

Handout – 2023 GLE Labor 2 - Forming and Caring for Effective Farm Worker Teams, Alexandra Hill



Step 1: Choose a Change Area

Before choosing a “change area” for improving your operation’s workforce management, you might consider the following questions: What complaints do you commonly hear from employees? What complaints do you hear from customers? Do you have any goals for your business that require changes in your workforce?

With your responses to these questions in mind, **identify a broad area of your business that you would like to focus on making improvements to.** You might consider focusing on communication, pay and benefits, collecting employee feedback, workplace safety, organizational culture, data collection and analytics, or anything else that speaks to you.

My Change Area:



Step 2: Set 1-3 SMART Goals and Explain your Why

Remember, **SMART goals are Specific, Measurable, Achievable, Relevant, and Time-Bound.** Try to ensure your goals meet these criteria.

An example: I will design and launch an anonymous survey of my workers using Survey Monkey to identify areas for my operation to improve (Specific, Achievable). I will aim to have at least 80% of my workers respond to this survey (Measurable) by August 1, 2024 (Time-Bound). I will use worker feedback from this survey to determine what business goals to set for the next year (Relevant).

Goal 1:

Goal 2:

Goal 3:



Step 3: Explain your Why

For each of your SMART goals, **write a brief description of why you are setting this as a goal.** What aspect of your business will be impacted? If you accomplish your goal, what do you hope the impact will be? In essence, I want you to think about what succeeding at this goal will look like.

Rationale for Goal 1:

Rationale for Goal 2:

Rationale for Goal 3:



Step 4: Make a Plan for Measuring Success

Lastly, **think about how you will gauge progress toward your goal and toward the bigger picture change you are hoping the goal contributes to.** If possible, identify specific *metrics* and *values* that you can use to measure success.

An example: If your goal is the worker survey described above, you might measure short-run success as how close you are to an 80% response rate. In this case your *metric* is the response rate, and your *target value* is 80%. Alternatively, you might measure long-run success as improvements in rates of positive responses to some questions if you administer the survey again in one year. In this case your metric is the score on a specific question and your target value might be a 10% improvement.

Measurement plan for Goal 1:

Measurement plan for Goal 2:

Measurement plan for Goal 3: