

Coaching Guide 2

Our farm culture and team behaviours

Aim: To make clear the conduct and behaviours all employees require on the farm

A Code of Conduct helps protect farmers against unacceptable conduct on-farm. It provides employees with guidance on what are acceptable behaviours in the farm business and what is expected to maintain the safety of people, livestock, and property.

At the end of this coaching session, employees will be able to describe the behaviours expected of them while at work and agree to abide by the farm's code of conduct.

Talking about the conduct expected from all employees on-farm

Discussing acceptable behaviours on-farm is something not to be missed and should be addressed on day 1.

This conversation and all coaching are the opportunity for you to role model expected behaviours on-farm. Set the example for safe and professional conduct on-farm.

How to start this conversation

- Have a relaxed, but professional, chat over a cup of tea or coffee
- Find a time when you or the employee are not likely to be distracted

Key points to talk about

- Support provided to new employee to start her/his job
- What are expected behaviours on-farm
- Explain that there are policies and procedures to help in mastering farm skills and safely completing tasks on-farm
- Agree on behaviours toward people, livestock, and property on-farm
- Explain the consequence of not adhering to the policies and procedures

COVID-19:

- Discuss your COVIDSafe Plan for workplace safety, and what employees are expected to do.
- Emphasize the **requirement that employees do not come to work if they have any symptoms.**

People are valued and supported to be their best

- ❑ Talk about why people are valued on your farm and how they make the farm great
- ❑ Make sure the employee knows who their coach is, and they know to speak to them to find out what coaching sessions are being done over the 90 days.
- ❑ Remind them that the training ties in with their probationary plan and review date (*IF NOT CASUAL EMPLOYMENT*)
- ❑ Employment here is under the Pastoral Award. Encourage them to read it.
- ❑ People have an opportunity to pursue career development in dairying. Talk about how you will speak again after the 90 days about what further training might be done.

Engage in conversation with questions about them	What are your career goals? Why dairy farming?
Encourage them taking on new tasks	Are you comfortable taking on a new task?
Encourage your new employee to ask questions or make suggestions	How can I make your job easier?
	What resources do you need to be successful at your job?

Farm culture and expected behaviour – safe and professional

- ❑ Outline expectations of standards on-farm e.g. language, conduct, dress, safe behaviours around people, livestock, machinery and vehicles (such as who can use which vehicles and speeding).
- ❑ All staff are treated with courtesy and respect
- ❑ Safe and professional behaviour is to benefit humans and animals – the animals on this farm are our greatest asset they must be cared for and respected.
- ❑ The farm has Standard Operating Procedures (SOPs) to describe how we do things. We sign off on them being read for safety through[Dairy Passport].
- ❑ During the course of the day if anyone notices something they can't correct right away (or something they suspect may have gone wrong), they must let someone know immediately.

Help your new employee understand how to behave on your farm	Do you feel clear on language and dress requirements?
	What work clothing will be most comfortable for you? Do you have the uniform? (if a uniform is worn on the farm).
Safety is a shared responsibility	Who is responsible for safety on farm?
Safety is continuous process	Why are safety protocols reviewed?

Checking they know where they can find the SOPs	Where are the SOPs located?
Why are SOPs important to read and follow	Have you used SOPs in any other job or activity you've done?
If you see something, say something	Do you know who to ask to work through the SOPs with you?
	What would you do if you were concerned about a cow you saw in the paddock? (Talk through your expected response)

Punctuality

- Check the new employee knows their start and finish hours / roster / leave details / meal breaks etc.
- Talk them briefly through milking and other farm routines to understand why being on time is important – animal welfare, teamwork of milking, food production time critical for pick up etc.

Check your new employee sees the connection between farm routine and expectations of behaviour	Why is timing so important on a dairy farm?
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Teamwork

- Highlight the feel of the farm and the team (the culture)
- Be part of the team – expectations of attending team meetings, regular communication across the team etc.
- Disclose and take reasonable steps to avoid any conflict of interest
- Discuss the farm management process to resolve workplace disputes in a fair and timely manner
- Teamwork is essential for us to achieve our goals and perform well under pressure
- We expect all staff to interact appropriately and successfully with people from all different backgrounds and at different levels

Engage new employee with asking about an example: "we value people working together"	Have you been a member of a team anywhere else (sport, work, school)?
	What were the best parts of working in a team for you?
	What were the challenging parts?

Work ethic

- ❑ Work ethic is the principle that hard work is intrinsically worthy of reward. Everyone has a different work ethic, but we expect people on farm to approach their work with:
 - Honesty and integrity
 - Acting in good faith and in the best interest of the farm/business
 - Acting in a financially responsible manner
 - Acting with a reasonable degree of care, diligence and skill
 - (add other aspects of work ethic you want the employee to be aware of)
- ❑ Discuss what is acceptable (and isn't acceptable) in smoking, alcohol and drugs, treatment of stock, safety.
- ❑ Underline that the farm is free from all forms of harassment, discrimination and workplace bullying.
- ❑ Where you have policies on these behaviours, direct the employee to read them.
- ❑ Outline the consequences of not behaving appropriately or being in breach of these policies.
- ❑ Tell the new entrant the behaviours will be discussed more in detail over the coming days as we complete other coaching sessions.
- ❑ "Agreement of behaviour" – asks the employee to agree to behave as expected (can formally sign a document). Before agreeing, ask the employee to relay to you expectations as they have understood and correct the conversation if needed.

Ask about what integrity means to new employee (one of these questions)

Drugs and alcohol use:
Reinforce the importance of not being affected by drugs or alcohol in the workplace

What does the word "integrity" mean to you?

Tell me about a time when a situation tested your integrity.

What might be the consequences for not doing the right thing?

This farm has a 'zero tolerance' on drug and alcohol use (if it does, of course) – what would that mean in terms of consequences if the rule was broken?

Communication

- ❑ The business has a policy of communicating any information relevant to those in the team
- ❑ Sharing information with colleagues and open communication and staff participation will keep all team members appropriately informed.
- ❑ Discuss use of the phone to keep in touch in the workplace. Say what is permitted in terms of phone use for private use during paid work time.
- ❑ There are opportunities to attend extension and training, communicating with the wider industry

Phone use: explaining farm values

Are you comfortable with limited use of phone during work time?

What do you think are the issues with using your phone during work hours?

Confidentiality

- ❑ Maintain confidentiality – confidential information, such as farm business practices or private information about individuals must not be given away or discussed.
- ❑ Use of social media
 - Employees need to know that making comments on social media about their employer and their workplace – even if they don't name names – can be against the terms of their employment contract.
 - Comments could be viewed as derogatory toward or disparaging of workmates
 - Direct them to read the social media policy if available to ensure they understand what is expected and what the consequences of not following are.

Engage them about their social media habits

What social media do you use? How do you find using social media?

If you have an issue that you are concerned about, who would you raise it with on the farm?

Do they understand what they can and can't talk about in relation to the farm?

What do you think would be confidential information about our farm?

About other people in the team on our farm?