



## MINUTES

**Operations Committee Meeting** July 16, 2010 at Golden Boy Foods

### ATTENDEES

Teri VanderWyk (Meeting Chair)	Kristen Spanza, Sun Rich Fresh Foods	Nico Human, CEO BCFPA
Steven Lan, Superior Freeze Dry	Guido Konigs, Gipaanda Greenhouses	Rick Gagner, Rosstown Natural Farms
Nadia Mehan, Polar Industries	Adrian Duso, Duso's Enterprises	Ali Rezaei, Golden Boy Foods
Robin Cairns, BC Hydro	Kay Barter, Golden Boy Foods	Ken Tsang, Golden Boy Foods
Mike Nunn, IDEON Packaging	Steve Baier, IDEON Packaging	Donna Brendon

We are grateful to Ali, Kay and Golden Boy Foods for hosting this meeting of our group.

1. MOVED/SECONDED (Kristin Spanza/Teri VanderWyk) TO APPROVE MINUTES OF MEETING OF May 28, 2010.
2. **Topic: Plant Communications** –Barbara Adams, [HR architects](#) – Barbara asked the question – “What keeps your employees awake at night?” – Answer: job security
  - o As leaders when delivering bad news. Be honest “we know it’s bad but we have a plan.” Make sure your body language matches your message. Do not appear nervous. Employees are looking for reassurance. All this goes a way towards thwarting rumours in a plant.
  - o Companies should have a one voice policy – same message and a central point for questions. Establish an employee communication committee and pick champions from your workforce to sit on it. They will help you tailor your message to employees.
  - o Employees are most engaged when they are talking to their direct supervisor. Supervisors should be trained in presentation skills and in distilling management’s message for line staff. “Here’s what it [the change] means for the department and you.”
  - o Employees have to know “what is my role in helping the company achieve goals?” Ensure that employees are recognized for their contribution ongoing. Be specific in your observations.
  - o Especially in a time of change, management should get out of their offices and be visible on the floor. Management should be approachable. Their communication should focused on the employee. Have an open office door. It helps to create a time every day for employees to come and talk.
  - o Post Q&A or Frequently Asked Questions in a prominent location. Employees should have a place to go for answers. Given the culturally diverse workforce, a company should be prepared to communicate in a variety of ways. Ideally, a company should have a common language for communications. As one participant said, even in a diverse workplace, there is a third language – body language.



# BC Food Processors

## A S S O C I A T I O N

- The question of seasonal workers came up. They are unlikely to be engaged in the future of the company. Their primary motivators are respect, “Do I feel fairly treated?”
  - Concerning employee engagement, Barbara pointed out that 27-30% of employees are engaged; 40% are unengaged, the rest are ‘disengaged’ and should be ‘managed out the door’.
  - Employee questionnaires – narrow the focus of the questions and respond to issues raised.
  - One processor talked about how he managed to de-certify a couple of plants by doing the following:
    - One on one conversations with line employees,
    - Value employee input,
    - Report back to employees on their concerns,
    - Be consistent to build trust.
  - Team meetings – are you measuring the effectiveness of team meetings? Ask your team leads for feedback. “What do you need from us to meet performance expectations?”
  - Communication across shifts – team leads meet (given time off in lieu or shift bonus)
3. **Golden Boy Foods** – in business 30+ years, recently bought by TriCorp Pacific. Golden Boy Foods offers certified organic and kosher products. The company ships through out North America – nuts, seeds and nut butters, seed butters. They source product in 50 countries and inspect product at source.
4. **Member Challenge** – How do plants manage their Power Factor with air conditioning units on the roof?
5. **Future meeting topics** – please let me know what is of interest:
- Waste management
  - Cost analysis – cost of inputs
  - Enterprise software SAP
  - Resource planning
  - Purchasing practices - qualifying a supplier
  - Automation
  - Lean – 5 S
  - Reducing water usage – recycling efficiencies
  - Enterprise software – ERP
  - Risk management – selling management on risk management
  - Becoming export ready; continuous improvement, sanitation, reducing your environmental footprint (Wisent?), impact of HST on production.
- Members are encouraged to submit topics to Donna at [donna.brendon@bcfpa.ca](mailto:donna.brendon@bcfpa.ca).
6. **Advocacy Committee update** – tabled to next meeting
7. Next Meeting –**August 20 8:30-10:30 am**– Topic: Reducing water use (tentative) Location: TBA