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**Seed Enterprise Management Institute**

**SEED PRODUCTION COURSE:**  
**Structuring and Managing a Seed**  
**Production Department**

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Seed Enterprises Management Institute

University of Nairobi **30<sup>th</sup> May 2017**

# OVER VIEW



1. Introduction
2. Organising a Seed Production Department
3. Motivating people
4. Human Resource Management
5. Strategic pillars and Human Resource
6. Recruitments
7. Induction
8. Motivation of Employees,
9. Training: Talent development and retention
10. Performance Appraisal.
12. Remuneration

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# 1. Introduction

- Any business must have some fundamentals in place:
- Vision, Mission, Strategic Plan (Are these shared within the organization)
  - Customers
  - Quality product and services
  - Cash
  - Profit margins
  - Growth and velocity
- But seed is living and contains genetic potential of the whole plant; the seed has to realise the harvest.
- Seed has to be produced using other inputs: land, fertilizer, irrigation(water), pests and disease control, harvest and post-harvest handling.



## 2. Organising a Seed Production Department

Decisions

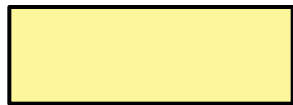
Activities

Outputs

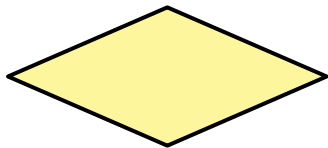
- What are the measurable **Outputs**?
- What are the main **Activities** required to produce the Outputs?
- How will you manage the Activities needed to reach Outputs? i.e., what **Decisions** need to be made?
- What skill set do people need for each activity?
- What relationships are there amongst activities?
- What feedback information do you need to review decisions and activities?

# ...intro

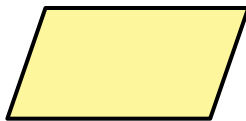
Create a flow chart for certified seed production



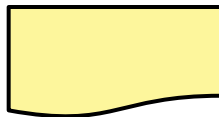
Process/Activity



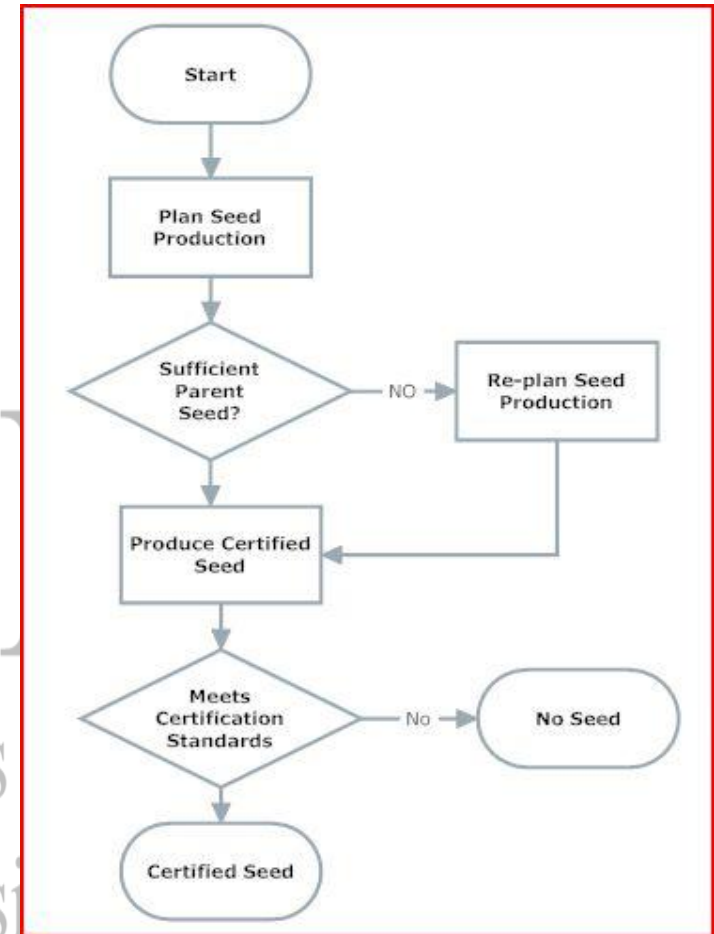
Decision



Data/Information



Document



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- A seed has cycle of fixed time (season) and is a product of many factors, some not under direction of operator.
- Nature plays a critical role (temperature, rains, pests and diseases)
- Males and females must nick at the flowering
- Parents (or foundation seeds) are the raw materials; these come from breeders' seed. So *at least three* seasons required
- Hence fundamentally plan three seasons ahead
- In principle, the foundation seed you produced last year(2014) has to be increased (may be through some grower contract) this year (2015) what you shall sell as certified seed next year(2015)

### 3. Organising a Seed Production Department

For the Super Seed Company, producing 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

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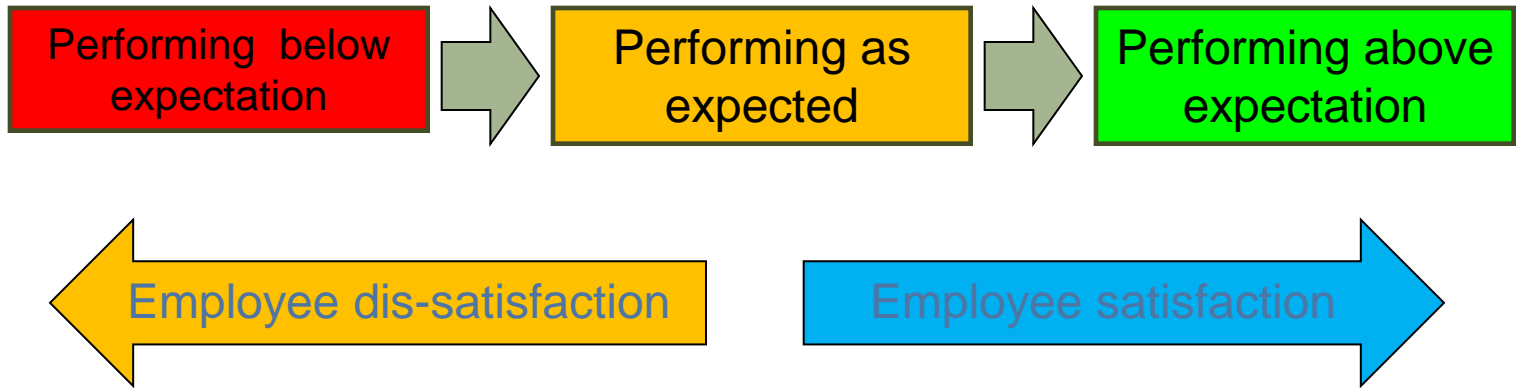


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# 4. Motivating people



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- Poor working conditions
- Poor leadership
  - Low pay

- Goal setting
- Responsibility
- Achievement
- Recognition

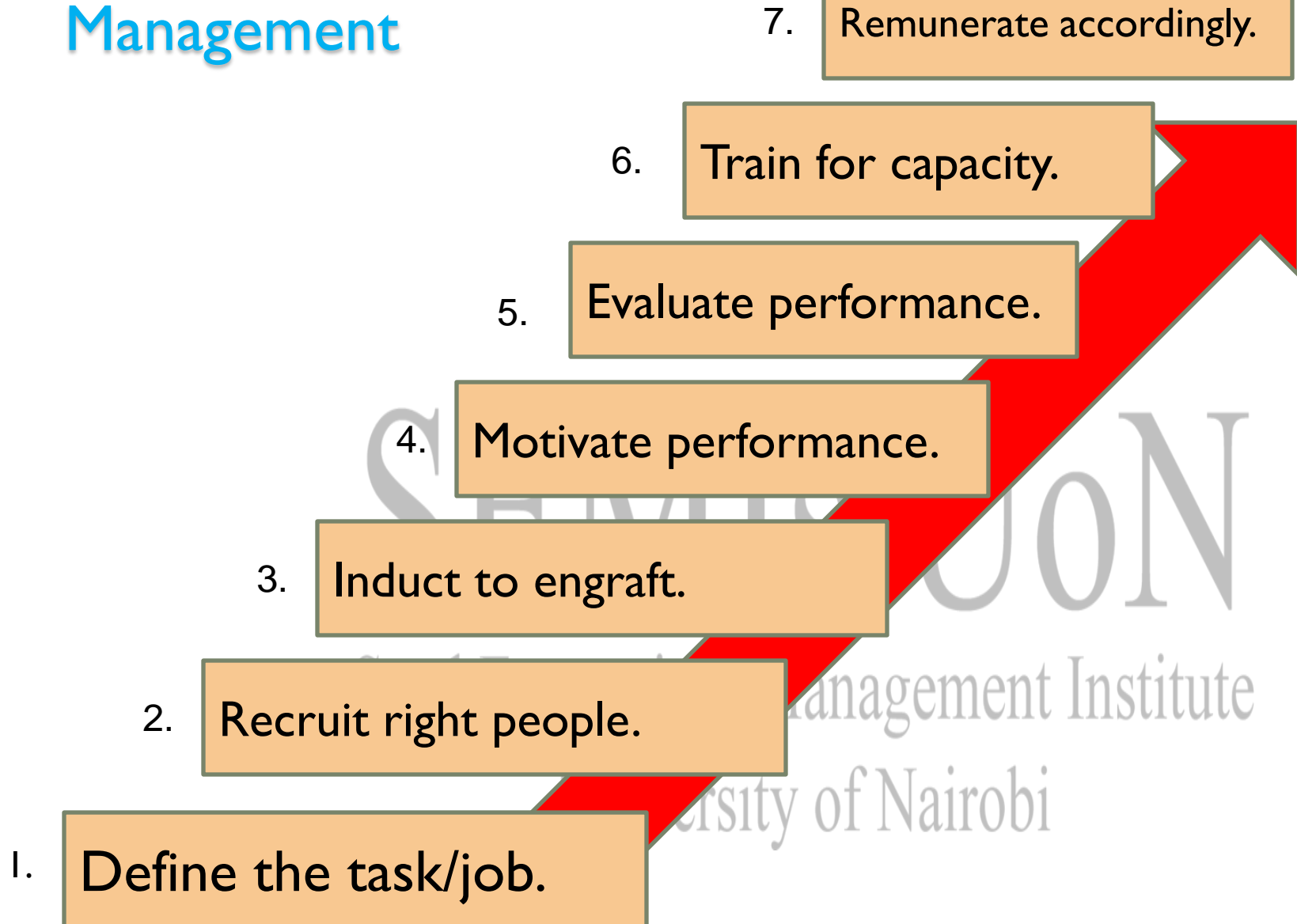
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# 5. Human Resource Management



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## 6. Strategic pillars and Human Resource



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### Tasks required in company:

- Recruitment of new employees
  - Induction of new employees
    - Motivating employees
      - Training employees for competency
        - Remuneration

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- Business success rotates around human skills and how they are managed. A business is as good as the people

- Three strategic pillars for success.

- \* Finance

- \* Production

- \* Marketing.

- All these are driven by human skills, managed optimally with strategic plans that realize the vision.

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Production will require:

- Planning to produce to meet set goals
- Contracting growers for different classes
- Processing seed into saleable form
- Conforming to government regulation seed
- Machinery and equipment management
- Careful worker management



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- 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 environment that:
  - Represents views of the company to the people, but also presents the views of people to the company
  - Motivate by consultation and building ownership

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- Define the critical tasks to optimize human resource
- Incorporate in the job description and ensure they understand nature, responsibilities, performance and expectations.
- Develop a job description
- A job description has the following elements:
  - i. Position/Job title
  - ii. Duty station (locality)
  - iii. Reporting relationships
  - iv. Expected objectives/ outcomes



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- v. Tasks needed (and time spent)
- vi. Remuneration structures
- vii. Performance standards
- viii. Appraisals

### Notes:

- Job descriptions not static as they change with business growth
- They have to be regularly reviewed
- Review may mean redundancy, re-definition or retraining



## 7. Recruitments

- Reorganization does not mean recruitment because 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
- For sustainable remember labour costs efficiency only improves if output increase;





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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)



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- iii. Review applications, check references, short list and interview (using same questions)
- iv. Conduct interviews.



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## 8. Induction :

- To immerse recruits into the culture and vision of company, and include:
  - ✓ Vision and mission
  - ✓ Corporate values
  - ✓ Corporate structure
  - ✓ Roles, responsibilities and reporting procedures
  - ✓ Health and safety regulations



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- Also include:

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

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## 9. 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.



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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 lost, restoration is difficult.

- Understanding: people desire to be understood; and this is controlled on how we people communicate. External factors also influence.



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- People are most important resources in the business and special skills are required to manage and motivate staff and laborers. Have cause to complain or get dissatisfied.
- 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.

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## Motivation requires:

- Participation in defining what is expected of them.
- Be given an opportunity to prove themselves.
- Be given 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.



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- Motivation comes from:

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



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## 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.



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## 10. Performance Appraisal.

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



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### 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 objectivity in terms of quality, quantity, cost and timelessness of outputs and not 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.



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- 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.

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## 11. Training

- Competent people should be hired, get qualified and proficient people.
- 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.



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- Training targets better productivity, benefits the company, contributes to employee self satisfaction and improved market value of themselves (chance for promotion and motivational stimulus).
- Training areas should target factors in a needs analysis that has gaps identified.

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## 12. Remuneration

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

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**THANK YOU FOR  
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