



Human Resources Training Programs for Food System Businesses

Prepared By:

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September, 2016



LABOR CROSS-CUTTING TEAM





Key Messages

- ▶ The Farm to Plate Labor Cross-Cutting Team explores opportunities for helping to improve working conditions for food system workers. The Labor CCT determined that it would be helpful if food system employers had easy access to human resources and labor management tools and resources.
- ▶ A literature review found a positive correlation between the possession of HR management skills and profit returns on both vegetable and dairy farms. A recurring emphasis is placed on the communication skills of managers of food systems businesses and the frequency of which employers speak to their employees.
- ▶ The data collected consists of forty different ongoing HR training programs offered within the state of Vermont by thirty different organizations. Out of the forty HR training programs, eighteen (45%) are directly targeted towards food systems businesses, while the other twenty-two are available for businesses of all fields.
- ▶ Common HR topics include: effectively managing and utilizing employees; developing skills within the workforce that boost organizational productivity and individual satisfaction; ensuring a competitive advantage through innovation and ingenuity; appraising performance and providing compensation; ensuring compliance with associated government regulations and mitigating risk; and outlining ethics and business social responsibility.
- ▶ There is room to expand the opportunities for HR training for Vermont's food system businesses. Future training programs should most likely be shorter in regards to time and should cover the six overarching concepts included within HR management: managing employees, performance appraisal, risk mitigation, developing skills, competition and innovation, and ethics and responsibility. Future workshops and courses should also be offered outside of Chittenden County and should be spread more evenly across the state in order to ensure that all food systems business managers have equal access to HR training programs.

Background

The purpose of this project was to assess existing human resource (HR) and labor management trainings and resources available to Vermont farm and food businesses. It was also intended to develop recommendations for expanding or improving services to employers so that they can access tools and acquire skills needed to provide good working conditions to employees.

The project was developed by the Farm to Plate Network Labor Cross-Cutting Team (CCT). In 2015 the group discussed strategies to help improve overall working conditions throughout Vermont's food system. The team noted that to help improve working conditions for food system workers, it would be helpful if food system employers had easy access to HR and labor management tools and resources. The CCT determined that there was not a comprehensive list of human resource and labor management training resources in Vermont. The Labor CCT hired a UVM intern to develop an inventory and assess HR and labor management resources available to Vermont food system businesses. The Labor CCT will use the information in this report to analyze gaps and opportunities for offering more resources, tools, and trainings to Vermont food system businesses.

Methods

This project used "snowball sampling—a technique that uses recommendations by acquaintances in order to continuously build a database of data points—to identify HR resources. The original recommended contacts for this research project came from the members of the Farm to Plate Labor CCT

The data collection process begins by reaching out to the original contacts through either email or phone. The survey questions inquire about general details of the organization, the training programs they offer, and what—if any— HR management topics are covered within the training. The key question for each organization reached, whether or not they provide HR training programs, is if they are aware of any other institutions that may provide trainings for Vermont food systems businesses. The information was compiled and was organized into both an Excel spreadsheet as well as an SPSS output.

The data in the SPSS spreadsheet was coded for the following variables: type of organization holding the training, type of training, location of training, frequency of training, dates of

training, HR topics covered in training, and funding of training. All variables were coded into a range of two to six categories. Intercoder reliability is established through comparisons of the coded values with Thomas DeSisto, a lecturer in the Community Development and Applied Economics Department at the University of Vermont. For the statistical analysis, univariate analyses were performed in order to calculate the frequencies of all coded variables. This included frequencies for all of the various data points collected through the survey questions.

Apart from collecting information on the various organizations that provide HR training, the process also included gathering the resources—pamphlets, handbooks—available to Vermont food systems businesses regarding HR management. These resources were collected through both direct communication with all organizations on the list, as well as through a comprehensive search of each organization's website. The final Excel spreadsheet contained information on ninety-two different resources, most of them free and available to the public. The information collected for each resource included what organization the resource was created by, what organization the resource is currently being utilized by, the type of resource, the name of the resource, the HR training topics covered, where the resource can be found, and the price of the resource.

Literature Review

Due to a paucity of published research on the topic, the literature review takes a broad approach and includes articles regarding HR management in food systems businesses globally written within the past twenty years. This literature analyzes employee retention rates and satisfaction, increase or decrease in financial returns, and increase in quality or production of meat and produce. The literature is organized into three separate categories:

1. literature that examines the correlation between success of food systems businesses and HR practices,
2. literature that identifies the best HR management practices, and
3. guides for farmers and food systems business managers on HR management.

The literature demonstrates a positive correlation between the possession of HR management skills and profit returns on both vegetable and dairy farms (Brasier et al., 2006; Bitsch & Olynk, 2008; Chacko, Wacker, & Asar, 1997; Hyde, 2008, Hadley et al., 2002). For example, one of the benefits of good HR practices include increased efficiency of the labor force, leading to an eventual increase of production and financial returns for the farm (Mugera & Bitsch, 2005; Bitsch & Harsh, 2004). HR management within a food system business is also tied to an increase in the employee retention rate, saving time and resources that would need to be spent on training new employees in the long-run (Bitsch & Harsh, 2004; Bitsch et al., 2006). Particularly for managers hoping to expand their farms, HR management is found to be one of the most important required skills (Hadley et al., 2002).

Within the context of HR management, certain components are identified as of significant importance. **A recurring emphasis is placed on the communication skills of managers of food systems businesses and the frequency of which employers speak to their employees** (Gordon, 2014; Brasier et al., 2006; Bitsch & Olynk, 2008). By focusing on frequent and effective communication, employers can ensure that workers are productive and content. This boosts working conditions, employee retention, and efficiency of the business. Bitsch & Olynk found that farmers are specifically interested in training programs regarding communication skills, which is a frequently lacking talent in the industry.

Perhaps the most common finding is the importance of high-quality compensation packages and bonuses (Bitsch & Harsh, 2004; Bitsch et al., 2006; Graham et al., 1997; Mugera & Bitsch, 2005; Findeis et al., 2005; Hyde, 2008). When offered competitive compensation packages—including but not limited to bonuses, housing, and paid vacations—employees are much more likely to stay with their current job and are more likely to report a high level of job satisfaction.

With varying levels of frequency, other findings include the importance of employee training courses, referral hiring methods, risk-reducing practices, an outlined business plan with a mission statement, and frequent team briefings for the successful operation of a food systems business (Ahmadpour et al., 2016; Bitsch & Harsh, 2004; Bitsch et al., 2006; Hadley et al., 2002; Mugera & Bitsch, 2005; Stup et al., 2006; Yang & An, 2002). Only one reviewed article found no correlation between the application of HR management skills and an increase in productivity, profit, or improved quality of the business (Hyde, 2008).

Findings

Who Offers HR Training Programs?

The data collected consists of forty different ongoing HR training programs offered within the state of Vermont by thirty different organizations. Out of the forty HR training programs, eighteen (45%) are directly targeted towards food systems businesses, while the other twenty-two are available for businesses of all fields. The data does not include trainings in the form of online continuing education programs offered by colleges and universities outside of the state due to the potentially extensive volume and cost of these programs.

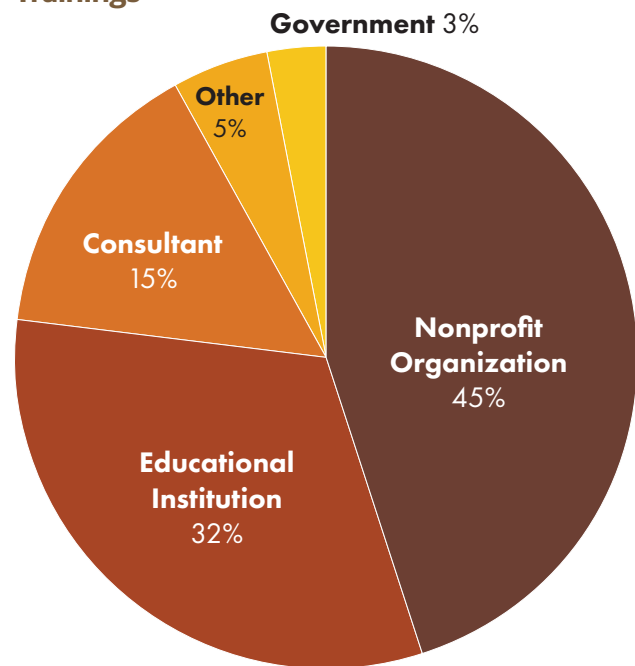
All HR training programs are offered by one of five different types of organizations:

1. Nonprofit
2. Educational
3. Consultant
4. Government
5. Other

The nonprofit sector provides the majority of the trainings (Figure 1). Examples of nonprofit organizations offering training programs include NOFA Vermont, the Intervale, and Vermont Small Business Development Center. Educational institutions are the second largest provider, followed by consultants, other institutions, and government organizations.

Government organizations—such as the Vermont Agency of Agriculture, Food & Markets and the Vermont Department of Labor—provide only 3% of the available HR training programs. While typically state

Figure 1: Type of Organization Offering Trainings



N = 40

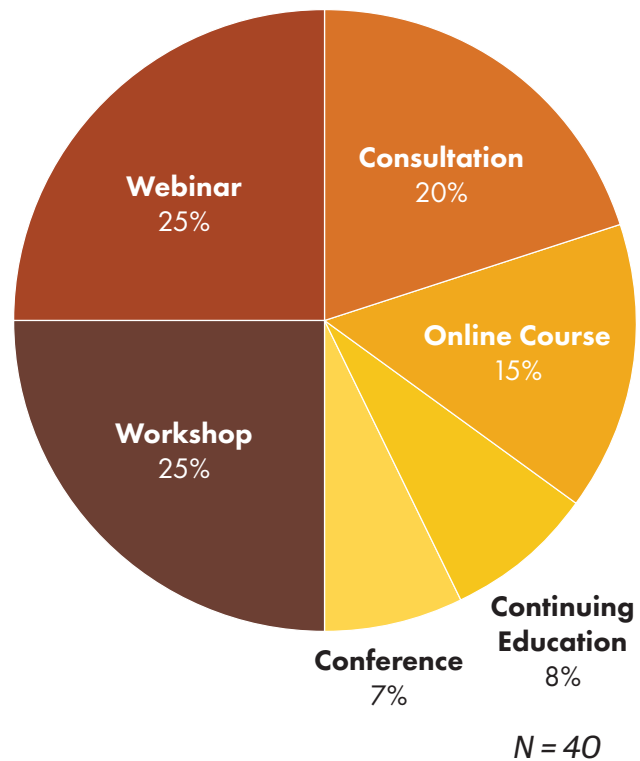
government agencies do not provide direct trainings to businesses, it is possible they could play a role in providing HR resources to businesses.

HR training programs in Vermont are very centralized. Fourteen training programs are held at fixed locations. Of these fourteen training programs, nine are located within a sixteen-minute drive of each other. In other words, **64% of the trainings that are held in a consistent location are all located sixteen minutes apart within Chittenden County.**

Online trainings make up 40% of the services provided, while consultations held on farm, make up another 20% of the trainings (Figure 2).

This means that only 25% of Vermonters have easy access to HR management training programs within easy driving distance. This may limit opportunities for food system business owners who do not have a readily available Internet connection and who may not be able to afford a consultation—which are oftentimes much more expensive than other forms of training. In particular, **the southern area of Vermont could benefit from more locally available training programs. Otherwise, online courses and potentially expensive consultations may be the only option for many food system businesses around the state.**

Figure 2: Type of HR Training Program



What HR Training Topics are Covered in Vermont?

This report considers six subcategories of HR: managing employees, developing skills, competition and innovation, appraising performance, risk mitigation, and ethics and responsibility. Each category is defined as follows:

1. Effectively managing and utilizing employees.

- a. Staffing- determining necessary skills and experiences (job postings, interviews, reference checks), managing flow of employees into (hiring, orientation), within (transfers, promotions, retention, motivation, succession planning), and out (exit interview, compensation, firing) of organization
- b. Organizing the workforce- defining and designing the work of employees, profession planning

2. Developing skills within the workforce that boost organizational productivity and individual satisfaction

- a. Providing educational opportunities, consulting
- b. Managing and implementing new technology within the company through training and improved staffing
- c. Managing employee relations, resolving disputes, filing complaints, bettering communication at all levels within the organization
- d. Measuring job satisfaction and employee engagement

3. Ensuring a competitive advantage through innovation and ingenuity

- a. Looking at current job and industry trends, anticipating future employment levels and skills requirements
- b. Applying new approaches to tasks

4. Appraising performance and providing compensation

- a. Deciding salaries and benefits (vacation time, maternity/paternity leave, sick leave, insurance, 401(k), workers' compensation etc.)
- b. Implementing a reward system, providing feedback on performance
- c. Managing annual enrollment benefits

5. Ensuring compliance with associated government regulations and mitigating risk

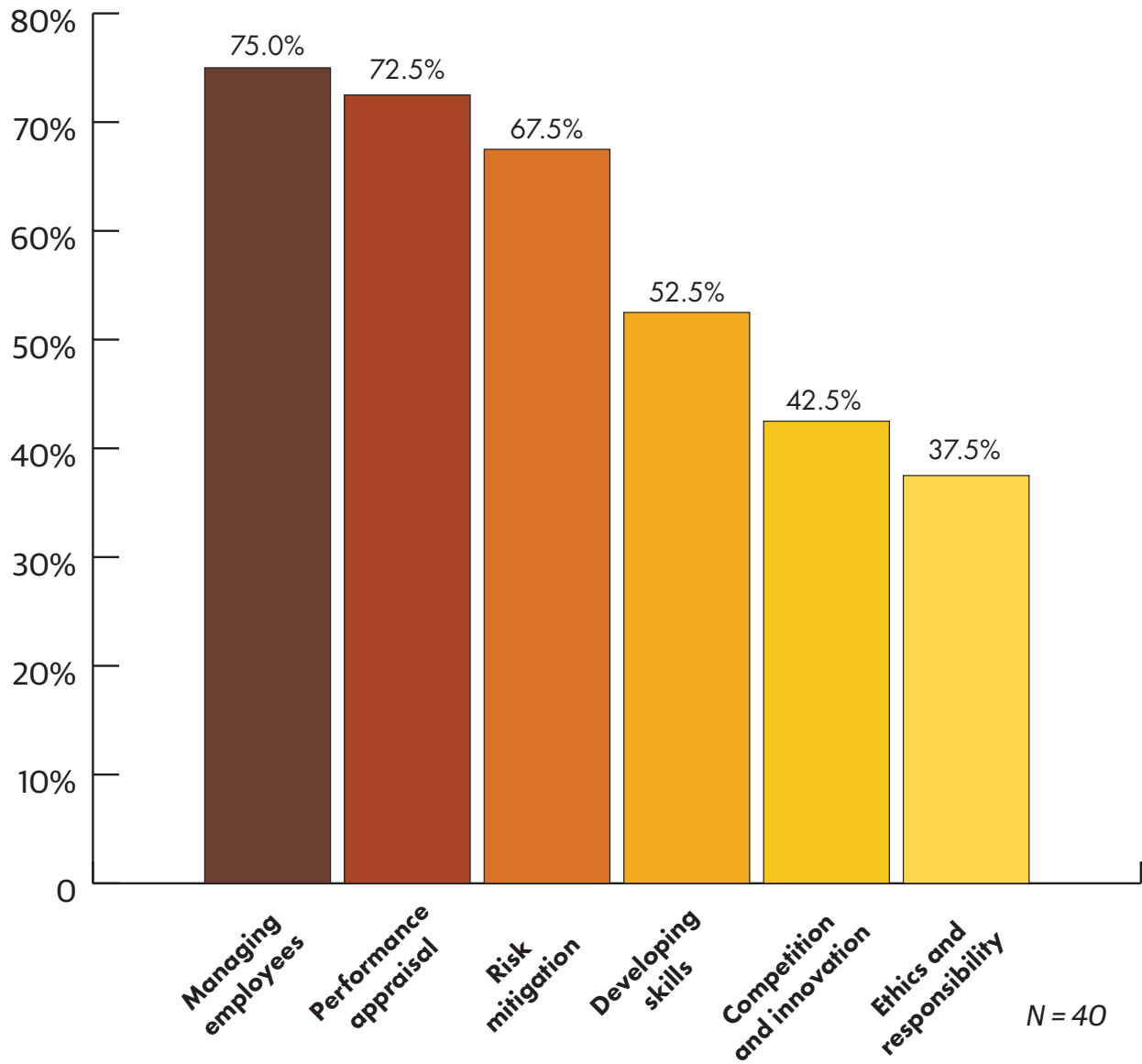
- a. Labor law compliance, creating a business continuation plan
- b. Safety and security- ensuring a safe work environment
- c. Union management

6. Outlining ethics and business social responsibility

- a. Expressing individual and organizational values in business decision making process and behaviors

Available training programs in Vermont do a good job of covering these HR topics (Figure 3). The majority of training programs cover managing employees, performance appraisal, risk mitigation, and developing skills. This is a promising sign since the literature demonstrates the importance of communication skills, high-quality compensation packages, employee training courses, particular hiring practices, and risk-reducing practices. The two topics that could use more exposure are boosting the viability and innovation of the business and outlining ethics and responsibility.

Figure 3: HR Topics Covered in Training Program



How Much do HR Training Programs Cost?

There is a wide range in cost, duration, and number of participants enrolled in the training programs:

- ▶ 11 out of 40 programs are provided free of charge
- ▶ 7 programs range between \$11 and \$100
- ▶ 15 are priced between \$101 and \$1,000
- ▶ 4 programs—mostly continuing education courses—are priced above \$1,001.

There is also a wide range of pricing mechanisms for these training programs. While some charge per hour, others charge based on a one-time membership fee, early-bird pricing, or personalized estimates. This made it difficult to analyze the costs of the various programs. In retrospect, it may have been interesting to look into what programs provide scholarships or financial aid to those who may not be willing or able to pay the full price for the program. Due to the wide range of prices, however, it seems as if there are options for many budgets. In terms of funding, the most common source is grants from the United States Department of Agriculture.

How Many People Participate in HR Training Programs?

In regards to the participation rate, the numbers range from an average of one person per training—usually seen in consultation services—to the twelve hundred participants that attended last year's NOFA Vermont conference. Overall the trainings appear to be well-attended. A few organizations contacted for this research indicated they are interested in creating a new HR training program, which could allow for greater availability of HR management training across the state.

How Long Do Training Programs Run?

In order to analyze the duration of available programs, the trainings are categorized into three separate categories: hours, days, or weeks. All programs that are semester-based are categorized under the "weeks" label.

- ▶ 52.5% of trainings fall under the "hours" categories, ranging anywhere from one hour to ten hours

- ▶ 15% of the HR training programs fall under the “days” category
- ▶ 25% of the programs fall under the “weeks” category.
- ▶ Three of the training programs did not provide duration times.

Total variation runs from one-hour sessions to eighteen month training programs. 50% of training programs are available and accessible to the food system business whenever the manager desires. That being said, it seems unreasonable to imagine that food system business managers, such as farmers, are willing and able to dedicate eighteen months to familiarizing themselves with HR management. This would require missing a great deal of work, and is just not a viable option for most food system businesses. **It would be helpful if future HR training programs fall under the “hours” and “days” category, rather than the “weeks” category.**

In summary, there is room to expand the opportunities for HR training for Vermont’s food system businesses. Future training programs should most likely be shorter in regards to time and should cover the six overarching concepts included within HR management: managing employees, performance appraisal, risk mitigation, developing skills, competition and innovation, and ethics and responsibility. Future workshops and courses should also be offered outside of Chittenden County and should be spread more evenly across the state in order to ensure that all food systems business managers have equal access to HR training programs.

Next Steps

On June 16th, 2016, the Farm to Plate Labor CCT met to discuss the current state of the project and how to move forward with the resources currently available. The first and most critical step is to explore and access potential funding opportunities to support the development and facilitation of trainings. One solution to the lack of funding is to collaborate across the various programs represented by the members of the Labor CCT team in order to maximize resources (e.g., NOFA Vermont, UVM Extension, etc.).

Through this research, an HR inventory was developed. This inventory should be disseminated to businesses and organizations throughout the state. The CCT also discussed the need for more skilled HR trainers in Vermont, since many organizations hire out-of-state experts for their trainings.

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FARM TO PLATE NETWORK

Human Resources Training Programs for Food System Businesses



Credits

Human Resources Training Programs for Food System Businesses was prepared by Katrina Menard

Labor Cross-Cutting Team Chair: Mary Peabody (University of Vermont Extension).

Layout and Design: Scott Sawyer

For more information: www.vtfarmtoplate.com/network/labor

THE PLAN

THE NETWORK

GETTING TO 2020

THE ATLAS



On the cover: U.S. Senator Bernie Sanders with Skinny Pancake staff: Skinny Pancake; Aqua Vitea staff: Aqua Vitea; David Aronson pulling bread: Red Hen Baking Company; Vermont Creamery Production team: Vermont Creamery; Broccoli processing: Vermont Food Venture Center.

HUMAN RESOURCE TRAINING PROGRAMS IN VERMONT

WORKSHOP

NOFA Vermont



[HTTP://NOFAVT.ORG/PROGRAMS/FARMER-EDUCATION-SERVICES](http://NOFAVT.ORG/PROGRAMS/FARMER-EDUCATION-SERVICES)



(802) 434-4122

When and Where: Multiple workshops spread across Vermont during Fall 2017. Contact NOFA Vermont for more information.

Topics Covered: *Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees.*

Cost: \$50/members, \$75/nonmembers

Vermont State Council of the Society for Human Resource Management



[HTTP://VTSHRM.SHRM.ORG](http://VTSHRM.SHRM.ORG)

vtshrminfo@gmail.com

When and Where: One to two times a year at Vermont Technical College.

Topics Covered: *Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility.*

Cost: \$1,450

University of Vermont Extension



WWW.UVM.EDU/EXTENSION/AGRICULTURE/BUSINESS

Contact Information:

- ▶ **Bennington:** contact Betsy Miller at betsy.miller@uvm.edu, (800) 287-1552
- ▶ **St. Albans:** contact Tony Kitsos at tony.kitsos@uvm.edu, (800) 639-2130
- ▶ **Berlin:** contact Mark Cannella at mark.cannella@uvm.edu, (866) 860-1382
- ▶ **Rutland:** contact Mike Dolce at Michael.dolce@uvm.edu, (802) 755-0070

When and Where: Various times and various locations around Vermont. Email any of the above email addresses for more information.

Topics Covered: Managing employees, appraising performance of employees

Cost: Varies

Green Mountain Safety Consulting



[HTTPS://GREENMOUNTAINSAFETY.COM](https://GREENMOUNTAINSAFETY.COM)



(802) 862-1399

When and Where: Usually four or five classes per month held at Green Mountain Safety Consulting's office at 346 Shelburne St, Burlington, VT 05401

Topics Covered: Risk mitigation

Cost: Regular seminars are \$100/person, 10-hour courses are \$225/person, and 30-hour courses are \$550/person

WEBINAR

Farm Credit East



WWW.FARMCREDITEAST.COM



(518) 692-0269

This webinar covers the Affordable Care Act: The Affordable Care Act represents a sweeping change in the way employers deliver health insurance benefits to employees. In this webinar, Sheldon Blumling, an attorney with Fisher & Phillips, LLP, reviewed some basics of the law, where things stand now and key considerations for agricultural employers.

When and Where: Available at [HTTPS://WWW.FARMCREDITEAST.COM/WEBINARS/2015OCTACA.ASPX](https://www.farmcrediteast.com/webinars/2015octaca.aspx)

Topics Covered: Appraising performance of employees

Cost: \$0

UVM Extension New Farmer Project



WWW.UVM.EDU/NEWFARMER



(802) 656-2990

This presentation focuses on hiring and managing employees, handling on-farm work stays, internships, and volunteer labor.

When and Where: Available at [HTTP://WWW.UVM.EDU/NEWFARMER/?PAGE=WEBINARS/WEBINAR_RECORDINGS.PHP&SM=WEBINARS/SUB-MENU.HTML](http://www.uvm.edu/newfarmer/?page=webinars/webinar_recordings.php&sm=webinars/sub-menu.html)

Topics Covered: Managing employees, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: \$0

Vermont Law School



WWW.VERMONTLAW.EDU



(802) 831-1000

This legal toolkit for farm stand managers currently in the making covers laws around owning and operating a farm stand, including best practices and labor management.

When and Where: Available at WWW.VERMONTLAW.EDU/ACADEMICS/CENTERS-AND-PROGRAMS/CENTER-FOR-AGRICULTURE-AND-FOOD-SYSTEMS

Topics Covered: Risk mitigation

Cost: \$0

Society for Human Resource Management



WWW.SHRM.ORG



(800) 283-7476

These webinars provide a variety of different programs that discuss a range of very specific HR topics.

When and Where: Available at WWW.SHRM.ORG/MULTIMEDIA/WEBCASTS/PAGES/DEFAULT.ASPX

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, ethics and responsibility

Cost: Varies by webinar, but usually \$0

Green Mountain Safety Consulting



[HTTPS://GREENMOUNTAINSAFETY.COM](https://greenmountainsafety.com)



(802) 862-1399

When and Where: Available at [HTTPS://GREENMOUNTAINSAFETY.COM/WEBINARS/](https://greenmountainsafety.com/webinars/)

Topics Covered: Risk mitigation

Cost: \$0

Associated Industries of Vermont



[WWW.AIVT.ORG](http://www.aivt.org)



(802) 223-3441

With mandatory paid leave legislation passed by the Legislature, marijuana legalization passed by the Senate and now in the House, and legislation to reform statutes governing employee classification and independent contractors actively under development in the House, now is the time for employers and especially human resource managers and the professional and legal service providers who work with them to become better informed about the range of issues and considerations employers will face as these proposals are debated and, in some cases, enacted into law.

When and Where: Available at [WWW.MANUFACTURINGRENEWAL.ORG/SEMINAR160120ONLINE.HTML](http://www.manufacturingrenewal.org/seminar160120online.html)

Topics Covered: Appraising performance of employees, risk mitigation

Cost: \$20 for members, \$30 for non-members

Ed2Go



WWW.ED2GO.COM



(951) 972-3600

Provides online continuing education courses through a network of more than 2,100 top colleges and universities.

When and Where: Programs start every month online at WWW.ED2GO.COM

Topics Covered: Managing employees, risk mitigation

Cost: \$99-\$174

Note: Offered through Vermont Technical College, North Country Career Center, and Windham Regional Career Center.

Farm Commons



[HTTPS://FARMCOMMONS.ORG](https://FARMCOMMONS.ORG)



(608) 616-5319

Our webinars and resources give farmers the tools to draft solid documents and research local laws. Most are free but we charge a small fee for some.

When and Where: Available at [HTTPS://FARMCOMMONS.ORG/RESOURCES-SEARCH?FIELD_FARM_OPERATION_TID=ALL&FIELD_LEGAL_SUBJECT_TID=27&FIELD_RESOURCE_TYPE_TID=ALL](https://FARMCOMMONS.ORG/RESOURCES-SEARCH?FIELD_FARM_OPERATION_TID=ALL&FIELD_LEGAL_SUBJECT_TID=27&FIELD_RESOURCE_TYPE_TID=ALL)

Topics Covered: Risk mitigation

Cost: Mostly free, but some require a fee

Northeast Sustainable Agriculture Research and Education



WWW.NESARE.ORG



(802) 656-0471

In this webinar presented on January 8, 2014—organized by Mike Ghia and the UVM Extension Farm Viability Program and hosted by the Vermont SARE Social Sustainability on the Farm project—Devon Green and Devon Ayers of Vermont Health Connect described Vermont Health Connect and Affordable Health Care Act information relevant to Vermont farm businesses.

When and Where: Available at WWW.YOUTUBE.COM/WATCH?V=KUYI7SGMLIK

Topics Covered: Appraising performance of employees, risk mitigation

Cost: \$0

National Young Farmers Coalition



WWW.YOUNGFARMERS.ORG



(518) 643-3564

NYFC partnered with the Farmer Legal Action Group (FLAG) to host a Google Hangout on apprenticeship (and internship) legal questions.

When and Where: Available at WWW.YOUNGFARMERS.ORG/HOW-MUCH-TO-PAY-THE-APPRENTICES/

Topics Covered: Appraising performance of employees, risk mitigation

Cost: \$0

CONSULTATION

Intervale Farms Program



WWW.INTERVALE.ORG



(802) 658-2919

Overarching Goal of Training: To improve the viability of farm operations, both financially and in regards to quality of life.

When and Where: Held at the location of the food systems business whenever is most convenient

Topics Covered: Managing employees, increasing competition and innovation of business, appraising performance of employees.

Cost: \$75

Community College of Vermont



HTTP://CCV.EDU



(802) 828-2800

Overarching Goal of Training: Committed to offering you no-cost, confidential, one-on-one business advising whether you are already in business or just starting one.

When and Where: Held at the location of the food systems business whenever is most convenient.

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility .

Cost: \$500/4-hour course, \$900/8-hour course, \$8,900/42-hour course

Vermont Small Business Development Center



[HTTP://WWW.VTSBDC.ORG](http://www.vtsbdc.org)



(802) 728-9101

Overarching Goal of Training: Committed to offering you no-cost, confidential, one-on-one business advising whether you are already in business or just starting one.”

When and Where: Held at the location of the food systems business whenever is most convenient.

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility.

Cost: \$0

University of Vermont Extension



[WWW.UVM.EDU/EXTENSION/AGRICULTURE/BUSINESS](http://www.uvm.edu/extension/agriculture/business)

Contact Information:

- ▶ **Bennington:** contact Betsy Miller at betsy.miller@uvm.edu, (800) 287-1552
- ▶ **St. Albans:** contact Tony Kitsos at tony.kitsos@uvm.edu, (800) 639-2130
- ▶ **Berlin:** contact Mark Cannella at mark.cannella@uvm.edu, (866) 860-1382
- ▶ **Rutland:** contact Mike Dolce at Michael.dolce@uvm.edu, (802) 755-0070

Overarching Goals of Training: We cover wages, employee communication, job description development, and Standard Operating Procedures if required.

When and Where: Held at the location of the food systems business whenever is most convenient.

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: \$50-\$70/hour plus travel costs

VHCB Farm & Forest Viability Program



WWW.VHCB.ORG/FARM-FOREST-VIABILITY



(802) 828-3370

Overarching Goals of Training: We focus on hiring, training, legal regulations, team building and employee management.

When and Where: Held at the location of the food systems business whenever is most convenient

Topics Covered: Managing employees, developing skills of employees, appraising performance of employees, risk mitigation

Cost: \$50/hour

Green Mountain Safety Consulting



[HTTPS://GREENMOUNTAINSAFETY.COM](https://GREENMOUNTAINSAFETY.COM)



(802) 862-1399

Overarching Goals of Training: To focus on accountability for safety in the workplace as it pertains to the supervisor's overall safety responsibilities.

When and Where: Held at the location of the food systems business whenever is most convenient

Topics Covered: Risk mitigation

Cost: \$400-\$500

Beth Gilpin Consulting



WWW.BETHGILPIN.COM



beth@bethgilpin.com

Overarching Goals of Training: I've presented hiring-related trainings to several business audiences and can cover a wide range of topics, including: defining roles and needs, employment branding, candidate experience, sourcing talent, screening and interviewing, checking references, and onboarding basics.

When and Where: Held at the location of the food systems business whenever is most convenient

Topics Covered: Managing employees, developing skills of employees, appraising performance of employees

Cost: Email Beth Gilpin for more information on cost at beth@bethgilpin.com

Dehm Associates



WWW.DEHMASSOCIATES.COM



(585) 243-4427

Overarching Goals of Training: To improve farm success and sustainability through improved management and operations.

When and Where: Held at the location of the food systems business whenever is most convenient

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: Usually \$150/hour- varies based on travel, location, topics and duration of visit

CONTINUING EDUCATION COURSE

Vermont Technical College – Human Resource Training



WWW.VTC.EDU



(802) 728-1677

Overarching Goals of Training: We have the tools you need to advance your career and confidently handle your organization's complex HR issues.

When and Where: Held twice a year at Vermont Technical College's Williston campus, 201 Lawrence Pl, Williston, VT 05495, WWW.VTC.EDU/ACADEMICS/CONTINUING-EDUCATION-WORKFORCE-DEVELOPMENT/PROGRAMS/SHRM-HUMAN-RESOURCE-TRAINING.

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: \$600-\$1,450

UVM Professional Series – Leadership and Management Professional Certificate



[HTTPS://LEARN.UVM.EDU/PROGRAM/PROFESSIONAL-CERTIFICATE-IN-LEADERSHIP-AND-MANAGEMENT](https://LEARN.UVM.EDU/PROGRAM/PROFESSIONAL-CERTIFICATE-IN-LEADERSHIP-AND-MANAGEMENT)

Overarching Goals of Training: The Center for Leadership and Innovation offers a Professional Certificate in Leadership and Management, which teaches the latest in leadership best practices taught by business experts. Our eight seminars minimize your time away from work and family while providing tools to help you become a more effective leader.

When and Where: Every semester at the Double Tree Hotel, 1117 Williston Rd, South Burlington, VT 05403

Topics Covered: Managing employees, increasing competition and innovation of business, appraising performance of employees, ethics and responsibility

Cost: \$3,346 for the whole course or \$478 per seminar

UVM Professional Series – Food Hub Management Program



[HTTPS://LEARN.UVM.EDU/PROGRAM/FOOD-HUB-MANAGEMENT](https://learn.uvm.edu/program/food-hub-management)

Overarching Goals of Training: UVM's Food Hub Management Professional Certificate Program—the first of its kind in the country—is an innovative blend of hands-on, community-based, online, and on-campus learning that will prepare you for effective management of food hubs and provide you with essential tools to advance your career in food systems.

When and Where: Either January through May or January through October at the University of Vermont campus or online

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, ethics and responsibility

Cost: \$3,680 for 4 months, \$5,770 for 10 months

Community College of Vermont – Human Resource Management



[HTTP://CCV.EDU](http://ccv.edu)



(802) 828-2800

Overarching Goals of Training: Human Resource Management examines the critical issues and the strategic questions that must be considered when managing diverse groups of people in today's workplace.

When and Where: Available online every semester; next two semesters begin May 23rd or September 6th, [HTTP://CATALOG.CCV.EDU/PREVIEW_COURSE_NOPOP.PHP?CATOID=5&COID=3262](http://catalog.ccv.edu/preview_course_nopop.php?catoid=5&coid=3262).

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: \$825

Community College of Vermont – Principles of Supervision



[HTTP://CCV.EDU](http://ccv.edu)



(802) 828-2800

Overarching Goals of Training: Principles of Supervision introduces the basic elements of supervision. Topics covered include communication, goal setting, delegation, time and stress management, performance appraisal, the hiring process, motivation, and responses to technology.

When and Where: Available every semester; next two semesters begin May 23rd or September 6th, [HTTP://CATALOG.CCV.EDU/PREVIEW COURSE NOPOP.PHP?CATOID=3&COID=1659](http://catalog.ccv.edu/preview_course_nopop.php?catoid=3&coid=1659).

Topics Covered: Managing employees, developing skills of employees, appraising performance of employees

Cost: \$825

Vermont Small Business Development Center



[WWW.VTSBDC.ORG](http://www.vtsbdc.org)



(802) 728-9101

Overarching Goals of Training: Empowering people to take charge of the skills they need to succeed.

When and Where: Available at [WWW.VTSBDC.ORG/SMALL-BUSINESS-TRAINING-WORKSHOPS](http://www.vtsbdc.org/small-business-training-workshops)

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation

Cost: \$20/month

Champlain College – Human Resources Management Certificate



WWW.CHAMPLAIN.EDU



(802) 860-2700

Overarching Goals of Training: To acquire a Human Resource Management Certificate.

When and Where: Available every semester at WWW.CHAMPLAIN.EDU/ACADEMICS/ONLINE-BACHELORS-DEGREES-AND-CERTIFICATES/PROFESSIONAL-CERTIFICATES/BUSINESS-CERTIFICATES/HUMAN-RESOURCE-MANAGEMENT

Topics Covered: Managing employees, developing skills of employees, appraising performance of employees, risk mitigation

Cost: \$9,615

Society for Human Resource Management



WWW.SHRM.ORG



(800) 283- 7476

Overarching Goals of Training: The SHRM Essentials® of HR Management program covers introductory HR topics in a condensed, easy-to-understand format.

When and Where: Available at WWW.SHRM.ORG/EDUCATION/EDUCATIONALPRODUCTS/ESSENTIALS/PAGES/DEFAULT.ASPX

Topics Covered: Managing employees, developing skills of employees, appraising performance of employees, risk mitigation

Cost: \$395

International Association for Talent Development



WWW.TD.ORG



(800) 628-2783

When and Where: Education programs available at WWW.TD.ORG/EDUCATION/PROGRAMS/ALL?FILTER=ED_LOCATIONITEM:LIVE ONLINE&FILTER=ED_SUBJECT%3AMANAGEMENT+AND+LEADERSHIP+DEVELOPMENT&&DDLVALUE=50

Topics Covered: Managing employees, developing skills of employees, increasing competition and innovation of business, appraising performance of employees, risk mitigation, ethics and responsibility

Cost: \$750-\$1,550