

Acknowledgements

The material in this book builds on earlier works published by other agricultural extension agencies in Canada and the United States. Without the leadership offered in those works, this material could not have been put together. The people and the agencies for whom they work are listed in the Reference section at the end of this book.

We also acknowledge the input from Garth Bean, Agricultural Employment Services and assistance from other Agricultural Employment Centres. We appreciate the farmers and managers who reviewed and offered input to the first draft: Bruce McTavish, John Van Dongen, John Schroeder, Howard Joynt and Garth Bean.

Material in this book was prepared by:

Lorne Owen P.Ag., M.Ag. Provincial Farm Management Specialist, B.C. Ministry of Agriculture, Fisheries and Food

Pat Davidson B. J., M. Ag., Extension Education Consultant

Howard R. Rosenberg, Ph.D., Director, Agricultural Personnel Management Program, University of California, Berkeley.

Lindsay Brooks, President, Strategic Quality Institute

The first edition of this publication was funded by the Productivity Enhancement Program of the Canada-British Columbia Agri-Food Regional Development Subsidiary Agreement (ARSDA 1985-90). The Agreement, which provides a variety of programs for the development of the agri-food industry, is cost-shared equally by the governments of Canada and British Columbia through Agriculture Canada and the British Columbia Ministry of Agriculture, Fisheries and Food, respectively.

Revised 1993



Province of British Columbia
Ministry of Agriculture, Fisheries and Food

The responsibility for the publication as written and all conclusions reached therein is the author's alone. The publication does not necessarily reflect the opinions of the federal and provincial governments which funded the publication.

The input for the revised edition from John Dorosz, Agriculture Employment Services, is very much appreciated.

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Introduction

The B.C. Farm Employers' Handbook is written as a guide to farm managers. The book will assist you to recruit better employees; to supervise, motivate and train your employees to achieve maximum performance; and to discipline and fire them should that be required.

Sound human resource management can result in increased productivity, reduced staff turnover, motivated employees and satisfied managers. Use this Handbook to help you achieve these ends.

The Handbook is divided into five books. It is not essential that you read each from cover to cover, although it would be a good thing to do. Instead, familiarize yourself with the contents, place the books where they can be easily found and refer to them when you have need for specific information.

This is the fifth book in the series. The first book looks at the personnel planning process and offers a guide in deciding how many and what type of employees are required. That book also advises on the regulations about which an employer needs to be aware.

The second book discusses how to hire an employee and describes the 10 steps in the hiring process, starting with defining the job that needs to be done and ending with hiring and orientating the employee.

The third book deals with supervision, one of the key elements in a good employee-employer relationship. Book 3 discusses leadership - what it is, different styles of leadership and the sources of leadership power. The book also discusses supervision skills and delegation skills. It looks at different personal styles and how to deal with these. The book concludes with a look at some special supervisory situations, including supervising family members and temporary or seasonal workers.

The fourth book looks at other key elements affecting productive employee-employer relations. The book discusses several ways in which managers can promote high level performance from workers. One is to develop worker ability through training. Another is to create a motivational climate. A constructive exchange of information through high performance evaluations can lead to enhancement of both ability and motivation. Paying fair wages and offering its helps maintain motivation.

This, the last book in the series, discusses communications and problem solving. Good communications can avoid many problems but when conflict or the need to discipline arises, a manager must deal with it. Also discussed is how to approach a task a manager may most dread: dismissing an employee. Conflict and problems are a normal part of managing employees. You probably can't avoid them, but you can manage them.