

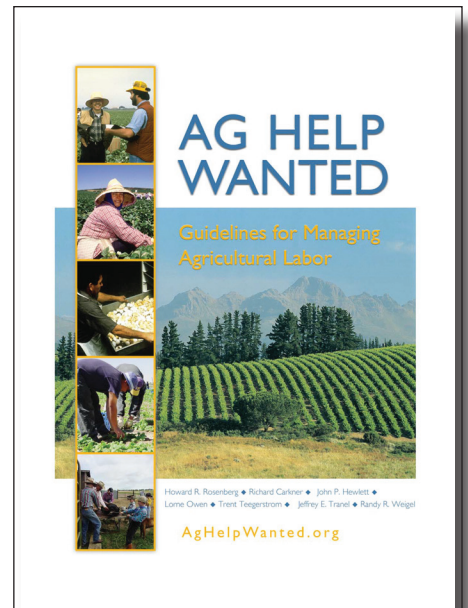
# RIGHT RISK™

## R I G H T R I S K N E W S

### AgHelpWanted.org A Resource for Agricultural Employers

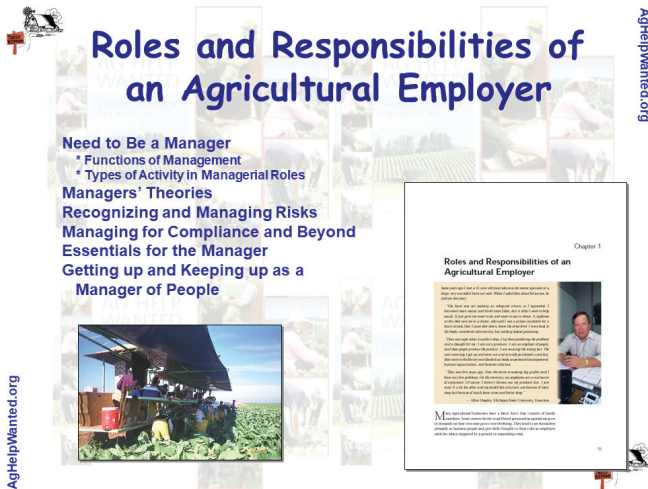
How Much Risk is Right for You?

**A**g Help Wanted, a publication of the Western Farm Management Extension Committee, is a comprehensive resource for a wide variety of agricultural producers; the publication offers information about sound personnel management strategies and approaches. When most people think of production agriculture, the image of the family farm comes to mind where the owner and their family provide most of the labor. Employees provide the critical labor for the business to succeed for a large portion of operations, especially in the West. *Ag Help Wanted* provides details on skills, knowledge, tools, and real-life examples for a wide range of agricultural employment situations and the opportunity for professional development for the reader.



### Roles and Responsibilities of Agricultural Employers

The position of manager is discussed in the first chapter. One of the core principles with employees in the business is to think of yourself as a manager of people, not as a manager of your business only. This helps keep the focus on the five main functions of a manager: planning, organizing, staffing, leading, and controlling. The chapter defines a manager and their roles within a business. One important role of employers and managers is to ensure compliance with regulations for the workplace. Some methods for ensuring compliance are more effective than others; the approaches are discussed.



# Organizational Planning

Organizational planning and necessary steps for individual businesses are discussed in the second chapter. Size, scope, and type of operation often dictate the organizational structure when it comes to employees. The importance of taking stock in any business is discussed and demonstrated through several examples.

Performing this function regularly, not just when a problem arises, is important. Staying ahead of labor-related risks is vital, whether through data collection or by evaluating employee performance relative to goals. This section discusses how to address and incorporate labor standards into the business, as well as personnel records and considerations for contractors.

**Organizational Planning**

- Taking Stock
- The Mission Statement
- Goals as Targets for Success
- Setting Goals
  - Examples of Goals in Agriculture
- Organizational Structure
- Agricultural Jobs
- Applying Ergonomic Principles
- Assessing Needs for Labor and the Current Workforce
- Assessing Managerial Capacity
- Family Business Points
- Operating within Legal Bounds
  - Coverage Varies
  - Unlawful Discrimination
  - Health and Safety
  - Compliance Information
- Engaging Labor through Contractors
  - Legal Considerations in Contracting
  - Before Getting Started
- Personnel Records

Chapter 2  
Organizational Planning

Moment of truth... (Preview text from the book)

# Staffing the Farm/Ranch

Choosing the right employee is crucial to business success. Whether a tractor operator, herd manager, or fruit picker, having the person whose abilities best fit the job can have a profound effect on overall business performance. Risks to the business can and often do increase with poorly chosen employees.

Choosing the right employee is crucial to business success. Whether a tractor operator, herd manager, or fruit picker, having the person whose abilities best fit the job can have a profound effect on overall business performance. Risks to the business can and often do increase with poorly chosen employees.

**Staffing the Farm Business**

- Who Gets to Work in an Agricultural Business
- Choosing to Hire a Capable Workforce
  - Approaches to Selection
  - Hiring Less Than the Best
  - Employee Selection as Prediction
  - Layoff and Recall Priorities
- Steps in a Hiring Process
- Clarifying the Job Content
  - Value of Job Descriptions
  - Writing Job Descriptions
  - Recruiting
  - H-2A Agricultural Work Visas
- Assessing Applicants
  - Lawful and Unlawful Discrimination
  - The Preliminary Interview
  - Written Applications and Resumes
  - Tests
  - Interviews
  - Checking References
- Making and Communicating the Decision
  - Offering the Job
  - Notifying Other Applicants
- Orienting New Employees

Chapter 3  
Staffing the Farm Business

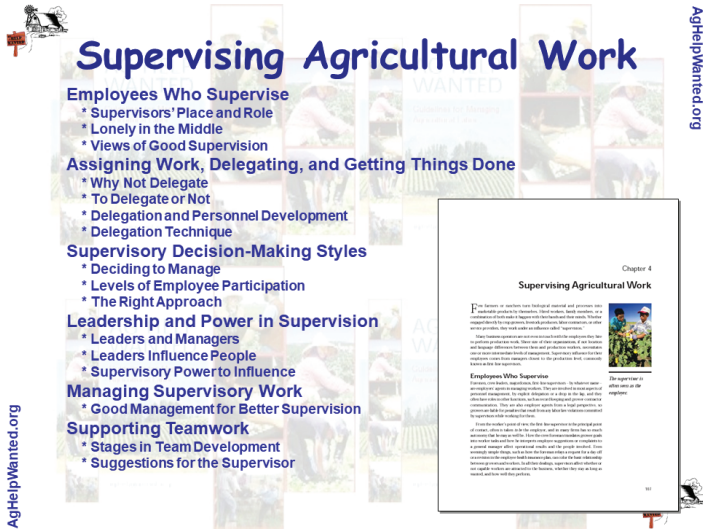
Who Gets to Work in an Agricultural Business... (Preview text from the book)

and conduct consistent interviews. It also suggests approaches for communicating with applicants, new hires, and even current employees to improve the odds of success.

# Supervising Work and Managing Employee Performance

Managing employees and employees with supervisory roles (middle managers) are discussed. An example shows how the promotion of an employee to a supervisory position, who may not be a good fit for that type of work, can lead to a new set of problems if not handled correctly.

Making sure an employee's abilities match their job description, especially if they are in a supervisory role, is important. *Ag Help Wanted* includes resources to help make the



**Supervising Agricultural Work**

- Employees Who Supervise
  - Supervisors' Place and Role
  - Lonely in the Middle
  - Views of Good Supervision
- Assigning Work, Delegating, and Getting Things Done
  - Why Not Delegate
  - To Delegate or Not
  - Delegation and Personnel Development
  - Delegation Technique
- Supervisory Decision-Making Styles
  - Deciding to Manage
  - Levels of Employee Participation
  - The Right Approach
- Leadership and Power in Supervision
  - Leaders and Managers
  - Leaders Influence People
  - Supervisory Power to Influence
- Managing Supervisory Work
  - Good Management for Better Supervision
- Supporting Teamwork
  - Stages in Team Development
  - Suggestions for the Supervisor

Chapter 4  
Supervising Agricultural Work

The focus of this book is to help you understand and practice the skills and techniques that are essential for supervising agricultural work. This book is designed to help you understand the role of the supervisor in the agricultural industry and to provide you with the tools and techniques you need to be an effective supervisor. This book is designed to help you understand the role of the supervisor in the agricultural industry and to provide you with the tools and techniques you need to be an effective supervisor.

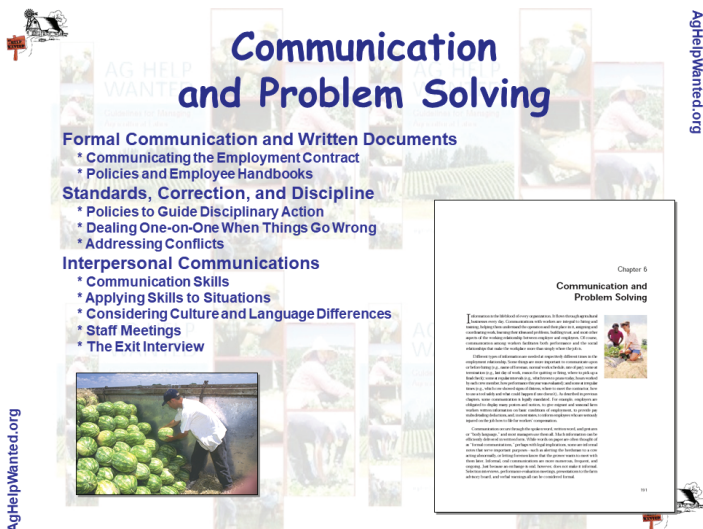
Employees Who Supervise

Supervisors are responsible for the performance of the employees they supervise. They are responsible for the training, development, and evaluation of their employees. They are also responsible for the discipline of their employees. This book is designed to help you understand the role of the supervisor in the agricultural industry and to provide you with the tools and techniques you need to be an effective supervisor.

right choice for supervisors and strategies to properly train and develop these employees. Managing employee performance through periodic reviews is highlighted in Chapter 5. Most employees hired want to do a good job; sub-par performance can usually be traced to a variety of factors including past experiences or a poor current job environment with poorly defined expectations or requirements. This section shows how to make effective adjustments to correct poor employee performance and devise ways to properly compensate and reward employees.

## Communication and Problem Solving

The final chapter is probably the most important. Learning good communication skills and using them with employees is one of the best ways to head-off potential problems before they arise. Communication is key to maintaining solid employee relationships and is stressed through all the chapters.



**Communication and Problem Solving**

- Formal Communication and Written Documents
  - Communicating the Employment Contract
  - Policies and Employee Handbooks
- Standards, Correction, and Discipline
  - Policies to Guide Disciplinary Action
  - Dealing One-on-One When Things Go Wrong
  - Addressing Conflicts
- Interpersonal Communications
  - Communication Skills
  - Applying Skills to Situations
  - Considering Culture and Language Differences
  - Staff Meetings
  - The Exit Interview

Chapter 6  
Communication and Problem Solving

Effective communication is essential for the success of any organization. This book is designed to help you understand the role of communication in the agricultural industry and to provide you with the tools and techniques you need to be an effective communicator. This book is designed to help you understand the role of communication in the agricultural industry and to provide you with the tools and techniques you need to be an effective communicator.

The final chapter highlights the need for formal communications and how to properly train employees about when and how formal communications should be completed. Emphasis is added for situations such as legal documents and filing for worker's compensation. This section also offers approaches to address conflicts and conflict management styles and gives examples of employee policies and handbooks.

## HIGHLIGHTED COURSE

**Getting On Track: Better Management Through Basic Ag Records** is a two-hour, internet-based course including four vignettes titled: Preserving The Tradition, Putting All Your Eggs in One Basket Get the Max From Your Tax, and 4-H Gone Hog Wild.

Other topics covered include: Why keep records?, Basic record keeping 5 easy steps, Keeping production records, Keeping financial records, Schedule-F, Where do I go from here? A glossary, frequently asked questions, and resource links are provided, along with example records systems and much more...



To access the course see: [RightRisk.org](http://RightRisk.org) > Courses > **Getting on Track: Better Management Through Basic Ag Records.**



**January 2 | Social Media Post**  
*¿Cuáles son los requisitos para conseguir visa de Estados Unidos para trabajadores agrícolas?*



**January 18 | Social Media Post**  
*Recorded Presentations from RightRisk.org*



**January 4 | Social Media Post**  
*Evaluating Fertilizer Application Decisions*



**January 23 | Social Media Post**  
*Policies and Employee Handbooks*



**January 9 | Social Media Post**  
*S Corporation*



**January 25 | Social Media Post**  
*RDFinancial | RightRisk*



**January 11 | Social Media Post**  
*RightRisk Analytics via recorded presentations*



**January 30 | Social Media Post**  
*Enterprise Risk Analysis*



**January 16 | Social Media Post**  
*Basic Financial Statements*

**Follow us on:**



Click here to see current posts:  
[RightRisk.org/news](http://RightRisk.org/news)

**Follow us on:**



# RIGHTRISK™

*RightRisk helps decision-makers discover innovative and effective risk management solutions*

- *Education*
- *Coaching*
- *Research*

RightRisk News is brought to you by the RightRisk Team

**Contributing authors:**

John Hewlett, Ranch/Farm Management Specialist - University of Wyoming, hewlett@uwyo.edu  
 Jay Parsons, Risk Management Specialist - University of Nebraska-Lincoln, jparsons4@unl.edu  
 Jeff Tranel, Ag and Business Management Specialist - Colorado State University, Jeffrey.Tranel@ColoState.edu

**Editing and Layout:** John Hewlett, hewlett@uwyo.edu

Past issues of RightRisk News are available at: [RightRisk.org/News](http://RightRisk.org/News)

To subscribe/unsubscribe, email [information@RightRisk.org](mailto:information@RightRisk.org) subject line "Subscribe/Unsubscribe RR News"

E-mail: [information@RightRisk.org](mailto:information@RightRisk.org)  
 Web: [www.RightRisk.org](http://www.RightRisk.org)

*How much risk is right for you and your operation?*

**N EXTENSION**



COLORADO STATE UNIVERSITY  
 EXTENSION



Extension