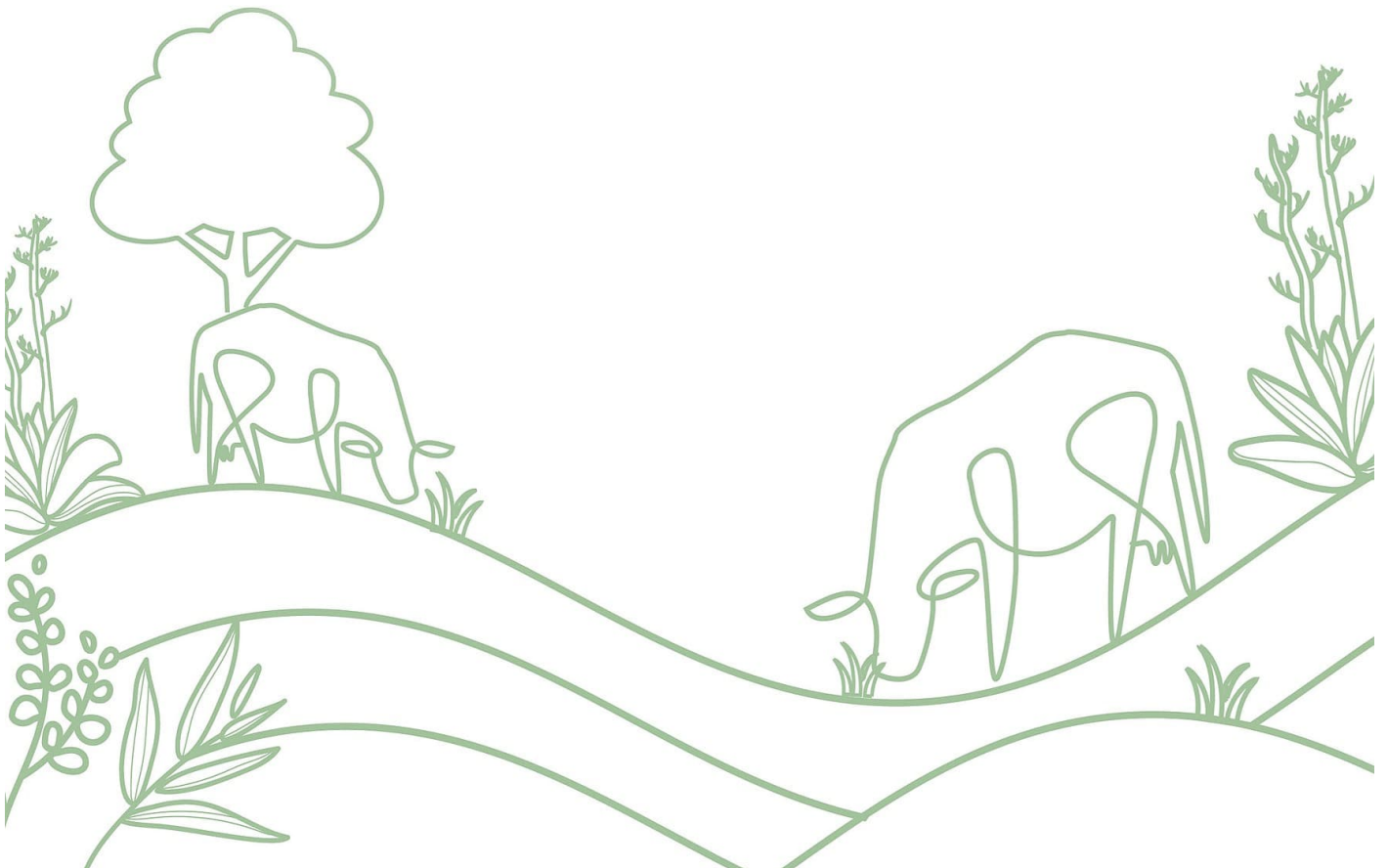




WORKPLACE 360 REPORT

An assessment of current workplace and employment conditions

Based on the Sustainable Dairying Workplace Action Plan



Your free Workplace 360 report

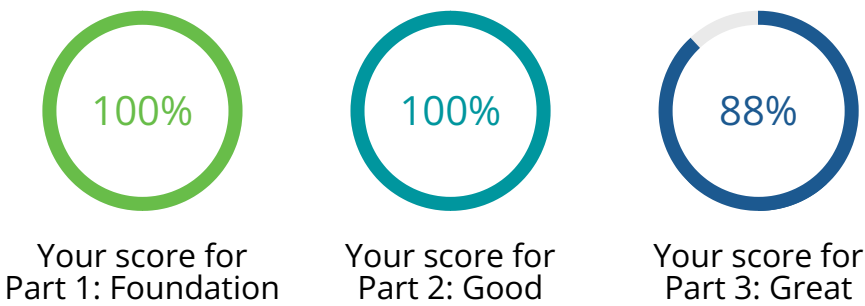
Prepared for	Anthony Lopes
Dairy company	Fonterra
Supply number	77430
Report generated on	January 10, 2025 at 12:42:53 PM

Hi Anthony,

Thank you for completing the Workplace 360 assessment, we hope you found it useful. Your answers have been used to generate your report with practical hints and tips to help you to:

- Identify the strengths and gaps in your work environment
- Highlight where and how you can start to make changes and improvements
- Link you to information, tools and resources

Workplace 360 overview



Disclaimer: The Co-Operative Difference and the Workplace 360 reports are not an independent verification of your People, Health, Safety and Wellbeing performance nor intended to replace specialist advice on your compliance with legal obligations. By requiring farmers to complete the Workplace 360 assessment tool, Fonterra is seeking to prompt and support farmers to identify, manage and communicate People, Health, Safety and Wellbeing risks in their specific farming operations, and help them identify where additional thought and resources may be required. Any recognition or verification of your achievement under the Co-Operative Difference should not be taken as Fonterra’s endorsement of your People, Health, Safety and Wellbeing plans or systems or certify your compliance with the law.

PART 1: Foundation requirements

Your responses

The questions in this section are to ensure you're meeting New Zealand dairy farming foundation employment requirements.

Below is a list of your answers to part 1:



Your score for
Part 1: Foundation

Question	Your response	Evidence	Evidence checked
Are processes and procedures accessible to assist people to understand and comply with regulations and minimum standards, eg around effluent and animal welfare	Yes	There are multiple ways to prove this, eg processes and procedures are visible or can be accessed, standard operating procedures, meeting minutes, or on-farm training records	
Is a health and safety plan in place that has been reviewed in the last 12 months, and is accessible to anyone who works on the farm?	Yes	Health and safety plan	
Thinking about farm emergency procedures, do you have: Emergency procedures visible on-farm; and are People trained in the implementation of them?	Yes	Emergency plan, record of training	
Is adequate Personal Protective Equipment (PPE) available and used by all people on farm whenever the task requires it?	Yes	Observation of PPE and people wearing PPE	
Do all people working on farm (including family members and contractors) have regular discussions at least monthly) where health and safety issues where risks are discussed and recorded?	Yes	Record of meetings and actions	
Is a signed Health and Safety Policy accessible to people in the workplace?	Yes	A signed health and safety policy or equivalent	
Is an accident reporting procedure in place?	Yes	The reporting procedure, examples of accidents being reported	
Are all hazardous substances on farm correctly stored and correctly labelled, and are people on farm trained in their application?	Yes	Hazardous chemical register, Material Safety Data Sheets (MSDS's), observation of chemical storage, records of training	

Question	Your response	Evidence	Evidence checked
For all critical risks on farm (that is those activities that if not controlled could result in significant injury or fatality) have they: been identified to all people in your workplace; and is a current risk register in place; and do you have a current plan in place to address the risks	Yes	Risk register, health and safety operating procedures, team meeting minutes, records of improvement actions, induction records, contractor site inductions	
Do all new people to your workplace undergo a Health and Safety induction, and does everyone working on farm complete an annual refresher?	Yes	Records of induction and training, contractor site inductions	
Thinking about machinery and vehicles, are they all equipped with appropriate safety devices and do they have instructions to operate safely	Yes	Observation of equipment, PPE, operating procedures	
For the main tasks on farm, such as milking, irrigation and health treatments, are procedures readily accessible and training provided?	Yes	Observation of visible procedures	

Rest and meal breaks

By law, employees are entitled to paid rest and unpaid meal breaks. The frequency and timing of breaks depend on the hours worked each day and when disruption to certain tasks, such as milking, can be minimised. See requirements on the [rest and meal break page of the Employment New Zealand website](#).

Planning ahead

It is important that employees know their roster well in advance and also if they will work on public holidays. This enables them to plan their lives and communicate accurately with family and friends. Understand the implications on pay and leave of employees [working on public holidays](#) on the Employment New Zealand website.

Managing hours of work

Keeping good hours of work is a challenge on many dairy farms. Always track how many hours your team members are working with [timesheets](#). Recognise that working more than 60 hours per week is a risk to the health and safety of your team, increases burnout and staff turnover and encourages mistakes. Find out more about [productive workplaces](#) on DairyNZ's website.

Manage risk with a robust employment agreement

There are a list of things and minimum expectations that must be included in an employment agreement. These can be found on the [Employment New Zealand website](#). You should then tailor your agreement to your needs. It is also important that the employment agreement is signed prior to any work being done otherwise trial periods are invalid. Employment agreements can be purchased from [Federated Farmers](#) and many rural professionals. DairyNZ has [job descriptions](#) that provide an excellent base for on-farm roles.

Farm accommodation

Rural NZ is relatively unique in often providing accommodation as part of the remuneration package. Both employer and employee should understand what this means for them. Check out the DairyNZ webpage regarding [on-farm accommodation](#). If your employee lives on farm then you become a landlord and require a [Service Tenancy Agreement](#) which can be found on the Tenancy Services website along with information on your obligations.

PART 2: Good practice

Your responses

The questions in this section will show if you are operating at a good practice level.

Below is a list of your answers to part 2:



Your score for Part 2: Good

Question	Your response	Evidence	Evidence checked
Are machinery and vehicles maintained regularly and according to the manufacturer's recommendations?	All are	Maintenance records, employee opinion	
Is health and safety discussed with farm owners and directors?	Regularly	Meeting minutes	

Task variety

Most people prefer having a variety of tasks in their work, it is more enjoyable and aids motivation and learning. Give employees the opportunity to try new things and together create a [personal development and training plan](#).

Managing hours of work

Dairy has variations in seasonal work demands which sometimes calls for longer hours and extra effort however this should not be embedded as the norm. In 2019 the NZ dairy sector developed a Workplace Action Plan as part of the Dairy Tomorrow Strategy. This plan states that no employee should be expected to work more than 48 hours per week and any hours above this should be paid at a [competitive per hour rate](#).

Reviewing employment agreements

If an employees work conditions change (eg remuneration, location of work, job title) then their [employment agreement](#) needs to reflect this, and the associated [job description](#).

Bonus payments

For incentives and bonuses to work effectively, they need to be carefully managed to ensure they are driving the right behaviour. A competitive wage should be paid for a good job, before starting with incentives and bonuses.

Investigating incidents and near misses

All [incidents and near misses](#) must be recorded and should be discussed at team meetings with follow-up actions. It needs to be a whole team effort - not just the responsibility of the manager. DairyNZ has

information on [creating a safety culture](#) on farm.

Work-life balance

It is essential to ensure staff don't burn out. Ideally they have enthusiasm for work and life. Your team's time and energy can easily be soaked up if you are under-staffed, have an exhaustive roster or hours of work, or if your staff are under-trained. Explore [insights and trends on building a great team](#) and implementing [effective rosters](#).

Employee turnover

Employee turnover is one indicator of how engaged and happy your staff are. Conducting exit interviews can identify opportunities for improvements. Carry out [exit interviews using the DairyNZ template](#).

Learning and development

[Personal development and training](#) improves an employee's job satisfaction. In addition your business benefits from the additional skills your employee gains. Whether the learning occurs on-farm or off-farm it is a good idea to plan the training together with your employee and document in a [training plan](#).

Onboarding employees to the job

Starting work on a farm can be daunting, particularly for someone new to the sector. [Onboarding](#) should be a planned and phased process which enables a new employee to perform well and stay safe. There are templates available which cover '[before employment starts and day one](#)' and '[the first 90 days](#)'.

Recognition for good work

Positive feedback is a great way of encouraging good behaviour. DairyNZ has information on how to provide [quality feedback](#). It is important to give a lot more positive feedback than constructive feedback.

Managing conflict, poor performance and misconduct

Avoiding [conflict, poor performance and misconduct](#) situations is always best as they negatively impact team culture and outcomes. It is recommended that you develop a [code of conduct](#) for your farm. This sets out expected behaviour and is a useful tool for dealing with misconduct as it provides clarity on what's considered unacceptable behaviour. Processes to be followed should be outlined in the employment agreement.

Raising issues and suggestions

If an employee raises an idea or issue with you it is important that you listen and either act on it, or explain why you can't / won't. This builds trust and confidence. Sometimes people do not feel comfortable doing raising issues. For this reason, it is a good idea to have a policy or procedure that outlines how complaints and suggestions can be made. This is particularly important if the complaint is related to [bullying, discrimination or harassment](#). To understand your obligations as an employer visit the bullying, harassment and discrimination page of the Employment NZ website.

Career planning

A [career plan](#) sets out the career goals of your employee and plans how you will work together to achieve them. This is highly motivating for employees and provides focus and accountability for you both. Career plans should be discussed during regular catch ups or the annual review.

Formal and informal reviews

Discussing performance targets, both at the farm and individual level, provides visibility and accountability for everyone involved. A good way of doing this is through regular [informal catch ups](#) combined with less regular [formal reviews](#). This is often called [performance management](#) as it is about managing performance for great outcomes.

Farm goals

Your team's engagement improves when they understand your business goals and the 'bigger picture'. Spend some time with your family and team establishing your farm [purpose, vision and values](#). Once developed share it effectively.

Farm team competence

Manage your risk and your work/life balance by ensuring that your team can competently run the farm for at least a week in your absence. Put robust delegation processes, [training plans](#) and [communication systems](#) in place.

Dealing with poor performance

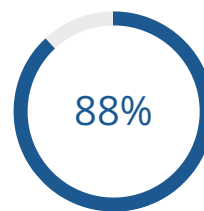
If managed well poor performance rarely needs to turn into a disciplinary process. Reacting quickly increases the chances of both the performance improving and the team staying motivated. DairyNZ has practical information on how to [manage poor performance](#) and when to engage specialist help.

PART 3: Great practice

Your responses

The questions in this section will show if you are operating at a great practice level.

Below is a list of your answers to part 3:



Your score for
Part 3: Great

Question	Your response	Evidence	Evidence checked
Are working methods continually improved on with the people working on farm?	They all are	Meeting minutes, training records, operating procedures, employee opinion	
Does the farm have an annual business plan that is communicated with relevant people?	Yes, and we discuss it	Business plans, proposal evaluations or consultants reports	
Kilograms of milksolids per hour worked and litres/cluster/hr are good measures of productivity and efficiency. Have you looked at these measures for your farm?	Yes	Milksolids calculation workings	
Thinking about the farm manager, please select all answer that apply: They have had health, safety and wellbeing training; They have been assessed as competent to oversee health, safety and wellbeing.	They have been assessed as competent to oversee health, safety and wellbeing	Record of training	

PART 3: Great practice

Areas for improvement

Your score shows there are a few things to work on.

Health, safety and wellbeing management

Farm managers have a big responsibility to operate safe workplaces and will benefit from regular training to support their understanding of managing health, safety and wellbeing. Download [WorkSafe's Keep safe, keep farming toolkit](#) for more information.

My work environment focus areas this season

Please use the sections below to plan your actions for the priority areas for improvement you have identified.

#	Action	Complete ✓
1	Due by:	
2	Due by:	
3	Due by:	

For advice and guidance on being a better manager,
working within the law and growing your people, visit
[DAIRYNZ.CO.NZ/PEOPLE](https://dairynz.co.nz/people)