
HUMAN RESOURCES

"Hi, honey, I'm home!" Stewart sounded quite chipper as he came into the kitchen.

Almost as soon as he got the words out of his mouth, he remembered that Judy was still at work at the nursery. It was a warm sunny day outside and Stewart knew that meant the nursery would be good and busy. The warm weather brought out the customers.

Grabbing a beer, Stewart wandered into the small room that served as their farm office. On the table, he could see that Judy had started working on the next section of the Business Plan.

The words **Human Resources** were printed on a looseleaf sheet of paper in Judy's neat printing - but nothing else.

The Informal Business Plan binder was open however, and there were several papers with the familiar B.C.M.A.F.F. government logo. And there was some brochures about training courses in Human resource management.

'One good thing,' Stewart mused to himself. 'Both Judy and I get along with people, those we employ and those who are our customers.'

He thought this Human Resource management stuff must be largely common sense.

In a sense, Stewart was quite right. People who like people have a head start in managing the people whom they employ.

Although the couple had used casual labour as berry pickers, weeders, and even hired students to help in the sales barn in the summer months, for the first time, they were going to have to plan ahead for the labour they would need under the expanded farm operation.

Spring break would give Stewart a head start on the work that needed doing, especially if he could get some help.

He made some notes on the jobs he wanted an employee to do and what skills the person should have to be of immediate help to Stewart. 'Sort of job description, really,' he thought. 'It should come in useful when I phone the Agricultural Employment Office.'

Just then, Judy came in. The two of them moved into the kitchen and started fixing supper together, talking as they worked.

"Mrs. Evans at the nursery paid me a nice compliment today," said Judy, as she peeled potatoes.

"Oh, how was that?"

"She said I had the ideal qualities she looks for in her sales staff. She said I was friendly and helpful with the customers, willing to go further than strictly necessary to help them. That I was quick but careful on the cash till, and always looking for a job to do when things are slow. She liked the way I look up information when a customer asks a question I don't know the answer to."

Human Resources continued...

"Sounds like it's time you asked for a raise," teased Stewart.

"Don't be silly. A month or two and I'll be out of there for good and managing the front of house for our very own business," retorted Judy.

"If we ever get this wretched Business Plan finished," groaned Stewart, wiping tears from his eyes with a paper towel.

"Oh go on, Stewart, it's not that bad," Judy said.

"Maybe not, but these onions are!"

Said Judy, "Haven't I always told you to peel and chop them under water, silly?"

After they'd eaten, and washed the dishes, Judy and Stewart set to work to discuss their **Human Resource** needs.

"Here's what I've come up with for the person I need," said Stewart, showing Judy the notes he'd made earlier.

"That reminds me," said Judy. "A young fellow was in at the nursery today looking for a job. Actually, he seemed pretty good. Mrs. Evans didn't have anything for him (although maybe she will when I give my notice in)."

"Let's see what Mrs. Evans told me about him," Judy went on. "He's from Ontario, worked with corn at his parents' place near Chatham. I think he even went to Guelph University for a year, but likes working with his hands better than studying books. Don't know why he moved to B.C. and Vancouver Island, but he had references that Mrs. Evans seemed to think were okay."

"Maybe he's on the lam," laughed Stewart. "What was his name?"

"Eric," said Judy, "Eric Porter and. . .now I remember. His aunt and uncle live near Butchart Gardens in Brentwood Bay and he's staying with them. Said he needed to get away from home and try to make it on his own away from his Dad."

"Why don't you see what else you can find out?" suggested Stewart. "If he checks out okay and knows his way around a farm, maybe he would work out for us."

"All right, I'll do it. Now, in addition to the full-time seasonal employee we need from April through October, we agreed that we'll be hiring part-timers to help me in the sales barn as well as strawberry and raspberry pickers, and casual labour to help with the vegetable harvest, washing, packing and grading as well.

"And I'm going to be the Manager in charge of Production," declared Stewart giving his chest a Tarzan-like thump.

"And I'm the Marketing and Business Manager," echoed Judy.

The couple sat down and talked about the employees they planned to hire, what training they should have, how wages would be paid and when and what each individual's duties and responsibilities would be.

Human Resources continued...

"Do you think we should include our own backgrounds in the Business Plan?" asked Stewart.

"I expect it should form part of the Plan. We already have job resumés in our files in the filing cabinet," Judy reminded Stewart. "They may need a bit of updating."

With the help of a couple of bottles of Judy's home-made root beer, the Blacks worked at their Human Resource Plan until they heard the National Anthem sign-off on the radio.

"A good evening's work," smiled Judy.

"Yeah!" was Stewart's response, "but Heavens to Elizabeth! I completely forgot! I was supposed to mark the quiz I gave my class yesterday. Now I'll have to get up at 5 a.m. to do it. Darn it any way!"

"Just think of it this way," consoled his wife, giving Stewart her sweetest smile. "If you were a dairy farmer, you'd be up at 4 a.m. to milk the cows. This way, you get to sleep in one more hour!"

NOTE: We are not including the Blacks sample resumés in this Guide but you should include yours with your Business Plan.

Here is Stewart and Judy Black's **Human Resource Plan**.

Human Resources Plan Example



- Requirements:** Owner/Manager - Operations
Owner/Manager - Marketing & Business
- 1 full-time farm labourer for the period March/April through October
 - 3 - 5 berry pickers for strawberries (June) and raspberries (July)
 - 1 full-time sales person (May through October)
 - 2 part-time sales persons (May through October)

Job Descriptions:

Owner/Manager - Operations - Stewart Black

- Organizes all land preparation, planting, irrigating, fertilizing, weeding, thinning, harvesting of vegetable crops.
- Organizes all work with growing of strawberries and raspberries, including thinning, tying, irrigating, trellising, fertilizing. Hires, trains and supervises full-time farm labourer. Hires, trains and supervises berry pickers. In charge of quality control of picked fruit. Sets up and maintains record keeping of berries picked and picking record for each picker.
- Performs routine maintenance and repairs on all farm equipment, machinery and buildings.
- Maintains machinery maintenance records.
- Conducts farm tours and helps plan Special Event days.
- Constructs signage and maintains all signage.
- Delivers produce, herbs and berries to restaurant as per contract.
- Schedules pickers so as to maximize picking and "getting all the crop off."

Owner/Manager - Business & Marketing - Judy Black

- Manages the sales barn, hires and trains sales staff. Does all bookkeeping including payroll.
- Maintains employee records and company records of all kinds, including legal, harvest yields for all fruit and vegetables, etc.
- Plans and carries out Marketing, Sales & Promotion Plan. Monitors farm market displays and plans new displays. Supervises sales staff, coaching and encouraging them, so as to maximize the sales effort. Supervises Washing, Grading and Packing.
- Seasonal check of scale for accuracy, orders plastic bags, berry packs, berry flats, jam jars, and supplies for the sales barn.
- Makes value-added products for sale (raspberry, strawberry jam) and contracts with neighbours to supply eggs, fruit leathers, ice cream and fresh muffins daily for sale.
- Telephone customers who have previously placed berry orders to advise them when they can pick up their orders.

Farm Labourer

- Under supervision, carries out assigned tasks including planting, thinning, weeding, fertilizing, irrigating and harvesting.
- Will also work under supervision at washing, packing and grading.
- May be required to keep and maintain growth records, monitor health of plants and spray at assigned times.
- Has Pesticide Applicator's Certificate.
- Should possess driver's licence.

Human Resources Plan Example continued...



Berry Pickers

(NOTE: We have been employing members of a First Nations family from the nearby Tsartlip Reserve as berry pickers for the past four years. They are familiar with our picking requirements, standards and routines. We shall be employing this family again this year.)

- Using approved berry cartons and flats, work in assigned rows.
- Select and pick ripe berries, ensuring that canes and rows are picked clean.
- Take filled flats to be weighed and recorded.
- Maintain cleanliness standards by washing hands prior to entering rows.

Sales Staff

(NOTE: A lady who worked with us in the sales barn last year will be returning again this year.)

- All sales staff ensure the cleanliness of farm market prior to opening, stock bins and maintain displays.
- Assigned to specific tasks on a rotation basis. These include selling muffins, valued-added products and ice cream cones.
- All staff will however work where and when needed.
- May be required to make up orders for pre-requested berries and deal with these customers as they arrive.

Sales Supervisor

- In charge of the cash register.
- Supervises all sales staff.

Other Skills/Training Required

- Food Safe Course
- Superhost Training

Human Resources Plan continued...

Labour Relations/Motivation

A friendly atmosphere will be maintained between all staff. Periodically, during the period of their employment, employees will be encouraged to try out new skills. Sales staff will have an opportunity to learn to use the cash register, try their hand at jam-making, setting up new displays. Their input will be sought regularly with regard to ways in which the market might be improved or how customer relations might be strengthened and sales improved.

Product knowledge is encouraged with employees trained to know nutritional content of each product; recipe suggestions are welcomed from employees.

It has been our custom to close on Canada Day and hold a staff "family picnic/barbecue" at which employees invite their families to participate. These have been very popular in the past.

At the end of the season, a further barbecue is held for us to say "Thanks" to our employees. We also give \$100 bonuses for all employees who filled their contract with us.

Safety

Both owners have taken Safety Awareness programs. Stewart Black holds a St. John's Ambulance Industrial First Aid Certificate.

At the beginning of each season, we hold a Safety Awareness session with all employees, ensuring that each one of aware of hazards which can occur and what procedures should be followed in the event of any mishap, either to an employee or to a customer.

Human Resources Plan Example

Compensation and Benefits

The following chart shows the structure of compensation at Country Gourmet.



Position	Salary and Benefits
Owner/Manager - Marketing & Business	50% profit share (\$15,000 cash draw)
Owner/Manager - Operations	50% profit share (\$15,000 cash draw)
Full-time Farm Labourer	\$15,000 (for 7 mos.) including bonus
Berry Pickers	\$.50/lb. plus \$100 bonus for completing the season (be sure to comply with Employment Standards Act minimum wage of \$7.50/hr.)
Full-time Sales Person - 22 weeks	\$8.50/hr. (\$7,480) - 22 weeks
Part-time sales staff - 10 weeks	\$7.50/hr. (\$4,500 total) - 10 weeks

The appropriate Government of Canada regulations will be followed with regard to deductions for Income Tax, payment of C.P.P. and U.I. contributions.