

Workplace 360 Questions and Evidence – A PDF version

Workplace 360 is a work environment and leadership assessment tool, designed to help you be the proud owner of a great workplace.

This PDF version has been created for those farmers and rural professionals who wish to look through the questions before they complete the assessment online at www.dairynz.co.nz/workplace360.

The assessment has three levels: Foundation, Good, and Great Practice.

Answer questions based on staffing:

- No employees: Shaded questions
- Only casual employees: Questions with an asterisk (*)
- Permanent or fixed term employees: All questions

Foundation Level Questions:

Question No.	Question	Answer Responses
1 *	Are actual hours worked recorded for each employee, every pay period? <i>Evidence: Record of hours worked (e.g. timesheets, payroll system).</i>	Yes / No
2 *	In accordance with legislation do all employees receive paid rest breaks and unpaid meal breaks? <i>Evidence: Record of hours worked (e.g. timesheets), employee verification.</i>	Yes / No
3 *	Are processes and procedures accessible to assist people to understand and comply with regulations and minimum standards, e.g. around effluent and animal welfare. <i>Evidence: There are multiple ways to prove this, e.g. processes and procedures are visible or can be accessed, standard operating procedures, meeting minutes, or on-farm training records.</i>	Yes / No
4	Do all employees have a roster that provides days off each fortnight, and notes annual leave and public holidays? <i>Evidence: Copy of rosters, employment agreement, employee verification.</i>	Yes / No
5	Do staff have a well-designed roster that considers the number of hours to be worked each day and each week?	Yes / No

	<i>Evidence: Copy of rosters, employment agreement, employee verification.</i>	
6 *	Do all employees have a legal entitlement to work in New Zealand? <i>Evidence: Relevant working visas.</i>	Yes / No
7 *	Do all employees have a signed employment agreement? <i>Evidence: Copies of employment agreements.</i>	Yes / No
8 *	Do all employment agreements: <ul style="list-style-type: none"> - Start from the beginning of employment, and - Include a job description, and - Include information on rights, and - Include a trial period clause (where applicable)? <i>Evidence: Copies of employment agreements.</i>	Yes / No
9 *	Does each employee receive at least minimum wage for every hour worked when calculated on a pay period basis (maximum fortnightly)? <i>Evidence: Payroll records and check calculations.</i>	Yes / No
10 *	Are all payroll and leave records up to date and available to employees? <i>Evidence: Payroll records and proof of sharing.</i>	Yes / No
11	Have all employees had the ability to take their annual leave entitlements? <i>Evidence: Payroll records.</i>	Yes / No
12	Do all those living on farm have: <ul style="list-style-type: none"> - Accommodation that meets tenancy law requirements, and - A tenancy agreement, and - Regular accommodation inspections? <i>Evidence: Tenancy agreement.</i>	Yes / No
13	Is final pay calculated correctly and deductions made only with written prior approval of employees? <i>Evidence: Payroll records and deduction authority letters.</i>	Yes / No
14 *	Is there adequate access to a toilet, drinking water, and shelter (for breaks)? <i>Evidence: Observation of facilities.</i>	Yes / No
15 *	Is a health and safety plan in place that has been reviewed in the last 12 months, and is accessible to employees?	Yes / No

	<i>Evidence: Copy of health and safety plan.</i>	
16 *	Thinking about farm emergency procedures, do you have: <ul style="list-style-type: none"> - Emergency procedures visible on-farm; and are - People trained in the implementation of them? <i>Evidence: Procedures, record of training.</i>	Yes / No
17 *	Is adequate Personal Protective Equipment (PPE) available and used by all people on farm whenever the task requires it? <i>Evidence: Observation of PPE and people wearing PPE.</i>	Yes / No
18 *	Do all people working on farm (including family members and contractors) have at least monthly meetings on health and safety issues where risks are discussed and recorded? <i>Evidence: Record of meetings.</i> <i>Note: For farms without employees regular H&S discussions are still important. Business partners should be involved as the law can find them liable for workplace accidents, even if they aren't managing the farm operation.</i>	Yes / No
19 *	Is a signed health and safety policy accessible to people in the workplace? <i>Evidence: Observation of signed policy.</i>	Yes / No
20 *	Is an Accident Reporting procedure in place? <i>Evidence: The reporting procedure.</i>	Yes / No
21 *	Are all hazardous substances on farm correctly stored and labelled, and are people on farm trained in their application? <i>Evidence: Hazardous chemical register, Material Safety Data Sheets (MSDS's), observation of chemical storage and records of training.</i>	Yes / No
22 *	For all critical risks on farm (that is those activities that if not controlled could result in significant injury or fatality) have they: <ul style="list-style-type: none"> - been identified to all people in your workplace; and is - a current risk register in place; and do you have - a current plan in place to address the risks <i>Evidence: Risk register, health and safety operating procedures, team meeting minutes, induction records, contractor site inductions.</i>	Yes / No
23 *	Do all new people to your workplace undergo a Health and Safety induction, and does everyone working on farm complete an annual refresher?	Yes / No

	<i>Evidence: Records of induction and training, contractor site inductions.</i>	
24 *	Thinking about machinery and vehicles, are they all equipped with appropriate safety devices and do they have instructions to operate safely? <i>Evidence: Observation of equipment, PPE, and operating procedures.</i>	Yes / No
25	Can all employees describe the reporting lines for the farm team? <i>Evidence: Staff interviews.</i> <i>Note: A reporting line is a clear chain of command where specific responsibilities are clearly defined for each role.</i>	Yes / No
26	Do you have regular team meetings where all team members contribute? <i>Evidence: Records of meetings, interviews with staff.</i>	Yes / No
27	Do you follow a recruitment process that includes interviews, reference checking, and a plan to get new employees up to speed for at least their first 4 weeks of work? <i>Evidence: Copies of recruitment material, induction notes, training plans and employee verification.</i>	Yes / No
28 *	For the main tasks on farm, such as milking, irrigation and health treatments, are procedures readily accessible and training provided? <i>Evidence: Observation of visible procedures.</i>	Yes / No

Good Level Questions:

Question No.	Question	Answer Responses
1	<p>Is each permanent employee able to work on a variety of tasks?</p> <p><i>Evidence: Job descriptions, team meeting minutes, farm communication, copies of rosters, employee opinion.</i></p>	<p>a. They all are b. Most are c. Some are d. Not really</p>
2	<p>Do full time employees work less than 48hrs per week most of the time (i.e. 9 months a year)?</p> <p><i>Evidence: Timesheets.</i> <i>Note: The sustainable dairying workplace action plan suggests an employee shouldn't be expected to work more than 48hrs per week without agreement.</i> <i>Working 40-48hrs per week makes for a balanced lifestyle and makes your dairy position more attractive to staff.</i> <i>Working more than 60 hours per week is a risk to the health and safety of you and your team, increasing mistakes, burnout, and staff turnover.</i></p>	<p>a. All do b. Most do c. Some do d. Nobody works less than this usually</p>
3 *	<p>Have all employment agreements, job descriptions and remuneration been reviewed within the last 18 months?</p> <p><i>Evidence: Review letters, performance review notes.</i></p>	<p>a. They have been for all staff b. They have been for most staff c. They have been for some staff d. No</p>
4	<p>If you offer bonuses, is the process and range of bonus payments discussed with employees?</p> <p><i>Evidence: Policy and procedure, employment agreements.</i> <i>Note: A poorly implemented bonus process can work as a disincentive or incentivise the wrong thing. It is recommended employers avoid using monetary incentives and bonuses unless they have advice or experience.</i></p>	<p>a. We discuss the bonus process b. We don't discuss the bonus process c. We don't offer bonuses</p>

5 *	<p>Do you investigate every incident reported with good follow up action to prevent recurrence?</p> <p><i>Evidence: Incident reports.</i></p>	<p>a. Yes, all are investigated and followed-up</p> <p>b. Most are investigated and followed-up</p> <p>c. Some are investigated and followed-up</p> <p>d. Not really</p>
6 *	<p>Are machinery and vehicles maintained regularly and according to the manufacturer's recommendations?</p> <p><i>Evidence: Maintenance records, employee opinion.</i></p>	<p>a. All are</p> <p>b. Most are</p> <p>c. Some are</p> <p>d. Not really</p>
7 *	<p>Is health and safety discussed with farm owners and directors?</p> <p><i>Evidence: Meeting minutes.</i></p>	<p>a. Regularly</p> <p>b. Sometimes</p> <p>c. Occasionally</p> <p>d. Not really</p>
8	<p>Do staff have time and energy for at least one regular off-farm activity?</p> <p><i>Evidence: Interviews with employees.</i></p>	<p>a. All do</p> <p>b. Most do</p> <p>c. Some do</p> <p>d. Not really</p>
9	<p>When people resign, do you understand why?</p> <p><i>Evidence: Employment records, copies of exit interviews, interviews with employees.</i></p>	<p>a. Always</p> <p>b. Sometimes</p> <p>c. No</p>
10	<p>Have all team members (including the manager) been provided with opportunities to learn and develop, documented through an agreed training and development plan?</p> <p><i>Evidence: Dates of training in the last 12 months, training plans.</i></p>	<p>a. All have</p> <p>b. Most have</p> <p>c. Some have</p> <p>d. Not really</p>
11	<p>Has the farm got a robust plan to get new employees up to speed, which goes for at least 90 days?</p> <p><i>Evidence: Review of documentation.</i></p>	<p>a. It has for all staff</p> <p>b. It has for most staff</p> <p>c. It has for some staff</p> <p>d. No</p>
12	<p>Does each team member receive recognition or praise for doing good work regularly?</p> <p><i>Evidence: Meeting minutes, employee opinion.</i></p>	<p>a. All do</p> <p>b. Most do</p> <p>c. Some do</p> <p>d. Not really</p>

13	<p>Is there a current procedure for managing poor performance and disciplinary issues which has been shared with employees?</p> <p><i>Evidence: Disciplinary/performance procedures, employee opinion.</i></p>	<p>a. Yes b. No</p>
14	<p>Do all employees feel that they are listened to by the manager in regular conversations and that agreed actions are followed up on?</p> <p><i>Evidence: Employee opinion.</i></p>	<p>a. All would b. Most would c. Some would d. None would</p>
15	<p>Do all employees have clear individual targets/goals to meet their role requirements and career aspirations?</p> <p><i>Evidence: Performance reviews, meeting minutes, training and development plans.</i></p>	<p>a. All have b. Most have c. Some have d. Not really</p>
16	<p>Are employee performance targets/goals regularly discussed in formal and informal conversations?</p> <p><i>Evidence: Performance reviews, meeting minutes, training and development plans.</i></p>	<p>a. They are with all staff b. They are with most staff c. They are with some staff d. Not really</p>
17	<p>Do staff know the farm's goals and how it is tracking towards its targets?</p> <p><i>Evidence: Farm business plan, employee opinion.</i></p>	<p>a. All know b. Most know c. Some know d. Not really</p>
18	<p>How confident are you that the farm could run efficiently/effectively in the absence of the farm manager?</p> <p><i>Evidence: Manager and employee interviews, evidence of manager going on leave.</i></p>	<p>a. I am confident it can for 10-14 days b. It could for 5 days c. It could for one or two days d. Not confident</p>
19	<p>Is poor performance dealt with promptly and effectively?</p> <p><i>Evidence: Disciplinary/performance procedures, employee opinion.</i></p>	<p>a. It is all of the time b. It is most of the time c. It is some of the time d. Not really</p>

Great Level Questions:

Question No.	Question	Answer Responses
1 *	<p>Are working methods continually improved on with people working on farm?</p> <p><i>Evidence: Meeting minutes, training records, operating procedures, employee opinion.</i></p>	<p>a. They all are b. Sometimes c. Not really</p>
2 *	<p>Does the farm have an annual business plan that is communicated with relevant people?</p> <p><i>Evidence: Business plans, proposal evaluations or consultants report.</i></p>	<p>a. Yes, and we discuss it b. Yes, but we don't really discuss it c. We have a general plan d. Not really</p>
3 *	<p>Kilograms of milksolids per hour worked is a good measure of efficiency. Have you looked at this measure for your farm?</p> <p><i>Evidence: Milksolids calculation workings. Note: Most businesses and people want to work smarter not harder. KgMS per hour worked lets you benchmark your business against others for how effectively you're using people's time. All hours worked, including unpaid work by family, should be considered when measuring efficiency.</i></p>	<p>a. Yes b. No</p>
4 *	<p>Is the remuneration or total package value you pay your employees competitive for their skills, responsibility, and experience?</p> <p><i>Evidence: Pay rates compared with the Federated Farmers Remuneration report, employee opinion.</i></p>	<p>a. Yes b. No c. Don't know</p>
5	<p>Is the importance of wellbeing discussed with team members?</p> <p><i>Evidence: Meeting minutes, employee opinion.</i></p>	<p>a. Often b. Sometimes c. Once or twice d. Not really</p>
6	<p>Do all employees receive pre-employment screening and ongoing health monitoring for identified risks</p>	<p>a. All do b. Most do c. Some do d. Not really</p>

	including hearing, lung, skin, and vision monitoring? <i>Evidence: Record of health monitoring.</i>	
7 *	Does the farm have a drug and alcohol policy that is implemented? <i>Evidence: Policy, evidence of implementation.</i>	a. Yes b. No
8 *	Thinking about the farm manager (or equivalent), please select all that apply: <i>Evidence: Record of training. Note: Training comes in many forms – informal, formal, on-farm.</i>	a. They have had health, safety, and wellbeing training b. They have been assessed as competent to oversee health, safety, and wellbeing c. None of the above
9	Thinking about staff career and lifestyle goals, please select all answers that apply: <i>Evidence: Performance reviews, training and development plans, records of conversations, employee opinion. Note: If your employees don't have career goals or there isn't opportunity for progression in your farm business, that's ok. The discussion about their goals is what matters most.</i>	a. All employees have discussed their career plan b. All employees can describe the competencies needed for their next career step c. We don't discuss this with employees
10	Does the farm have a succession plan in place for all farm positions? <i>Evidence: Succession plan. Note: Succession can refer to moving out of the business, or to movement between roles.</i>	a. Yes b. No
11	Thinking about planning staff training, please select all of the answers that apply: <i>Evidence: Performance reviews, training and development plans, records of conversations, employee opinion.</i>	a. Competencies are identified for each farm role b. Training needs are identified for each employee c. Training is in place to address competency gaps d. There is no staff training plan
12	Does each team member feel that they have the opportunity to do their best every day? <i>Evidence: Employee opinion.</i>	a. All do b. Most do c. Some do d. Not really

<p>13</p>	<p>Does the team work well together and is conflict managed effectively?</p> <p>(e.g. appreciate different strengths and weaknesses, help each other out and regularly celebrate success)</p> <p><i>Evidence: Manager and employee opinion.</i></p>	<p>a. They do and meet all my performance expectations</p> <p>b. They do and meet most of my performance expectations</p> <p>c. They do some of the time</p> <p>d. Not really</p>
<p>14</p>	<p>Are team member ideas considered when setting farm targets and planning how to improve farm performance?</p> <p><i>Evidence: Meeting minutes, employee opinion, examples.</i></p>	<p>a. They are all of the time</p> <p>b. They are most of the time</p> <p>c. They are some of the time</p> <p>d. Not really</p>
<p>15</p>	<p>Can staff give examples of raising issues with management and those issues being acted on?</p> <p><i>Evidence: Employee opinion.</i></p>	<p>a. All of them could</p> <p>b. Most of them could</p> <p>c. Some of them could</p> <p>d. Probably not</p>