



# Growing Human Capital

*DTN/The Progressive Farmer  
Ag Summit 2014*



# Lori Culler

- Family Farm
- Recruiting & management consulting in Agriculture
  - Recruitment
  - Organizational Development
  - Roles & Expectations
  - Talent Management
- Ag Job Board



*Our Vision is for every agricultural organization to have top talent producing results and employees happy in their roles.*

# AgHires.com

The official site for jobs in agriculture

- Extension of your HR
- Support all agriculture from the Fortune 500 to the individual farmer
- We're the experts in today's recruiting platform and the ag job market

POSTINGS

SOURCING

CONTINGENCY

**AgHires**  
Jobs | Talent | Culture

# Labor Pains

## FINDING:

Attracting & Selecting

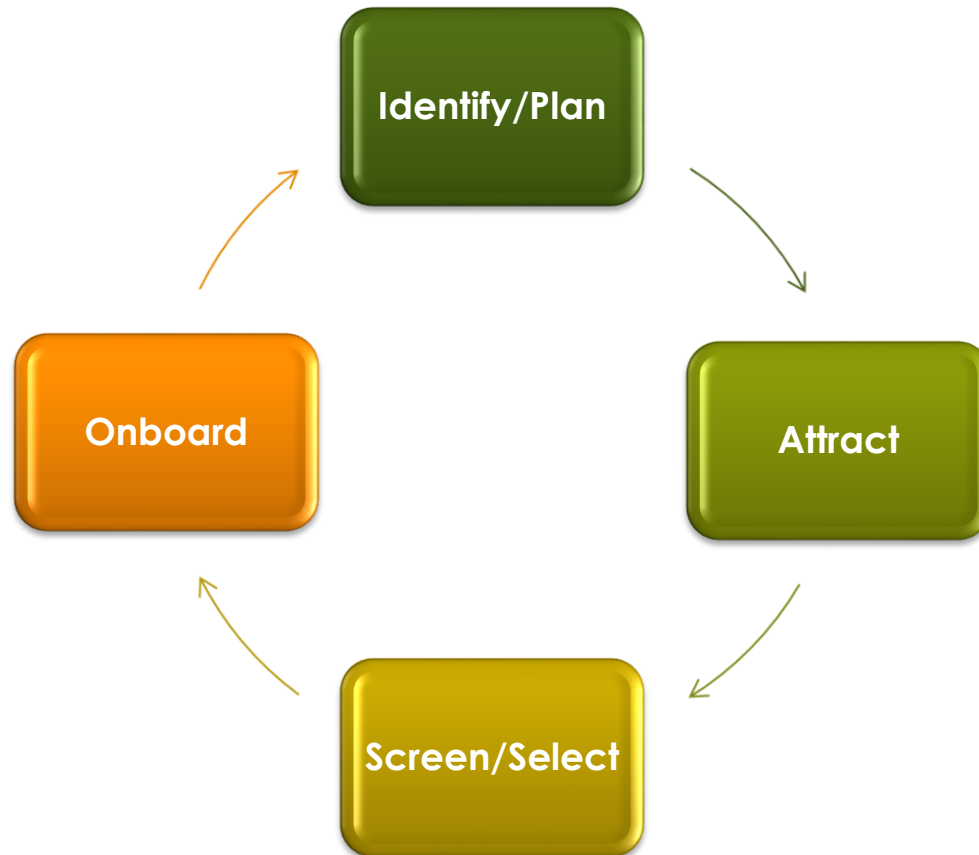
## RETAINING:

Managing & Motivating



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# Recruiting Process



# What do you need

- Organizational structure
- Where are the gaps?
- Define roles
- Why I love & hate job descriptions



# Inherent Traits



Identify/  
Plan

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# Ideal Candidate

- Inherent traits & abilities vs. experience
- What do they really need to know
  - Custom Applicator
  - Operations Manager
- Ag experience required?



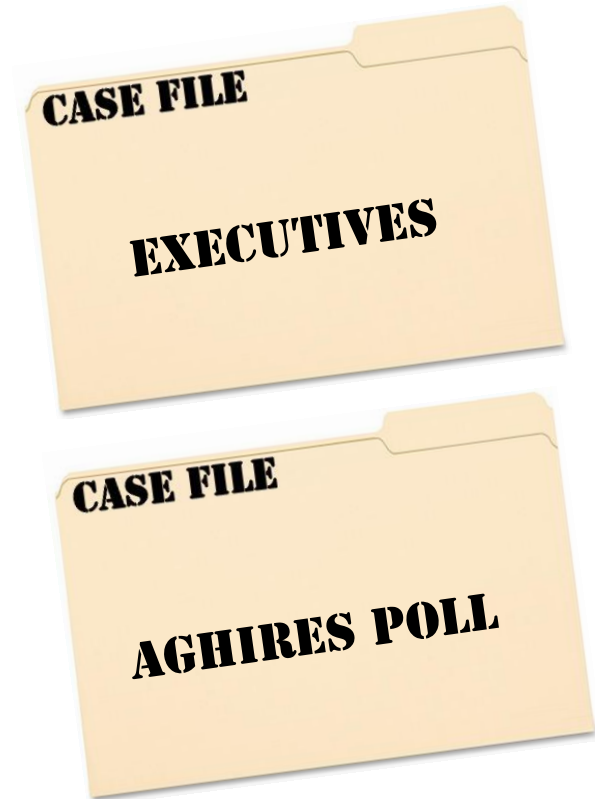
Identify/  
Plan

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# Today's Job Seeker

- What are they looking for?
  - Right cultural fit
  - Be in a position where they see their impact
  - Respected
  - Valued for their efforts
  - Autonomy
  - Rewarded
  - Clarity in their target
  - Right support & tools from employers



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Attract

# Today's job Seeker

- How are they searching
  - Search engines
  - Job boards
  - Company career pages
  - Networking
- Why social media is critical
- After you have their interest
  - 62% check on your social media
- 91% say employment brand plays in their decision\*\*
- Website presence & career page

74% FT  
employees  
open to  
learning new  
opportunities\*

Attract

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\*Harris Interactive 2014  
\*\*CareerBuilder 2014

# Employment Branding

- Employment Brand – Important at any size
  - What's it really? Shaping to be an employer of choice
    - Vision
    - Strategy
    - Rewards
    - Culture
    - Work/life
- Career Site
  - Pepsi, Google, Adobe, RDO
- Referral program

Attract

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# Not Alone in Ag

Deloitte Global Human Capital Trends 2014

- **79%** believe they have a significant retention & **engagement problem**
- **75%** are **struggling to attract** and recruit the top people they need
- Only **17%** feel they have a **compelling & engaging employment brand.**

Attract

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# Perfect Posting

- Job posting content vs. internal job description
- Title
- First impression: first paragraph
  - Show off culture
- Content – key words
- Wage Range

**#1 Turn off today's  
job seeker:**  
Lack of Wage info,  
followed by unclear  
job titles\*\*

Attract

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# Screening

- Why I love and hate resumes
- Phone interviews are not for everyone
- Relocation dilemma
- What to do when they come to your farm



Screen

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# Onboarding

- Orientation
- Monitoring if job different than what portrayed to candidate
- 90 day review

Onboard

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# Retention

- **89%** of employers think employees leave for more money\*

Shocker: Only **12%** actually do\*

- #1 reason people leave their job is \_\_\_\_\_

- What matters to your team?

- Don't just retain – increase performance



"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."

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Source: Leigh Branham –  
The Hidden Reasons Employees Leave



# Characteristics of the Great

- Self-aware
- Build relationships - set a tone for healthy debate
- Adaptable & creative
- Confident not cocky
- Understanding not soft
- Great listeners
- Want to see those around them succeed



# Keys to Performance



# Culture

**Costco Co-Founder:  
"Culture Is Not the Most  
Important Thing -- It's  
the Only Thing"**

- What is it?
- Where does it come from?
- What are obstacles to changing it?
  - Misalignment at top
  - Old habits
  - Resistance from old culture
- **You have full control to change it**

# Toxic Cultures

- Misalignment at the top
- Multiple managers
- Micromanagement
- Poor communication & feedback
- Low morale
- Blame game
- Unrealistic expectations



# Set/Monitor Goals & Expectations

## ➤ Bigger Picture – In Writing

- Vision
- Structure
- Job descriptions
- Behavior expectations
- Individual goals/ Team goals



What's my target

## ➤ Critical Tools

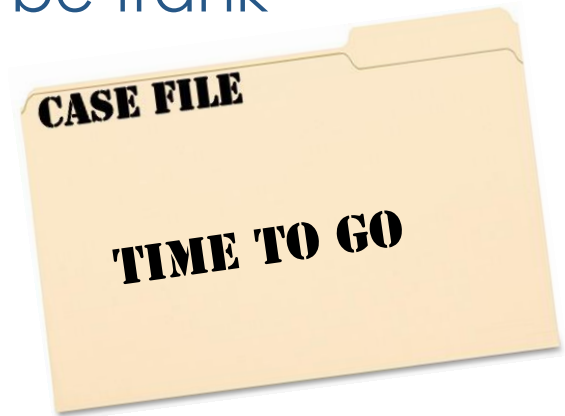
- Standard Operating Procedures (SOPs)
- Technology
- Wipe Boards

**Set  
Expectations**

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# Performance Management

- You as a coach
- Communicate often, be precise, be frank
- Ongoing feedback
- Hold tough conversations
- Structured performance reviews
- Manage up or out



**Manage  
Performance**

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# Employee Engagement

- What is employee engagement?
  - A happy employee is not necessarily an engaged employee
  - Engaged employees are committed to the company and produce more results
- Why it matters
  - Engaged employees are **87%** less likely to leave their companies than disengaged\*
  - **2.5X** more revenue for companies with engaged employees vs. competitors with low engagement levels\*\*
- How?

Motivate

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\*Source: Hay Group Study – Engaged Performance

\*\*Source: Corporate Leadership Council

# What to do now

- Analyze your current structure and team
  - Does it fit with where you're heading?
  - Where are the gaps?
  - Who needs to be hired?
  
- 3 goals for improving management practices
  - Setting expectations
  - Communication
  - Employee engagement

Onboard

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