

# Effective Employee Training to Build Barn Culture

We need people to make pigs.

Sarah Probst Miller, DVM

# Employee attitude

- Employee attitude can drastically impact productivity on farm

# Skiing and Pigs

- 80% of first time skiers never come back
  - Bad experience
  - Poor teacher
  - Pushed beyond level
  - No training

What has the biggest impact on  
employee attitude?

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employee attitude?

**Employee Engagement**

**Communication**

# What is employee engagement?

- The ability to capture the heads and hearts of your employees to instill an intrinsic desire and passion for excellence.
- Wanting their organization to succeed because they feel connected emotionally and socially to its mission, vision, and purpose.

# What we are facing

- 2000: 26% of workers were engaged
- 2002: 31% of workers were engaged
- 2005: 28% of workers were engaged

# The Value of Engaged Employees

- 27% lower absenteeism
- 31% less likely to leave the organization
- 62% reduction in work-related accidents
- 18% more productive
- 12% more profitable
- In hospitals: 21% lower “avoidable deaths”

# Do you know how your employees would answer?

- 15% of employees are being called by a name they do not prefer
- 39% can provide a clear answer on knowing what they get paid to do
- Benefit of tapping into what people are passionate about: sources of energy
- Do you know what your employees count as success? Have you celebrated those successes?

# People are our greatest asset

- Most companies use this line, few understand what it means
- Do you believe your ordinary employees can be the source of extraordinary results?
- Have you adequately communicated this?
- Securing our future is going to require innovation on our part and on the part of our employees

# Workforce Engagement Study

- 17% of employees are highly engaged
- 64% (most) are moderately engaged
- 19% are disengaged

# Measuring employee engagement

## Gallup, Inc. Developed Survey

- Designed to assess employee engagement
  - Aids in management of employees
- Survey known by “Q12”
  - Asks 12 questions related to aspects of employee engagement
    - Book contains suggestions per question to improve engagement.
    - Has been used successfully in other industries.

# Q12 Survey Questions

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
7. There is someone at work who encourages my development. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

# Q12 Survey Questions (cont.)

- Each question answered on a scale of 1 to 5
  - 1 representing strong disagreement
  - 5 representing strong agreement
- Questions reflect aspects of employee engagement described in the literature

Bakker AB, Schaufeli WB, Leiter MP, Taris TW. Work engagement: An emerging concept in occupational health psychology. *Work & Stress* 2008;22(3):187-200.

# New Study for Swine Industry

- Designed as a preliminary investigation into possible correlations between employee engagement and easily defined production parameters

# Results Indicate

- Statistically significant (positive) correlation between PSY and overall employee engagement as determined by survey results
  - At  $p=0.057$ , no statistically significant correlation between PWM and overall employee engagement
  - At  $p=0.45$  and  $0.46$  respectively, no significant correlations between SB or FR and overall employee engagement

# Employee Engagement and the Swine Industry—Take Home Message

- Results indicate employee engagement is as valid in the swine industry as in other industries.
- As an industry and as industry leaders, we should be measuring and working to improve employee engagement as a means to improve production.

Are you a good communicator?

Is that skill natural or something  
you've learned?

Can it be taught?

# What does good communication in the swine industry look like?

- Flexing to behavioural style
- Flexing to employment tier
- Knowing how to use operational drivers as motivational factors across the 4 tiers of employment in the swine industry

What does good communication in the  
swine industry look like?  
And how do you train it?

- Flexing to behavioural style
- Flexing to employment tier
- Knowing how to use operational drivers as motivational factors across the 4 tiers of employment in the swine industry

# Who is your audience?





Vet's idea

Everyone?

**EVERYONE.**

How we communicate is very important.  
Delivery matters.

# What is my message?





My idea/my message

# What is our message?



It has to be our message.

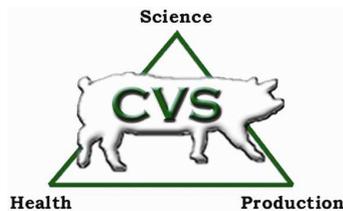


# It has to be our message.



# Building Swine Business Acumen: Using Operational Drivers as Motivational Factors across Four Tiers of Employment in the Swine Industry

*Achieving New Heights in Learning*



# Building Swine Business Acumen: Using Operational Drivers as Motivational Factors across Four Tiers of Employment in the Swine Industry

Goal – To create more effective *agents of change* within the pork industry

## Wean-to-Market

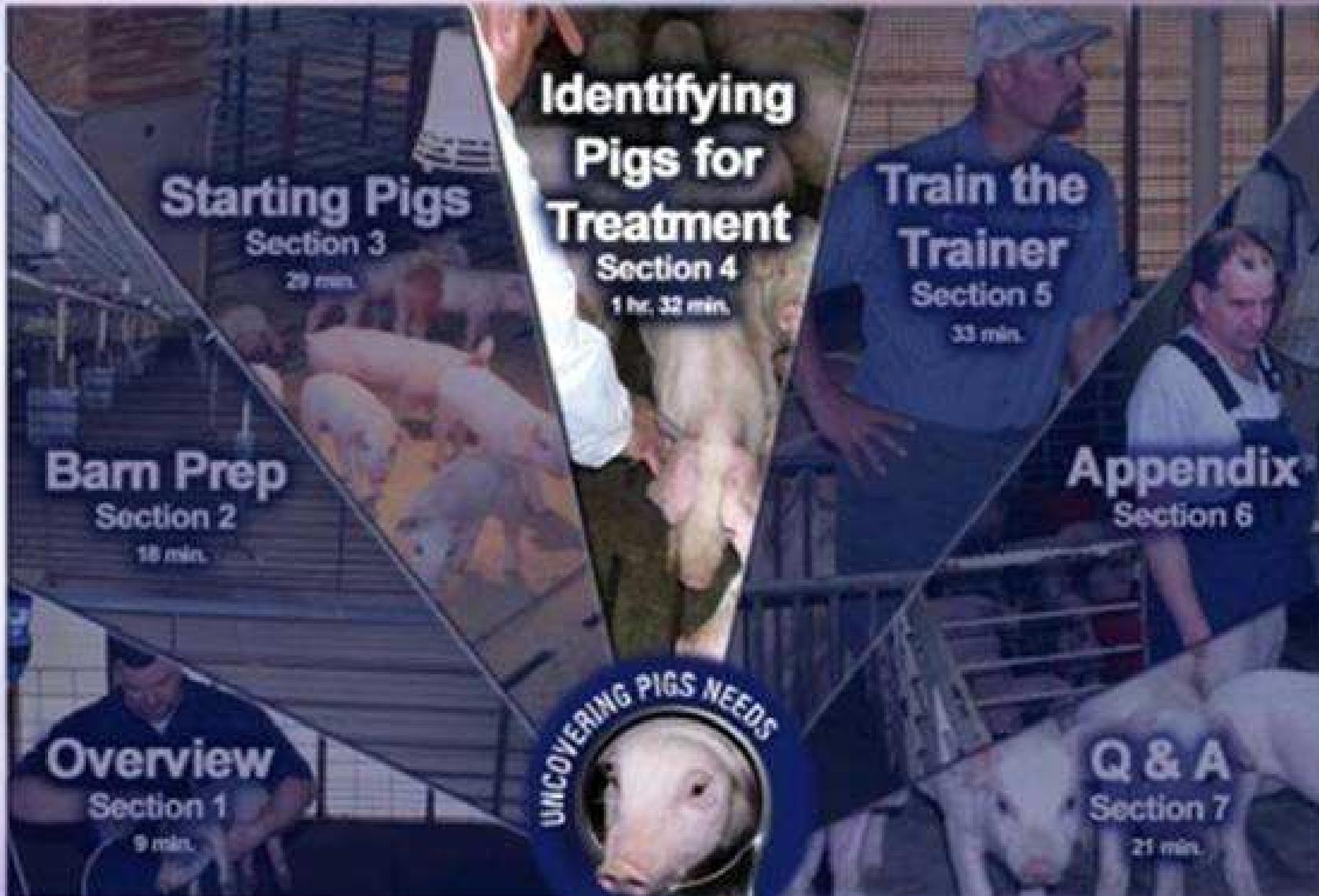
- Intro: Wean-to-Finish Operational Drivers – Flexing to Employment Tiers
- Focus on ADG and Impact as Operational Drivers – Flexing to Employment Tiers
- Focus on Mortality and FCR as Operational Drivers – Flexing to Employment Tiers
- Focus on Profit Analysis as Operational Drivers – Flexing to Employment Tiers
- Concluding session: Wean-to-Finish Operational Drivers – Flexing to Employment Tiers

## Breed-to-Wean

- Swine Business Acumen: Sow Farm Operational Drivers
- Intro: Sow Farm Operational Drivers – Flexing to Employment Tiers and Behavioral Styles
- Focus on Breeding/Farrowing Targets and Pig Flow – Flexing to Employment Tiers and Behavioral Styles
- Focus on Mortality – Flexing to Employment Tiers and Behavioral Styles
- Focus on Inputs and Associated Costs – Flexing to Employment Tiers and Behavioral Styles
- Focus on Profit Analysis – Flexing to Employment Tiers and Behavioral Styles
- Concluding: Sow Farm Operational Drivers – Flexing to Employment Tiers and Behavioral Styles

# Goals for Course

- Goal #1: Understanding the swine business structure
- Goal #2: Understanding operational drivers for four tiers of employment in the swine business structure
- Goal #3: Understanding how to calculate and communicate operational drivers
- Goal #4: Understanding how to use operational drivers as motivational factors for each employment tier
- Goal #5: Get practice and feedback at using operational drivers as motivational factors for the four tiers of employment



### Barn Prep

Section 2

18 min.

### Overview

Section 1

9 min.

### Starting Pigs

Section 3

29 min.

### Identifying Pigs for Treatment

Section 4

1 hr. 32 min.

### Train the Trainer

Section 5

33 min.

### Appendix

Section 6

### Q & A

Section 7

21 min.



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Pfizer Animal Health

# Training development

We are a group of professionals that understand animal agriculture and agribusiness.

We have a passion for sharing that knowledge with others through the development and delivery of science based creative learning tools.

We understand that measurements of progress and impact are the most important part of successful learning programs.

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