

EMPLOYMENT BASICS

Participants Program Guide

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Employment Basics

As someone new to managing a dairy farm, keeping up with employment regulations and ensuring compliance can feel overwhelming, especially when it comes to hiring, employing, and supervising staff. That's why *Employment Basics* is the perfect program for you. This all-inclusive online learning course is specifically designed to guide farmers like yourself through the process of effectively employing staff in dairy operations.

This course will equip you with the essential skills to attract, recruit, and retain the right employees, utilising a number of existing resources from Dairy Australia. It also introduces you to the legal responsibilities of being an employer, including understanding payroll obligations, employee entitlements, compliance requirements, and the proper procedures for termination.

By participating in *Employment Basics*, you'll gain the confidence and knowledge needed to being implementing sound employment practices, helping you create a positive, safe, and efficient workplace on your dairy farm.

The program is offered through *Enlight*, Dairy Australia's online learning platform, which you can access through your web browser on both desktop and mobile devices. (<https://enlight.dairyaustralia.com.au/>).

It's recommended to use Chrome for the best experience.

Below are the anticipated learning outcomes for participants who complete the full *Employment Basics* Online Program.

Learning Outcomes

At the end of this program, you will be able to:

1. Understand recruiting processes. Write job descriptions and create effective job advertisements
2. Assess and evaluate candidates. Shortlist and interview potential farm employees
3. Apply best practices around employment practices; payroll and compliance
4. Create and implement onboarding strategies for new farm employees
5. Understand performance reviews and approaches for retaining staff including coaching
6. Make informed decisions around employee termination and ensure compliance obligations are met.

Program Structure

To achieve the above learning outcomes, you will need to complete six independent online learning modules and seven virtual group workshop sessions.

The workshop sessions will be run through the online meeting platform Zoom. These group sessions will be facilitated by our Regional Extension Advisors with input from experienced human resources consultants who will drive the content of each session.

Online Modules	Topics
<p>It is essential to complete each online learning module in the week leading up to the online workshop session. Engaging with the material, completing the activities, and reflecting using this guide are crucial steps that will take between 45 and 120 minutes, depending on the module. The importance of completing these modules cannot be overstated, as they provide the foundational knowledge and preparation needed for the workshop. The modules are designed to accommodate busy schedules, allowing you to work through the lessons in smaller chunks or complete the entire module in one sitting, making it easier to stay on track and fully benefit from the learning experience.</p>	Module 1: Attracting Great People
	Module 2: Recruiting for Success
	Module 3: Payroll, Leave and The Law 1
	Module 4: Payroll, Leave and The Law 2
	Module 5: Onboarding & Retaining Staff
	Module 6: Effective Termination Decisions

Online Workshops

The program includes an online workshop to complement each of the learning modules. There are seven workshops in total, scheduled to run weekly, beginning with an introductory session. This first workshop will give an overview of the course, offer tips on navigating Enlight, and provide an opportunity to meet your fellow participants. Each workshop will last between 60 and 90 minutes and will be held once a week.

You're encouraged to bring any questions you have about each topic to the workshops, where you can ask the subject matter expert directly. Your Facilitator will send you a reminder email each week with details on the workshop topic, the scheduled time, and a link to join the online Zoom meeting. Feel free to reach out to them anytime if you have questions about Enlight, using Zoom, or any of the program content.

Anticipated timing for activities

It is anticipated that you will need to spend the following amount of time on each topic.

Week	Topic	Online Module	Workshop
1	Welcome – Course Introduction and Enlight	-	45-60 mins
2	Attracting Great People	60 mins	60-90 mins
3	Recruiting for success	60 mins	60-90 mins
4	Payroll Leave and The Law Part One	90 mins	60-90 mins
5	Payroll Leave and The Law Part Two	60 mins	60-90 mins
6	Onboarding & Retaining Staff	60 mins	60-90 mins
7	Effective Termination Decisions	45 mins	45-60 mins

The six self-paced online modules provide essential background information necessary for meaningful group discussions in the online workshops, so it's important to complete them beforehand. Completing these modules in advance will enhance your ability to contribute to the discussions and learn from others.

These workshops will be scheduled at the same time each week throughout the course. The course Facilitator will provide you with the necessary details, and you can also find the workshop access links in the Online Workshop tile on Enlight.

The course team is available to assist with the technical aspects of e-learning, and your Facilitator will be your main point of contact, helping you with any issues, including accessing workshop links. Additionally, Enlight offers support through the email address elearning.support@dairyaustralia.com.au for any questions or guidance you may need.

The flexibility of online learning allows you to complete the modules at any time that suits you, whether morning, midday, or midnight. We recommend choosing a time when you can focus without distractions. Each module takes approximately 30 to 90 minutes to complete, depending on your experience and familiarity with online learning.

To successfully complete the course, it's expected that you finish all modules and attend each workshop session. If you need to miss a live workshop due to personal or work commitments, contact the facilitator in advance. Each session will be recorded,

and the facilitator can provide a link for you to watch it later, ensuring you don't miss any content and can stay on track for the next workshop.

Pre-course Activities

As well as being enrolled in the Employment Basics course on Enlight, we will also enrol you in the [Starting a Job in Dairy](#) course. This will give you the opportunity to see the pre-start learning modules that Dairy Australia offers for all farm employees. This course will be referred to during the Employment Basics program.

Using this guide

It is recommended that you review the reflection questions and activities for the modules in this guide before each workshop. A space has been provided under most tasks which you can populate with responses, ideas or questions that you draw when completing the online module.

Help using Enlight

Video guides have been created to help all participants use Enlight. These videos are accessed via YouTube.

It is recommended that you view these videos, which will assist you to access and use the course.

Obtaining username and password, logging in and resetting password

<https://www.youtube.com/watch?v=QTcBqhLrAUQ>

Navigating Enlight

<https://www.youtube.com/watch?v=0Eol7Kv0A4Q>

Navigating a Course

<https://www.youtube.com/watch?v=hQdfIRy9dm4>

Learning in Enlight

<https://www.youtube.com/watch?v=UKokiiJsRAI>

Communicating in Enlight

<https://www.youtube.com/watch?v=qVI95B8Hmd0>

Personalising Enlight and MyEnlight

<https://www.youtube.com/watch?v=UTQWXu4me9g>

Online Workshop Rules of Engagement

To ensure a smooth and productive discussion during the online workshop, it's essential to establish clear "rules of engagement" and ensure everyone is comfortable using the video conferencing software. The facilitator and consultant will demonstrate the key features of the platform and address any questions. They will also collaborate with you as a group to confirm the "rules" everyone agrees on.

Here are some suggested guidelines for effective online discussions:

1. **Actively Participate:** Everyone is expected to contribute to the conversation. A shared learning environment is most effective when all participants share their experiences and opinions on the topic.
2. **Support Each Other:** Interactive discussions are a valuable learning tool. Participants can act as additional facilitators, helping each other navigate the content and share their experiences. The group benefits when everyone is open to learning from one another. This is especially important in a diverse group, where experienced farmers can mentor those newer to dairy farming.
3. **Communicate Appropriately:** Professional communication is essential. Speak respectfully and clearly, and keep your contributions concise to allow everyone a chance to speak. Avoid speaking over others, and use the "mute" function when you're not talking to minimize background noise. Use the "raise your hand" feature, either literally or through the software, to indicate when you'd like to speak, helping the facilitator manage the flow of the discussion.
4. **Respect Diversity:** The virtual workshop must be a safe space for people of all races, genders, ages, sexual orientations, religions, disabilities, and socioeconomic backgrounds. Discriminatory comments, jokes, and offensive language are strictly unacceptable. Our diverse, multicultural world should be celebrated and respected.
5. **Avoid "Flaming":** In an online setting, it's easy to feel detached, and misunderstandings can occur. While constructive criticism is valuable, it must be delivered respectfully and thoughtfully. Personal attacks, rants, and the use of profanity are not acceptable.

As a group, take time to agree on what you consider appropriate engagement for the duration of the program.

Welcome Workshop: Introduction to the Employment Basics Program and Enlight

The goal of this workshop is for participants to meet the Facilitator, the SME, and each other, while also getting an introduction to the course. By the end of the session, participants should feel confident using both Zoom and Enlight. (30-60 mins)

Activity	Discussion	Resources
<p>Introductions and course overview</p>	<p>A brief round the group intro from everyone, with some background of your farm business. An introduction to the course and the opportunities it offers.</p> <p>To ensure the discussion during the online workshop goes smoothly, it is important to have some "rules of engagement" and make sure everyone is comfortable using the online video conference software.</p> <p>The facilitator and consultant will show the group all the features that will be used, and then open the floor to any questions.</p> <p>They will also lead a group discussion to confirm what "rules" the group would like to have. Refer to the Workshop Rules of Engagement above.</p>	<p>The online Modules for Employment Basics</p> <p>https://enlight.dairyaustralia.com.au/course/view.php?id=119</p> <p>Starting a Job in Dairy course in Enlight</p>
<p>People Snapshot Self-analysis Tool - Assess your current staff management practices</p>	<p>From the Welcome Tile in Employment Basics, download and complete the People Snapshot Self-analysis Tool before starting the Program.</p> <p>Completing this tool will help you understand where you are up to with your current staff practices and where there could be areas for improvement.</p> <p>We will revisit this tool at the end of Module 6- Effective Termination Decisions.</p>	<p>People Snapshot Self-analysis Tool</p>

Workshop 1: Attracting Great People	
Prior to Workshop	Resources
<p>Complete the Enlight Module: Attracting Great People located in the Employment Basics course.</p> <p>There are also a few online activities to be completed which will help you grasp the material being presented.</p>	<p>The online Module for Attracting Great People</p> <p>Example Advertisements</p>
<p>The focus of the Attracting Great People Module is the importance of setting up successful employment practices by developing strong position descriptions, crafting effective job advertisements, and creating a positive experience for potential employees.</p> <p>After reviewing the online learning materials, viewing the videos and completing the activities, you will have a better understanding of how to:</p> <ul style="list-style-type: none"> • Create a position description and person specification for a job role on their farm. • Distinguish between effective and ineffective job advertisements for farm positions. <p>Let us know if you have had any trouble navigating around the course.</p>	

The facilitator will guide the discussion using these activity starter questions as prompts and invite you to share your answers. Feel free to take notes or jot down any questions you have in the provided spaces to bring to the workshop.

Activity 1: Position Description and Person Specification

Have you created a position description before? Download the blank template in the Module. How is it different to yours?

How will the position description impact the type of applicants you get?

How will the position description impact onboarding, retaining and coaching this new staff member?

Will the person specification be the same for the role, if you advertise 12 months apart or for different farms?

Activity 2: Compare job advertisements

Download the two job advertisements from the Module. Complete the following questions, these will be discussed in the workshop:

What do you think works in each of the advertisement?

What doesn't work? Why?

If you were going to write a job ad, what would you take from the best ad presented? What would you avoid?

Out of all the job advertisements presented, including those in the Module, which one do you think is the most effective one? Why?

Why is it essential to get the position description right before advertising?

Workshop 2: Recruiting for Success

Prior to Workshop

Complete the Enlight Module: Recruiting for Success located in the Employment Basics course.

There are also a few online activities to be completed which will help you grasp the material being presented.

Resources

The online modules for Employment Basics

<https://enlight.dairyaustralia.com.au/course/view.php?id=119§ion=5>

This workshop focusses on successful recruiting. Once you have attracted the right people to apply for your job you want to ensure that you recruit them successfully. The success of expanding your farm business relies on having the right staff. The purpose of the session is to consolidate and expand on concepts and material presented in the online course.

After reviewing the online learning materials, watching the videos, and completing the activities, you will gain a better understanding of how to:

- Create a shortlist of applicants who have applied for a role on a dairy farm.
- Identify effective interview techniques for filling a position on a dairy farm.

Activity 1: Shortlist an applicant or applicants for a job role

Download the position description and three applications for the role from the module. Review the position description and compare the applications against the required job criteria. Shortlist at least one applicant for the role. After evaluating all the applications, consider the following questions:

What do you think makes a good application?

What points made you not shortlist an applicant?

Why did you choose the applicant/s that you did?

Activity 2: Identify appropriate interview techniques

During the workshop, the facilitators will conduct two different job interviews. Consider the following questions:

What worked well in each job interview?

How do the job questions impact the interview?

What traits does a good job interviewer have?

Can poor job interview technique impact the employer from finding the right employee for the job?

Workshop 3: Payroll Leave and The Law Part One

Prior to Workshop

Complete the Enlight Module: Payroll Leave and The Law Part One located in the Employment Basics course. There are also a few online activities to be completed which will help you grasp the material being presented.

Resources

The online modules for Employment Basics

<https://enlight.dairyaustralia.com.au/course/view.php?id=119§ion=6>

This module focuses on employment laws – the IR and HR compliance requirements for your farm businesses.

After reviewing the online learning materials, watching the videos, and completing the activities, you will gain a better understanding of how to:

- determine pay classifications given a set role or skill set.
- identify minimum standards that employees need to be given access to and the process to do this.
- apply required record-keeping practices.

Activity 1: Industry awards and other employment laws

The facilitator will lead a discussion about the various awards and employment laws that impact recruitment and employment on farm. The discussion will focus on these questions:

Have you looked through the Pastoral Award 2020, Fair Work Information Statement and the Casual Employment Information Statement?

Do you provide these documents to all staff?

Activity 2 Determining pay classifications

Up until this point how have you gone about determining pay classifications on your farm?

Workshop 4: Payroll Leave and The Law Part Two

Prior to Workshop

Complete the Enlight Module: Payroll Leave and The Law Part Two located in the Employment Basics course. There are also a few online activities to be completed which will help you grasp the material being presented.

Resources

The online modules for Employment Basics

<https://enlight.dairyaustralia.com.au/course/view.php?id=119§ion=7>

This session will cover topics such as paying a flat rate of pay, distinguishing between employees and contractors, determining what leave applies and when, on farm workplace health and safety and managing a return-to-work scenario.

The primary focus of the workshop will be on analysing the case studies provided in the online materials. These scenarios are based on real-life work situations and require thoughtful consideration.

After reviewing the online learning materials, watching the videos, and completing the activities, you will gain a better understanding of how to:

- understand how to pay a flat rate of pay
- determine the differences between hiring an employee or a contractor.
- determine type of Leave given a set work situation.
- implement a return-to-work process for work place, health and safety.

Activity 1: Passing the BOOT Test

Individual flexibility agreements allow you to pay a flat rate of pay.

IFA's must pass the BOOT test to ensure employees are better off than if they were paid according to the Award.

What are some of the Award clauses that an IFA allows you to vary?

Activity 2: Hiring Contractors

How do you determine the differences between a contractor and an employee?

Activity 3: Case Study – Herd Manager Position

Review the two scenarios in the "Contractor or Employee" section. The facilitator will guide a discussion based on this question:

- Reflecting on the scenarios from the online module, particularly Situation 2 involving the Milking Position, what steps or arrangements should the employer implement to ensure HR compliance?

Please consider the situation as a whole, including the incorrect decisions made initially, and identify the future actions needed to improve the situation.

Activity 4: Farm safety

Who is the work health and safety regulator in your region?

How do you currently go about introducing and maintaining safety on farm and meeting workplace health and safety standards?

Do you currently have an accident/injury notification process in place?

Are you aware of Dairy Australia's safety resources?

Activity 5: Case Study: Penny and John's Farm

In the online material, you read the case study about Penny and John's Farm and completed the first set of activities. In the workshop, you'll discuss more details from the case study using the following questions:

What do you think could be included in a list of suitable duties for Michael?

Are reduced hours necessary? Should they be introduced over the next few weeks?

What are the goals of a return-to-work plan and how will they be reviewed?

How would you explain Michael's return to work to the rest of the staff? How can the team support him?

Why should notes be made of the discussions that take place, who should receive a copy?

What is the best way to monitor Michael to ensure he is coping and can perform his assigned duties?

Workshop 5: Onboarding & Retaining Staff

Prior to Workshop

Complete the Enlight Module: Onboarding and Retaining Staff located in the Employment Basics Course.

There are a few online activities to be completed which will help you grasp the material being presented.

Resources

The online module for Employment Basics

[90-day onboarding journey review document](#)

This module provides advice and approaches for onboarding and then retaining employees on the farm.

After reviewing the online learning materials and videos, and completing the activities, you should be able to:

- identify onboarding requirements and articulate retention approaches for a variety of roles on farm
- create an onboarding program using the coaching guides
- apply the 90-day onboarding journey review document to inform employment decisions.
- identify individual needs and motivators of employees

Activity 1: Onboarding new employees on your farm

How have you onboarded employees in the past and what worked well for you?

Activity 2: Onboarding Elements

How would you onboard people in different positions on the farm?

Would each person need the same level of information and coaching?

Activity 3: Coaching Guides

Have you come across the Dairy Australia coaching guides before?

How would you go about using these to coach your staff?

Activity 4 Jack's 90 Day Onboarding review

Read the case study presented in the online activity. You will have been prompted to complete the [90-day onboarding journey review document](#) to appraise Jack in the online module.

Use your appraisal to discuss the following questions:

How would you provide feedback to Jack about his behaviour and attitude at work

What questions would you ask Jack to seek feedback from him

What coaching guides would you use for the next stage of probation

Activity 5: Your Retention Strategies

What are your current strategies for retaining employees on your farm?

Has the online material influenced your views on this?

Activity 6: Retention strategies for specific roles on farm

Expanding on Activity 5, the Facilitator will lead a discussion about retaining employees in specific roles on your farm.

What is the difference between retaining a farm business manager compared to a milker?

Would any of the strategies work for both?

Activity 7: Staff motivation

Do you think everyone has the same motivations for going to work?

What do you think motivates your employees or could motivate your future employees?

Activity 8: Communication Approaches

How do you currently communicate work matters to your staff such as:

- Daily operational activities

- New standard operating procedures

- Changes to the business (from changing a feed supplier to leasing an additional farm

- Staff changes

Workshop 6: Effective Termination Decisions

Prior to Workshop

Complete the Enlight Module: Effective Termination Decisions located in the Employment Basics Course.

There are a number of case studies to review and reflect on before attending the workshop.

Resources

The online modules for Employment Basics

[People Snapshot Self-analysis Tool](#)

In the final module, participants will review a series of brief scenarios in which employees require feedback on their performance and may be at risk of termination. Participants are encouraged to reflect on these situations and share their perspectives on the most appropriate actions to take.

There is no one correct answer for these situations, but it is essential for you to consider what your options might be if you were faced with this situation. It's essential that termination is managed carefully, ensuring it complies with fair termination procedures.

After viewing the online learning material and after completing the activities the participant should be able to:

- articulate practices to do with employment decisions including whether staff should be terminated or not.
- complete required documentation for terminations and staff warnings.

Activity 1: Effective Termination Decisions

Each scenario will be discussed in the workshop. Consider the following questions as you read the scenarios.

- Does the behaviour warrant instant dismissal?
- Does the behaviour breach farm policy?
- Is further training an option to correct the behaviour?
- Has the employer and their onboarding approach failed in this situation?
- Would you issue a written warning? What would it say?
- Should the police be called?
- Did you complete a termination letter for this scenario?

Scenario One: Animal killed

After returning from a weekend away, the farm owner is annoyed to find that one of his high yielding herd has been accidentally killed by a staff member who used the tractor to drag it out of a muddy dam. The action taken by the staff member was not malicious or intentional, but it is in breach of the farm animal welfare policy.

Scenario Two: Aggressive behaviour towards animals

After receiving two previous written warnings, a staff member continues to be aggressive with cows as they exit the dairy. The behaviour includes yelling and hitting cows and is not acceptable or compliant with the farm's animal welfare policy.

Scenario Three: Tainted Milk

For the third time in six months milk from the hospital herd has gone into the vat causing the milk to be tainted. The shed manager is in charge of the dairy and this has cost the business thousands of dollars.

Scenario Four: Unsafe work practice

All staff on farm have had safety awareness training including farm vehicles. A staff member has been seen lifting the bike onto one wheel as they travel down to the back paddock. This is a breach of the farm safety policy.

Scenario Five: Stealing

A staff member has been caught stealing farm diesel for personal use. The farm code of conduct states that theft will result in instant dismissal.

Activity 2: People Snapshot self-analysis tool

At the beginning of the program, you completed the People Snapshot self-analysis Tool. Complete the tool again now. The tool should have given you some insight into what you are doing well on farm and what needs improving. The tool is for continued ongoing use, to assist in measuring the effectiveness of people management on farm. You will share your self-analysis outcomes as well as discuss the following questions:

Has your self-reflection changed from the beginning of the program?

Do you have some actionable items after completing the course? Provide some examples.

How could you use this tool into the future?
