



# Recruitment

Covers all areas of consideration throughout the recruitment process

- Preparation required to be successful
- The recruitment process
- The selection process
- A range of templates and examples such as:
  - Acknowledging receipt of CV
  - CV screening template
  - Phone screening questionnaire example
  - Interview rejection example
  - Invitation to interview example
  - Interview questions example
  - Interview template
  - Reference checking template
  - Formal job offer example
  - Post interview rejection example
  - Employer CV example
- Immigrant staff
  - Types of migrants
  - Welcoming migrants
  - Settling new migrants

## 2.1 Recruitment and Selection

### Ensuring quality applicants apply for the job and selecting the best for the role

#### Why this is important

Having good people in a team gives a competitive advantage to a business. Employing the right person for the role will positively influence the performance and productivity of the work team as a whole. Selecting the wrong person can result in lower performance, higher operating costs, reduced morale and increased turnover among other staff members.

The only way to get good people on a team is to attract applicants through a well thought out recruitment process and then finding the best person for the role using sound selection techniques.

The recruitment and selection process also provides a window into a business for job seekers. Having a professional approach to these processes reflects positively on the farm business.

#### This fact sheet will cover:

- Preparation required to be successful
- The recruitment process
- The selection process
- Examples
- Templates

#### Preparation required to be successful

Before recruiting and selecting, an employer should complete a job analysis, job description and person specification. These documents will help to fully clarify the role as the employer sees it. A clear description is important so it can be communicated to the potential employee. When an employee knows what is expected of them they can assess whether or not the position is right for them.

Knowing what is expected allows the employer to select staff much more objectively, reducing the risk of failure in the selection process. Recruitment and selection is also important in performance management, as illustrated below, because performance expectations are shared at the start.



## Aim of recruitment and selection

### Recruitment:

To ensure that a pool of suitably experienced and qualified people apply for the job.

### Selection:

To identify one candidate who is likely to perform better in the position than the others. This combines aspects of the person's knowledge skills and experience as well as their place in the culture of an established team. This is a two-way process and the applicant is also trying to establish for themselves if the role and the team meets their own needs.

## The recruitment process

### The recruitment process involves:

- Advertising the role
- Selling the job to potential applicants.

### Advertising the job

Advertising is the shop window that attracts a potential applicant to find out more about the job. It should provide enough information to make the job sound appealing and encourage a potential applicant to take action. Care must be taken not to put too many barriers in the way of application: for example having to prepare a CV could be a barrier to some people applying.

### Types of advertising

Traditionally, advertising has been done through the local newspaper or rural media. Other forms of advertising may include:

- Word of mouth through friends and associates
- Referrals from other team members
- Direct approaches to a potential applicant
- Job sections on websites such as [www.fencepost.com](http://www.fencepost.com) or [www.trademe.co.nz](http://www.trademe.co.nz)
- Internet job search sites
- Signs on notice boards at local businesses (supermarkets, farm supply stores etc)
- Agencies such as Work and Income or Student Job Search
- Local school or club newsletters
- Print advertising in industry publications
- Listing with farm consultants or an agricultural employment agency.

### Writing an advertisement

Newspaper advertising is the most common form of recruitment, therefore this fact sheet will focus on that process.

### Components of a good advertisement

There is clear evidence that qualified applicants are less likely to reply to vaguely worded or ill-defined advertisements, whereas unsuitable applicants are more likely to apply. In other words, the more detail the better.

**A common advertising format is as follows:**

<b>Advert Title</b>
Sales pitch
Job title and property description
Description of the job
Type of person required
Contact details and closing date

**Title**

The advert title may either be the job title or an eye-catching phrase. Other eye-catchers such as graphics or pictures (your farm logo) may also be added.

**Job title and property description**

The job title and property description tell the applicant what the position is and provides a context for the role by describing the location, size and facilities available on the farm.

**Description of the job**

This section describes the appropriate responsibility areas, tasks or duties for the role. This can be taken almost directly from the job description previously constructed (See Job Description Fact Sheet 1.7). The more clearly you can explain the requirements of the job the better, as this will allow applicants to self-select to a greater degree.

Realistic job previews: While selling the job is important, it can be a good sales ploy to point out any particular difficulties of the job, giving the applicant a more realistic idea about what the job entails. This should only be used where a direct compensation has been built into the package.

B+LNZ and PrimaryITO have worked together to create a capability matrix that provides typical sheep, beef and deer role descriptions. See page six for this document.

**Type of person required**

In the person specification you may have identified some special characteristics, knowledge, skills or experience required in the person who fills the role. Any that are critical to your business should be detailed in this section. However, be careful to avoid any characteristics that do not directly affect performance of the role, as this is discrimination.

**Selling the job**

Before an effective sales pitch can be designed, the employer should:

- Review the terms and conditions for the role (see Employment Agreement 1.2 and Remuneration 4.7 Fact Sheets)
- Check the farm budget
- Prepare an information pack if one is to be sent out.

**Sales points**

Advertising should sell the job by highlighting the opportunities the role provides. These opportunities may include:

- Learning and growth opportunities (professional and personal development)
- The team on the farm
- Quality of accommodation

- Training provided
- Recreational opportunities
- Proximity to town
- Time off
- Leave provisions
- Level of salary
- Success stories of previous employees
- Farm facilities/infrastructure.

Employers should be careful not to oversell the role because if they can't come through on promises made, staff will be disappointed. It is also illegal under the Fair Trading Act.

In all cases adverts should avoid overused words, such as "progressive", "self-starter" and "motivated". They are used with such frequency that they have lost their meaning and have become space fillers.

### **Employer CV**

When people apply for a job the employee may provide you, the employer, with a CV outlining their vision, values, strengths and weaknesses, work history and references for you to check their story out.

Providing them with a CV on you and the farm can aid the recruitment process by providing potential employees with details of you, the farm system and how they will fit in. The CV could be emailed or sent out to potential employees with a copy of the job description. In turn, helping potential employees self-select whether they would suit the job, long before you have to go through the interview and selection process.

An employer CV doesn't need to be exhaustive. Have a think about the key information you could let potential employees know or ask other staff members what they would have like to have known.

### **What could you include?**

- Key contact details
- Basic farm details (size, number of stock etc)
- Details of your history as an employer
- The type of training, skills and experience you have as an employer
- Details about what past employees have gone on to do
- Referees from both current and past employees.

(see Employer CV Example and Template 2.1.12 & 2.1.13).

### **Information packs**

As part of the sales pitch, employers sometimes send out information packs to people making enquiries. Information packs are designed to provide more detail about a job than can be included in an advertisement, as well as help to sell the job. A pack may contain things like a job description, a copy of your employer CV, performance checklist and description of farm policy as well as more detail on the sales pitches.

The one issue surrounding distribution of information packs is timing. They need to be with the applicant immediately to keep the process rolling and therefore must be ready in advance. Using e-mail to distribute this information can help speed up the process.

### Contact details and closing dates

In this section of an advert it is important to tell the potential applicant what they should do to apply for the job. This should include a phone number for phone replies and/or an address where applications can be sent. Other options may be e-mail addresses and fax numbers.

Putting your name on the advert is also a good move as it shows you are proud to be advertising the role and have nothing to hide. It's also a lot easier for an applicant to ring and ask for a person.

An indication of when the position closes to applications is also a good idea as it creates a sense of urgency by indicating the timeframe for making a decision.

### Phone or written replies?

Written replies can be in a number of formats. The most common being the completion of an application form or the preparation of a CV.

Preparation of a CV can be a barrier to people applying for the job. Compilation is time consuming, and especially for lower level jobs, can put people off applying. This can be overcome to some extent by using an application form which requires set questions to be answered (see Employment Application Form Example 2.1.1).

Preparing an application form and getting each applicant to complete it at the start of the recruitment process has many benefits:

- The same information is supplied by each applicant, making comparison easier
- It allows you to ask questions you are not comfortable asking people face-to-face
- People filling them out must declare they are doing so honestly
- It can be a means to testing if applicants can read and write.

Providing a phone number is the quickest way to get in touch with job applicants. However, this requires a higher level of organisation on behalf of the employer. A template with phone interview questions should be kept handy to the phone so all applicants can be asked the same questions. It may also be a barrier to potential applicants if they can never get in touch with the advertiser. To avoid this, employers should indicate times for applicants to call and make sure they are ready to answer the phone. An answerphone also helps avoid this problem.

A formal record of application is desirable and should cover off information such as referees and work history to provide evidence in case of misrepresentation of fact by a job applicant. This information may be gathered by way of CV, application form or employer notes.

### Size

Double column advertisements with borders stand out better than single column run-on advertisements and are more likely to attract responses.

### Cost

Advertising in the newspaper is the normal approach for many farm positions. Following the above guidelines will be more expensive than may have historically been the case. However, remember that taking time to screen out unsuitable applicants is an expense, as is having to re-advertise if there are no suitable applicants.

### Acknowledging applicants

Where CVs are requested, it is polite to acknowledge their receipt with an email, letter or a phone call (see the Acknowledging Receipt of CV Example 2.1.2).

# SHEEP, BEEF & DEER FARM ROLE DESCRIPTIONS

## FARM HAND

## SHEPHERD/ STOCKPERSON

## STOCK/BLOCK MANAGER

## FARM MANAGER

## BUSINESS/OPERATIONS MANAGER

ALSO  
KNOWN  
AS:

JUNIOR SHEPHERD > GENERAL FARMHAND > FARM WORKER > INTERMEDIATE SHEPHERD > GENERAL SHEPHERD > SENIOR SHEPHERD > STOCK MANAGER > HEAD SHEPHERD > FARM SUPERVISOR > EQUITY PARTNER > OWNER

### ROLE DESCRIPTION:

- Up to 2 years on-farm experience
- Generally under full supervision
- Assist with day to day operational tasks on farm including animal handling, animal health & welfare and vehicles. Expected to participate safely and effectively in the workplace.

### TRAINING:

#### FORMAL

- Primary ITO:
  - L3 Vehicles, Machinery and Infrastructure
  - L3 Sheep, Beef or Deer Husbandry

#### Other:

- Drivers License Classes 1 & 6
- Firearms License

#### INFORMAL

- Beef + Lamb New Zealand:
  - Condition Scoring Workshop
  - Wormwise
  - Dog Training Days
  - Field Days
- Other:
  - New Zealand Young Farmers Club

### ROLE DESCRIPTION:

- At least 2 years on-farm experience
- Requires limited supervision
- Completing and often taking responsibility for day to day tasks on farm. As experience grows, requires less instruction and can react when required.

### TRAINING:

Everything to hold a I.T.O.

#### FORMAL

- Primary ITO:
  - L3 Livestock Feeding

#### Farmsafe:

- Approved Handler

#### INFORMAL

- Beef + Lamb New Zealand:
  - Science Days
- Other:
  - Bank Start up days

### ROLE DESCRIPTION:

- 5 plus years on-farm experience
- Responsible for supervision of junior shepherds/general farm hands. Under broad guidance
- Able to develop, implement and monitor farm plans for livestock health, breeding and benchmark stock performance. Produces regular management reports on day to day activity. Responsible for day to day management of shepherds. Able to analyse information and make recommendations for action.

### TRAINING:

Everything to hold a I.T.O.

#### FORMAL

- Primary ITO:
  - L4 Sheep, Beef or Deer Farming

#### Other:

- Drivers License Class 2

#### INFORMAL

- Beef + Lamb New Zealand:
  - Better Bull Buying
  - Better Ram Buying
  - Farming for Profit
  - Feed Smart workshops
  - Profit Partnerships (Sheep, Beef, Forage)
- Other:
  - First Aid
  - Stock-Care Programme

### ROLE DESCRIPTION:

- 8 plus years on-farm experience
- Supervisory
- Responsible for meeting farm goals, including all aspects of production, stock, environmental and staff management. Should be involved in the budgeting process but will not set the budget.

### TRAINING:

Everything to the left PLUS

#### FORMAL

- Primary ITO:
  - L5 Production Management
  - L5 Diploma in Agribusiness Management (full list of modules at [www.primaryto.ac.nz](http://www.primaryto.ac.nz))

#### Farmsafe:

- Approved Handler/Crowzafo

#### University:

- Diploma in Agriculture
- Diploma in Farm Management
- BCom(Ag, BA&Sci, B Ag, B VetSci, BCom

#### Other:

- RaboBank EDP & EMP
- INFORMAL
- Beef + Lamb New Zealand:
  - Farmer Council Participation
  - Field Days – targeted to farmer demand
  - Project Farms
  - Land and Environment Plan workshop
  - Advise events days
  - Flockmaster
  - HR Toolkit

#### Other:

- Business Software Training
- Compliance Toolkit
- Farmax Use and Modelling
- Local Regional Council Days – Environment Plans e.g. Sustainable Land Use Initiative (SLUI)

### ROLE DESCRIPTION:

- 8 years plus on-farm experience
- Strategic
- Responsible for meeting overall business goals, including: agreeing farm goals with farm owners, planning, reviewing execution and reporting against the farm goals. Managing farm management. Responsibilities cover all areas including budgeting, targets and resource requirements. May be responsible for multiple farms or be part/full owner of the business

### TRAINING:

Everything to the left PLUS

#### FORMAL

- Director training

#### INFORMAL

- Beef + Lamb New Zealand:
  - Farming for Profit
  - Farm Initiated Tech transfer
  - LEP / FEP workshops
  - Profit partnerships
  - Succession Workshop
- Other:
  - Icehouse Business Growth
  - Kellogg Rural Leadership Programme
  - Nuffield Scholarship
  - Professional Development Governance
  - Working with Rural Professionals

## The selection process

The selection process has the following components:

- Setting the selection criteria and selection techniques
- Initial screening of applicants
- First interview
- Reference checking
- Second interview
- Job offer.



### Setting selection criteria and selection techniques

Selection criteria are the set of competencies or measures used to rank candidates. These measures should cover eight to ten of the most important requirements identified in the job description and person specification (see Job Descriptions 1.7 and Person Specification 1.8 Fact Sheets).

Example: If an employee will be required to carry out feed budgeting, their skill in this area would be one of the selection criteria. Ability to work in a team may be another example.

Applicants are rated against the selection criteria during the interview process. The selection criteria can be weighted depending on importance and the rating of the applicant multiplied by the weighting gives the applicant's score for those selection criteria (see CV Screening Template 2.1.3).

#### Selection techniques

Selection techniques such as interview questions and tasks are designed around each of the eight to ten selection criteria so each candidate can be thoroughly tested for competency in that area. Ideally an applicant's competency should be tested in more than one way.

Example: For the feed budgeting example one test may be to get the applicant to carry out a feed budget (a practical work test) and the second test may be a discussion around how the results of the budget would be applied on farm (a structured interview).

#### Selection techniques may include the following:

##### CVs

A Curriculum Vitae is only useful in selecting a short list. After short listing, the information supplied in the CV should be treated as information that needs to be proved in other ways.

##### Structured interviews

Structured interviews ask all candidates the same questions and set the same tasks. This ensures that the same information is gathered from all candidates and allows for a more objective comparison between applicants.

##### Practical work tests

Practical work tests ask an employee to demonstrate their competence. An example may be inviting an applicant to complete a feed budget.

##### Reference checks

Reference checks help to establish how a candidate has performed in the past. Both written and verbal references can be falsified, so information gained should be double-checked in another way.

## Role play

Role play puts a person in a situation and asks them to act out how they would deal with it. This technique is especially useful to assess interpersonal and team skills.

## Personality tests

Personality tests are good for understanding people and how they can be managed, but they are not good predictors of how a person will perform. If the job is described appropriately and the selection criteria are appropriate, the 'right' personality for the job is likely to be selected anyway.

## Initial screening of applicants

Following successful recruitment, the aim of the screening process should be to cut the list of applicants to three or four people to be interviewed.

Screening should be done on the basis of the experience level and skills the applicant demonstrates through the CV or phone conversation, and how they match up with the selection criteria for the job. If there are a number of similar applications you may wish to make a phone call to their referees. Remember, under the Privacy Act, you can only contact referees nominated by the applicant (see Phone Screening Questionnaire Example 2.1.4).

Once a shortlist has been made it is polite to let the other applicants know they will not be required for an interview (see Interview Rejection Example 2.1.5).

## Notifying applicants of an interview

The applicants selected for an interview should be phoned to ensure they are still interested in the job and then offered an interview. This phone call should ideally be followed up in writing with details of the time, place and expected activities to be carried out at the interview and the expected duration so the applicant can plan their day.

## Interviewing

### One or two interviews?

Some thought should be given to whether or not a second interview stage will be used. If a second interview is to be used the objective of the first interview is to identify two to three people to move through to the next stage. This allows for shorter interviews. If there will not be a second, sufficient time must be allowed to conduct the interview and give the candidate a full tour of the farm and accommodation.

Accommodation and the farm sheep and beef should be shown on the first interview as they are often deciding points for a candidate.

### Who should be involved in the interview?

Using two people to conduct the interview is a good idea as they will both take different points from it. Make sure roles of the interviewers are clearly defined. Where possible, the direct manager of the job applicant should be involved. The same people should do all interviews to get a consistent picture.

### When should interviews be carried out?

Ideally all interviews should be carried out on the same day to enable good comparison. This will mean the diary has to be cleared.

### Where should interviews be carried out?

Choose a suitable room for your interview where you and the applicant can sit comfortably and you can take notes. Be aware of environmental factors e.g noise from farm which may be distracting during the interview. Ensure privacy is considered when choosing a location.

## Carrying out the interview

### Introduction

Before the interview, make the applicant feel comfortable with general conversation. During this time you may find out about issues that are not relevant to their performance of the job. This information must not be used in making a decision as it may be regarded as discrimination (see Legal Responsibilities Fact Sheet 1.1).

### During the interview

During the interview, inform the candidate that you will be making notes and then do it – don't rely on your memory. In making notes, distinguish between facts and your impression of the candidate. Facts about attitude and ability are far more important when making a decision than whether or not you like the person. Make judgements as interviewers immediately after the interview. Above all, let the candidate do the talking.



### Questioning

Two of the most common approaches to interview questions are behavioural and situational styles. However, don't forget that you should also be testing competence by methods other than questioning alone (see Interview Questions Example 2.1.7).

#### Behavioural

Behavioural questioning relies on the premise that past behaviour is the best predictor of future behaviour. Therefore questions are structured to ask a candidate to provide an example from their past behaviour where they have demonstrated a particular competency.

For example: Please describe two examples of things you have done that best illustrate your teamwork skills.

#### Situational

Situational interviewing relies on the premise that future job performance can be predicted from the stated intentions and goals of the applicant. Questions are structured to give the applicant a theoretical situation and ask them how they would proceed. The problem with this type of questioning is that applicants may know their theory, but be poor at putting it into practice.

### At the end of the interview

Inform the candidate what the process will be from this point and when you are hoping to get back to them. Check if they are genuinely interested in the job but under no circumstances offer them the job at this point. Once the candidate has left, mark them immediately so that their score is not clouded by time.

### Reference checking

Reference checking aims to confirm what the applicant has told you during the interview. You should make up a standard set of questions to ask each person's referee as well as question the referee about detail or unclear points from the interview. Once again, remember that you can only contact nominated referees.

## Selecting the right person

The right person for the job may not be the person you like the most or the one with the best qualifications. It should be the person who most closely matches your selection criteria. Following interviews and reference checking you should have plenty of objective information from which to make a decision. Candidates will have a range of skills, personalities and philosophies that may make it difficult to decide on the right person. This is where the information gathered in your notes is critical.

If there is nobody that matches your criteria closely enough you may decide to re-advertise, or you may elect to go back to the job description and alter the role to suit one of the candidates (see Job Description Fact Sheet 1.7 ). Be sure to consider how this will affect the overall staffing plan (see Staff Planning Fact Sheet 1.5).

## Making a job offer

Call the successful candidate and offer them the job. If they accept, ask them to meet with you as soon as possible to look over an agreement. The proposed agreement should be gone through with the candidate word for word, to make sure it is clearly understood and expectations are spelled out. DO NOT ask the applicant to sign at this point because they MUST be allowed time to get advice and negotiate the terms of the agreement. Indications are that a week may be a suitable length of time. Do not pressure them into signing.



At this point, inform other candidates of their position. They may be second in line and you want to keep talking to them in case the favoured candidate backs out. It may take up to a week to get to a final decision so it is important to keep them informed, especially if the intended appointee withdraws their application.

It is professional to advise both the successful and unsuccessful applicants of the outcome in writing (see the Post-Interview Rejection 2.1.11 and Formal Job Offer 2.1.10 Examples).

### Timeliness

Job seekers are continually entering and leaving the job market as they find a new position. This makes timing pivotal, and the whole process needs to be completed reasonably quickly. The person running the process needs to make sure they make time in their diary.

### Standardise the process

If you have a standardised process for recruitment and selection it is less costly to replicate, especially in terms of time. You will also become more proficient with it and more professional.

## What are the benefits to me?

The benefits of a rigorous recruitment and selection process include:

- Better matching of jobs and people
- A better pool of applicants to select from
- Obtaining objective information allowing informed selection
- More likelihood of getting the right person for the job.

## What do I do next?

- Review the job description and person specifications for your roles
- Ensure you are providing enough information to job applicants in your advertisements
- Identify the most important characteristics (selection criteria) for your position
- Design some questions and tests around those selection criteria
- Streamline the process to minimise the time span required
- Standardise the process so it can be easily repeated
- Make sure the process is carried out in a professional, courteous and timely manner.

## Useful references

**Selecting and training good staff**, Kevin Chapman

**Successful Interviewing**, Mo Shapiro

**Human Resources Kit for Dummies**, Max Messmer

There are a number of rural professionals who specialise in the area of recruitment and selection of farm staff. They will be able to assist in this process or carry out the process on your behalf.

## 2.1.1 Example – Employment Application Form

This information is collected for the purpose of assessing your suitability for employment. Applicants must complete this form personally, answer all questions, and sign the declaration. All applicants have the right to access personal information and to request any correction necessary to ensure its accuracy. The Employment Application Form and your CV will be retained for 12 months then destroyed unless you request your CV to be returned to you.

---

**Position applied for:**

**Employer's name:**

**Name:**

**Address:**

**Phone number:**

**Mobile number:**

**Email address:**

### Personal information

- Do you have any criminal convictions?

If yes please detail:

<input type="checkbox"/>	<input type="checkbox"/>
Yes	No

- Do you have permanent residency in New Zealand?
- If not, are you legally entitled to work in New Zealand?
- Is there anything else that we should be aware of that may influence our decision in giving you this job?

<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
Yes	No

### References

Please provide the names of three work-related referees.

In providing references I consent to the above named employer seeking verbal or written information on a confidential basis about me from my referees. I authorise the information sought to be released by them to the above named employer for the purposes of assessing my suitability for this position. I understand that the information to be received by the above named employer is supplied in confidence as evaluative material and will not be disclosed to me.

---

**Name:**

**Phone number:**

**Nature of relationship:**

**Name:**

**Phone number:**

**Nature of relationship:**

**Name:**

**Phone number:**

**Nature of relationship:**

## Employment history

Please provide the following information about the last three positions you have worked in.

**Employer:**

**Position:**

**Key Responsibilities:**

**Dates employed:** From ..... to .....

**Reason you left this job:**

**Employer:**

**Position:**

**Key responsibilities:**

**Dates employed:** From ..... to .....

**Reason you left this job:**

**Employer:**

**Position:**

**Key responsibilities:**

**Dates employed:** From ..... to .....

**Reason you left this job:**

## Education

- What is your highest formal qualification? (eg. Sixth Form Certificate)
- List any further qualifications you have related to this application.

## Health

- Have you had an injury or medical condition caused by gradual process, disease or infection (for example hearing loss, sensitivity to chemicals, occupational overuse or repetitive strain injuries, stress or depression), which the tasks of this job may aggravate or contribute to?

If yes please detail:

Yes

No

- Do you have any health or physical condition which may affect your ability to effectively carry out the functions and responsibilities of the position applied for?

Yes

No

- I agree to attend a medical practitioner when requested by the above-named employer.

  
Yes  
No

- I agree to undergo a drugs test if requested by the above-named employer.

  
Yes  
No

## Declaration

I..... declare that the answers to the questions in this application are true and correct. I understand that if any of the information is proved to be false or misleading or any relevant information is left out on this form or any other supporting documents, eg. CV, then this may lead to my application being rejected or if appointed to a position, then I may be instantly dismissed.

Signed: ..... Date: .....

### Disclaimer

B+LNZ Limited endeavours to ensure that the information in this publication is accurate and current. However, B+LNZ accepts no liability for any error or omission in fact or the consequences of any actions taken pertaining to the content of this publication.

## 2.1.2 Example – Acknowledging Receipt of CV

**Candidate's name**

**Candidate's address**

**Date**

Dear Candidate's Name

Thank you for taking the time to submit your CV in application for the position of (insert position title here) on our sheep and beef farm at (insert location).

We are planning to make a decision regarding which applicants we will interview by (date).

We will let you know shortly after this if your application has been progressed to the interview stage.

Kind regards,

Employer/Manager signature

**Employer/Manager's name**

**Business name**

**Business address**

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## 2.1.4 Example – Phone Screening Questionnaire

### Personal details

**Name of candidate:**

**Position applied for:**

**Date:**

**Address:**

**Home Tel:**

**Mobile Tel:**

### Current role

What is your current role?

Who are you working for?

Who do you report to?

How long have you been there?

What responsibilities do you have in this role?

What qualifications do you have?

What do you feel are your strong points on the job? (Strengths)

Have you had experience managing people? How many? How did you find it?

What are your shortcomings? What would you like to improve on? (Weaknesses)

Why are you looking for a new position?

What did you like LEAST about your last position?

What did you like MOST about your last position?

## Referees

Could you please provide me with three work-related referees?

**Name:**

**Title:**

**Location:**

**Telephone:**

**Relationship:**

**Name:**

**Title:**

**Location:**

**Telephone:**

**Relationship:**

**Name:**

**Title:**

**Location:**

**Telephone:**

**Relationship:**

Yes    No

Is it OK with you if I go ahead and contact these people to seek a reference?

Do you have a CV available?

Would you please send me a copy?

Is there anything else you would like to add at this stage?

Is there anything you would like to know from me about the position? (Keep note of the questions asked, as they will also tell you a lot about the person)

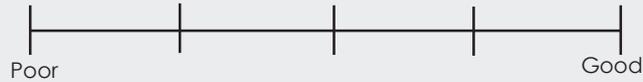
## Indicate timeframes

At the end of the discussion indicate what the timeframes are likely to be for shortlisting people and scheduling interviews, and therefore when they can expect to hear from you.

## Rating

(To be completed immediately following discussion)

Work skills



Communication skills



Attitude



## Overall



Excellent



Good



Some Reservation



Poor

Comments/Summary:

Keep this checklist throughout the recruitment and selection process to justify decisions.

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## 2.1.5 Example – Interview Rejection

**Candidate's name**  
**Candidate's address**

**Date**

Dear Candidate's Name,

Last week we evaluated all the applications we received for the position of (job title) on our sheep and beef farm at (location).

It was tough to decide on the select group chosen for an interview, because we received so many good applications.

Unfortunately you have been unsuccessful at getting through to our short-list.

Thank you for your interest in our position and best wishes in your job search.

Kind regards,

Employer/Manager signature

**Employer/Manager's name**  
**Business name**  
**Business address**

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## 2.1.6 Example – Invitation to an Interview

**Candidate's name**  
**Candidate's address**

**Date**

Dear Candidate's Name,

Last week we evaluated all the applications we received for the position of Head Shepherd on our sheep and beef farm at Dunsandel.

It was tough to decide on the group that was eventually chosen for an interview, because we received so many good applications.

You were one of those selected for an interview. We'd like to find out more about the skills you would bring to the job. Ideally, we'd like to meet with you on April 10 at 2pm, provided that time works for you. Give us a call at (03) 555-1212 to confirm the time and get directions.

As part of the interview we would like to see some of your practical skills. Please bring your dogs and come with suitable clothing and footwear.

We look forward to meeting you. You can expect to be here about 90 minutes total, with a short tour of the farm followed by a question session at the house.

Kind regards,

Employer/Manager signature

**Employer/Manager's name**  
**Business name**  
**Business address**

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## 2.1.7 Example – Interview Questions

Select appropriate questions from the following to use during the interview. Remember that the questions or tasks used in the interview need to test the ability of the candidate in the identified selection criteria, and some questions may not be applicable for the role you are interviewing for.

### Introduction

- Why have you applied for this position?
- What skills and personal attributes do you possess that make you the ideal person for this role?
- Tell me a bit about yourself/your hobbies and interests
- Can you tell me a bit about your present position and the farm that you are on?
- How did you get involved in farming?
- Why did you become a farmer?

### Education

- What is the highest level of formal education you have?
- What other courses have you done?
- How are you applying your training in your current position?
- What's the next thing you have to learn/would like to learn about?

### Motivators

- Imagine it's six months after you've been in this job. What parts of the job do you imagine will make you glad you came to work here?
- What does the day look like on those mornings you get up and say to yourself "I can hardly wait to go to work today..."
- The next morning you say to yourself "I really don't want to go to work." Why do you say that?
- If you were independently wealthy and didn't have to work, what would make you want to go to work? What would it be about the work, the company, the people or anything else that would be so appealing that money didn't matter?

### Assess self-evaluation skills

- In your career, describe your biggest success? What made it so?
- In your career, what's the one thing if you had to do it over again, that you would do differently? Why? What would you do?
- What's your greatest strength and why?
- Then – what is your Achilles heel or your weakness?

## Animal health

- Tell me how you monitor animal health in your present job?
- Tell me about the way you identified and managed internal parasites in your last role?
  - What improvement, if any, could you make to this system?
- Have you ever treated stock with staggers/facial eczema? Tell me how you do it.
- Describe a flystrike control plan.
- What in your experience causes the greatest stock losses?

## Stockmanship

- Our farm runs 10,000 su, with a 70:30 mix of sheep to cattle. What experience have you had managing a property this size?
- What do you think are the most important factors to ensure maximum efficiency and health of the stock? (Ask questions about animal health)
- Animals don't always do what we want them to do. Can you tell me about a time when this last happened to you?
  - What did you do?
  - How did it all work out?

## Mating

- Have you ever been responsible for selecting rams?
  - How did you do this?
  - How successful were you?
- Describe how you would apply and use ram harnesses to manage lambing.
- How would you go about achieving a high submission rate in the first round of mating?
- What would you look for during a service capability assessment of bulls and rams?

## Pasture management

- In your current job, who is responsible for soil and herbage tests? In what way is that information used, and by whom?
- When feed budgeting, how much do you allow to feed multiple bearing ewes in winter?
- What growth rates would you allow in June and July for your current farm?
- What are the costs of purchased feed at present?
  - How much supplement would you feed at this time of the year?
- When would you sow finishing crops and how would you select the variety?

## Administration

- Part of this role will require you to maintain accurate records. You will also be expected to report to the manager any exceptional circumstances, problems and your recommended solutions. Describe the more complex types of records you have had to maintain in the past.
- What sort of information have you had to provide on a regular basis?
- How did you go about organising yourself to make sure this information was accurate, completed on time and met your manager's needs?

## Numeracy

- If the farm is 250ha and has 450 cows requiring 16kgDM/c/d, what is the daily requirement per hectare?
- If the grass is growing at 70kgDM/ha/d and cow requirements are 50kgDM/ha/d, what proportion of the farm should be shut away for silage?
- The percentage of phosphate in DAP is 20%. How many kilograms per hectare will you need to apply to give 75kg/ha of phosphate?
- Sheep dip is to be diluted at 9:1. How many litres of sheep dip concentrate will you have to use to make up a 250-litre mixture?
- You are wanting to feed 2.5kgDM/ewe/day to a flock of 500 ewes. Paddocks have a pre-grazing cover of 1500 kgDM/ha. You want to leave a residual of 1150 kgDM/ha. The paddock is 26 ha, how many grazing days is this?

## Self management

- Describe a situation you have been in where you have had to work independently, juggling your personal demands with those of others without any day-to-day supervision.
- What techniques have you developed to make sure you achieve the results expected of you by your manager?
- When faced with a number of conflicting and equally urgent demands, how do you decide what to do first?
- Describe how you decide what work needs to be done in your present job. How do you decide what order to do it in?

## Decision making ability

- Tell us about an important decision that you have made recently
  - What was the decision you had to make?
  - What processes did you go through to make your decision?
  - What alternatives did you consider?
  - Do you think that you made the right decision? Why/why not?

## Communication

(Make notes here on the effectiveness of the applicant's communication during interview)

- How would you describe the way you communicate?
  - Why do you prefer to communicate this way?
- What types of people do you have most difficulty communicating with, and why?

## Influence

- We have all been in the situation where what we believe is best is different from what our manager or peers want, or what has been standard operating procedure in the past. Can you think of a situation like this that you have faced?
  - How did you handle it?
  - How did they react?
  - What was the outcome?
- Describe a project you implemented. What did you do well and what would you like to have improved on?

## Initiative

- Have you tended to drive things yourself? Or do you prefer to provide support, advice and processes to enable others to do things?
  - How have you gone about this?

## Working relationships

- Please describe your ideal manager. Why do you like this type of manager?
- Who did you like working for least and why?
- Tell me about a time when you disagreed with your employer. How did you handle it?

## Health and safety

- Almost everyone has had an accident (or a near miss) while operating machinery at some time. Can you recall such an incident that happened to you? Describe the situation fully.
  - What did you do?
  - How did it end up?
  - Could things have been done better?
- What safety precautions do you use when using chemicals?

## Staff management

- Think of a time when you had to direct staff to accomplish a relatively complex task. Describe the task and the situation
  - How did you go about giving the task to your staff member?
  - Did the staff member follow your instructions properly?
  - Did the task get done to your satisfaction?
  - How could it have been done better?
- Most people have difficulty with another person working on the farm at one time or another. Tell me about the most difficult situation involving another person that you have had to deal with. Describe the situation fully
  - How did you attempt to resolve this situation?
  - What happened in the end?
- What is the key to getting the best out of people?
- What types of people do you enjoy supervising?
- How do you develop teamwork?
- Tell me about a time when a staff member was really annoying you and how you dealt with it?
- What are the things that annoy you most about staff?

## Remuneration

- What do you expect to earn in a position like this?
- How much do you earn now?

## Lifestyle

- Do you have any medical conditions that may interfere with your ability to carry out this role effectively? If so, what are they?
- What do you do when you're not working? (Watch out for things that may compete)
- What social or community roles do you have?

## Concluding comments/questions

- May we contact your referees?
- When are you available to start work?
- Detail contract and conditions
- Let them know your timeframe for getting back to them and when you anticipate the start date to be
- Check if applicant has any questions or other comments in support of their application

(Note the questions they asked)

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## 2.1.8 Template – Interview

Applicant's Name:

Position:

Skills-based questions	Weighting	Rating	Total	Notes
Personality-based questions				
Questions they asked				
<b>Total</b>				
<b>Ranking</b>				

Weighting Factors: 3 = Critical, 2 = Important, 1 = Helpful

Rating Factors: 3 = Expert, 2 = Average, 1 = Poor, 0 = No Evidence

Ranking: 1 = Top of list ect.

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## 2.1.9 Template – Reference Checking

This template provides you with a guideline for developing questions to ask when checking an applicant's references. Please note that these are a guide only, some questions will not be applicable or appropriate. It is recommended you use this template to develop your own questions.

**Candidate:**

**Potential job:**

**Company:**

**Date:**

**Person contacted:**

**Position:**

**Location:**

**Bus Tel:**

**Home Tel:**

Did \_\_\_\_\_ work for you from \_\_\_\_\_ to \_\_\_\_\_  Yes  No

If "No" provide detail:

What was \_\_\_\_\_'s job title?

Who did \_\_\_\_\_ report to?

What were \_\_\_\_\_'s general duties?

What did \_\_\_\_\_ earn? Were there any bonus or incentive plans?

Why did \_\_\_\_\_ leave your organisation?

What do you feel are \_\_\_\_\_'s strong points on the job? What characteristics do you most admire about him/her?

Did \_\_\_\_\_ supervise other people? How many? How effectively? Can he/she create a team environment?

What are \_\_\_\_\_'s shortcomings? Was there anything he/she was trying to change about himself/herself, or should be trying to improve on?

How would you rate \_\_\_\_\_'s overall job performance on a scale of 1 to 10 (10 being high) compared with others you observed in a similar capacity?

Have you seen \_\_\_\_\_'s current resume? Let me read to you what it says were his/her duties and accomplishments at your organisation.

Is this an honest account of \_\_\_\_\_'s work with you?

  
Yes  
No

If "No" provide detail:

How well does \_\_\_\_\_ relate to other people? Which employees does he/she work best with, supervisors/peers/subordinates?

Is he/she a team player?

How did \_\_\_\_\_'s last job performance review go? What strengths were cited?

What recommended improvement areas were noted?

What do you feel were \_\_\_\_\_'s major accomplishments while working for you? What changed as a result of his/her involvement?

What changes did you observe in \_\_\_\_\_ while he/she was working for you?

Is \_\_\_\_\_ in the right job/career? How far do you think he/she can go?

What made you feel frustrated while \_\_\_\_\_ worked with you?

How did \_\_\_\_\_ handle himself/herself in times of conflict? e.g. when they disagreed with you on a point?

If \_\_\_\_\_ asked you, what would be the one thing that would most improve the way they perform on the job? What specific advice would you give them?

What is the best way to work with \_\_\_\_\_ to quickly maximise his/her talents and effectiveness for the company?

### Other references

What other people know \_\_\_\_\_ and would be worthwhile talking to?

**Name:**

**Title:**

**Location:**

**Telephone:**

**NB: Before contacting these people as referees, make sure you gain permission from the candidate.**

### Overall

Excellent
  Good
  Some reservation
  Poor

Comments/Summary:

**Keep this checklist throughout the recruitment and selection process to justify decisions.**

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## 2.1.10 Example – Formal Job Offer

Date

Candidate's name

Candidate's address

Dear Candidate's name

Following our conversation on \_\_\_\_\_, we would like to formally offer you the position of \_\_\_\_\_ on our farm.

As discussed the annual salary will be \$XX,000 (or list hourly wage). The [number of bedrooms] house you toured will be provided for your and your family during your employment with us. In addition you will be entitled to (any extra entitlements) during the season.

Your days and hours of work are as follows:

These terms and conditions are restated in the attached employment agreement. Please take time to read this agreement and take advice on its content. Feel free to ring us with any queries.

When you are comfortable with the terms and conditions detailed in the agreement, please sign it and return to us. Ideally we'd like to have these details confirmed prior to your starting with us.

Your start date as discussed will be [start date]. Your first 30 days includes a structured orientation program focusing on the management processes in place here and performance standards expected. An interim performance review will be conducted at 90 days and a more formal review at six months.

Please bring with you a deposit slip for your bank account and your IRD number on your first day of work.

We are looking forward to having you on the staff here and believe you will be a great addition to the team.

Kind regards

Employer/Manager signature

**Employer/Manager's name**

**Business name**

Business address

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## 2.1.11 Example – Post Interview Rejection

**Candidate's name**

**Candidate's address**

**Date**

Dear (Candidate's Name)

It was good to meet you in the interview held recently for the (job title) on our (su) sheep and beef property at (location).

It was difficult to choose from such a high calibre of candidates, however we have offered the job to one of the other candidates.

We thank you for your application and wish you the best of luck in your job search and future endeavours.

Kind regards,

Employer/Manager signature

**Employer/Manager's name**

**Business name**

**Business address**

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## 2.1.12 Example – Employer CV

### Contact details

Name: Joe B Smith  
 Address: 214 Smith Road, Central Plateau  
 Phone: 07 123 4567  
 Email: jsmith@xtra.co.nz  
 Position: Farm Manager

### Property details

Farm Business Name: Ngauruahoe Farms  
 Size: 745 hectares; 160ha flat, free draining river terrace plus 585ha medium to steep hill country  
 Stock: 10,000 su (breeding sheep & cattle)  
 Location: Central Plateau

### Job on offer *(Name the position that is on offer)*

Shepherd

### Staffing *(Describe the current number of staff on the farm, positions and if applicable the way the roles interact within the farm business)*

2FTEs – Farm Manager and Shepherd

### My history as an employer/manager

**Length:** 10 years. 6 years as a mechanic (business manager), 3 years as a shepherd and 4 years as a farm manager (current role)

**Training:** National Certificate in Business- First Line Management (Rural Staff Management)

**Skills/experience:** 10 years managing at least 1 staff member

### What this position offers: *(Provide detail on the types of opportunities, experiences and support you are offering)*

- Opportunity to progress in responsibility level on farm
- Primary ITO training
- Good performance management support
- Flexible working hours

### Previous staff history: *(Give a description of what types of roles past employees have moved on to)*

Last shepherd progressing to Head Shepherd on an 18,000 su sheep and cattle farm

### Referees *(Include their name position, length of employment, contact details, when they worked for you)*

#### Past staff:

Mike Adams	Shepherd	Employed for 4 years	03 456 7812
------------	----------	----------------------	-------------

#### Current staff:

Sam Smith	Part time	Employed for 2 years	07 843 5762
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## 2.1.13 Template – Employer CV

### Contact details

Name:

Address:

Phone:

Email:

Position:

### Property details

Farm Business Name:

Size:

Cows:

Shed type:

Location:

### Job on offer (Name the position that is on offer)

**Staffing** (Describe the current number of staff, positions and if applicable the way the roles interact within the farm business)

### My history as an employer

**Length:**

**Training:**

**Skills/experience:**

**What I'm offering as an employer** (Provide detail on the types of opportunities, experiences and support you are offering)

**Past employees' paths** (Give a description of what types of roles past employees have moved on to)

**Referees** (Include their name, position, length of employment, contact details, when they worked for you)

**Past employees:**

**Current employees:**

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## 2.2 Immigrant Staff

### Why is this important?

Overseas staff will possibly become a more prominent part of the New Zealand sheep and beef industry labour force. When considering employing someone from overseas it is important to consider whether they are the best fit for your team and most importantly if you are prepared to make sure the work and life environment is conducive to them wanting to stay.

As an employer there are simple things you can do to make the transition easier, both for the migrant and for the rest of your team. Providing support, time and help to encourage the migrant and their family to put down roots in New Zealand can help retention.

Once you have decided to employ from overseas, there are many rules and regulations set out by the government, as to who you can employ and how you go about it.

Rules and regulations are constantly changing with regard to employing immigrant staff. It is important that you contact the Immigration Service to find out what you need to do, when you have to do it and what sort of employees are eligible for work permits in New Zealand.

### This fact sheet will cover:

- Types of migrants
- Welcoming migrants
- Settling new migrants

### Types of migrants

When someone from overseas is coming to work for you, it is important to differentiate between migrants who are coming on a work permit and those who are moving to New Zealand to live.

There are different things you need to consider such as the type of accommodation you offer, furnishing of the accommodation, initial living costs, how will they assimilate into the community, local support structures and the issues they may experience once they get here (such as family settling into the community).

### Welcoming migrants

Moving to a new country is a huge adjustment, even for people who already speak English. Many of the issues that impact on whether a migrant settles happily into the new workplace and therefore determine whether they settle happily into life in New Zealand relate to their expectations and the way their families (not just the employee) settle into their new location.

Doing as much as you can to manage an employee's expectations of life and work in New Zealand can help them avoid surprises and settle successfully.

Every employer has responsibilities to their staff, but when you employ someone who is coming to New Zealand as a new resident, there are some extra considerations.

Remember you'll be the first point of contact and possibly the first person a new migrant will get to know. You can help to make their transition into Kiwi life a great deal easier.

In addition to the legal employment requirements and the best practice recruitment and selection processes recommended in this toolkit, here are some tips to make settling in a smoother process.

## Settling new migrants

Settling new migrants into your working environment and the local community is a critical success factor for a smooth transition into work, and a happy employee. Use the following ideas to follow as a guide to help you provide assistance for people assimilating into their new surroundings.

### Before they start

- Make sure their expectations match what you will be supplying. Be honest and helpful from the start
- Include their partner in the discussions at the interview stage
- Let them know what their standard of living will be
- Provide information on the local area, climate, maps and things to do
- Provide information on customs declarations – what you can and can't bring into New Zealand, including plant and animal materials, firearms and drugs
- Discuss bringing personal possessions and household goods
- Explain pets and how they can bring them into the country
- Inform them about electrical and telecommunications equipment, laptops and mobile phones, and check whether these will be useable in New Zealand
- Explain currency and exchange rates
- Check that they bring in their hand luggage all the documents you need to see – for example CV, birth certificate, international driver's licence, medical records.

### Preparing yourself

- Find out about their country of origin - the culture, language, religion and recent history so that you have a better understanding of their background
- There may be an appropriate ethnic community group who could give useful advice about their culture and about settling in New Zealand
- Approach the Employment Relations Service of the Department of Labour. They produce fact sheets on topics related with working in New Zealand, such as holidays, employment agreements, pay, parental leave, workplace safety etc. These could be very useful to give your new employee
- If your new employee is not a native English speaker, contact a local language school and ask for hints and tips about communicating with them
- Talk to your current staff. Are they accepting of the new team member? Remember there will be differences in the way they do things. Make sure staff are aware of this and are ready to learn
- Plan to pick them up from the airport.

## Once they arrive

### Work orientation

- Provide the names of a buddy or mentor in the workplace that they can contact if they have questions
- Work with them to make sure that you have completed all the necessary paperwork for easy immigration procedures
- Buddy them up with one of the existing staff. This will help build teamwork and will help the new employee learn how the farm operates
- Be explicit about workplace policies. New Zealanders tend to expect people to show initiative, but in some cultures this is frowned upon. Set up Policy Manuals and run through them
- Show them how to use farm machinery like the ATV, they may not have had much experience and will need more extensive training in health and safety issues
- Work through the orientation process and checklist
- Set a time to catch up and review how things are going. Include work and non-work related aspects in this discussion.

### Social/Community

- Help them to set up a bank account and get an IRD number
- Help them to get a New Zealand driver's licence. Tell them about road safety driving in New Zealand - road safety and tips for newcomers
- Organise a farm BBQ to introduce everyone and their families, or hold an international night where everybody brings their national dish
- Support and encourage social interaction – introduce them to the neighbours, take them along to discussion groups or the local Young Farmers Club meeting
- Provide support for their partners and families to interact socially too.

### Local information and customs

- Take them for a drive around the local area. Show them how to get into town, where the post office, supermarket and doctors are located.
- Remember to explain some of our strange Kiwi ways and peculiar colloquial ways of speaking, and encourage your migrant to ask questions if they're puzzled!
- Advise them about local schools, sports clubs etc.

As with all staff management, communication is essential. Be open and honest and foster an environment where all staff feel comfortable approaching you with questions or suggestions.

## What do I do next?

- If you are considering employing staff from overseas, prepare yourself
- Talk to the Department of Immigration regarding your obligations as an employer and things you can do to make their transition smoother
- Get in touch with local ethnic groups.

## Useful links

Department of Immigration, [www.immigration.govt.nz](http://www.immigration.govt.nz)

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### 3.1.1 Example – Orientation Check List

The following check list can be used to make sure all the relevant topics have been covered with a new employee. Tick off each task as it is completed.

Remember not all details need to be discussed in their first week. Don't overload new staff with winter grazing rotations before weaning has happened.

You may like to group farm tasks and information so that they are introduced prior to the time they are needed. See example.

Add these dates to your calendar to remind you – make sure staff know just enough, just in time.

Personal information	
Bank account number	<input type="checkbox"/>
Inform employee of pay amount, pay method, pay frequency	<input type="checkbox"/>
Tax declaration form	<input type="checkbox"/>
House set up – power and phone connection	<input type="checkbox"/>
Agreement signed and copy to both parties	<input type="checkbox"/>
Farm information	
Farm Policy Manual	<input type="checkbox"/>
Business goals	<input type="checkbox"/>
Business values and culture	<input type="checkbox"/>
Hours of work	<input type="checkbox"/>
Time recording	<input type="checkbox"/>
Dress standards	<input type="checkbox"/>
Leave policies and procedures	<input type="checkbox"/>
Health and Safety	
Health and Safety Manual	<input type="checkbox"/>
Farm tour and identification of hazards	<input type="checkbox"/>
Accident reporting procedure	<input type="checkbox"/>
Emergency procedures	<input type="checkbox"/>
First aid kits	<input type="checkbox"/>
Fire safety equipment	<input type="checkbox"/>
Issue personal protective equipment	<input type="checkbox"/>



## Appendix i – New Staff Check List

The following check lists are suggestions of things you can do:

- before offering a job
- before the employee starts work
- getting the employee started
- regarding health and safety precautions.

These things can help your new employee fit into the team better and gain a better understanding of your farm system. The lists are not exhaustive and should be used in conjunction with the relevant sections of the HR Toolkit.

If you are a first-time employer please confirm your obligations as an employer with the Inland Revenue Department.

Before offering the job:			
Develop a job description for the role		Check the applicant's drivers licence (if required) and criminal record	
Put together an employment agreement		Check that the applicant is entitled to work in New Zealand	
Develop a person specification		Request a pre-employment health test (if required)	
Get each applicant to complete a job application form			
Check the employee's references			

**Refer to the before you get started and where to start sections.**

Before employee starts work:			
Formally offer the successful applicant the job – send a letter offering the job		Clarify in writing the amount he/she is to be paid, the rent, bond to be taken (if any) and terms of bonuses (may all be in agreement)	
Provide the employee with a written employment agreement and job description (and allow them time to get advice on it)		Let other applicants know that they were unsuccessful	
Make sure the employee signs and returns one written employment agreement		Keep in contact with the successful applicant to make sure they are still committed to taking on the role	
Make sure their accommodation is ready			

**Refer to the finding the right person section.**

Getting the employee started			
Make sure the employee provides their bank account details		Discuss and explain the roster system	
Set up a personal file for the employee where you will keep records for wages, hours worked, and holidays taken and entitlements		Get the employee to complete a tax code declaration form (IR330)	
If you keep weekly hours of work records make sure the employee is shown where/when/how to record hours of work			

### Getting the employee started cont.....

Go over the job description and make sure the employee understands:		Let them know who the key people are associated with the business, and when and how to contact them (e.g. banker, vet, farm advisor)	
Who he/she reports to		Buddy the employee up with an existing team member to help them through their first few weeks (i.e. farm manager or colleague)	
Purpose of position		Communicate expectations to employee clearly regarding:	
Who reports to them (if any)		Dress standards	
Hours of work (including breaks)		Acceptable and unacceptable language and behaviour	
Annual, sick & bereavement leave		Treatment of stock and farm machinery	
Expectations of routine work		Accommodation	
Inform employee of farm policies		Let them know who they can raise concerns with	
Review previous training records		Complete a property inspection with the employee	
Plan employee's training needs		Lodge the bond with Tenancy Services (if taken)	
Discuss the business values and team culture		Transfer power and phone to employee's name	
Show employee all farm policies and/or farm manual		Set up a date and time for a progress review	
Complete a farm tour and give them a copy of the farm map identifying key features like hazards and water lines etc		Talk to them about the importance of asking questions and asking for help if they are feeling overwhelmed, stressed or they are not coping	
Introduce the employee to other employees and their families			

Refer to the 'getting people started and keeping your team working' sections.

### Health and safety

Ensure the employee has read and understood the Health and Safety manual and knows where to find it		Let them know the procedure for reporting accidents	
Show employee all workplace hazards		Show them how to update the hazard register	
Show employee all safety equipment is (fire extinguishers, first aid kits etc)		Make sure they know where personal protective equipment is kept	
Make sure they know what to do in an emergency		Check that employee can safely use common machinery (i.e. ATV, chainsaws, etc)	

Refer to the health and safety information in the where to start section.

#### Disclaimer

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