

Workshop Title: Systems for accountability and efficiency for direct marketers

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Executive Summary : Implementing accountable systems into your farm practice including performance standards, establishing expectations, checklists, and assigned responsibilities, allow you to be successful at being sustainable, satisfied employees and with employee retention and success for the long run.

Rock Spring Farm...

Some of the ways we are sustainable...employee retention...equals satisfied employees 1st expectations

Slides

1. Top 4
- 2 Do I know what is expected ?
 1. Performance standard ? Do you have it identified ?
 2. Est'd expectations at our farm(manuals and agreements) we listed..agreed upon start date, wage, schedule, laid out for them.
 3. Give them an orientation...review and check for understanding..training given
 4. This is accountability for the manager and the employee.
 5. What does it mean to « get it right ?
 6. Be preventive not reactive...renegotiate if necessary and do an exit evaluation. How does their attitude manifest ? How effective were their transitions ? Show leadership and adhere to the policies ? Rehired ? Not ? (kept in house and not shared) we would do reviews within two weeks or three months ?
 7. Slide on expectations, accountability, (once people initialed their count/taking responsibility, no longer anonymous)
 8. how could we make this happen everywhere on the farm ? We came up with directives...instruction sheet, with date, order of completion, with objectives . This made them responsible for the outcomes...checklists helped operators know what to do correctly. At the end, I was responsible to report any machine problems. The initials gave ownership. But not directives for everything. Came over time, had blank paper too and we had field maps.
 9. Checklists help you have all you need. and that things get done, also, people could be autonomous...had their details. Make it exhaustive, precise, ie « cutting height adjusted ». and practical.
 10. Great book ! The checklist manifesto ..audio book now ...download it
 11. what is the outcome to look like ? Give a visual and an explanation. Define it !
 12. Get the right tools for the job..it may look expensive but payback is fast. Sharp knives.
 13. Great item pic shown is for cutting asparagus.. harvest asparagus at the blue mark, red mark, ...

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14. carry bucket was useful(pic)
15. understand tomatoes , 2 in each hand, needs to be taught.(pic)
16. the vegetal art...it comes with time, ie. twist ty bag of kale so break it down step by step.
17. Hiring a winner...find the potential ...and train....or pray !
18. Angelique organics..have a 1,000 CSA and this is a pic of their pain
19. fresh herbs got packed first (pic)we put this on the shelves in the cooler
20. write down procedures where you are having problems(pic)
21. japanese writing pic (making it possible to understand the impossible)
22. trolley (pic) are there twenty four flats on the trolley ? If no, wait until you have 24.
23. potting bench(pic) elbow height..conveyor bench , tiny holes, seeds drop in..
24. dipler simply puts the holes right(pic)
25. pic..mechanical transplanter..precise..no judgement needed.
26. Pic) put in a timer for circulation fan
27. carabiners and CM are reminders, big enough so u cannot ignore that drip line left on in greenhouse.
28. Deer fence on in the day..no.back on at night.. cutout switch on outside of greenhouse.
29. Tag in same spot each time
30. level...more towels, more soap...indicators thus no judgement needed
31. images help to tell what is dangerous...guards on,
32. hand cart...make sure they use them
33. small pallet system..make them use it.
34. Wheels, loading docks
35. anti fatigue mats
36. earplugs...hearing loss is cummulative
37. have i given praise ..
38. one minute manager...read it~
39. praise people(have a system, follow the script)
40. spread the word of do good
41. you need to encourage good work..reward opportunities...do I careV
42. farmers...quiet, task determined people make it impt to care
43. sarah thinks about(she left the farm)
44. next actions we need to take...(white board)
45. a complaint...management..take charge..manage your processes, outcomes and your emotions...
46. a complaint is just a project waiting to happen
47. flying rutabaga...sign up and get it in your inbox <http://eepurl.com/wbPBb>