



Sonoma County Winegrowers

Succession Series Workshop #5

April 14, 2017

Management Techniques for Key Manager and Employee Retention

Mike Saqui and Raul Calvo

Raul Calvo

- 20+ years of experience in employee labor relations (specializing in safety, HR consulting and development)
- 2009 started Employer Services - providing employee/labor relations and human resources consulting and training
- Deep understanding of current labor, safety, wage & hour laws and regulations

Mike Saqui

- Over two decades of experience working in employer-employee relations
- Managed over 100 union avoidance campaigns in dozens of states
- Represents clients before the National Labor Relations Board and other federal and state agencies and courts
- One of the most sought after public speakers in California on labor and employment matters

CORE PRINCIPLES AND BEST PRACTICES IN SUCCESSION PLANNING

Presented by Michael C. Saqui



Management Techniques for Operational Compliance

1. Welcome to My World!

- HR | get used to never having your way again.
- Taxes | Uncle Sam gets what?!
- Expenses | Sharpen your pencil!!

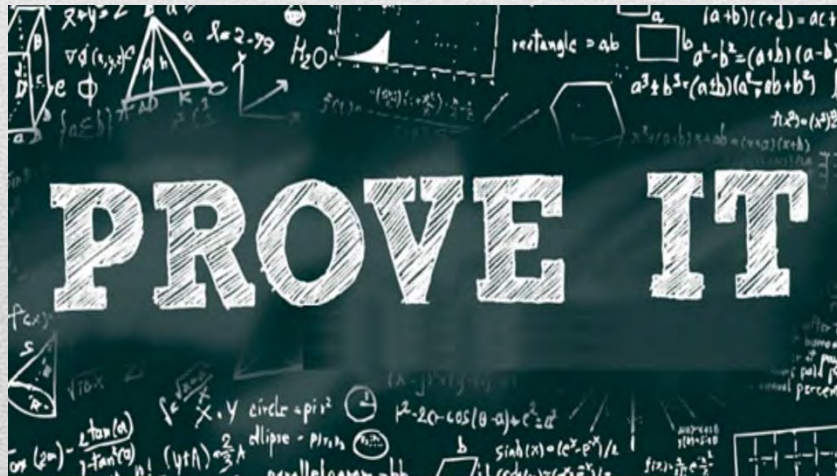


2. Inner-workings of Business

- Lawyers and Accountants
- HR Professionals



- Benefits | 401k
Medical
Profit Sharing
Want to do something special?
.... **Think again.**
- Vehicles | Mileage/depreciation
- Travel | Business related – 100% documentation
- **Business Expenses ... Better prove it!**



Key Management Techniques

1. Communication
2. Set Expectations
3. **PACE ... slow it down ... you can't run as fast as me**
4. Defining roles and understanding each role's value
5. Finders, Minders and Grinders ... gotta have them all.
6. Inevitable conflict.



Compliance strategies for developing sound operational strategies while driving revenue

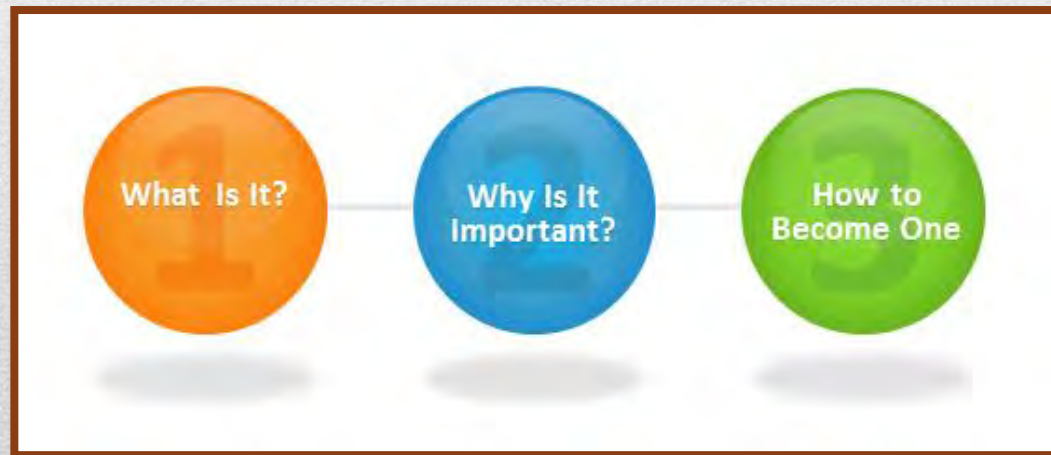


Exceptional HR Management + Development



Sustaining through Sustainability

Becoming an Employer ... OF CHOICE





- Let's Be First
- Let's Be Best
- Let's Be Only

VISION

“Brand” your Best Practices

- Super Long Retention
- Highly Satisfied Employees
- High Level of Compliance
- Facility Cleanliness
- Commitment to Safety



Identify Opportunities

Engage in Farm Worker Issues:

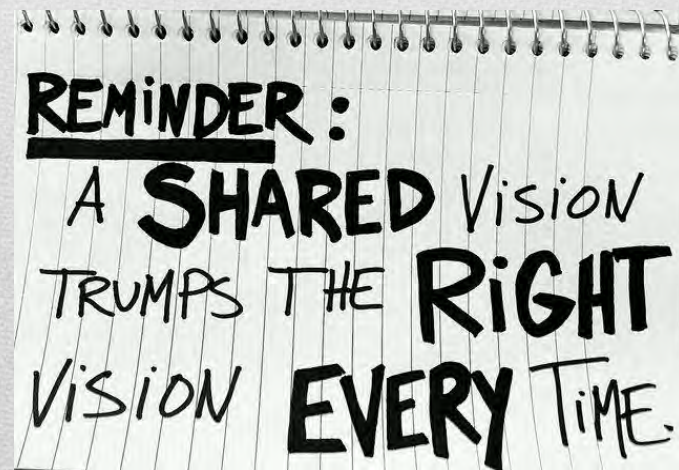
- Day Care needs
- English as Second Language
- Social Services Liaison
- **"MOM"'s**
- Domestic Violence Counseling
- Nutrition (diabetes trend)
- Health & Wellness
- Housing



Solidify Stakeholders

- Identify “real”...not “perceived” stakeholders
- Arrive at a “shared vision” between real stakeholders
- Be up front about “Brand separation” and “profit”...Don’t make this critical mistake.

Remember: If you can’t pay your bills or buy the fuel necessary to harvest a crop, you can’t do social and environmental stuff.



What Does It Look Like?

- Identify stakeholder (growers, vintners, retailers, and farm workers)
- Create Value for all stakeholders
- Create Unique Opportunity to Create Positive Change
- Develop Team of Leaders and Trainers
- Develop overview of Entire Workforce
- Develop plan for continuous improvement



What Does It Look Like?

Develop plan for ongoing compliance and benchmark measurement in:

- Labor: health, safety, wages, benefits, working conditions, dispute resolution, and housing
- Safety: IIPP, heat, pesticides, motor vehicles
- Training: Leadership development of Workers and Managers on how to apply benchmarks



Value Created

- 1st Value Quantified in supply chain
- 2nd Value recognition
- 3rd Value pricing



Compliance in the Year 2017

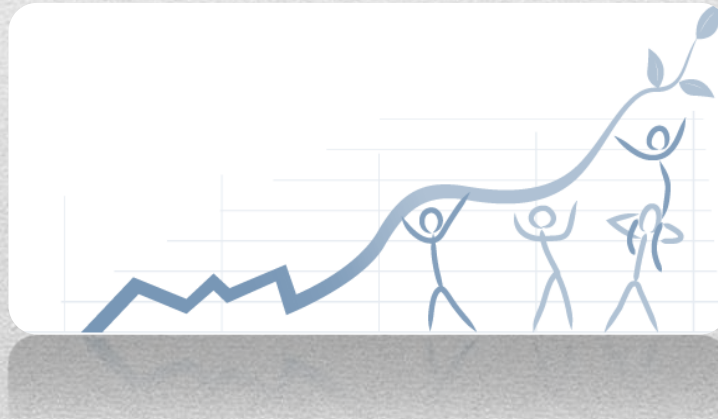
1. Industry consumer based system
 - Opportunities for industry
 - Increased assurances to consumers

... That their Ag products, fruits and vegetables, have been grown and harvested in ways that respect workers.



Compliance in the **Year 2017 ... and Beyond**

2. Emphasizing Engagement of Farmworkers
 - Determine common interests
 - Outline measureable benefits
 - Calling for and actively pursuing collaboration among stakeholders



Compliance in the **Year 2017 ...** and Beyond (**con't**)

3. Emphasizing Stakeholders Involvement

- Retailers
- Consumers
- Food service operators
- Restaurants
- Franchises



Consumers will be convinced to only buy from most compliant companies.

Compliance in the **Year 2017 ...** and Beyond (**con't**)

4. Empowering consumers to demand, expect, and put "value" to:

Better products that are produced under safer conditions



The new “New Compliance”

- Embracing and updating outdated government checklists
- **“Standards and training”** meet the diverse needs of the industry
- Private sector branding – food buyers
- Civil society – farmworker organization, ministries, public interest groups, action networks (pesticides, enviros, non-GMOs, etc.)



Achieving and Maintaining Compliance

- Team driven stakeholders, benchmarks, and verification
- Transparency
- Continuous improvement
- Expect to cover – Water
 - ❑ Labor: Health safety freedom of Association
 - ❑ Wages: wagers, benefits
 - ❑ Employment practices: freedom from discrimination and retaliation
 - ❑ Pesticides: management of pests, soils, water and habitat
 - ❑ Food safety: worker hygiene, water use, soil amendments, land use, animals



Questions



Roseville Office:

1410 Rocky Ridge Dr.
Suite 330
Roseville, CA 95661
Tel: (916) 782-8555
Fax: (916) 782-8565

Central Coast Office:

512 Pajaro Street
Suite 14
Salinas, CA 93901
Tel: (831) 443-7100
Fax: (831) 443-8585



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Final Workshop: Achieving Success June 12th Grower BBQ

Dr. Donald Jonovic