really	Record of health monitoring	
Does the farm have a Drug and Alcohol policy that is implemented?	Yes	Policy, evidence of implementation	
Thinking about the farm manager, please select all answer that apply: They have had health, safety and wellbeing training; They have been assessed as competent to oversee health, safety and wellbeing.	They have had health, safety and wellbeing training, They have been assessed as competent to oversee health, safety and wellbeing	Record of training	

Thinking about staff progression, please select all answers that apply: All employees have discussed their career plan; All employees can list the roles available to them in dairy; All employees can describe the competencies needed for each relevant role.	All employees can list the roles available to them in dairy, All employees can describe the competencies needed for their next career step	Performance reviews, training and development plans, records of conversations, employee opinion	
Does the farm have a succession plan in place for all farm positions?	No	Performance reviews, training and development plans, records of conversations, employee opinion	
Thinking about planning staff training, please select all of the answers that apply: Competencies are identified for each farm role; Training needs are identified for each employee; Training is in place to address competency gaps.	Competencies are identified for each farm role, Training needs are identified for each employee, Training is in place to address competency gaps	Competency register	
Does each team member feel that they have the opportunity to do their best every day?	Most do	Employee opinion	
Does the team work well together? (e.g. appreciate different strengths and weaknesses, help each other out and regularly celebrate success)	They do and meet most of my performance expectations	Manager and employee opinion	
Are team member ideas considered when setting farm targets and planning how to improve farm performance?	They are all of the time	Meeting minutes, examples, employee opinion	
Can staff give examples of raising issues with management and those issues being acted on?	Most of them could	Employee opinion	

PART 3: Great practice

Areas for improvement

Your score shows there are a few things to work on.

Continuous improvement

Continuous improvement can make productivity and performance gains. Because staff often do the work they have insights into how processes can be improved which they can share with management. Lean management and [FarmTune](#) can help with this.

Milksolids as a performance management metric

KgMS/hour worked can be a useful metric to consider how productivity can be improved. It is unique to the farm system, layout and infrastructure. Consider calculating it for your farm and then seek ways for improvement. Check out our [people productivity calculator](#) to give it a go.

Pre-employment screening and ongoing health monitoring

Talk to your staff about including an annual visit to their GP for a general 'warrant of fitness' as a part of their total package. Visit the [health check page](#) on the Farmstrong website for more information and tips.

Staff career progression plans

Staff value learning on the job and having a career progression plan. Share the competencies they should develop to boost engagement and motivation. Visit our [career pathways webpage](#) for more information.

Succession planning

Planning progression within the business can ensure development is focussed on the right capability with the right people.

Consider discussing your plans with your chosen staff member(s).

Read more on our [succession planning webpage](#).

Opportunity for all staff to do their best every day

Consider identifying the strengths of each team member and allocating work to utilise them. Work should have some 'stretch' to be satisfying. Visit our [people resources webpage](#) for training templates and skills checklists.

Team work

Try team building activities like sharing personality styles and celebrating successes as a way to build social cohesion and teams who support each other.

Raising issues with management

Addressing issues fairly and promptly builds trust with staff and can stop small issues festering. For more, visit our [managing conflict webpage](#).

My work environment focus areas this season

Please use the sections below to plan your actions for the priority areas for improvement you have identified.

#	Action	Complete ✓
1	<p style="text-align: right;">Due by:</p>	
2	<p style="text-align: right;">Due by:</p>	
3	<p style="text-align: right;">Due by:</p>	

For advice and guidance on being a better manager, working within the law and growing your people, visit DAIRYNZ.CO.NZ/PEOPLE