

KEEPING STARS



A Guide to Employee Retention and Recognition

2024 APMA Forum

Chana Hauben, Laura Penera, and Gladys Wotring



AGENDA

Understanding our Workforce
Hiring for Outcomes
Building a Positive Work Culture
Reward & Recognition
Work-Life Balance in Agriculture



INTRODUCTIONS

Chana Hauben, United Ag

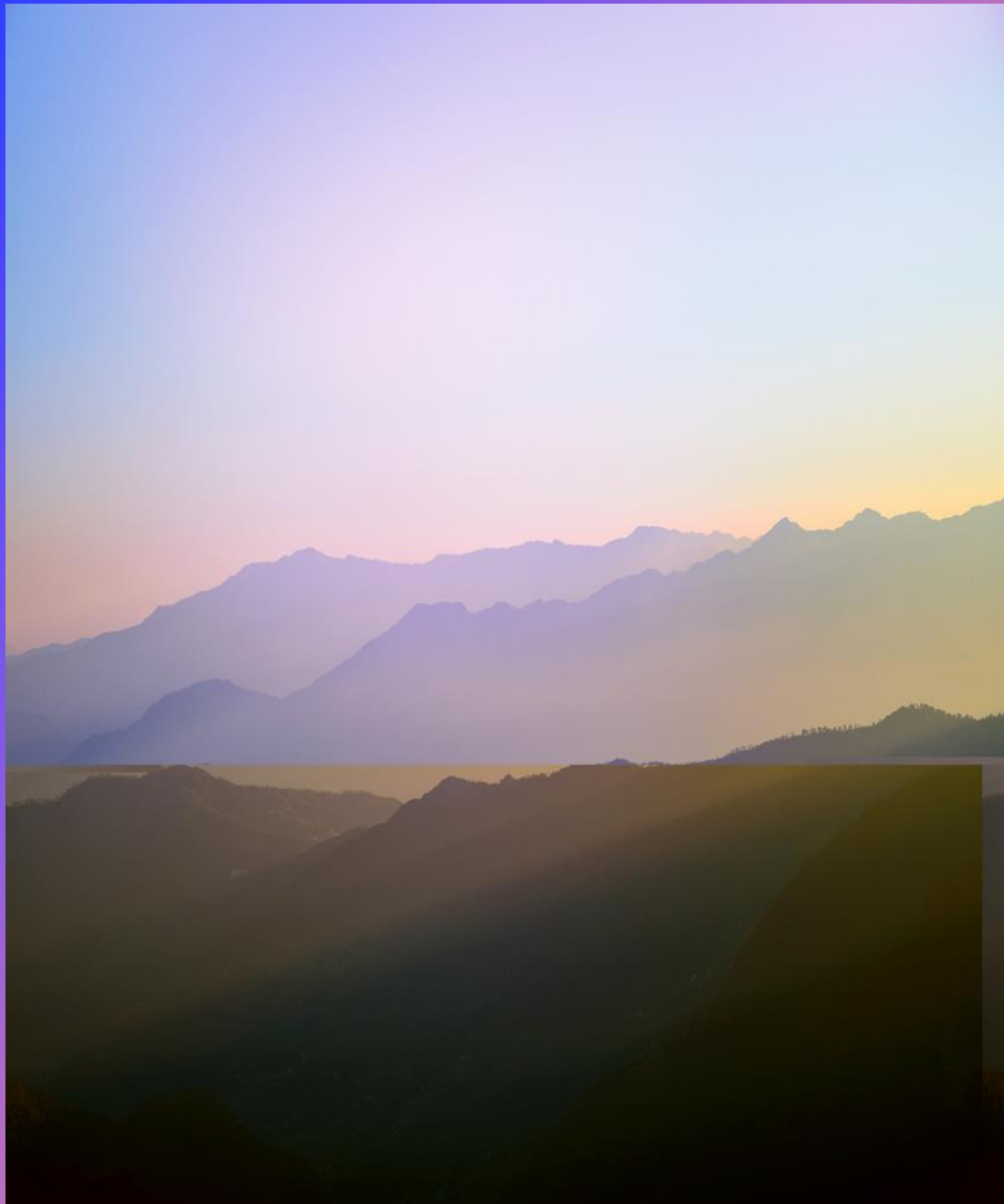
Laura Penera, Braga Fresh

Gladys Wotring, J. G. Boswell Company



2024 GOAL SETTING

- What are some goals for you in your company or department to improve your culture?
- How are you going to make it happen?



The way to get started is to quit talking and begin doing.

Walt Disney

WORK LIFE BALANCE IN AGRICULTURE

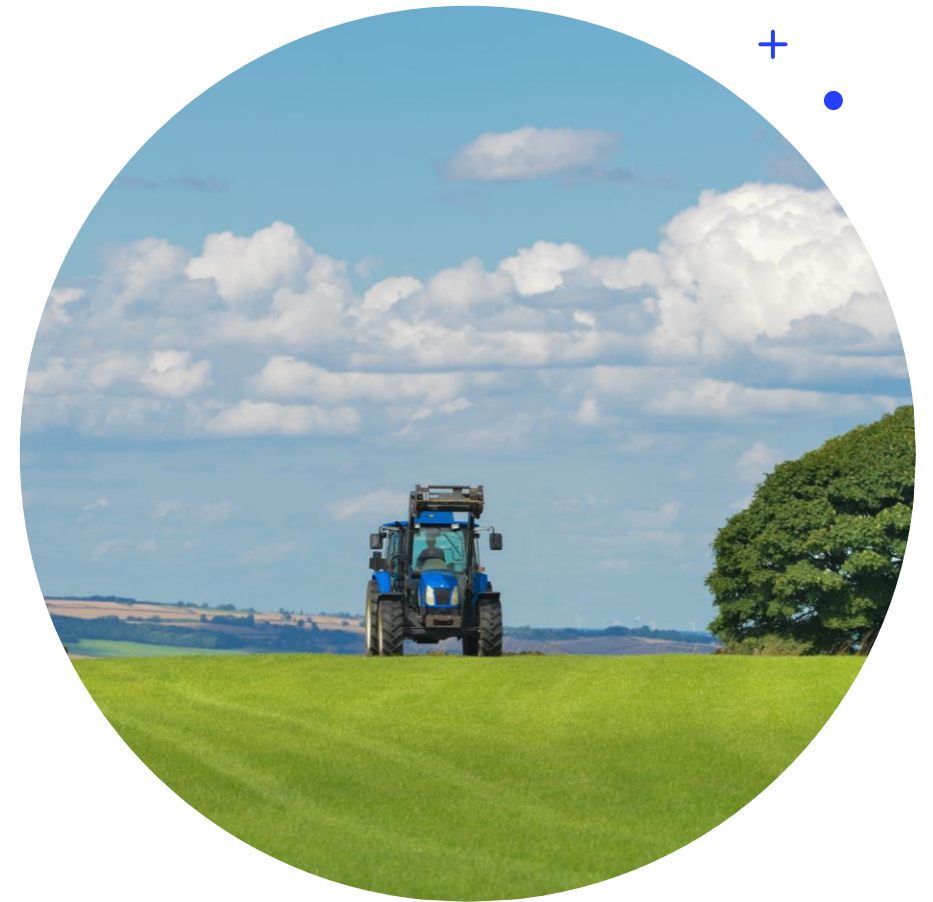
Presented by Laura Penera

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What is unique about our workforce?

- What are some unique challenges that we face in agriculture?
- How do you deal with these challenges?





HIRING FOR OUTCOMES



Presented by Gladys Wotring

Cost of hiring

- Hiring right takes time and patience
- Sometimes you face hard truths:
 - Job description
 - Skills
 - Team dynamic
 - Candidate is perfect on paper...then you meet them





WHY DO WE INTERVIEW?

- Initial opportunity to meet candidates
- Provides time to interact with candidates to gain insights into experience, skills, knowledge, behaviors and more.
- Helps employer assess whether applicant would likely fit in with the culture (company & team)

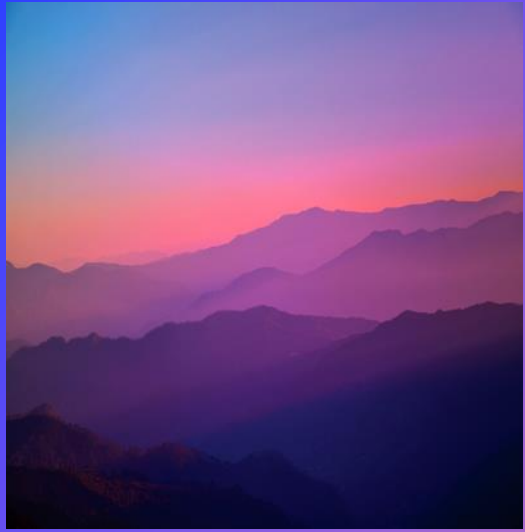
Why use behavioral interviewing?

- Focuses on a candidate's past experiences by asking candidates to provide specific examples of how they have demonstrated certain behaviors, knowledge, skills and abilities.

Panel Interview

- 2 or more people should be on the panel
- Panel can include supervisors, managers, HR Specialists, and other decision-makers within the company
- A panel from different areas of the business help give insight to candidates and their match to the company culture





Preparing to onboard

- Follow up with all candidates
- Complete a formal offer
- Begin pre-hire process. Communication with the candidate on what that looks like for your company is key.
- Keep in touch with the potential employee throughout the process, don't go dark during pre-hire process.
- Be prepared to have a great onboarding experience

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FIRST 90 DAYS

Gladys Wotring

UPDATED +
EXPANDED



THE FIRST 90 DAYS

Proven Strategies *for* Getting Up
to Speed *Faster and Smarter*

MICHAEL D. WATKINS

HARVARD BUSINESS REVIEW PRESS

On-boarding

How to bring the new employee up to speed.

- Introduction to the company
- Introduction of employee to the teams
- Right equipment for the job

How to prepare the employee for their new role?

- Is training required?
- Do they have the tools necessary to do their job?
- Do they know who to call if they need anything?

Set-up periodic check-ins

- Call new hire to ensure everything has been set up and they don't need anything
- Check-in with the manager



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BUILDING A POSITIVE WORK CULTURE

Presented by Chana Hauben

Evaluate your internal talent

- What special talents does your staff have that can help you with internal staff development?
- Who outside of your department wants to get involved and help with projects outside of their normal day to day?



How to build trust

- What are some tools we can provide to our employees to advocate for themselves?
- Be patient, it takes time.





DEVELOPING THE FUTURE LEADERS



Presented by Chana Hauben

Tap into your internal talent

No need to hire costly training or development programs

Create Internal programs





Training and Development

Using all internal staff – volunteers

Create our own content

Started UnitedAg University

- Started with Departmental 101s

- Staff can earn credits by participating

- Record for future new hires

- Taking quizzes

Will continue to expand on our content once we complete all the 101s

Emerging Leadership Program

- Using all internal staff – volunteers
- Create our own content
- Ask interested staff to apply
- Application and interview process
- Monthly sessions/discussions
- Read books and discuss
- Have participating members become involved in aspects of leading sessions to give them experience as they evolve



RECOGNITION AND REWARDS PROGRAMS

Presented by Chana Hauben



KEEPING STARS

SPOTLIGHT YOUR STARS



Find reasons to



Service Awards

Holiday Luncheons

Social events

Employee appreciation day

Talent Shows

Monthly Birthdays

Sports competitions

Community Service Day

Creative Ideas from United Ag

Book club

Local walk-a-thons

Beach cleanup day

Meet ups after work

Celebrate staff milestones and significant events

Employee spotlight

- Each month we recognize two employees that did something above and beyond

Monthly focus on health initiatives





MONTHLY EVENTS – ALL STAFF VOLUNTEERS

- Each department is assigned a month
- Create events related to Ag and healthcare
 - Share historical events
 - Organize potlucks
 - Decorate the lunchroom
 - Play games – Jeopardy, Family Feud
 - Questions related to UnitedAg
 - Send food cards (GrubHub) to remote staff
 - Talent shows
 - Water balloon toss, etc.
 - Honor events like – National color book day, etc.

QUARTERLY EVENTS – ALL STAFF VOLUNTEERS

- Bowling across America
 - Set up a bowling night locally
 - Share budget for remote teams to get together and bowl
- Movie night
 - In our parking lot
 - Families invited
 - Popcorn, cotton candy, snow cones, staff grilling
- Summer picnic
 - In a park
 - Bounce house
 - Local BBQ
 - Games
 - Small giveaways
- Holiday party
 - Larger group of volunteers
 - In our office, during the day
 - Food from local restaurant
 - Games from TikTok
 - Stocking for all staff (also shipped to remote employees)
 - Donut truck





LEARNING FROM THE STARS THAT LEAVE US

Presented by
Chana Hauben, Laura Penera and Gladys Wotring

EXIT INTERVIEWS

- Set up a process that allows you to:
 - Get insight into the why
 - Find ways to make changes to improve
- Share the exit interviews with the manager and senior leadership
 - Find ways to improve as a company
 - Be transparent with the team, if there is a problem how are you working to solve it.





**ASK FOR HELP
FROM SOMEONE YOU
TRUST**

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**WORK WITH EACH
OTHER**

THANK YOU

