



UNIVERSITY OF NAIROBI
Seed Enterprise Management Institute

SEED PRODUCTION COURSE:
Structuring and Managing a Seed
Production Department

Seed Enterprises Management Institute
University of Nairobi

26th May, 2014



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OVER VIEW

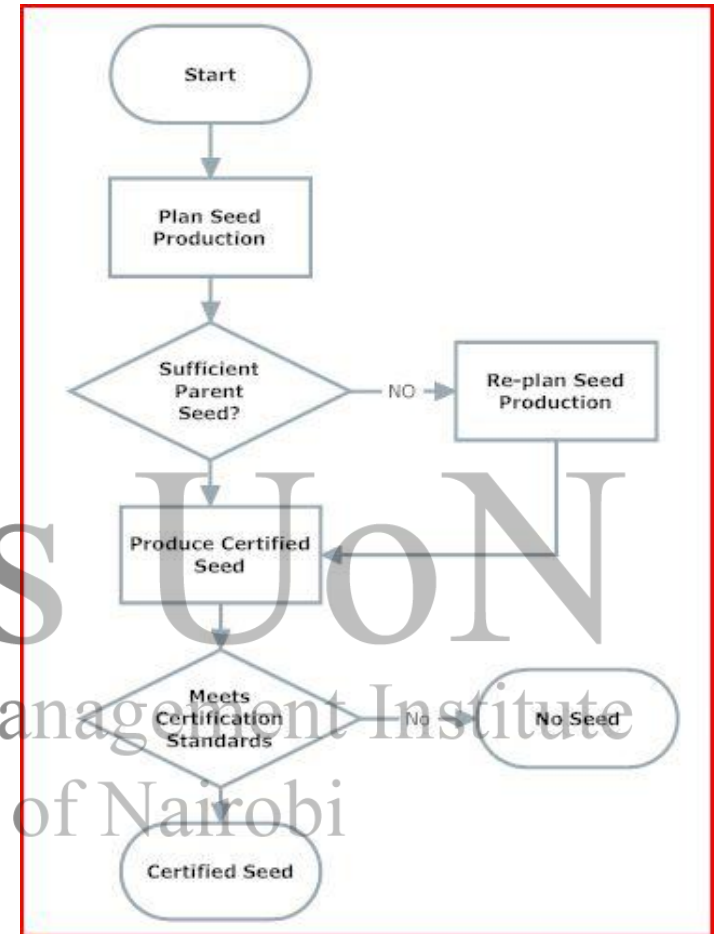
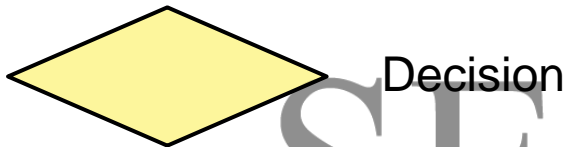


1. Introduction
2. Organising a Seed Production Department
3. Human Resource Management
4. Recruitment
5. Induction Recruitment
6. Motivation Employees
7. Performance Appraisal
8. Training
9. Remuneration

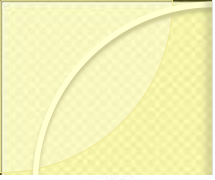
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1. Introduction

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?

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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:

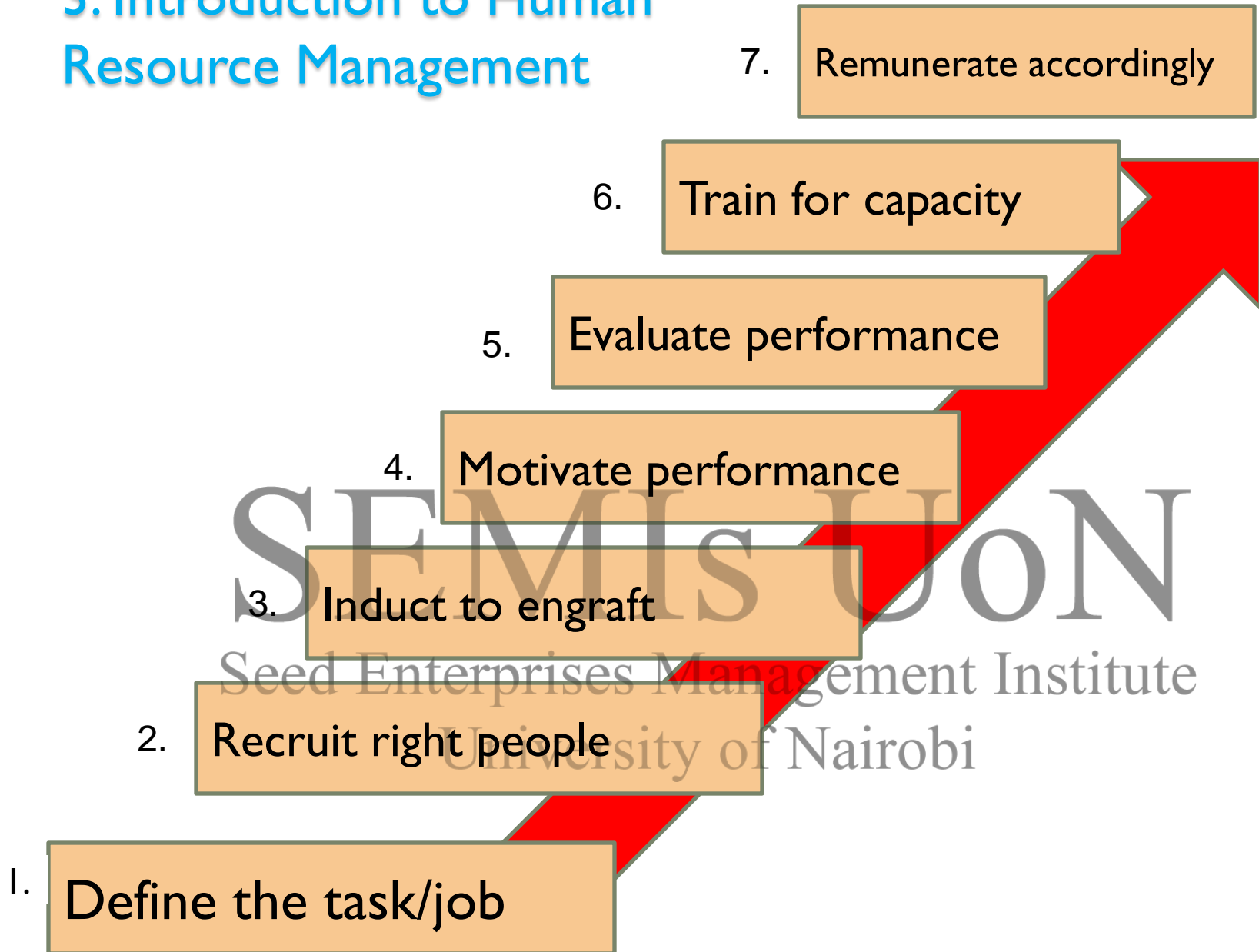
- Prepare an organogram for the production department
- Prepare a list of the capital requirements of the department
- Prepare a list of equipment required for each Inspector/Production Officer
- To manage efficiently, you need to organize

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3. Introduction to Human Resource Management



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- ❑ 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

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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 regulations on 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 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.

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- 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



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- 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



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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



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



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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

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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.



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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 difficult to restore)
- Understanding: people desire to be understood; how people communicate. Is influenced by external factors



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- 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.

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Motivation requires:

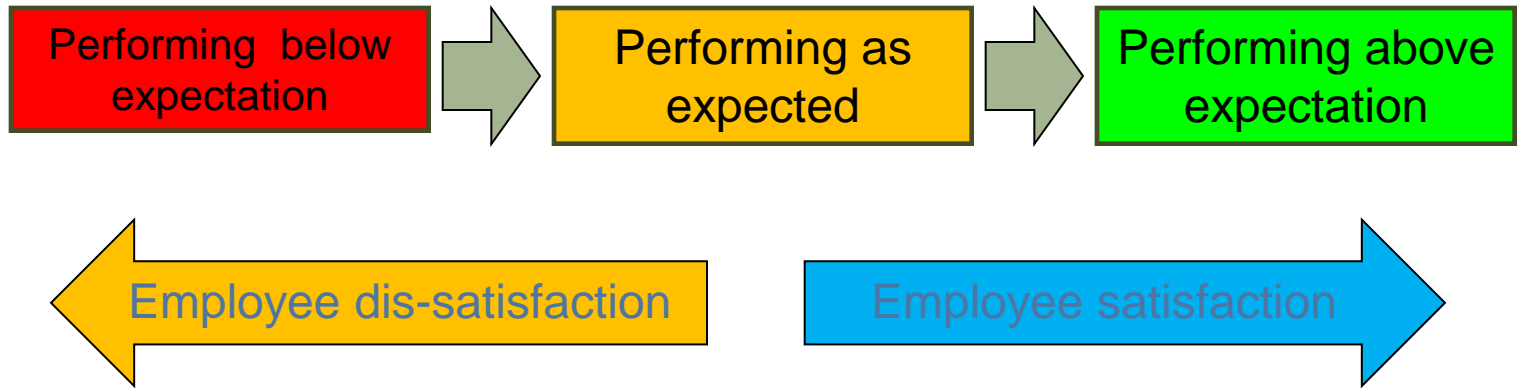
- Participation in defining what is expected of them
- An opportunity to prove themselves
- An opportunity to improve if below expectation
- Commensurate remuneration if performance is good
- Performance can be:
 - Minimum: less than expected, below.
 - Expected: effective and efficient.
 - Maximum: excellent.

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Motivating people



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- Poor working conditions
- Poor leadership
- Low pay
- Goal setting
- Responsibility
- Achievement
- Recognition

Source: John F. MacRobert (2012)

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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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7. Performance Appraisal.

- 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



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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 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.



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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.

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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.



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- 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

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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.

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REFERENCE:

- John F. MacRobert (2009). Seed business management in Africa. CIMMYT, Harare, Zimbabwe.

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**THANK YOU FOR
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