

La motivación de los trabajadores en las granjas de cerdos

(Motivating Pig Farm Workers)



John Gadd
International Swine Consultant.

MG da la bienvenida a un nuevo colaborador. John Gadd abordará temas relacionados con la producción porcina y la ganadería en general: recursos humanos, alojamientos, normativa medioambiental, eliminación de efluentes, marketing, etc.

John Gadd es uno de los consultores más reconocido mundialmente, con más de 50 años de experiencia, cerca de 3.000 granjas visitadas en 22 países y más de 2.700 artículos publicados. Es también el creador de toda una nueva terminología para la producción de cerdos, que incluye la relación coste-rendimiento (rentabilidad) en el cálculo de la productividad.

Recruiting and keeping skilled and reliable stockpeople is a world-wide problem.

For some 40 years now I have been training pig farm staff, both at manager, section head and general worker level. I have taken part in two international farm labour surveys and have carried out one of my own. I have on file the results of three other recent surveys.

When I was farming myself in the 60s and 70s, I of course had to employ farm labour, including their recruitment, supervision and motivation, the provision of bonuses and dismissal. The latter being a task I did not enjoy!

The following notes are a distillation of all this experience. It has to be in note form as there is now so much good information on farm labour management.

Here are some facts about livestock farmers and their employees from many years of experience.

The overall position

- Generally speaking livestock farmers are very similar across the world. They display the same good and bad points.
- Compared to many large industrial and retail firms they are well behind



in training and motivating their employees.

- They are bad at attracting school-leavers.
- They do not allow workers enough

time to spend with the livestock.

- They undoubtedly value their worker's contribution but are poor in communicating this appreciation to them.

What constitutes a good farm stockperson?

Dr Seabrook, an animal behaviourist, suggests a good animal attendant is as shown in **Figure 1** (with the positive attributes to the left, negative to the right...).

What do the attitudinal surveys reveal?

The results obtained in the attitudinal surveys are shown in the **Tables I and II**.

How to find out what your employees really think?

From the above attitudinal information I encourage owners to ask their staff:

- What their priorities are.
- What they least like about the job.
- How they might improve it.

As it is important to get full and honest answers, it is vital to make clear to the employees that this exercise will be carried out as follows:

- By an independent person, such as the veterinarian, or a consultant like myself.
- Who will not reveal the source of any individuals comments, thus the sources of the information the owner reads will be completely anonymous.
- Everyone's views and all information will be reported back to them.

Then hold a meeting and discuss how their views can be addressed. Carried out in a friendly and constructive way, I have found this exercise to be very motivating in itself.

From all the above we can see that to secure the basis of a reasonably contented workforce, then the keys to staff motivation are:

- To be given a reasonable standard of work.
- For their contribution to be recognized,
- And valued,
- And to be treated as a normal human being.

Graphics encourage good production records

"You cannot manage what you don't measure."

Many stockpeople find performance recording a chore, compared to recording where animals or birds are in the production flow as they know this helps them with their job. Unfortunately workers (and quite a few managers) are

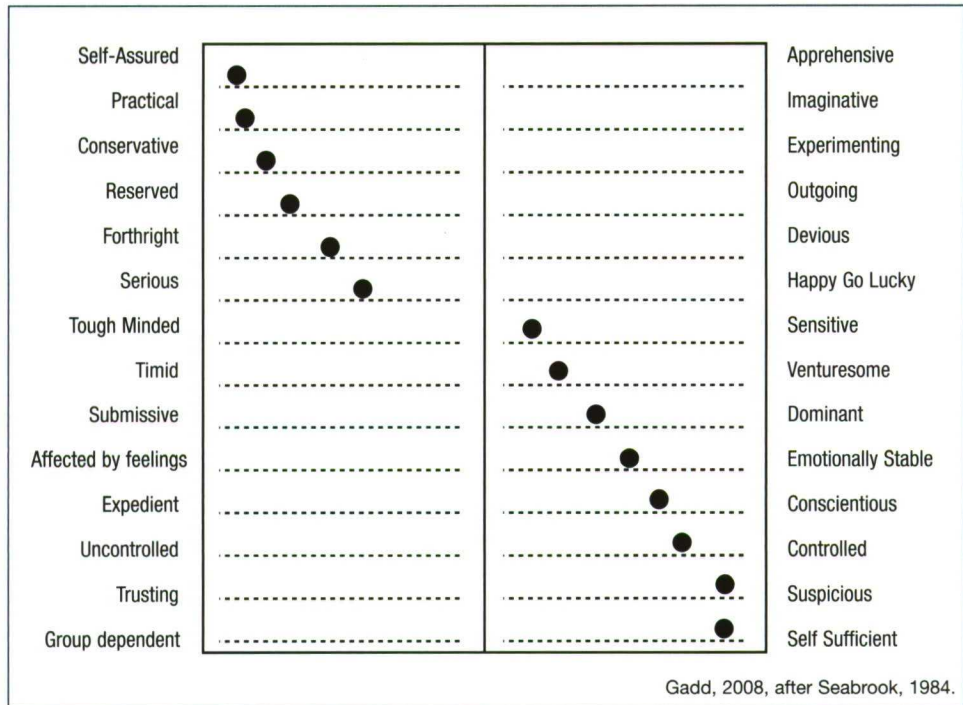


Figure 1.

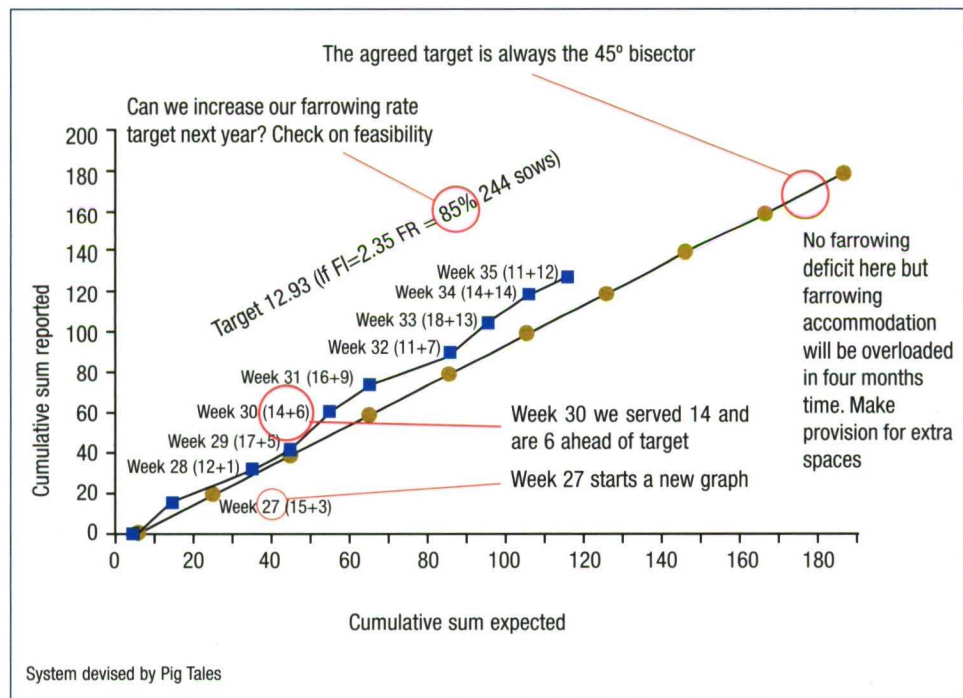


Figure 2. Breeder - Services Cusum.

With well-motivated staff a bonus reward is a good idea. With poorly-motivated workers, it usually makes little difference and can upset and demotivate their colleagues

not good at acting on what the performance records suggest. Stockpeople are not naturally numerate -but we can make them so. Columns of figures are

extremely boring to all but financiers and accountants! I have seen this negative situation completely turned round when graphics are shown on the rest

Table I. Pig technicians` priorities in order of preference are...

Large livestock farms	Medium/small livestock farms
1. Getting on well with co-workers.	1. Working conditions.
2. Working conditions.	2. Pay.
3. Efficient, decisive management.	3. Getting on with the boss.
4. Pay.	4. Time off.
5. Promotion prospects.	
6. Sense of belonging.	
7. Sociable working hours.	
8. Training.	

Table II. Demotivating and motivating factors from recent farm employee surveys.

Demotivating factors	Motivating factors
Unapproachability of the boss	Health and safety
Boss is a poor communicator	Good pay
Boss is never wrong	Job security
Boss is incapable	Relationship with boss
"I'm considered a second class citizen"	Good farm equipment
Being over-controlled	Efficient, decisive management
"My needs are not considered"	Being kept informed
Achievement from work done	
Encouragement from superior	
Involvement in decision making	
Sociable working hours	

Table III. People easily understand pictures.

Farmers and their workers were presented with a problem, the solution hidden in columns of figures and exactly the same data in graphical form. They were asked to find a numerical answer to each question. The number of correct answers was:

	(n)	Columns of figures presentation	Graphical presentation
Class 1	30	42%	78%
Class 2	34	57%	84%
Class 3	37	36%	67%
Agricultural students	20	80%	90%

Source: Gadd, 1994.

There are now computerized records where the computer provides a wide range of performance results on a weekly basis, thus the progress against target is shown graphically

room weekly (**Figure 2** and **Table III**). There are now computerized records where the computer provides a wide range of performance results in cusum form (cusum = cumulative sum) on a

weekly basis, thus the progress against target is shown graphically (**Figure 2**). If half a dozen or so of these progress graphs are regularly put up on the rest-room wall (**Figure 2**), eventually (as it

takes a little time for the staff to get interested in their own sections performance) this will create interest, and even a spirit of competition and badinage between the different sections of the farm.

Training as a force for motivation

The above idea is just one part of a planned training program which is itself motivational. There is now plenty of published research on the benefits of on-farm training (one real-life example from a client of mine, the results of which I am analyzing now) shows that after two years of planned training the weaner weight obtained per tonne of feed fed to the breeding herd has risen by 28% and in the finishing herd the saleable meat per tone of food fed has increased by 9.8%.

The two together has increased margin over food cost by 15%. Even under the recent severe rise in farm feed costs this improved income paid for the training costs threefold. Under 2006 economic conditions, when the training program started, it would have been a 5:1 return on investment.

The training, by the way, majored on correct and improved AI technique in the breeding herd (especially as regards timing) and in the feeder herd concentrating on daily supervision and adjustment, if needed, of the ad-lib feeders.

Not all training needs to be of an advanced nature. **Figure 3** shows how simple induction training can motivate the novice stockperson.

The difficult problem of pay

World wide, the percentage of total production costs for livestock units taken up by pay for both managers and workers lies between 9% for industrial units to 14% for smaller farms. Excluding times of low output prices/very high feed costs livestock producers can survive on this level of worker remuneration. But below these levels you could be demotivating your staff and risk damaging your productive performance as a result. If you achieve a 15% increase in gross margin from better productivity due to a more satisfactory wage level, then I invite you to look at what a relatively small part of this extra financial contribution is taken up by a motivating rise in the weekly wage of your staff -it will surprise you how small it is.

Rifen

100 mg/ml Solución inyectable
para equinos, bovinos y porcinos
Ketoprofeno



Antiinflamatorio ■ Analgésico ■ Antipirético



...stop al dolor

RIFEN 100 mg/ml solución inyectable para equinos, bovinos y porcinos Antiinflamatorio no esteroideo, en solución inyectable - **COMPOSICIÓN** Ketoprofeno 100 mg/ml Excipientes: Alcohol Benzílico 10 mg/ml **PROPIEDADES FARMACOLÓGICAS** El ketoprofeno es un fármaco antiinflamatorio no esteroideo. Además del efecto antiinflamatorio, también ejerce un efecto analgésico y antipirético. El mecanismo de acción farmacológico del ketoprofeno está basado en la inhibición de la ciclooxigenasa y la lipooxigenasa. El ketoprofeno también previene la formación de bradiquinina y estabiliza las membranas celulares de los lisosomas, lo cual inhibe la liberación de los enzimas lisosomales que provocan la destrucción tisular. **INDICACIONES** Equinos: Enfermedades que afectan al sistema osteoarticular y esquelético-muscular asociadas con dolor agudo e inflamación, por ejemplo: cojera de origen traumático, artritis, osteitis, espondilitis, tendinitis, bursitis, naviculitis, laminitis, miofascitis. El Ketoprofeno también está indicado para la inflamación post-quirúrgica, la terapia sintomática de cólicos y la fiebre. Bovinos: Enfermedades asociadas con inflamación, dolor o fiebre, por ejemplo: enfermedades respiratorias, mastitis, trastornos osteoarticulares y esquelético-musculares tales como cojera, artritis y dificultad del levantamiento post-parto, heridas. Porcinos: Enfermedades asociadas con inflamación, dolor o fiebre, por ejemplo: tratamiento asociado con el Síndrome de Mastitis Metritis Agalaxia (MMA), infecciones del tracto respiratorio, tratamiento sintomático de la fiebre. **CONTRAINDICACIONES** No usar en caso de hipersensibilidad al principio activo, o a cualquiera de los excipientes. No usar en animales que padecan lesiones gastrointestinales, diatesis hemorrágica, función hepática o renal alterada. No usar en potros en sus primeros meses de vida y yeguas gestantes. **VÍA DE ADMINISTRACIÓN** Equinos: vía intravenosa Bovinos: vía intravenosa o intramuscular Porcinos: vía intramuscular **POSOLÓGIA** Equinos: 2,2 mg de ketoprofeno / kg peso vivo / día por vía intravenosa, de 3 a 5 días consecutivos, es decir, 1 ml por 45 kg de peso vivo. Para tratar cólicos, normalmente una inyección es suficiente. Cada administración de ketoprofeno de más requiere una reevaluación del estado clínico del paciente. Bovinos: 3 mg de ketoprofeno / kg peso vivo/día por vía intravenosa o intramuscular hasta 3 días consecutivos, es decir 3 ml por 100 kg de peso vivo. Porcinos: 3 mg de ketoprofeno / kg peso vivo / día como una inyección intramuscular única, es decir 3 ml por 100 kg de peso vivo. **TIEMPO DE ESPERA** Carne: 4 días, Leche: Cero días **MODO DE CONSERVACIÓN** Conservar el vial de vidrio en el embalaje exterior para protegerlo de la luz. Después de la primera apertura del envase primario no conservar a temperatura superior a 25 °C. **PRESENTACIÓN** Frasco 100 ml y 10 x 100 ml **Reg. nº: 1854-ESP**

richterpharma ag

laboratorios
Karizoo



Laboratorios Karizoo s.a.
Pol. Ind. La Borda, Mas Pujades 11-12
08140 Caldes de Montbui (Barcelona)
Tel. 93 865 41 48, Fax 93 865 46 48
karizoo@karizoo.com
www.karizoo.com

 **Farmacología**
animales de producción



The equally difficult question of a Bonus Scheme/Plan.

Is a bonus reward a good idea? With well-motivated staff definitely. It is part of good modern business practice these days. With poorly-motivated workers, it usually makes little difference and can upset and demotivate their colleagues.

I started my career by being paid a productivity bonus, so have grown up with the concept and have designed many such incentive schemes myself. My advice on seeing which were beneficial and which were failures is:

- Individuals must be rewarded on a team basis.
- Based on achieving targeted levels.
- Targets must be agreed beforehand.
- Individual workers get a proportionate share of the reward.
- Which must also be agreed beforehand.

Performance appraisals

These are distinctly tricky and are a current fashion with big companies. A farm (even a large one) is not a huge impersonal organization, and with the more intimate relationships of a farm they can do harm and cause resentment. Be very careful.

A quiet friendly word is far more effective. ●

References contact: mundoganadero@eumedia.es

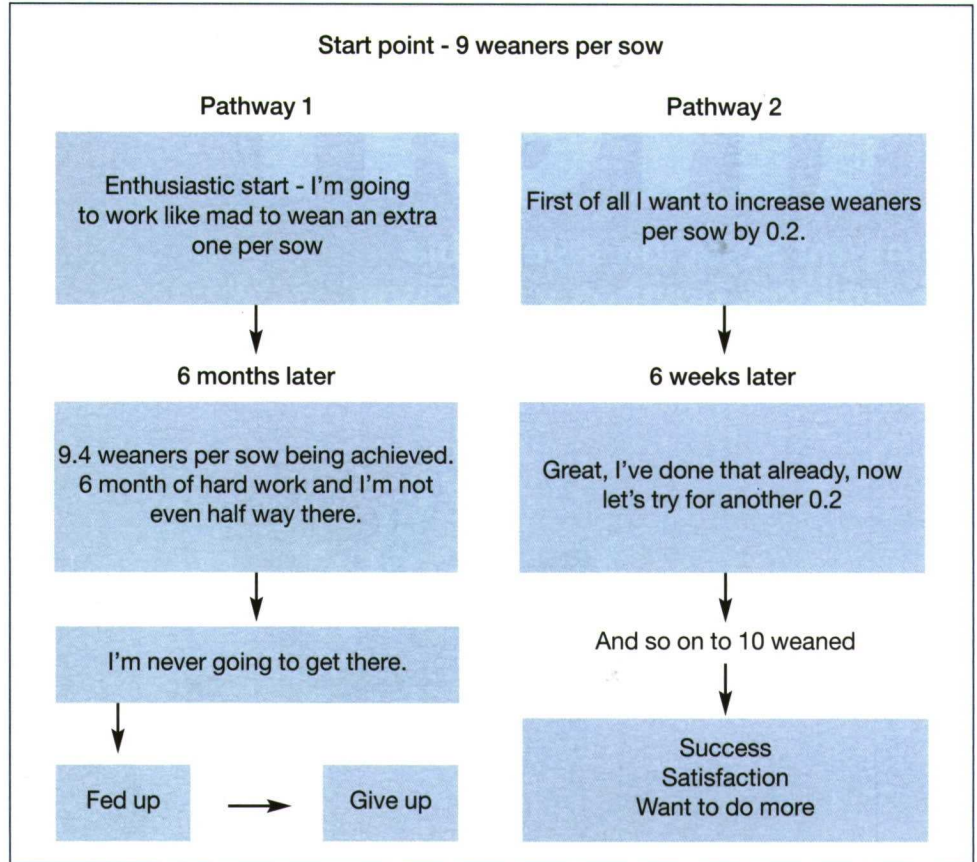


Figure 3. A better way to set your goals.

Resumen

Los problemas relativos a la mano de obra son comunes en todo el mundo. En comparación con otros sectores, la formación y la motivación de los empleados de las explotaciones ganaderas son buenas. Sin embargo falla la comunicación con los operarios.

La **Figura 1** muestra las cualidades que debe reunir un cuidador del ganado (a la izquierda, los atributos positivos y a la izquierda, los negativos). Por su parte, en los **Cuadros I y II** están reflejados los resultados de unas encuestas sobre las prioridades de los técnicos en porcino, y los factores motivadores y desmotivadores de los empleados de granja, respectivamente.

A partir de estos datos, se puede preguntar a la plantilla sobre sus prioridades, qué es lo que menos les gusta de su trabajo y cómo lo mejorarían. Para ello es necesario que las respuestas sean veraces y completas, por lo que se debería encargar una persona independiente, y discutirse posteriormente en un ambiente distendido y constructivo.

Las gráficas con la evolución de los resultados productivos, expuestas en las dependencias del personal, suelen tener consecuencias positivas, fomentando el espíritu de competitividad entre los departamentos de la explotación.

De la misma manera, la inversión en formación del personal tiene un buen retorno (5:1), mejorando además la motivación del mismo.

Igualmente, se puede destinar una pequeña parte del incremento del beneficio obtenido por el aumento de la productividad debida a la motivación de la mano de obra, a su retribución.

Incentivar económicamente la productividad es positivo en las plantillas motivadas. El autor señala sus recomendaciones al respecto.

A la hora de comunicar con los empleados hay que ser cuidadosos para no herir su sensibilidad.