



GOVERNANCE & LEADERSHIP

TRAINING PROGRAMME ● ● ● ● ●

## Training description

Human Resource Management Toolbox





## TRAINING PROGRAMME ● ● ● ● ●

### COURSE NAME

Human Resource management toolbox

### DURATION

2-5 days

### FOR WHOM

- Board of Directors
- General Managers
- HR committee representatives



## *Cooperative business development & farmer entrepreneurship Advice – Training - Exchange*

Agriterra professionalises ambitious farmer cooperatives and organisations worldwide. Cooperative expertise and peer-to-peer advice from the Dutch agri- & food top sector are key principles; advice, training and exchange are the key methodologies.

Agriterra developed a range of practical training products for cooperatives and agricultural organisations in emerging economies.

# HUMAN RESOURCE MANAGEMENT TOOLBOX

Human Resource (HR) management is of major importance to your cooperative or organisation and is also 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.

### Objective

The Agriterra HR Toolbox contains practical tools on HR strategy, standards and management that will enable you to set up or build on HR in a cooperative or an organisation. The toolbox is specifically designed for use by HR experts and Agriterra business advisors, and it includes a comprehensive selection of HR standards, tools and training materials. Material and information, such as sample documents, procedures and guidelines can be provided to the HR department of the cooperative.

This training programme 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 Toolbox creates awareness about all aspects of HR management, is practical and uses farmer's common sense.

More specifically this training aims to:

- raise awareness of HR management importance
- acquire knowledge and understanding in the field of HR
- practice HR basics with the management of the cooperative

### Who is this programme for?

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



- 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.
- 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.
- For a more advanced assignment the number and type of participants may be defined together with the business advisor, depending on the topics that need further coaching or training.

## Training Content

The Agriterra HR Toolbox is divided into six sections for easy navigation:

- 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

Each of the first five sections starts with a short description of the particular subject, followed by:

- Documents and, where necessary, guidelines
- Training material for running workshops
- Extra material such as example sheets, tests, guidelines

The final section (Support) contains examples to set up dashboards, guidelines for the consultant and some further exercises. The toolbox includes two sets of training material to be used at a first and second advisory services.

All materials are available in English, and can be translated for use by the cooperative where necessary.

## HR Health Check

Every HR advisory service starts after an HR health check at the cooperative by an Agriterra business advisor. The health check defines the content of the mission and documents the baseline status of HR matters. This information is important to both the cooperative governing board and Agriterra.

The purpose of a human resource's Health Check is to reveal strengths and weaknesses in the HR system, and to highlight issues which need resolution. The Health Check aims to analyse and improve an organisation's HR function. It is a method of reviewing current HR policies, procedures, documentation and systems to identify areas for potential improvement of the HR function and to ensure compliance with current rules and regulations.

It is not a prescriptive instrument: the Health Check will help managers to identify what is missing or needs to improve in the organisation, but it cannot tell what else is necessary to do to address these issues. It is most useful when an organisation is ready to act on the findings, and to evolve its HR function to a level where its full potential to support the organisation's mission and objectives can be realised.



## Training Results

After the completion of the programme:

- Participants will create a first draft of an HR Handbook designed specifically for their cooperative
- Develop a follow-up plan on how to build HR in the cooperative
- Individuals will have acquired basic knowledge on performance management and motivation skills

## Training methodology

The training methodology is very practical, it calls for everyone's participation and quite often, is very fun! It is based on real questions, in line with the reality of the participants. This qualifies them to apply proven techniques instead of just theoretically talk about them. The Agripool expert is key in peer-to-peer exchange.

Training is carried out in small groups so that the individual needs of all participants are met. Various learning methods are used to stimulate interest and to grasp the different learning styles of the participants, including illustrated presentations, group exercises and debates, practical case studies and practical problem solving activities. Training is backed by lots of material that participants can take with them and use after the course, including the detailed course manual.

## The facilitators

All Agriterra's trainings are conducted by high qualified professional trainers that have been introduced to our very specific methodology through a very solid process of induction. We believe that our trainings should be delivered in the spoken language of the participants, that is why we have invested in a wide number of local trainers that can use the common language and jargon of their own organisations. Our motivation and knowledge of our clients make our team a powerful solution to the specific needs that any farmer's organisation could face in terms of governance. And we all share the same conviction: good governance transparency, trust and loyalty are the best choice for sustainable business!