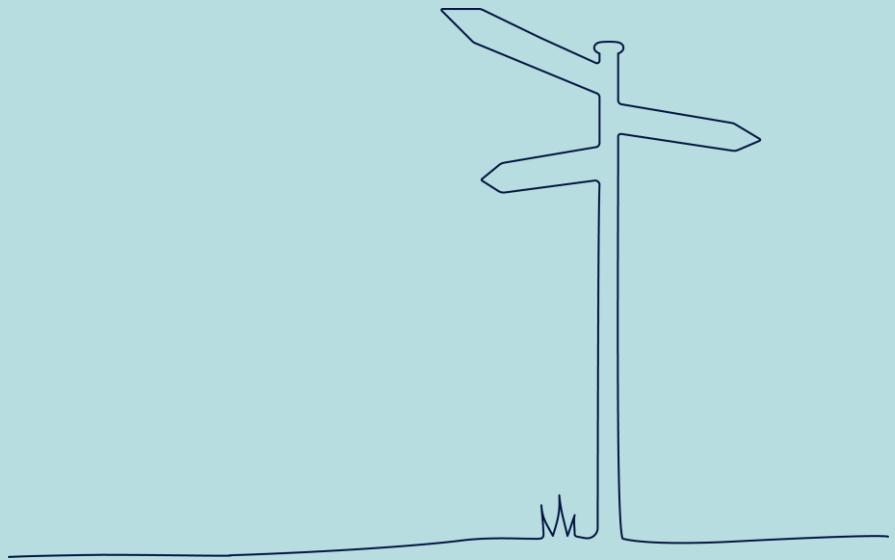


MANAGING PEOPLE

Participant Workshop Guide



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Managing People

Managing People is a fully supported online learning experience, that assists you to understand the key concepts of managing people on farm. This course focuses on the best approaches for overseeing and working with teams of people. It takes a team of people to run a large and successful business, a farm is no different.

We are all individual and have different ways of doing things, leadership is no different. Throughout this course you will work through case studies and examples of good and poor leadership on farm. The key to becoming a great manager or people leader is to practice these skills and reflect on your approach.

The program is delivered through Enlight, Dairy Australia's online learning space (<https://enlight.dairyaustralia.com.au/>). Enlight can be accessed through a web browser at the URL provided above, on both desktop computers and mobile phones. We recommend accessing Enlight using Chrome.

Learning outcomes

In completing a program, it is important to know what will be learnt. Below are the learning outcomes that you will achieve in completing the Managing People program.



Learnings for Participants

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

1. identify the benefits of people management, leadership and how this can benefit a farm business
2. use self-assessment to improve people management practices on farm
3. prepare communication strategies to inform staff on a range of topics from safety to business development
4. address staff development needs and see the farm business opportunity in doing this
5. update position descriptions to align with Pastoral Award classifications
6. identify leadership traits in existing staff and ways to capitalise on this, including recommending further training for staff
7. apply motivation strategies for retention
8. identify ways to resolve conflict
9. sort and create team goals vs individual work goals
10. plan business resilience strategies around employment on your farm
11. define the benefits of a strong succession plan given the size of your farm business.

Working online

To achieve the above learning outcomes, you will complete 5 independent online learning modules, and participate in 5 group workshop sessions across program. These group sessions will be facilitated by our Regional Extension Officers with input from experienced subject matter experts. The table below outlines the activities and when they occur.

Activities to be Completed	
Online Module 1: A People Approach	Timelines: Each online module should be completed before attending the online workshop session. Each module will take between 30 and 90 minutes to complete, depending on your digital capability. They are designed to be able to be completed as smaller chunks or the entire module at once to fit around your life.
Online Module 2: Engaging People	
Online Module 3: Managing Staff Performance	
Online Module 4: Working Together	
Online Module 5: Planning for the Future	
Online Workshop <ul style="list-style-type: none">- Introduction to the course and Enlight- Session 1 – A People Approach- Session 2 – Engaging People- Session 3 – Managing Staff Performance- Session 4 – Working Together- Session 5 – Planning for the Future	Time for completion: Each online workshop is 60-90min in duration and scheduled once.

Timing of Activities to be Completed

Week	Activities	Time
0	Online Induction Workshop	30 – 60 min
1	Online modules: A People Approach	45 min
	Online Workshop	60 – 90 min
2	Online module: Engaging People	45 min
	Online workshop	60 – 90 min
3	Online module: Managing Staff Performance	45 min
	Online workshop	60 – 90 min
4	Online module: Working Together	45 min
	Online workshop	60 – 90 min
5	Online module: Planning for the Future	45 min
	Online workshop	60 – 90 min

The online workshop sessions are normally at a scheduled time each week over the duration of the course. You will be provided with the information you need about this by the course facilitator. Also, the times are published through Enlight. The link to access each online workshop is also published in Enlight, in the online workshop tile.

The people delivering the course to your group will support everyone with the technical aspects of learning, while the Regional Extension Officer will be a key contact point for you and will support you if you have any issues with accessing the links to the workshops.

Enlight also has a support email address, where you can send any questions and get guidance on what to do: learning.support@dairyaustralia.com.au. Enlight has a specific area on the website where everybody can find resources that help them navigate Enlight if they are having problems.

Why do the modules?

The five online modules that make up Managing People provide the background information that support the group discussion. Completing these before coming to the online workshop will help you to contribute to the group discussion and to learn from others in the group.

The great thing about learning online is the flexibility. Where and what time of day the online modules are completed is up to you - they can be done in the morning, midday or midnight. We do recommend they are completed at a time when other tasks are not distracting. Each module will take 30 – 90 minutes to complete, depending on your experience and ability to work online.

It is expected that you will complete all sessions and modules. If a live online workshop session needs to be missed due to personal/work circumstances, you should contact the facilitator beforehand and arrange for it to be recorded so it can be viewed at a later date, before attending the next workshop. This will mean that the learning content is not missed, and the next workshop will not be confusing.

Using this guide

A space has been provided under most tasks which you can populate with responses or ideas that you draw from the online workshops.

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>

My Action Plan

As you progress through the Managing People workshops you will come across practical ideas and options that you could apply in your farm business. Make a note of things you intend to put into ACTION.

You get what you focus on. So, focus on what you want.

Action	WHO	BY WHEN

Online Workshop 1: A People Approach

Recommended Resources

The online modules for A People Approach

<https://enlight.dairyaustralia.com.au/course/view.php?id=121>

The People in Dairy Website

www.thepeopleindairy.org.au

<http://www.thepeopleindairy.org.au/eski-landing-page.htm>

Prior to Workshop

Prior to attending the workshop, please complete the Enlight Module: A People Approach located in the Managing People Online Program in the *MyEnlight* dashboard.

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

You should give extra focus to the Case Study in this module as it will be discussed in depth during this workshop.

Overview of Session (45 - 90 Minutes)

This workshop focusses on taking a people approach to your farm business. If you want to expand your farm business, you will need to have the right people in your team. Once you have those people you need to be employee focused, ensuring that employees have what they need to be successful on your farm. The purpose of the session is to consolidate and expand on concepts and material presented in the online course.

Task 1: Managing People

The facilitator will lead a discussion using these starter questions:

1. Are you currently managing people?

2. What are some approaches that you find effective in getting the most out of your team? When participating in this discussion try to use as much employment terminology as you can, which will help you pinpoint your perspective.

Task 2: People Snapshot survey

In the online material you were asked to complete the People Snapshot survey and bring it to the session. Using the survey and the results from the survey the facilitator will lead a discussion using these starter questions:

1. Did you complete the People Snapshot survey?

2. What did it tell you about your people processes?

3. Where could you improve in your current practices and what are some actions you could put in place to achieve this?

Task 3: Communication approaches

Your facilitator will lead a discussion, helping you reflect on the material presented in the module so far. Discussion starter questions include:

1. How do you currently communicate to inform staff on business developments?

2. Do you share both positive and negative news?

3. After reading the online material would you consider changing some of your communication approaches?

Task 4: Case Study: Annie & Barry – Herd Records Upgrade

In the online material you read through the case study of Annie and Barry – Herd Records Upgrade. You will explore this case study further by discussing the following questions:

1. What are some tools Annie and Barry might use to ensure staff are well informed about the meeting and its purpose?

2. What do Annie and Barry need to put into place before the meeting?

3. What things would help attract staff to the meeting but also ensure they are happy during the meeting?

4. What follow ups need to take place after the technology is in place?

5. After reading the case study and reflecting on past experiences, do you consider yourself able to facilitate a meeting like this, establishing open communication, engagement and adoption of desired changes? If you do not feel confident facilitating a meeting like this, how do you think you could improve your skills?

Online Workshop 2: Engaging People

Recommended Resources

The online modules for Engaging People

<https://enlight.dairyaustralia.com.au/course/view.php?id=121>

The People in Dairy Website

www.thepeopleindairy.org.au

<http://www.thepeopleindairy.org.au/eski-landing-page.htm>

Prior to Workshop

Prior to attending the workshop, please complete the Enlight Module: Engaging People located in the Managing People Online Program in the *MyEnlight* dashboard.

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

You should give extra focus to the two Case Studies in this module as they will be discussed in depth during this workshop.

Overview of Session (45 - 90 Minutes)

This workshop focusses on engaging people in your farm business. Once you've hired the right staff you will want to keep them engaged and excited about their work. The purpose of the session is to consolidate and expand on concepts and material presented in the online course.

Task 1: Workforce shortages

The facilitator will lead a discussion using these starter questions:

1. Are you prepared for workforce shortages? Why/why not?

2. If you believe you have, what are some of your strategies for preparing?

Task 2: Case Study: Maternity Leave

In the online material you read through the case study of Sandra going on Maternity leave. You will explore this case study further by discussing the following questions:

1. What should have been put into place to prepare for this workforce gap, even before Sandra requested maternity leave?

2. What elements of Sandra's job will need to change before and after maternity leave?

3. Can the role be filled or delegated through the existing work force, or will Annie need to recruit someone?

4. What happens during leave? Can Annie contact Sandra during the leave period?

5. How should return to work time frames be setup? Transition back into work.

Task 3: Staff development needs

Your facilitator will lead a discussion, helping you reflect on the material presented in the module on staff development needs. The discussion starter question will be:

1. How do you currently go about identifying staff development needs?

Task 4: Case Study: Planning staff development

In the online material you read through the case study about planning staff development. You will explore this case study further by discussing the following questions:

1. How should Annie & Barry approach staff about the impending changes?

2. What help could they enlist?

3. What on farm documents and processes need to be addressed?

4. What communication methods would work well?

Task 5: Staff development needs

The facilitator will lead a discussion using these starter questions:

1. Do you update position descriptions after staff reviews?

2. What are the benefits of doing this?

Online Workshop 3: Managing Staff Performance

Recommended Resources

The online modules for Engaging People

<https://enlight.dairyaustralia.com.au/course/view.php?id=121>

The People in Dairy Website

www.thepeopleindairy.org.au

<http://www.thepeopleindairy.org.au/eski-landing-page.htm>

Prior to Workshop

Prior to attending the workshop, please complete the Enlight Module: Managing Staff Performance located in the Managing People Online Program in the *MyEnlight* dashboard.

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

You should give extra focus to the two Case Studies in this module as they will be discussed in depth during this workshop.

Overview of Session (45 - 90 Minutes)

This workshop focusses on managing people in your farm business. Often when you think about managing staff you probably think about giving them direction to complete tasks on-farm, however good management is far more strategic than this and should take both a short and long-term view. The purpose of the session is to consolidate and expand on concepts and material presented in the online course.

Task 1: Workplace leaders

The facilitator will lead a discussion using these starter questions:

1. How do you go about working out which of your current employees would make good leaders?

2. What traits do you look out for?

Task 2: Performance appraisals

The facilitator will lead a discussion using this starter question:

1. How do you make a staff performance appraisal a valuable meeting for your farm business?

Task 3: Underperforming staff

The facilitator will lead a discussion using these starter questions:

1. How much should you manage and mentor underperforming staff?

2. Do you think it's worth mentoring these staff or is it better to find more experienced staff?

3. How would you plan for a discussion with an underperforming staff member?

Task 4: Case Study: Maternity Leave Fill

In the online material you read through the case study of Sandra going on Maternity leave. You will explore this case study further by discussing the following questions:

1. Before Sandra leaves, how can she help Jennifer upskill?

2. Will Sandra upskilling Jennifer be all that is needed, while Sandra is on maternity leave?

3. What might some of the knowledge gaps that Jennifer might have and how can Annie help her fill those?

4. What workforce gaps might be caused by Jennifer moving into Sandra's role? How should Annie go about having those discussions with staff?

5. Once Sandra is on leave, how can Annie use staff appraisal to help Jennifer in her role?

6. How should Annie communicate any skills gaps that are identified in Jennifer's work while she is in the role?

Task 5: External Training

Your facilitator will lead a discussion, helping you reflect on the material presented in the module on staff development needs. The discussion starter questions will be:

1. What are the benefits to sending your employees off to external training?

2. What is the investment and payoff you will get for sending staff off-farm for training?

3. When should you send them to study, in preparation for future skills or at the time those skills are required on farm?

Task 6: Motivating Staff

The facilitator will lead a discussion using this starter question:

1. What motivates staff and how is that different to what motivates you?

2. What are some motivation strategies you find effective for your staff?

Task 7: Case Study: Senior Farm Hand

In the online material you read through the case study about Paul the Senior Farm Hand. You will explore this case study further by discussing the following questions:

1. Has Paul's family life impacted his work life? Should that be the case?

2. How can Paul's roster be rearranged to accommodate his family life?

3. Is it just about shift management or will they need to consider other employment options?

4. How can they use this situation to enhance Paul's leadership traits?

5. To keep Paul motivated what needs to happen in his next performance review?

6. Could Annie and Paul have avoided this situation with a different communication approach?

Online Workshop 4: Working Together

Recommended Resources

The online modules for Engaging People

<https://enlight.dairyaustralia.com.au/course/view.php?id=121>

The People in Dairy Website

www.thepeopleindairy.org.au

<http://www.thepeopleindairy.org.au/eski-landing-page.htm>

Prior to Workshop

Prior to attending the workshop, please complete the Enlight Module: Working Together located in the Managing People Online Program in the *MyEnlight* dashboard.

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

You should give extra focus to the Case Study in this module as it will be discussed in depth during this workshop.

Overview of Session (45 - 90 Minutes)

This workshop focusses on working closely with employees and gives strategies for dealing with many of the day-to-day elements that come up in people management. The purpose of this session is to consolidate and expand on concepts and material presented in the online course.

Task 1: Defining Leadership

In the online material you were asked to consider and document answers to the following questions:

- a. What is good leadership?
- b. What are some of the characteristics of a good leader?

Use your responses to these questions to help you interact and discuss these workshop questions, which the facilitator will lead:

1. What did you define as good leadership? What are the characteristics of a good leader?

2. How many need work?

3. Focusing on one area that needs improvement, what is an actual activity you can put into place tomorrow, to help you work towards improving in that area?

Task 2: Work conflicts

The facilitator will lead a discussion using these starter questions:

1. In your experience what are some big conflicts that happen on farm?

2. If you've had to deal with a workplace conflict before, how did you go about resolving that?

Task 3: Grievance policy

In the online material, you were asked to take a template grievance policy and customise it for your farm business.

The facilitator will lead a discussion using these starter questions:

1. Before working through the online material, did you have a grievance policy in place? If so, has it been effective?

2. What are some situations where the grievance policy has helped you resolve issues?

3. Conversely if you don't have a grievance policy, has a situation arisen where one could have helped?

Task 4: Case Study: An individual keeps completing an unsafe work practice and other staff have been complaining.

In the online material you read through the case study of Taylor who continues to use unsafe work practices. You will explore this case study further by discussing the following questions:

1. What should Annie and Barry do about the situation with Taylor?

2. How should Annie and Barry deal with the use of Quad bikes on the farm?

Task 5: Building Diverse Teams

Your facilitator will lead a discussion, helping you reflect on the material presented in the module on build a diverse team. The discussion starter questions will be:

1. What are the advantages to your farm business for building a diverse team?

2. How can you create and nurture a diverse team on your farm?

Online Workshop 5: Planning for the Future

Recommended Resources

The online modules for Engaging People

<https://enlight.dairyaustralia.com.au/course/view.php?id=121>

The People in Dairy Website

www.thepeopleindairy.org.au

<http://www.thepeopleindairy.org.au/eski-landing-page.htm>

Prior to Workshop

Prior to attending the workshop, please complete the Enlight Module: Planning for the Future located in the Managing People Online Program in the *MyEnlight* dashboard.

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

You should give extra focus to the two Case Study in this module as they will be discussed in depth during this workshop.

Overview of Session (45 - 90 Minutes)

This workshop focuses on forward looking decision making, in the employment space on-farm. Often future planning is focused on money; however, the employment strategy should be considered also. The purpose of this session is to consolidate and expand on concepts and material presented in the online course.

Task 1: Team and individual goals

The facilitator will lead a discussion using these starter questions:

1. How do you go about creating team goals?

2. Does your team contribute to the farm team goals, or only their own personal individual goals?

3. How could you use team goals in a strategic way to grow your business?

Task 2: Case Study: Ross gets moved into a people management role

In the online material you read through the case study of Ross who has been promoted into a management role. You will explore this case study further by discussing the following questions:

1. What has happened to Ross?

2. What should Annie and Barry do before they promoted Ross? What mistakes have they made in preparing Ross for the role?

3. Is Ross suited to being a people manager why/why not?

4. What should Annie and Barry do now to rectify the situation?

Task 3: Business Resilience Strategies

The facilitator will lead a discussion using these starter questions:

1. Do you have any business resilience strategies in place around staffing?

2. What staffing decisions might you need to make if challenging events occurred on your farm?

3. How can you be mentally prepared for these as well as practically prepared?

Task 4: Case Study: Business Resilience strategy

In the online material you read through the case study of Annie and Barry's business resilience considerations. You would have also created a list of possible actions they could undertake to make their business more resilient. Using that list and you will explore this case study further by discussing the following questions:

1. What are some business resilience strategies, focusing on staffing, that Annie and Barry could implement?

2. What are easy actions and which ones are more involved?

Task 3: Succession Planning

The facilitator will lead a discussion using these starter questions:

1. Have you given any thought to succession planning?

2. How are financial and people succession planning different?

3. How much should you consider your current staff in your succession plan, especially if you plan to sell your farm to a non-family member?