

Agri-Workforce Roundtable (June 2017)

Presentation by **Tom Baker, Chair:**
The Ontario Greenhouse Alliance HR
Committee

The Work Reality in Floriculture

- Rural agricultural communities
- Low base wages
- Prime environments for mergers and acquisitions
- Transition away from exclusive management of the business by family members which opens up advancement opportunities for non-family members
- Compensation is supplementary in nature rather than the primary source of income
- Employees are beginning to understand the compelling reasons for the industry to change

What Non-Monetary Processes Work

- Technological Advancements – example: shuttles, robotics
- Advancement opportunities
- Increased importance, emphasis, and investment in certain functions such as quality assurance, marketing, graphic design, process engineering
- Developing culture of employee empowerment & engagement
- Employees creating new wealth opportunities and management sharing/ distributing the benefits with employees

What Non- Monetary Processes Work— (continued)

- The intrinsic satisfaction in working with floral products
- Being measured on both individual contributions and team results
- Relating to the finished product as a consumer
- Being small enough to relate to people on both a professional and personal level
- Understanding the market realities as our workers are all consumers of the products we produce

What Non-Monetary Processes that Don't Work

- Public transportation
- The difficulty that people have in not parking their brains at the front door and thereby allowing management to make all of the decisions ie. The lack of self-esteem, self-confidence by floricultural workers
- Team meetings are not ingrained as a management process within the industry
- Operational benchmarks and scorecards are still not the norm within the industry
- Training supervisors and team leaders to lead the engagement and empowerment processes of workers is at the preliminary stages and the emphasis remains on the results achieved with less focus on the process used to achieve the results