

HR MANAGEMENT TOOLBOX

AGRITERRA TRAINING PROGRAMME ● ● ● ● ●



INTRODUCTION

Is your cooperative struggling with hiring and retaining management and employees? Paying attention to Human Resource (HR) management is of major importance to your organisation.

HR management is the process of managing people in organisations in a structured and thorough manner. Senior business leaders realise that people truly are an organisation's most important asset.

When your cooperative is growing, HR management should fit the business goals and ambitions of your company to serve your farmer members.



PARTICIPANTS

The Toolbox can be used at one single organisation and the composition of the participants may differ depending on the type of assignment:

1. For an intake, focusing on HR- awareness creation and for conducting the Health Check, are required around 3-4 participants. Preferably the General manager, the Board Chairman and 2 representatives of the HR committee attend this meeting of Day 1.
2. For a first tailor-made workshop at one farmer organisation, there are 10 to 12 people involved. We can organise different workshops for staff, board and/or HR committee, depending on the specific development needs. This trajectory will last up to 5 days.
3. For a second more advanced assignment, the number and type of participants may be defined together with your business advisor, depending on the topics that need further coaching or training. This trajectory will last 2 to 4 days.



OBJECTIVES

The trajectory aims to raise awareness on the importance of a professional HR in your organisation. It helps to make clear what HR management procedures and policies are important for good governance and regulations in the organisation.

The Agriterra HR Toolbox is divided into six sections:

- HR Management, including HR health check and HR manual
- Recruitment, including a so called Competence book
- Development, including performance management
- Safety in the workplace
- HR planning
- Support

The objective of a first HR advisory service programme is for participants to acquire knowledge and understanding in the field of HR and to practice HR basics with the management of the cooperative. The outputs will be a first draft of an HR Handbook designed specifically for the participating cooperative and a follow-up plan on how to build HR in the cooperative. The management will acquire a basic understanding of HR through the training sessions. The output for individual participants will be the outline of a personal development plan; they will also acquire basic knowledge on performance management, on how to give feedback and on motivation skills.



The Toolbox creates awareness about all aspects of human resource management, is practical and uses farmer's common sense.





HR TOOLBOX

As a part of the training module Governance & Leadership, Agriterra developed the Agriterra HR Advisory Service combined with an HR Toolbox. The Agriterra HR Toolbox contains practical tools on HR strategy and HR management to set up HR at your cooperative. The Agriterra HR Toolbox is specifically designed for use by HR experts and the Agriterra business advisors when they work with you to develop and professionalise the cooperative. HR related materials and information can be provided to your HR department at your request after consultation with your Agriterra business advisor.

The start of an HR Advisory Service is an HR Health Check. This intake assessment and tool helps to define the level of development of your HR organisation and is a good starting point to define the contents of a tailor-made advisory service.



WHAT'S IN IT FOR YOU?

This set of HR management workshops covers the connection between governance and HR in the organisation. Good cooperative business is about people: this trajectory supports you in creating good HR management and policies. The Toolbox consists of examples and templates of relevant HR documents which can be the base for HR documents within your own cooperative.



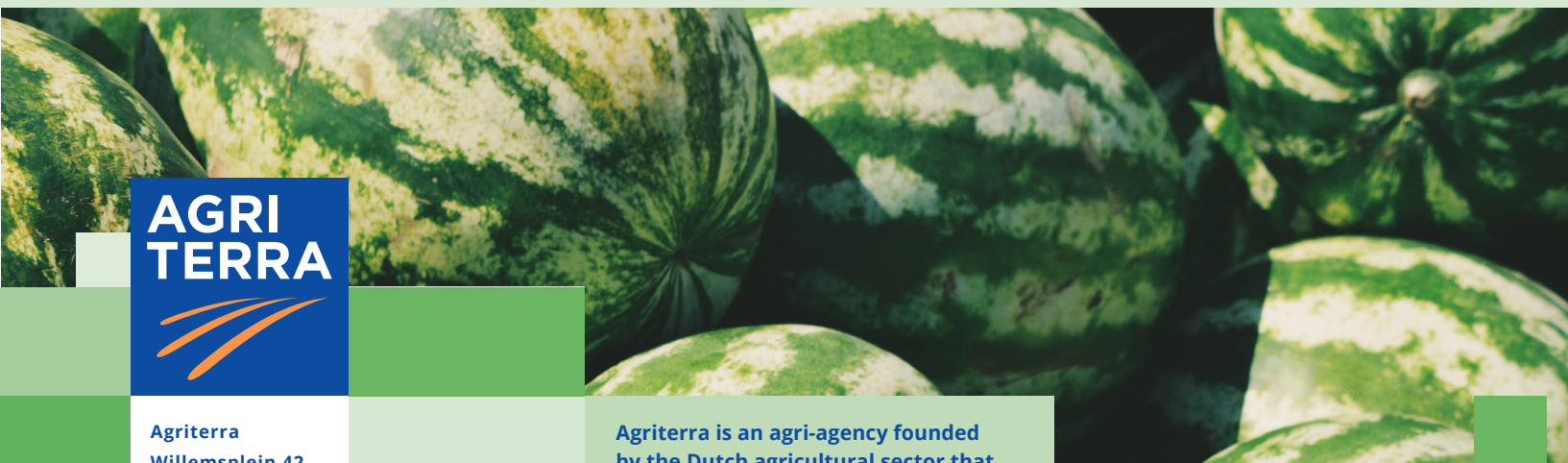
COSTS

Available on request.



PROGRAMME

| WHEN? | WHAT? |
|-------|--|
| Day 1 | Introduction with the HR department, presentation/interview with board Discuss the outcome of the HR Health-check. Investigate governance (tasks and responsibilities), meeting manager responsible for HR. Define the final programme and participants |
| Day 2 | Workshop basic HR management, job descriptions, responsibilities |
| Day 3 | Workshop for the management on giving and receiving feedback, job descriptions, competences |
| Day 4 | Coaching HR manager, work on HR handbook or HR manual adjustments, define action plan together with HR Manager or General Manager who is responsible for HR |
| Day 5 | Meeting board and manager responsible for HR: recommendations on HR, coaching, define next steps |



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Agriterra is an agri-agency founded by the Dutch agricultural sector that professionalises farmer organisations and cooperatives worldwide in order to better serve the needs and interests of their member farmers.

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