SEED PRODUCTION COURSE:
Structuring and Managing a Seed Production Department

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OVERVIEW

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1. Introduction

Create a flow chart for certified seed production

Source: John F. MacRobert (2012)
2. Organising a Seed Production Department

- What are the measurable Outputs?
- What are the main Activities required to produce the Outputs?
- How will you manage the Activities needed to reach Outputs? i.e., what Decisions need to be made?
- What skill set do people need for each activity?
- What relationships are there amongst activities?
- What feedback information do you need to review decisions and activities?
To produce 500 t of maize hybrid seed, 100 t of sorghum seed and 60 t of bean seed, with a warehouse, small processing plant and a 25 ha farm:

- Prepare an organogram for the production department
- Prepare a list of the capital requirements of the department
- Prepare a list of equipment required for each Inspector/Production Officer
- To manage efficiently, you need to organize
3. Introduction to Human Resource Management

1. Define the task/job
2. Recruit right people
3. Induct to engraft
4. Motivate performance
5. Evaluate performance
6. Train for capacity
7. Remunerate accordingly
Business success rotates around human skills and how they are managed. A business is as good as the people, hence management vital.

Three strategic pillars for success:

- Finance
- Production
- Marketing

But all these are driven by human skills which should be managed optimally.
Production will require:

- Planning to produce (to meet set goals)
- Contracting growers for different classes
- Processing seed into saleable form
- Conforming to government regulations on seed
- Machinery and equipment management
- Careful worker management
...cont

- So those in charge (e.g. of production) must be involved in hiring, duty allocation, training, compensation and ensuring safety and health of employees and customers.

- They need to know how to create environments that represent views of the company to the people, presents the views of people to the company.

- A series of critical tasks are needed.
Define the critical tasks to optimize human resource

Design job descriptions and ensure staff understand nature, responsibilities, performance and expectations

A job description has the following elements:

i. Position title (the job)

ii. Duty station (where located)

iii. Reporting relationships

iv. Expected objectives/ outcomes
v. Tasks needed (and time spent on each)

vi. Remuneration structures

vii. Performance standards

viii. Appraisals

Notes:

- Job descriptions are not static; they change as businesses grow
- Hence they have to be regularly reviewed
- Review may mean redundancy, re-definition or retraining
4. Recruitments

- Recruitment may not be necessary after re-organization; You may deploy, sub-contract (to third parties) or hire temporary employees.

- Seed business is seasonal; so employment of casual labour necessary, to reduce wage costs.

- Remember, efficiency may not necessarily, increase with additional staff.

- To be sustainable, labour costs efficiency only improves if output increase.
To recruit, 4 steps necessary:

i. Explore if qualified people exist in the company for re-deployment; then reallocate and recruit for the vacancy created

ii. Advertise for vacancy in media, most likely accessible to potential candidate (detailing job title, key performance areas, qualifications, contact details, application procedure and closing date for applications)

iii. Review applications, check references, short list and interview

iv. Conduct interviews.
5. **Induction**: 

- Is the process of immersing recruits into the culture and vision of the company.

- This process should include:
  - Vision and mission
  - Corporate values
  - Corporate structure
  - Roles, responsibilities and reporting procedures
  - Health and safety regulations
…cont

Also:

- Marketing, production and financial strategies
- Operational procedures
- Human resource policies (e.g. leave, sickness, remuneration, grievance, discipline)
- Length of induction depends on responsibility/seniority of position
6. Motivation of Employees

- An employee is a factor of production like money or machines, but people think, create, learn, have emotions and feelings; and can react.
- A manager or supervisor has powers to have things done; he has responsibilities over people.
- Productivity and efficiency depends on how he/she interacts with people.
Good relationship depends on four elements:

- **Appreciation**: of the juniors importance (friendliness and not meanness, etc.)

- **Trust**: as they have been trusted by the company, they have to trust others. It takes time to learn who to rely on, put honesty on, etc.

- **Respect**: everybody deserves respect. Do not avoid responsibility, value the workers and avoid unnecessary criticism. (Note: like trust, once lost respect is difficult to restore)

- **Understanding**: people desire to be understood; how people communicate. Is influenced by external factors
People are most important resources in the business and special skills are required to manage and motivate staff and laborers to avoid

Motivate achievers; well treated employees do not have cause to complain or get dissatisfied.

Remember employees have their expectations; if competent they expect fair treatment and respect.
Motivation requires:

- Participation in defining what is expected of them
- An opportunity to prove themselves
- An opportunity to improve if below expectation
- Commensurate remuneration if performance is good

Performance can be:

- Minimum: less than expected, below.
- Expected: effective and efficient.
- Maximum: excellent.
Motivating people

- Performing below expectation
- Performing as expected
- Performing above expectation

Employee dis-satisfaction

Employee satisfaction

- Poor working conditions
- Poor leadership
- Low pay

- Goal setting
- Responsibility
- Achievement
- Recognition

Source: John F. MacRobert (2012)
...cont

Motivation comes from:

- Job security and promotion
- Sense of achievement and usefulness
- Opportunity for personal growth
- Learning new skills
- Good pay, benefits, status
De-motivators include:

- Poor working conditions
- Frustrating policies
- Criticism, threats, unfair treatment
- Few opportunities for progress
- Unattainable targets and unclear standards
- Low pay and benefits.

- People remain because they feel satisfied, and companies keep people because they help to attain their vision
- Performance appraisal has two functions:
  - Achievements should be measured (as outputs) e.g. quality of seed produced, as an objective measure
  - Behaviors as related to competencies, style or appearance; it is subjective
Four points to remember:

i. Plan appraisal and inform employees in advance (with criteria to be used). Objectives and milestones should be participatory.

ii. Execute the appraisal in a friendly and professional manner (not confrontational); as opportunity to assess performance and get feedback.

iii. Assess job performance objectively in terms of quality, quantity, cost and timelessness of outputs and avoid personality, conduct or other subjectivity measure. Allow employee opportunity to respond.

iv. Poor performance should be punished (not tolerated) to avoid lowered profits, poor performance and breeding discontent, and reduced commitment.
Caution:

- Do not attack the person but offer assistance at first, but stating the problem openly.

- Excuses will be given for poor performance but look for solutions instead.

- Encourage the poor performers, and if no improvement, repeat process at least twice; second time accompany with a written warning.
8. Training

- While as competent people as possible should be hired, getting perfect and proficient personnel is not easy.
- Technologies are also in constant state of change, and new ways emerge all the time.
- Training becomes essential therefore to bring in specialized skills for better quality and achieve new targets.
• Training targets better productivity, benefits the company, contributes to employee self satisfaction and improved market value of themselves. They achieve chance for promotion and motivational stimulus.

• Training areas should target gaps identified in needs analyses
9. Remuneration

- Employees get paid for work done and compensation should be fair and sufficient;
- Work performed is accompanied by commitment and output;
- You remunerate to reward not to punish.
REFERENCE:


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