

EFI WORKER - MANAGER COLLABORATION TEAM TRAINING

Training Overview

Businesses seeking Equitable Food Initiative (EFI) certification engage farmworkers, managers and other staff in a Worker - Manager Collaboration Team, which receives customized training to build skills and assume its role ensuring compliance with the EFI Standards. After certification, the Collaboration Team engages the entire workforce in ongoing verification, providing customers and consumers with an added layer of assurance about worker and food safety.



Objectives:

- Provide an overview of EFI's audit and certification process as well as its standards.
- Explore the purpose and structure of the Worker - Manager Collaboration Team and its role in the broader organizational context.
- Strengthen essential skills of farmworkers, supervisors and managers across work processes in communication, problem-solving and meeting coordination to foster collaboration in finding solutions that ensure continuous improvement and compliance with EFI Standards.



The impact of the EFI Collaboration Team training on personal and professional growth is amazing to watch. Many of our workers started the weeklong training timid and unsure. They remained quiet and were hesitant to make eye contact. By the end of the training, they were excited about the work, participating in dialogue and eager to show everyone what they had learned. It was wonderful to be part of something that created lifelong change for members of our team."

- **Kristin Kershaw Snapp, Director of Corporate Social Responsibility, Superfresh Growers**



Approach and Methodology

EFI's approach to workforce development recognizes that each person selected to represent workers and managers on the Collaboration Team brings a unique and valuable set of skills and experiences to the role. EFI delivers participatory, multilingual trainings for participants with a wide range of cultural backgrounds, schooling and literacy levels, skill sets and life experiences. Every effort is made to adapt the training schedule to meet the needs of each client.

Chapter Content

Objective

Overview of the EFI Program and Standards

The training begins with activities to deepen understanding of EFI's history, philosophy and vision and the diverse stakeholders involved. Leadership Team members learn how EFI's certification program works and begin to explore its comprehensive standards.

- Understand EFI's vision, purpose and process.
- Explore the contributions and benefits of EFI's diverse stakeholders: growers/packers/flc, farmworkers, retailers and consumers.
- Discuss the client's intent in pursuing the EFI Program and the importance of developing a collaborative approach to continuous improvement.

Purpose and Structure of the Worker - Manager Collaboration Team

Participants are guided in understanding the intent of a representative Collaboration Team, its relationship with management and workers across processes and areas, and its key role in achieving and maintaining EFI certification through ongoing verification and continuous improvement.

- Form an effective, representative Collaboration Team.
- Provide a context of farmworker and supervisor opportunities to improve the standards in daily work.
- Explore the role of the Collaboration Team as a vehicle for collaboration, compliance and continuous improvement, not as a replacement for management structures and roles.
- Acquire skills for organizing and conducting productive meetings.



Chapter Content

Objective

Communication and Conflict Resolution

Team members explore concepts and methods of effective communication, including listening skills, consensus building, identifying common interests and addressing differences through respectful dialogue and problem-solving.

- Strengthen interpersonal communication skills critical for maintaining effective relationships in the workplace.
- Develop skills for resolving differences and addressing conflicts.
- Practice effective communication as a means of fostering trust and teamwork.

Problem-solving Skills

The Worker - Manager Collaboration Team begins working on real issues related to the EFI Standards. Using a data-driven problem-solving cycle, the team identifies issues, gathers and analyzes information and proposes viable alternatives that may be implemented to ensure compliance.

- Engage resources across processes and areas of the farming operation to identify and address problems or issues affecting compliance with the EFI Standards.
- Acquire skills for group problem-solving and decision-making based on common interests.
- Develop implementation plans for compliance and continuous improvement.
- Strengthen skills for assessing the effectiveness of solutions implemented.

Engaging Coworkers In the EFI Program and Standards

Collaboration Team members explore their role and methodologies for informing and engaging coworkers on the EFI audit and certification process, the standards and the workforce's key role in ongoing verification and continuous improvement.

- Participants acquire effective techniques for communicating with coworkers about EFI.
- The Collaboration Team designs a strategy for informing, teaching coworkers and engaging them in the shared task of ensuring compliance.



Materials & Support

EFI Training Binder for Worker - Manager Collaboration Teams

EFI provides each team member with a training manual that covers the complete curriculum, along with additional training materials and key EFI Program documents. These materials are available in English and Spanish.

Attestation and Certificates of Completion

Upon successful completion of the core Collaboration Team training, EFI will provide a training attestation, as evidence of compliance with the standard. EFI will also provide an individual Certificate of Completion to each training participant.

Support and Follow-up

EFI facilitators will work with the Collaboration Team on a process for ongoing support. This may include electronic communications with management and the team following the training. The client may also schedule a follow-up call or visit for support and refresher training, which is designed around the needs and priorities of the Worker - Manager Collaboration Team.



Deep worker engagement is how we will improve productivity, including a focus on robust training of how to best communicate as a team with tactical training. We take this so seriously that we use a third party called Equitable Food Initiative (EFI) to provide training to our teams at all levels of the business. We want each person at Stemilt to be their own best advocate so they feel they can fluidly bring up issues that their management, crew leaders, or supervisors knowing they will be receptive of it."

- West Mathison, President, Stemilt

