

# Tapping into the Local Labour Force During COVID-19



April 29, 2020

# WHAT WE WILL COVER

**Welcome – OFA**

**Brief Overview of Need-to-Knows, Toolkit, Policies - CAHRC**

**Tools, Resources, How to Post Jobs - AgCareers.com**

**Guide to Managing and Training Employees - CAHRC**

**Q&A**

# PRESENTERS



**Moderator – Danielle Collins**  
Economic Development Policy Analyst  
OFA



**Presenter – Jennifer Wright**  
Senior HR Advisor & Stakeholder Engagement Specialist  
CAHRC



**Presenter – Kathryn Doan**  
Director,  
AgCareers.com & CareersinFood.com

# DISCLAIMER

The COVID-19 pandemic is an evolving situation and the response to it is also evolving. The information shared in this webinar is based on the current environment of April 29, 2020.

Information shared in this webinar does not replace workplace requirements as outlined by federal, provincial and regional legislation, regulations and requirements (e.g. Quarantine Act, Employment Standards, Human Rights, Occupational Health and Safety) and should not be used as or considered legal advice.

It is the responsibility of workplace parties to ensure compliance with the legislation. This document does not constitute legal advice.

# OFA WELCOME

## COVID-19 Resources



<https://ofa.on.ca/covid-19/>

<https://www.ofvga.org/covid-19>

<https://www.cfa-fca.ca/resources/resources-on-covid-19/>

<https://cahrc-ccrha.ca/programs/emerging-agriworkforce-issues/information-and-updates-coronavirus-covid-19>

# Overview





# CANADIAN AGRICULTURAL HR COUNCIL

## Who are we

- National, non-profit organization
- Focused on addressing Human Resource issues facing agricultural businesses across Canada
- Led by industry stakeholders

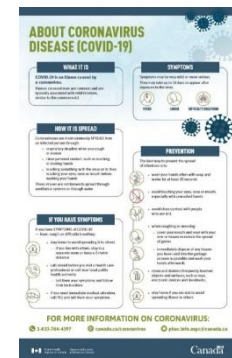


# KEEPING EMPLOYEES SAFE ON THE JOB

Make sure employees are informed

- Ensure your workers have access to information about proper protocol to limit transmission.

- Post fact sheets areas



- Keep up-to-date on current information at [www.Ontario.ca](http://www.Ontario.ca)



# KEEPING EMPLOYEES SAFE ON THE JOB

- Where possible, workers are encouraged to keep 2 metres apart.
- In circumstances where 2 metres cannot be maintained, the employer must protect the worker from the hazard.
- Control measures including robust screening, hand hygiene, cough/sneeze etiquette and frequent cleaning of high touch surfaces are even more important.
- In the hierarchy of controls the last line of defence is personal protective equipment (PPE).

- Ministry of Labour, Skills and Training Webinar April 23, slide 12

# INCREASE CLEANING PROTOCOLS

Regularly clean and disinfect:

- Frequently touched surfaces (e.g. workstations, countertops, fridge/freezer doors, steering wheels, hand tools, handles, light switches, doorknobs, etc.);
- Entry points to farm structures, common spaces, breakrooms, bathrooms and showers, between uses, and at the end of the day;
- Farm equipment, tools, and machinery.

For any soiled uniforms, laundry etc. , minimize shaking and disturbance; If possible, arrange to ensure the laundering of items using the warmest appropriate water setting for the items and dry items completely and clean and disinfect hampers or other carts for transporting laundry and sanitation equipment.

Improve fresh air intake/air circulation with open doors, windows or fans. Increased airflow can reduce contaminant build up.

Source: Ontario Workplace Safety & Prevention Services Health and Safety Guidance for Agricultural Workers during COVID-19

# INCREASE CLEANING PROTOCOLS

## How to find out which disinfectant meets Health Canada's requirements for COVID-19

1. Locate the Drug Identification Number (DIN) on the disinfectant product label
2. Look for that number on the [Disinfectants for Use Against SARS-CoV-2 \(COVID-19\) list](https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html)

Source:

<https://www.canada.ca/en/health-canada/services/drugs-health-products/disinfectants/covid-19/list.html>

# MANAGING VISITORS AND PERSONNEL ON THE FARM

- Ensure farm entry is limited to personnel performing essential activities
- Pre-authorized visitors to the farm should call ahead and schedule a meeting or drop-off time.
- Limit the number of visitors at any one time to reduce potential interactions.
- Screen visitors prior to entry into the site and ensure visitors adhere to the following practices while on site.
- Designate and provide signage for a specified area where interactions (e.g. drop off, pick-up, service) will take place
- Limit face-to-face contact, always ensuring a minimum distance of two meters
- Limit physical signature requirements, use online and/or phone transactions wherever possible.

Source: Ontario Workplace Safety & Prevention Services Health and Safety Guidance for Agricultural Workers during COVID-19

# KEEPING EMPLOYEES SAFE ON THE JOB

## Government of Ontario Guidelines

### Your responsibilities (Employer)

If you find out a worker has been exposed to COVID-19 at work, or a related claim has been filed with the WSIB, make sure to notify the Ministry of Labour, Training and Skills Development and your workplace joint health and safety committee, health and safety representative and trade union, if you have them.

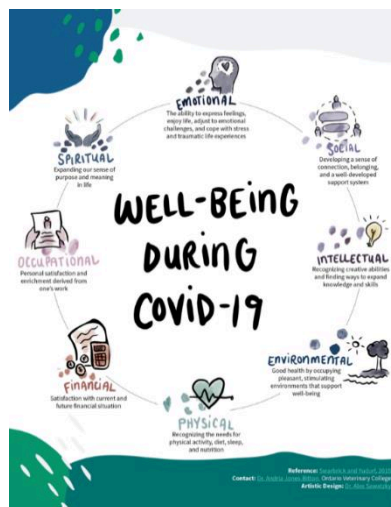
### Emergency leave due to COVID-19

We created a new [unpaid, job-protected infectious disease emergency leave](#). Workers can take this leave if they are not able to work due to COVID-19. Learn more about the [new leave and the \*Employment Standards Act\*](#).

<https://www.ontario.ca/page/covid-19-support-businesses#section-4>

# TAKE CARE OF MENTAL HEALTH

OFA:



Other Resources: [Wellness Together Canada](#), [CAMH Mental Health and COVID-19](#)

Spanish: [Ontario Fruits and Vegetable Growers Association Mental Health Resources](#), [Multicultural Mental Health Resource Centre](#), [US Centre for Disease Control and Prevention](#)



# HIRING AND MANAGING EMPLOYEES DURING COVID-19

For more details on requirements to hiring and managing employees safe:

- Consult with the Ontario [Employment Standards Act](#)
- Consult the Workplace Safety & Prevention Services (WSPS) Health and Safety Guidance for Agricultural Workers during COVID-19
- Review the Ministry of Labour, Training and Skills [webinar](#) from April 21, 2020.
- Review the Government of Ontario's [employer requirements regarding leave](#)
- Visit [www.cahrc-ccrha.ca](http://www.cahrc-ccrha.ca) for the latest COVID-19 resources.

# HIRING CANADIANS

## Resources to connect with local workers

- Word of mouth
- Social media posts (Facebook, Twitter, Instagram, LinkedIn)
- Local media websites (e.g. local on-line classifieds)
- Local employment office
- Post jobs on recruitment websites

# HIRING CANADIANS

## Considerations for Hiring

- Look at workers with transferrable experience  
e.g. restaurant workers with WHMIS and food safety training
- Use telephone interviews and video conferencing
- Check references
- Ensure health and safety training provided when new hires arrive to work
- Use resources from AgriHR Toolkit to help recruitment and hiring process

# HIRING CANADIANS

## Canada Summer Jobs Program

The temporary changes to the program for this year include:

- an increase to the wage subsidy, so that private and public sector employers can also receive up to 100 per cent of the provincial or territorial minimum hourly wage for each employee
- an extension to the end date for employment to February 28, 2021
- allowing employers to adapt their projects and job activities to support essential services
- allowing employers to hire staff on a part-time basis

Source: <https://pm.gc.ca/en/news/news-releases/2020/04/08/changes-canada-summer-jobs-program-help-businesses-and-young>

# ADDITIONAL GOVERNMENT PROGRAM INFORMATION

## Canadian Emergency Relief Benefit - UPDATED

The CERB is available to workers who meet all of the following conditions:

- live in Canada and are at least 15 years old
- stopped working because of COVID-19 or are eligible for EI regular or sickness benefits
- have not voluntarily quit their job
- had income of at least \$5,000 in 2019 or in the 12 months prior to the date of their application.

To help more Canadians benefit from the CERB, the government is announcing changes to the eligibility rules to:

- Allow people to earn up to \$1,000 per month while collecting the CERB.
- Extend the CERB to seasonal workers who have exhausted their EI regular benefits and are unable to undertake their regular seasonal work as a result of the COVID-19 outbreak.
- Extend the CERB to workers who have recently exhausted their EI regular benefits and are unable to find a job or return to work because of COVID-19.

Source: <https://pm.gc.ca/en/news/news-releases/2020/04/08/changes-canada-summer-jobs-program-help-businesses-and-young>

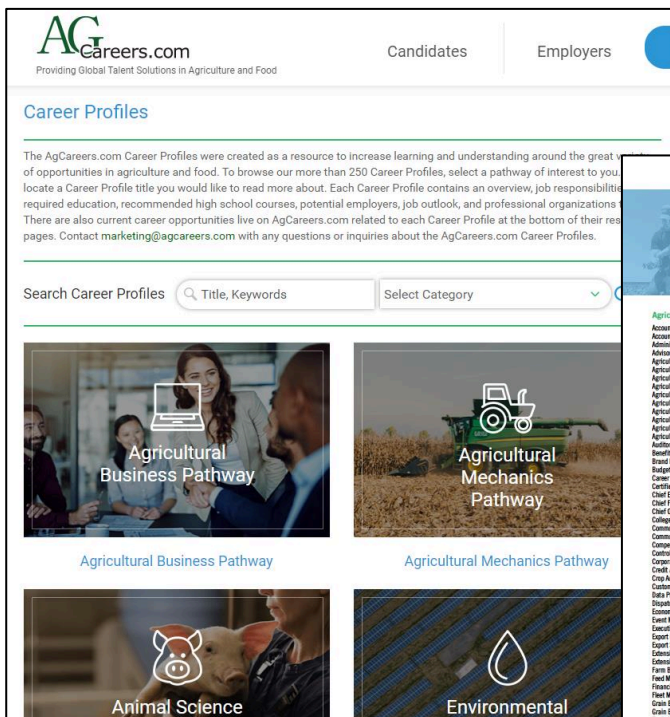


# Tapping into the Local Labour Force During COVID-19

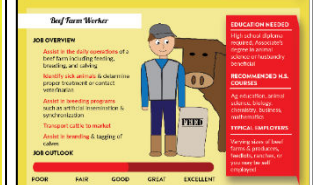
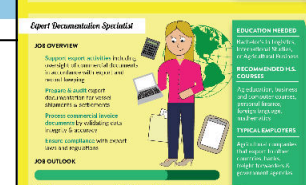
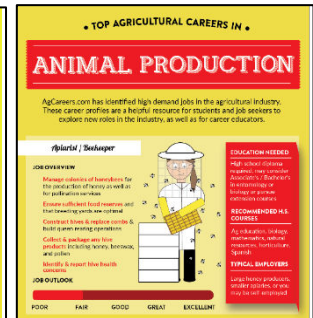
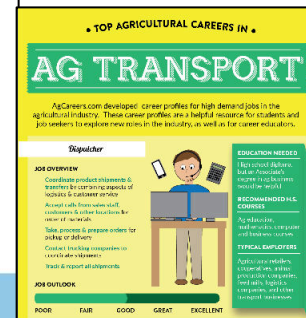




# Jobs in Agriculture



- Variety of jobs in agriculture in all different rolls and across all levels of education & experience
- Current high-demand roles:
  - Truck Driver
  - Equipment Operator
  - General Labourer
  - Farm Worker
  - Seasonal Workers



# Jobs in Food

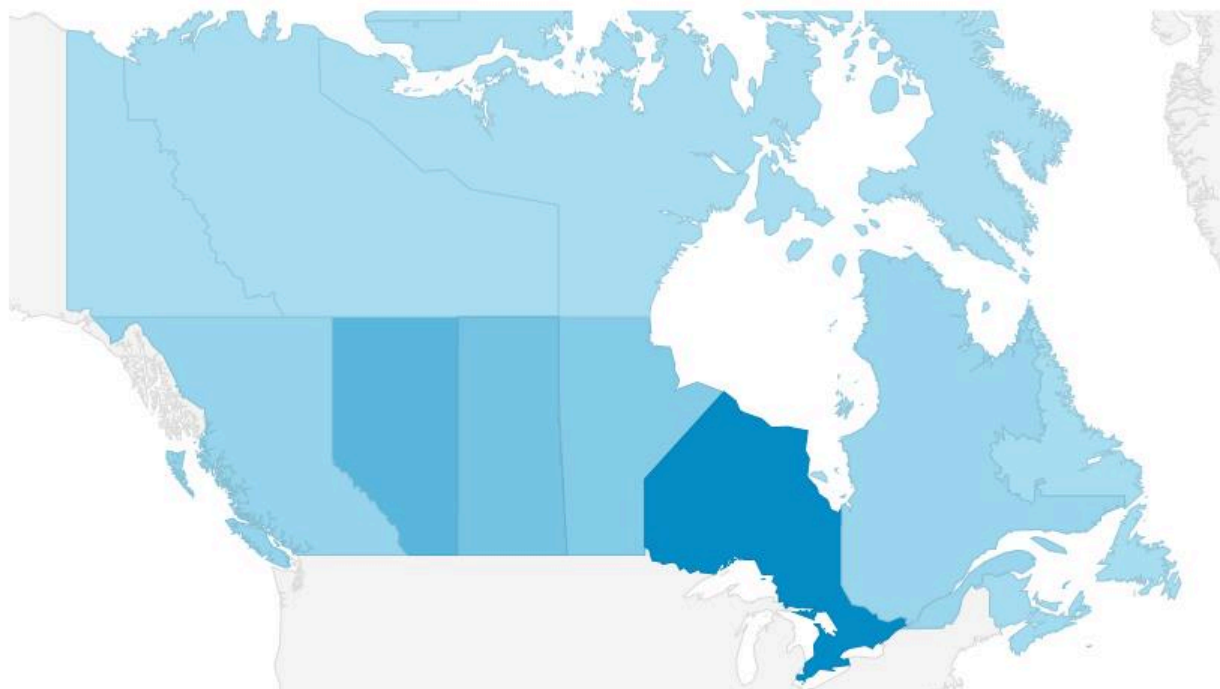


A screenshot of the 'Careers in Food' website. The header includes navigation links: 'JOB SEEKERS', 'RESOURCES', and 'CAREER PLANNING'. Below the header is a green bar with links: 'Sign In', 'Search for Jobs', 'Jobs by Company', 'Post a Profile', and 'Sign Up for Newsletter'. The main content area is titled 'Search Jobs' and states 'Your search returned 98 job postings.' Below this is a breadcrumb link 'Home / Return to My Search'. A central box prompts the user to 'Enter your email address to receive jobs like this straight to your inbox.' with an 'Email address' input field and a 'Create Alert' button. On the left, there is a 'Refine Search' sidebar with sections for 'Job Category', 'Location' (set to Ontario), 'Options' (set to All Job Postings), 'Sort By' (set to Updated), and 'Days Old' (set to 180). The main job listings area displays several positions: 'Intermediate Accountant' at O'Doughs, 'Processing Operators' at Hensall Co-operative, 'Temporary Production Associates' at Hayter's Turkey Products Inc., 'Warehouse Workers' at Italpasta Limited, 'Packer (Afternoon Shift)' at Delft Blue, and 'Warehouse Order Picker' at McCormick &amp; Company.

- Variety of jobs in food and beverage across all levels of education/experience
- Current high-demand roles:
  - Truck Driver
  - Lab Technician
  - Milk Receiver
  - Warehouse Worker
  - Temporary Labourer
  - Food Safety
  - Packer
  - Processing Operator

# Reach in Ontario

AG Careers.com



AgCareers.com

Ontario is top province for traffic with over 99,341 visits in 2019.

It is also the top province for applications with over 3,363 applications in 2019.

Ontario is the third highest job-posting province with over 905 jobs posted in 2019.

# Ontario Reach on Social Media



**CareersInFood Canada**  
@CareersInFoodCanada  
The Canadian Twitter account for CareersInFood - the #1 Job Board for Food & Beverage Manufacturing Professionals  
Guelph, Ontario  
1,462 Following 1,018 Followers

**TreeHouse Foods is hiring!**  
BATCH OPERATOR  
RICHMOND HILL, ONTARIO

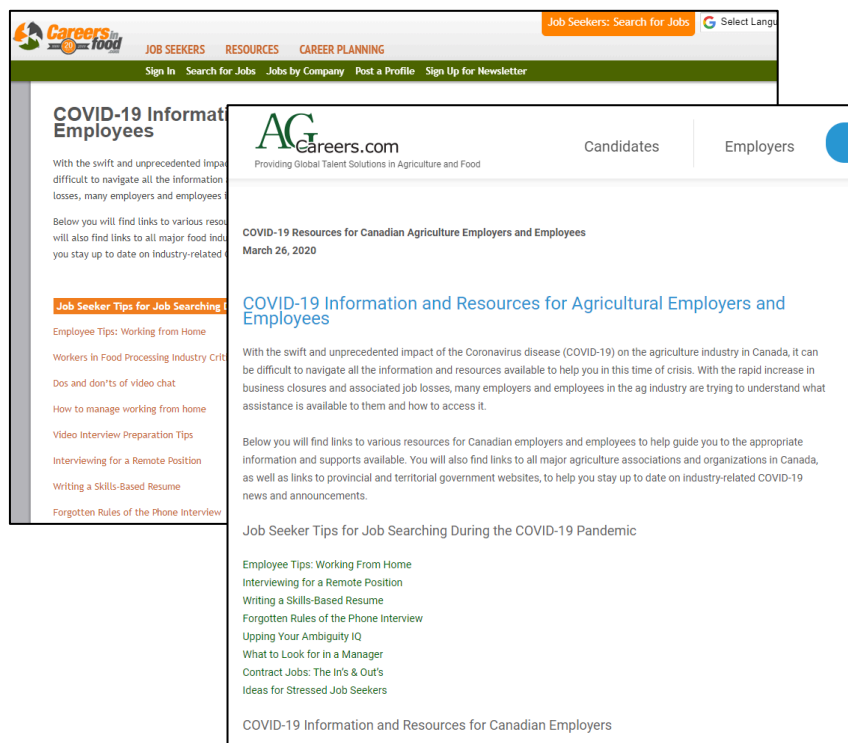
**AgCareers.com Canada**  
Human Resources - Guelph, ON - 437 followers  
Published by Kristine Penning [?] - April 15 at 8:52 PM -  
Snobelen Farms Ltd. is seeking multiple Grain Elevator Operators at various locations in ONTARIO. Execute the receiving and shipping of grain. Learn more and apply on AgCareers.com:

**Grain Elevator Operator Job Multiple Locations ON | AgCareers.com**

5,691 People Reached 757 Engagements [Boost Again](#)

- Weekly postings of job opportunities in Ontario on AgCareers.com Facebook, LinkedIn, and Twitter
- Ontario & National Canadian Newsletter reach for job seekers & employers
- Boosted Facebook campaign posts highlighting struggling Canadian jobs
- Focus on AgCareers.com Canadian LinkedIn Page
- Active Careers in Food Canada Twitter

# Our Response to COVID-19



- We have a passion for the industry and are here to help our clients succeed through this difficult time
- Assimilation of valuable COVID-19 resources
- Research specific to the agricultural and food workforce during the pandemic
- Free resources for employers and employees, such as webinars on demand
- Collaborations with government to assist with labour needs and free temporary job listings



# Our Response to COVID-19



## AgCareers.com Offers Our Support

### FREE Temporary Job Postings

During this challenging time, we know  
agriculture has to keep growing.

Use this promo code for FREE temporary  
or seasonal job postings: **TEMPJOBSc19**

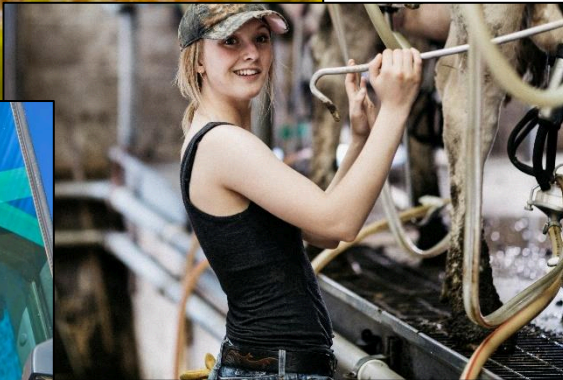
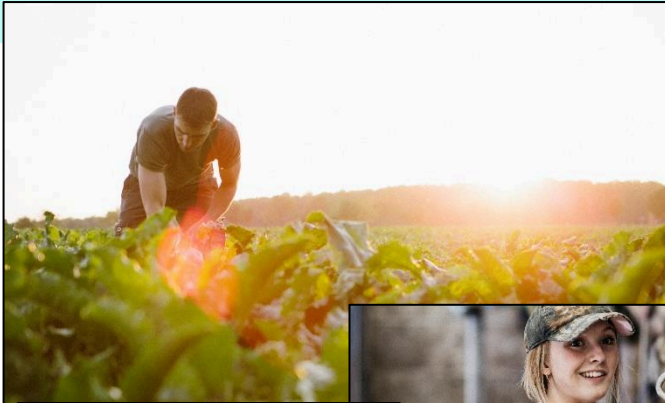
**AG**Careers.com  
877.438.5729  
agcareers@agcareers.com

Expires July 31, 2020 - FREE Temporary Employment Job Posting

- AgCareers.com & CareersinFood.com offer support during COVID-19
- Employers can post temporary/seasonal/contract jobs on AgCareers.com and/or CareersinFood.com for free
- AgCareers.com – visit the site, create an account, purchase job and include promotional code – **contact us for assistance**
- CareersinFood.com – **contact us for assistance**
- Code for free temporary/seasonal roles **TEMPJOBSc19**



# Our Team is Here to Help



- Our industry has a need for labour
- There is a supply of talent who unfortunately have found themselves out of work
- Together we can bridge the gap
- We can help with job descriptions and posting

# Success During the Pandemic



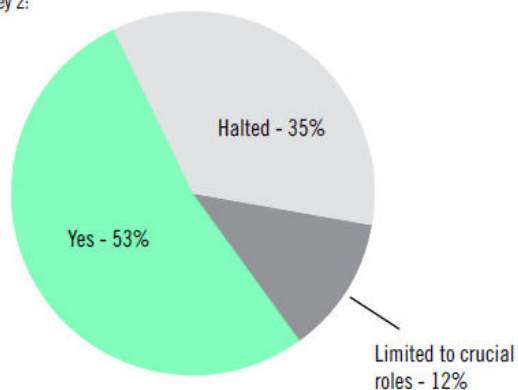
- Client looking for farm workers came to us – we offered to assist with free temporary postings
- Farmer gave us the information we created the job posting for them
- An account was created and we walked her through crafting the job description and posting
- Client shared that she felt we '***made the posting look very appealing***' and she received several applications the first day.
- <https://www.agcareers.com/ontario-jobs.cfm>

# Can You Hire?



*Are you continuing your recruitment and hiring as projected despite COVID-19?*

Survey 2:



All Content © AgCareers.com 2020

- Yes – again, there is an employment gap our industry can bridge
- Look for work ethic, communication and other soft skills – teach the technical skills
- Communicate you are hiring – think local, industry job boards, government entities

*Source: AgCareers.com Workforce Preparedness During COVID-19 Survey*

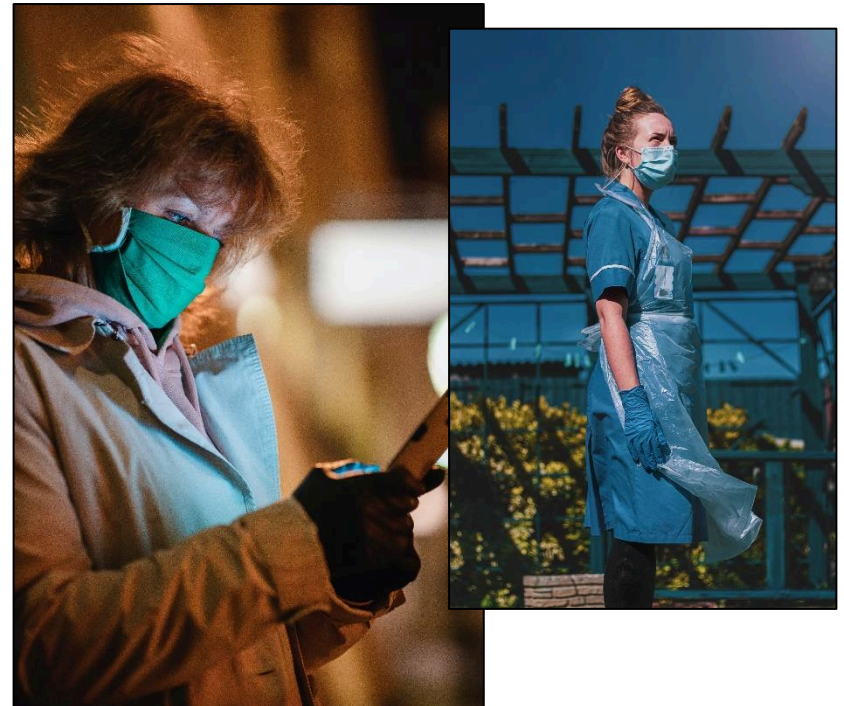
# Taking Care of Employees

- You have a responsibility to your employees – follow suggested guidelines

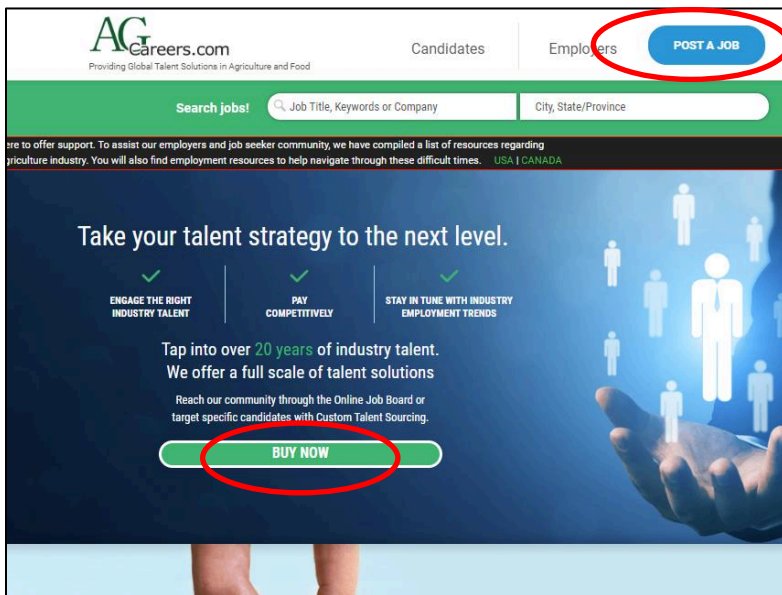
## Examples:

- Social distancing – staying 6 ft apart; plexiglass dividers, etc.
  - Wearing masks or other personal protective gear
  - Screening temperatures of employees
  - Having clear guidelines on coverage and care of sick employees (pay, coverage of duties, etc.)
- Even though you are an essential business, these guidelines apply to you

<https://www.agcareers.com/covid19canada>



# Take Advantage of Our Offer



- Code for free temporary/seasonal roles is **TEMPJOBSc19**
- **To use:** Visit AgCareers.com & either login or create an account
- Under “Employers,” click the large button “Employers” to be redirected to a separate homepage for employers
- On this page, either select the blue button at the top of the page “Post a Job” or the “Buy Now” green button in the middle of the page



# Take Advantage of Our Offer

The screenshot displays the AG Careers.com website interface. At the top, there's a navigation bar with 'Candidates' and 'Employers' links. Below it, a search bar is visible. A banner message mentions support for the agriculture industry during COVID-19. The main content area shows 'Job Posting Packages' with a list of features and a 'Purchase' button circled in red. Below this, the 'Your Shopping Cart' is shown, listing items like 'Job Posting(s)', 'Resume Database Access', and add-ons. The 'Get Discount' button in the cart is also circled in red. The total amount shown is \$0.00.

Product	Quantity	Unit Price	Subtotal	Savings	Total
Job Posting(s) This includes: your company logo, posting(s) live for 60 days.	0	\$375.00	\$0.00	-	\$0.00
Resume Database Access Access to experienced industry professionals through our online resume database (2-weeks/200 resume views).	-	(INCLUDED)	\$0.00	-	\$0.00
Add-on: Maximum Posting Exposure Increase views to your posting with branding in our newsletter, homepage and social media.	0	\$150.00	\$0.00	-	\$0.00
Add-on: Confidential Posting(s) Company name will be hidden.	0	\$50.00	\$0.00	-	\$0.00
Total (USD):			\$0.00		

- Code for free temporary/seasonal roles is **TEMPJOBSc19**
- On the next page, select the first option under Job Posting Packages – “Purchase” button
- You will then be directed to your shopping cart. At the bottom of the page, enter code **TEMPJOBSc19** in the text box after “Promo Code” then click “Get Discount.”
- Your order total should now be \$0.00. Proceed through the next two pages to finalize the job posting checkout.
- Any issues? Contact us at 877.438.5729.



AG Careers.com



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# Managing and Training Employees



# Key to Finding Workers

- ✓ Know what you are looking for
- ✓ Know where and how to look
- ✓ Know how to advertise your opportunity
- ✓ Know how to select the best candidate
- ✓ Know how to ensure the success of your new hire

Making a good & lasting hiring decision today,  
is important to the long-term health of your operation.

# Know What You Are Looking For

- Set Selection Criteria from the Job Description which includes:
  - Description of role
  - Responsibilities
  - Reporting relationship
  - Tasks associated with the work
  - Technical knowledge and skills requirements
  - Functional competency requirements
  - Educational and Experience requirements
  - Credentials



# Know Where & How to Look

- Recruitment method options:
  - internal
  - employee referrals
  - networking
  - advertising
  - recruitment agencies
- Determine best approach for your business and situation



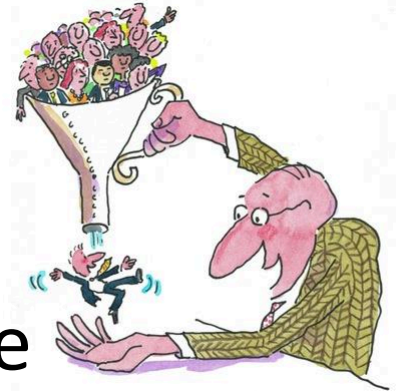
# Know How to Advertise



- Create a **compelling** and **clear** Job Ad
- **Provide enough detail** for applicants to determine suitability
  - Job Ad should include: job title, information about your operation, a description of the job, wages and hours, skills, experience, and qualification requirements, key employment benefits, your contact information, and the application process and deadline
- **Highlight what is unique** and interesting about your operation
- **Strike a balance** between creating an exciting ad and being realistic about the opportunity



# Know How to Select the Best Candidate



- Streamline your process
- Ensure your decisions are defensible
- Use the Job Description elements as your selection criteria
- Review all applicants against these criteria
- For lower skilled positions:
  - provide a realistic job preview
  - build a seasonal pool of workers that returns each year



# Know How To Ensure The Success Of Your New Hire



- Maximize your investment
- Be as clear and realistic as possible
- Ensure effective On-boarding:
  - Introductions
  - Access to reference materials
  - Questions
  - Orientation
  - Training
  - Check-in

# Keeping Your Workers

- Retention best practices include:
  - building commitment and **buy-in**
  - communicating your **HR policies** to clarify your values and expectations
  - **investing in training** and development to support current and future knowledge and skills requirements
  - investing in effective **people management** to support employee engagement and performance
  - clarifying your **compensation** policies
  - promoting your **benefits** policies
  - supporting workplace **wellness**

# Keeping Your Workers

- Investment in Retention efforts lead to
  - Staff that are more **effective**
  - Employees that **champion** their work and your business
  - Employees that **communicate** through their **networks** about your work environment
  - Potential **new hires** to meet growth demands

# Smart Businesses Invest in Their People

## Many Benefits of Training:

- Increased productivity
- Safer work environment
- Lower levels of turnover
- Improved employee well-being and greater job satisfaction



# Smart Businesses Invest in Their People

## Step 1: PREPARE

- ✓ **Make a timetable for the training**
- ✓ **Determine what to train**
- ✓ **Get everything ready**

# Smart Businesses Invest in Their People

## Step 2: DELIVER

- ✓ **Prepare the trainee**
- ✓ **Demonstrate the skill to be learned**
- ✓ **The trainee tries out the skill**

# Smart Businesses Invest in Their People

## Step 3: FOLLOW-UP

- ✓ **Ensure trainee can be left to perform skill on own**
- ✓ **Check back frequently**
- ✓ **Provide feedback**
- ✓ **Track training**



# Smart Businesses Invest in Their People

## Direct Costs of Turnover

- Recruitment advertising
- Hiring costs
- Orientation & training
- Over time costs for those staff who cover for departing employees
- Separation costs



## Indirect Costs of Turnover

- Employee ramp up time
- Disruptions to client relations
- Business reputation
- Team morale and cohesion

# CANADIAN AGRICULTURAL HR COUNCIL

## HERE TO HELP

### HR TOOLKIT

**AGRI**  
HR TOOLKIT

Recruitment, Selection, and Hiring ▾

Compensation and Benefits ▾

Worker Performance ▾

Succession Planning ▾

Workforce Planning ▾

HR Policies ▾

Health and Safety ▾

Workplace Wellness ▾

Diversity and Inclusion ▾

**NEW!** Foreign Workers

## Welcome to the The AgriHR Toolkit

Français



# CONTACT

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# Thank you

