This workshop can be facilitated 1:1 or with a larger group.

**Materials Needed**
- HR Tool Kit (including forms, guides, templates, OJT Package, People Skills topics, etc. in print for example AND electronically for per participant customization)
- Copy of HR Tool Kit User’s Guide for each participant
- PowerPoint presentation
- Participant Guide, with Action Plan
- Facilitator laptop and projector
- Participant computer where possible, allowing for hands on customization of materials
- Change Management model

**Facilitator Actions Pre-Session**
- Pre-session contact with participant(s) encouraging they bring or have available a laptop or computer (for personal use during workshop)

**Objectives: Participants...**
- explore the contents of the HR Tool Kit and other NPB resources
- identify HR tool development/customization priorities for their operation
- begin customization of HR Tool Kit
- have a plan in place to continue customization with minimal NPB involvement
- have a resource list available to aid in development of HR tools

**Outline**

<table>
<thead>
<tr>
<th>Timing for 3.5 hr session</th>
<th>Topic</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>:00-:05</td>
<td>Welcome/Intro/Objectives</td>
<td>Intentions for session</td>
</tr>
<tr>
<td>:05-:30</td>
<td>Overview of HR Tool Kit, People Skills and OJT package</td>
<td>Participants reference a copy of the User’s Guide for overview</td>
</tr>
<tr>
<td>:30-:40</td>
<td>Identify priorities for immediate work in today’s session</td>
<td>What are the priorities for this operation? What can begin today?</td>
</tr>
<tr>
<td>:40-1:30</td>
<td>Priority 1</td>
<td>Pull related tools and begin customization</td>
</tr>
<tr>
<td>1:30-1:40</td>
<td>BREAK</td>
<td></td>
</tr>
<tr>
<td>1:40-2:30</td>
<td>Priority 2</td>
<td>Pull related tools and begin customization</td>
</tr>
<tr>
<td>2:30-3:20</td>
<td>Priority 3</td>
<td>Pull related tools and begin customization</td>
</tr>
<tr>
<td>3:20-3:30</td>
<td>Next Steps/Close</td>
<td>Plan for operation to move forward with customization Resources available include...</td>
</tr>
</tbody>
</table>
Welcome / Introduction / Objectives (5 min)
Distribute participant guide as session begins

STATE: Today the focus is on you and the people side of your operation. We’ve put together a human resources tool kit that provide the people management resources to source, hire, train and retain a quality workforce. Refer participants to Objectives stated in participant guide
- explore the contents of the HR Tool Kit and other NPB resources
- identify HR tool development/customization priorities for your operation
- begin customization of the HR Tool Kit
- have a plan in place to continue customization
- have a resource list available to aid in development of HR tools

STATE: Our intention is to share what’s available to you in this tool kit – and to help you identify what would be of most impact to work on today. We’ll then begin customization of materials, spending about 50 minutes each on your top three priorities. Though it is likely there will be more work to be done on those priorities, we’ll leave you today with a plan for moving forward.

Terms:
Stockperson: responsible for daily care of animals
Department Lead: responsible for Breeding and Gestation or Farrowing portions of a sow farm
Sow Farm Manager: responsible for management of sow farm
Wean to finish manager: responsible for group of wean to finish barns

Overview of NPB materials and HR Tool Kit (25 min)
STATE: Let’s begin by taking a look at the resources available to you. And a quick reminder, in addition to what we have in front of you today there are many resources available to you online.
- Society of Human Resource Management www.shrm.org
- American Society of Training and Development www.ASTD.org

On-the-Job Training (OJT) Package (5 min)
STATE: This may be the first time some of you have had the chance to see the On-the-Job Training (OJT) Package. This package is geared toward orienting and training your newly hired stockperson. It covers breeding/gestation, farrowing, etc. If you are looking for some practical structure to your training, this is it! Included are an Owner’s Implementation Guide, a 12-week training plan, training checklists and skills assessments.

People Skills Workshops (5 min)
Utilize the People Skills disk to show topics – and be prepared to open Workplace Communications as an example topic.

STATE: Next... Recently we’ve created a series of People Skills Workshops for your use. Nine human resource topics are covered:
- Legal Basics
- Performance Management
- Managing Different Cultures
- Workplace Communications
- Recruiting and Selection
- Discipline and Termination
- Conflict Management
- Training and Development
- Compensation

Included are both facilitator and participant materials on these topics. Use them with your management team to refresh,
grow or polish their skills. You’ll find farm-specific scenarios for each topic, important questions to ask and key points to bring out in discussion – all in an easy-to-use format. We’d suggest using one topic at a time, over a period of time.

**ILLUSTRATE:** Let’s look at Workplace Communications as an example.

- I select the topic and can open the facilitator guide. Open *Workplace Communications Facilitator Guide*. I would print this prepare and use it during a session.
- *Open the Participant Guide*. I would print a copy of the Participant Guide for each person on my management team. They’d use it during the session to capture additional notes and have as a reference after the fact.
- *Open the PowerPoint*. And here is the associated PowerPoint. I navigate to the first scenario and we can hear the example audio conversation.
- The Facilitator Guide then walks us through questions and activities – providing us with answers we’d either expect to hear during discussion or could offer up to the group.

**HR Tool Kit (15 min)**

Distribute copies of User’s Guide

**STATE:** Lastly we want to show you the components of the *HR Tool Kit*. These are best practice policies and procedures for your operation. Many are in the form of templates you can customize. We’ve created a User Guide to help you use it. These are the tools we’ll work further with today in particular.

Policies and procedures are a means to let your employees know how to behave and what is expected of them. They also help protect the farm from legal risk. While this information is meant to be a guide, it is not to be considered legal advice. State-to-state requirements vary, and so we encourage you to seek out your state resources. We also ask you to consider working with legal counsel familiar with HR law to review materials as you proceed.

**STATE:** There are 5 broad components to the HR Tool Kit. You see these on the first page of the User’s Guide we handed out. Let’s take a look at each...

1. **Create and Maintain Personnel Records**
   **STATE:** In the area of Create and Maintain Personnel Records, note the first paragraph states…
   **READ FROM USER GUIDE:** “The personnel file serves as the historical record of information about the employee from the date of hire until they leave your employment. Various federal and state laws require that certain records be kept by an employer.”
   **STATE:** Therefore our suggestion is that you establish a system for maintaining personnel records if you don’t have one. If you do have a system, assess it against the criteria stated here to assure you are following best practices which protect the operation from risk. Key points (such as what employee records a manager can keep) are highlighted in the User Guide, and more detail is in the Tool Kit in the Guide: Personnel Records Management.

   **Individual Reflection**
   **STATE:** Take a moment to answer the audit questions posed in the User’s Guide for this section. Put a Y for Yes or an N for No beside each question.

2. **Create an Employee Handbook**
   **STATE:** As we move on in the User’s Guide to Create an Employee Handbook, again let’s read the first paragraphs under the title… a brief explanation of why this is important to you.
   **READ FROM USER’S GUIDE:** “In general, employers are not required by law to issue an employee manual or handbook. The decision is largely a practical matter and not a legal one. Employee handbooks establish uniform, well defined employment policies - the hallmark of good employee relations when consistently applied.
Obviously, an employer need not have an employee manual to have uniform, well defined personnel policies. In practice, however, it is the adoption of an employee handbook that creates the uniformity and definition which allows for consistent application of the employer’s policies.

**STATE:** If a handbook would be important to your operation, we’ve created a template for you to work from. And this User’s Guide lists priority areas for you to focus on.

### Individual Reflection

**STATE:** Take a moment to answer the audit questions posed in the User’s Guide for this section. Put a Y for Yes or an N for No beside each question.

---

3. **Develop Procedures for Recruiting and Hiring the Best**

**STATE:** A third component of the HR Tool Kit is designed to help you Develop Procedures for Recruiting and Hiring the Best. You know how important it is to hire right the first time. But do you have a strategy for accomplishing that? Take a look at the audit and again assess yourself.

### Individual Reflection

**STATE:** Take a moment to answer the audit questions posed in the User’s Guide for this section. Put a Y for Yes or an N for No beside each question.

**STATE:** This component of the Tool Kit is supported by a Procedure Guide for Hiring and many tools such as templates for job descriptions, sample job descriptions and interview guides.

---

4. **Orient New Employees**

**STATE:** Step Four in the User’s Guide is to Orient New Employees. This includes orientation to the job and your expectations – but also orientation to the company, compensation and benefits and other staff.

### Individual Reflection

**STATE:** Take a moment to answer the audit questions posed in the User’s Guide for this section. Put a Y for Yes or an N for No beside each question.

**STATE:** A New Employee Orientation Manual is part of the HR Tool Kit and gives details on content for orientation.

---

5. **Manage Performance**

**STATE:** For the fifth component of the HR Tool Kit we discuss how to Manage Performance. In the first paragraph under this topic in the User’s Guide, you see a brief definition of the term performance.

**READ FROM USER’S GUIDE:** “When we speak of performance we are looking at a broad picture of how the individual successfully contributes to the overall success of the organization.”

**STATE:** Therefore we are looking at how well an employee handles the responsibilities of their job, but also how well we prepare and support them.

- For example, do employees have a path for developing their skills? Are managers coaching and giving feedback – both daily and more formally via an appraisal? Does the operation have a process in place to correct employee behaviors - or to minimize legal risk when terminating employees?

### Individual Reflection

**STATE:** Take a moment to answer the audit questions posed in the User’s Guide for this section. Put a Y for Yes or an N for No beside each question.
STATE: The Tool Kit offers an abundance of customizable tools to help you with annual performance reviews, individual development plans, progressive discipline policies and more.

Identifying Your Priorities (10 min)
STATE: We’ve taken some time to orient you to the resources available to you. Now is the time for you to ponder where you’d like to begin. Where is the return on your investment of time? Where will your efforts have the most impact? We’ve given you our suggestion in the User’s Guide by creating Steps. If you are feeling confident in some of these areas, the order of the Steps may not make sense for you.

<table>
<thead>
<tr>
<th>Individual Reflection</th>
</tr>
</thead>
<tbody>
<tr>
<td>STATE: Take a look at the User’s Guide and your audit responses. Prioritize these areas, as we’ll begin working on them next. Use 1 for your first priority, 2 for your second priority, etc.</td>
</tr>
<tr>
<td>______ Create and Maintain Personnel Records</td>
</tr>
<tr>
<td>______ Create an Employee Handbook</td>
</tr>
<tr>
<td>______ Develop Procedures for Recruiting and Hiring the Best</td>
</tr>
<tr>
<td>______ Orient New Employees</td>
</tr>
<tr>
<td>______ Manage Performance</td>
</tr>
</tbody>
</table>

Identify the top 3 priorities (for individual – or by consensus for group) and access the appropriate material to facilitate the 50 minute sessions.

Priority 1 (50 min)
BREAK (10 min)
STATE: Let’s take a few minutes to care for ourselves. Plan to be back at __:__ and we’ll move to our next priority.
Priority 2 (50 min)
Priority 3 (50 min)
Next Steps (10 min)

STATE: With each of your priorities we’ve left you with some awesome resources. In addition, let me remind you of this state-by-state resource for you. This could be the Employment Law Links doc and/or other resources.

You’ll be able to proceed independently from here – using the resources we’ve provided and given the jump start your focus today has provided you. Let’s take a few minutes to walk through your Action Plan and make sure you are well on your way…

Create and Maintain Personnel Records (50 minutes)

Distribute these additional resources for each participant:
- Guide: Personnel Records Management
- Sample policy: Personnel Records
- Sample personnel files


All employees, former employees, and representatives of employees may view certain contents of their personnel file with advance notice to Human Resources staff. Documents that relate to the employee’s qualifications for hire such as the application, promotion, disciplinary action, and transfer may be viewed. Additionally, the employee may review policy signoff forms and training records.
Documents that the employee may not review include: references or reference checks, records of any investigation undertaken by management, medical records, documents related to a judicial proceeding, any document that would violate the confidentiality of another employee, and documents used for employee planning.

Procedure

- An employee who wants to review the allowable contents of their personnel file should contact Human Resources with 24 hours notice. Former employees, or people unknown to the Human Resources staff, must present identification and / or proof of permission to access the personnel file.
- Personnel files must be reviewed in the presence of a Human Resources staff person. No part of the personnel file may be removed from the office by the employee.
- Photocopies of the file, or portions of the file, may be requested by the employee. Within reason, the Human Resources staff person will provide photocopies. For extensive copying, the employee will need to pay for the photocopies.
- If the employee is unhappy with a document in his or her personnel file, in the presence of the Human Resources staff person, the employee may write an explanation or clarification and attach it to the disputed document.
- The employee may also ask to have a document removed from the personnel file. If the Human Resources staff person agrees, the document may be removed. If the Human Resources staff person disagrees, the matter may be appealed in the manner proscribed in the Company Open Door Policy.

STATE: The User’s Guide will be our starting point. It truly is a guide to building or updating your human resources structure. In addition we’ll use your participant guide to create an action plan for this component.

Work from User’s Guide and cover each step…

- Establish a “system” for building personnel records
  - Show sample personnel files
- Utilize the personnel records system consistently
  - Suggest they add an annual “review” task to their calendar
- Create and communicate a written personnel records policy
  - Provide sample that could be included in their Handbook or as a stand alone
- Advise the management team on their working files
  - Suggest they add this to their action plan

STATE: Let’s take a look at your Action Plan for this component. As we worked you jotted down some thoughts on “what” you needed to do. Let’s get more specific by adding the “how, who and when” detail.

Ask they spend a few moments detailing their action plan.

Debrief: If in a group it may be helpful to have them share their plan with a partner – or ask each to give an example from their plan.

Create an Employee Handbook (50 minutes)

Distribute these additional resources for each participant:

- Employee Handbook template

STATE: The User’s Guide will be our starting point. In addition we’ll use your participant guide to create an action plan for this component. Key to completing this component, of course, is our template. You’ll likely need to pull together some of these pieces after our session, but you’ll get a good start in the next 50 minutes and will determine your next steps.
STATE: First, let’s customize the handbook specifically to your operation. Note the instructions on page 1 for adding your company name in place of [Company Name Here].

Assist participant(s) through the Replace process as indicated in instructions.

STATE: As we go you’ll see red type. As noted on the instruction page, these are tips or call outs or areas for further customization. Don’t get hung up on catching them. That can be part of a later review. Now let’s focus on some priority areas to customize.

Work from User’s Guide and cover each of these identified priorities. Have them read and customize each of the following sections, spending an average of 5 minutes on each! If they have questions or need more information before completing the template, don’t have them linger. Simply have them add to their action plan on each topic.

- Statement of the company’s goals and philosophy
  - Have participants create a statement to add in to Welcome Message in section 1 or Operations in section 2.
- Working hours
  - Work Hours and Overtime Pay section (5.3)
- Statement of nondiscrimination
  - Harassment and Discrimination Policy (8.9)
- Procedures and policies for absence from work
  - Reporting Absences (6.11)
  - Attendance and Punctuality (8.1)
  - Eventually all of Time Off section (6)
- Performance evaluation procedures
  - Performance & Salary Reviews; Provisional Period (5.6)
- Pay periods
  - Payroll (5.5)
- Safety and accident rules
  - Safety and Accident Rules (8.4)
- Use of company property
  - Use of Company Property (8.6)
  - Use of Company Computers, E-mail, and Internet Vacation and holiday policies (8.7)

STATE: You have an action plan started. And you know you’ll need to walk through the rest of the manual to determine what is applicable to your operation and what needs customized. Nothing is here without good reason. Before you delete a section, you may want to consult with a human resources knowledgeable attorney. And a final step of your action plan for this topic should be to have the entire document reviewed by that attorney.

STATE: Let’s get more specific on the Action Plan now by adding the “how, who and when” detail.

Ask they spend a few moments detailing their action plan.

Develop Procedures for Recruiting and Hiring the Best (50 minutes)

Additional resources for each participant:
- Copy of Procedure Guide for Hiring New Employees
- Included in the
  - Job Analysis Form and sample
STATE: We have another tool that will be particularly helpful here… the Procedure Guide for Hiring New Employees. This tool can be customized to your operation as well, and your entire management team could use it as a checklist for hiring according to recognized best practices.

Distribute copy of Procedure Guide

Work from Procedure Guide and cover each of the nine steps. Ask them to add to their Action Plan as they go. Spend just an average of 5 minutes on each step.

- Create or Update the Job Description
  - Assure they understand the benefit or a job description, as stated in Guide.
  - Do they have job descriptions already?
  - Share sample job descriptions
  - Share templates for job analysis and job description
- Search for / Recruit the Best
  - Share customizable application form
  - Share sample job ads and employee referral program materials
- Screen Applicants
  - Discuss need to narrow applicant pool
  - Share sample phone interview form
- Prepare for Interviews
  - Review these steps, reiterating this can be a great tool for the management team in hiring.
  - Encourage best practice preparation and involving team members
  - Share sample interview questions, interview guide and tips on interviewing
  - Share sample candidate evaluation form
- Interview Candidates
  - Indicate this section is a guide for the interview process. If they’ve adequately prepared, this shows them a process and tips for the actual interview.
- Conduct Background Checks
  - Share Understanding Background Checks document
  - Share sample reference check, drug screening and consent forms
- Select the Best Candidate
  - Remind them that utilizing the Candidate Evaluation Form for each candidate allows a manager to have
something tangible and consistent to look at – backing up and going beyond any gut feeling or intuition they may have about the candidate

- Extend the Job Offer
- Remind them they have a responsibility to follow up with all candidates
- Plan for Initial Orientation
- Share New Hire Orientation Manual briefly, unless Orient New Employees was an identified priority and you have already covered it – or will cover it yet

STATE: Let’s take a look at your Action Plan for this component. As we worked you jotted down some thoughts on “what” you needed to do. Let’s get more specific by adding the “how, who and when” detail.

Ask they spend a few moments detailing their action plan.

Debrief: If in a group it may be helpful to have them share their plan with a partner – or ask each to give an example from their plan.

**Orient New Employees**

*Distribute these additional resources for each participant:*

- New Employee Orientation Manual (on disk?)
- Employee Handbook
- NPB resources related to Animal Welfare
- Total Compensation Worksheet

STATE: Let’s use the Orientation Manual as our guide for this component. Clearly you recognize the value of properly orienting an employee to your operation if you’ve prioritized this component in the top 3 today. The first page of the Manual gives some additional substance to back up your prioritization. Getting a new employee off to a good start is simply good business!

*Work from Orientation Manual and cover each of the four steps. Encourage participants to use their action plan as they go.*

- Orient the employee to the company
  - If the operation has written vision, mission and goal statements this simply tells them how to approach an explanation to the new hire
  - This is also a good place to talk about the company history and operations (possibly referencing these sections in an employee handbook)
- Orient the employee to job expectations
  - This section helps a manager differentiate between job performance expectations and appropriate conduct/behaviors displayed on the job
  - Share policies related to
    - Animal Welfare
    - Sexual Harassment/Assault
    - Workplace Violence
    - Equal Employment Opportunity/Discrimination
- Orient the employee to compensation
  - This section does a nice job of explaining "total compensation". Are participants explaining to their new hires? To their current employees, for that matter!
  - Again, encourage they use this as a checklist for their orientation practices
- Orient the employee to staff
  - The goal is to increase the new hire’s support network and this provides a list of some key people and places
the new hire should be familiar with
- Policies and teamwork are also covered in this orientation format. If an employee handbook has been created, this is a key source of information.

**STATE:** Let’s take a look at your Action Plan for this component. As we worked you jotted down some thoughts on “what” you needed to do. Let’s get more specific by adding the “how, who and when” detail.

*Ask they spend a few moments detailing their action plan.*

**Debrief:** If in a group it may be helpful to have them share their plan with a partner – or ask each to give an example from their plan.

**Manage Performance**

*Distribute these additional resources for each participant:*
- OJT Package
- Individual Development Plan template
  - Also sample IDP in OJT Package
- New Employee Orientation Manual
- Progressive Discipline Process
- Employee Handbook

**STATE:** As we discuss managing performance and work to build your operation in this area, the User’s Guide is a good starting point. We’ll also reference other tools in the HR Tool Kit.

*Work from User’s Guide*
- Create Individual Development Plans (IDPs)
  - Share template and sample from OJT Package
  - Encourage they use an IDP with new hires and with current employees to grow their skills
- Work with the management team on regular coaching and feedback – and on preparing for and conducting performance appraisals
  - Share People Skills Workshop materials on coaching and feedback – and on managing performance
  - Share performance appraisal template and guide
  - Reference New Employee Orientation Manual
- Utilize progressive discipline
  - Share Progressive Discipline Process with forms for each stage of written discipline and termination
  - Reference employee handbook sections

**STATE:** Let’s take a look at your Action Plan for this component. As we worked you jotted down some thoughts on “what” you needed to do. Let’s get more specific by adding the “how, who and when” detail.

*Ask they spend a few moments detailing their action plan.*

**Debrief:** If in a group it may be helpful to have them share their plan with a partner – or ask each to give an example from their plan.