



STAFFING, SAFETY AND HUMAN RESOURCES

WHAT DO I NEED TO KNOW ABOUT STAFFING, SAFETY, AND HUMAN RESOURCES?

CHECKLIST OF QUESTIONS TO ANSWER

1.0 ESTABLISHING A MISSION STATEMENT, VALUES, AND BUSINESS PRACTICES

- Do you have a mission statement that incorporates principles of sustainable business practices, including sustainable business social practices and sustainable business employment practices? This includes but is not limited to [Equal Employment Opportunities](#).
- Do you promote values in your business practices that incorporate principles of sustainability? Do you review business practices and set annual goals to improve sustainable practices?

2.0 ASSESSING RECRUITMENT, SKILLS DEVELOPMENT, AND RETENTION OF STAFF

2.1 What are your staffing needs?

- Do you have a consistent work schedule or are there peak periods and slower periods?
- Do you have schedules and flowcharts to help plan for your staffing needs?
- Are your schedules and flow charts up to date?
- Can any of the work be moved to avoid peak labor demands or can jobs be changed?
- Do your peak periods coincide with another local industry?
- If so will that affect your potential labor pool?
- Can you accomplish the same amount of work with fewer people over a longer period of time?
- What type of labor do you need? Skilled? Unskilled? Highly skilled?

2.2 Where can you find temporary employees?

- What sources do you have for temporary labor?
- Do you have any relationships with labor contractors or temp agencies? ([WFLA](#))
- Do you have a relationship with WorkSource?
- Do you have any relationships with local colleges or universities (Community Colleges and technical schools are good places to advertise for temporary employees)?
- Do any of your current employees know anyone who can work?
- Do you keep contact information on those seeking work for use at a later date?
- Are you looking for short term labor (special project, bottling) or full time temporary (harvest)?

- Do you have a standard screening/interview process in place?
- Do you use E-Verify to verify eligibility for work?
- Is your process legal and fair?

2.3 Where can you find full time help?

- Do you advertise in local publications?
- Do you advertise in wine industry publications?
- Do you advertise on the web?
- Do you have a relationship with your local colleges and universities? (Community Colleges and technical schools are good places to advertise for temporary employees)
- Are the positions you are looking to fill clearly defined with standard position descriptions?
- Can anyone internally fill the position you're hiring for?

2.4 What skills training and professional development do you offer your employees?

- Do you review career paths with individual employees?
- Do you aid employees who seek continuing industry education?
- Do you offer training and advancement opportunities?
- Do you support employee participation in industry organizations?
- Do you promote team building practices?

3.0 ASSESSING SAFETY PRACTICES AND EMPLOYEE SAFETY TRAINING

3.1 Have you evaluated your workplace for hazards?

- Have you assessed your facility and made a list of all potential physical hazards?
- Have you made a list of all chemical hazards?
- Have you made a list of all equipment hazards?

3.2 Are you in compliance with the State of Washington Department of Labor and Industries safety regulations?

- Have you read L&I's Safety and Health Core Rules?
- Have you built a "safety program", starting with an Accident Prevention Program?
- Do you have the required L&I safety posters on display?
- Have you checked for other specific L&I safety rules (for specific types of equipment or activities) that may apply to your workplace?
- Do you have all required L&I certifications and licenses?
- Have you enlisted the help of a safety consultant?
- Do you perform drug screening on all new permanent and temporary employees? ([DFW](#))

3.3 If you have a safety program what items are covered?

- Do you have an Accident Prevention Program?
- Do you have a Personal Protective Equipment Program?
- Do you have a Hazardous Chemical Communication Program?
- Do you have a Respiratory Protection Program?
- Do you have a Hearing Loss Prevention Program?
- Do you have a Fall Protection Work Plan?

- Do you have a Confined Space Entry by Permit Program?
 - Do you have a Fork Lift Certification program?
 - Do you have a Lock-Out-Tag-Out Program?
 - Do you have a program for safe disposal of laboratory waste?
 - Do you have any pressurized storage vessels (air tanks, propane cylinders, etc.) and are they licensed?
 - Do you have boilers and are they [licensed/inspected](#)?
- 3.4 Do you have employee training regarding your safety program? ([OSHA](#), [OOS&H](#))
- Do all new employees receive required initial safety orientation and training?
 - Do your employees have a copy of your Accident Prevention Program?
 - Do you have monthly safety meetings? Are safety issues that have been raised handled in a timely manner?
 - Do your seasonal or temporary employees receive the same safety orientation and training as your full time employees?
 - Do you review specific training protocols based on your work schedule?
 - Are written records kept of all safety trainings?
 - Do employees know what to do if an injury occurs?
 - Are employees trained in CPR / first responder? Note that during the workday only one employee or manager needs to be present with CPR training.

4.0 ASSESSING COMPANY CULTURE FOR CREATING POSITIVE EMPLOYEE RELATIONS

- 4.1 Does the company support a culture of sustainability?
- Are management and ownership supportive of a sustainable culture?
 - Are the goals of your company conducive to a sustainable culture?
 - Does your company have a sustainable mission statement?
 - Does your company have a sustainable vision statement?
 - Is your company's policy of sustainability communicated and taught throughout the organization?
 - Do your managers set the standard for conduct and behavior?
- 4.2 What type of environment do you provide for your employees?
- Do you have an employee handbook?
 - Are the policies and procedures in the handbook current and accurate?
 - Do your employees have a copy of the handbook?
 - Have your employees been trained regarding the material in the handbook?
 - Has that training been documented?
- 4.3 Do you have job descriptions for the various positions at your company?
- Are the descriptions up to date and accurate?
 - Are the descriptions clear and concise?
 - Are the descriptions legal?
 - Does the employee have a clear understanding of his or her job?
- 4.4 What type of orientation program do you have for new hires?
1. Is it organized and efficient?

2. Is the program being utilized?
 3. Is safety training included in the orientation process?
 4. Is the company's position on sustainability taught during orientation?
- 4.5 Do you communicate effectively with your employees?
- Do you have regular meetings with employees to discuss issues facing the company?
 - Do you communicate long and short term goals with your employees?
 - When changes are being implemented in the company do you keep your employees abreast of the situation even if it may not directly affect them?
 - Do you keep your employees aware of the company's financial status?
 - Do you teach your employees how their individual contributions affect the bottom line?
 - How are your employees given direction on a daily basis?
 - Are job expectations clearly communicated to the employee?
- 4.6 Do you have a system for handling complaint, grievances and feedback?
- Are your employees aware of your system for communication?
 - Does your system allow for discreet communication?
 - Does your system let the employee know their issue is being handled and not ignored?
 - Do you have a system for handling harassment?
 - Do you train your employees regarding harassment?
 - Do you have a system for handling retaliation?
 - Do employees feel that your business has an "open door" policy?
 - Do employees feel that their opinions and suggestions are valued?
- 4.7 How do you discipline your employees?
- Do you have a clearly written discipline policy?
 - Has it been explained to your employees?
 - Have your supervisors been trained in how to use the system?
 - Is the system fair and does it apply to all employees equally?
 - If there are exceptions are they clearly explained?
 - Is the system used consistently?
- 4.8 How do you encourage your employees?
- Do your employees work in a supportive environment?
 - Are they given the training they need to succeed?
 - Have they been given the proper equipment to do the job?
 - Have they been trained on all the equipment?
 - Do your employees receive constructive feedback on their job performance?
 - Do they have an annual review with their supervisor?
 - Do they have 6-month performance reviews?
 - Are your employees given goals?
 - Are those goals specific, measurable, achievable, realistic and time based?
 - Is there a reward system in place (raises and/or bonuses)?

- Do you offer any extra-curricular training?
- Are you grooming your employees to take on a leadership position?

4.9 What type of benefits do you offer your employees?

- Do you pay all employees competitive wages at or above the average wage for your region?
- Do you participate in wage surveys?
- Do you offer paid leave (e.g. sick, vacation, personal)?
- Do you offer health coverage?
- Do you offer an Employee Assistance Program?
- Do you offer retirement benefits?
- Do you offer employee incentives to improve sustainable practices?
- Do you have social company functions?

4.10 How do you improve your sustainability practices in staffing, safety, and human resources?

- Do you have commitment from executive through all levels to improve staffing, safety, and HR?
- Is a continuous improvement system imbedded in these business practices?
- Are employees encouraged to share their innovative ideas and their experiences with supervisors and management?
- Do you foster a no-fault atmosphere where employees are comfortable in speaking about changing SOP's or their working conditions?
- Is there a formal system for employees to share their ideas and experiences?
- Are there incentives for employees to share their ideas and experiences?
- Does your winery sponsor a team of operating personnel to review and suggest improvements?
- Have you sought out industry forums in cooperative effort to solve key industry issues?

SAFETY RESOURCES:

[\(L&I\) Washington Department of L & I Safety Page](#)

[National Agriculture Safety Database](#)

[\(OSHA\) Occupational Safety and Health Administration](#)

[\(OOS&H\) Oregon Occupational Safety & Health Program in Spanish](#)

[\(BOILER\) Boiler Licensing](#)

HR RESOURCES, INCLUDING STAFFING:

[Doing Business in Washington](#)

[VINEWISE, The Washington Guide to Sustainable Viticulture](#)

[Central Coast Vineyard Team](#)

[\(DFW\) Drug Free Workplace](#)

[Washington Department of Social and Health Services](#)

[\(EEOC\) U.S. Equal Employment Opportunity Commission](#)

[U.S. Department of Labor](#)

[Washington Department of Labor and Industries](#)

[Work Source Washington](#)

[\(WFLA\) Washington Farm Labor Association](#)

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