

# Index

## A

absenteeism, 198, 202  
active listening skills, 220-221  
ADA. *See* Americans with Disabilities Act (ADA)  
ADEA (Age Discrimination in Employment Act), 55  
advertising, recruiting workers, 83-85  
Age Discrimination in Employment Act (ADEA), 55, 57  
AgHelpWanted.org, 4  
*Albemarle Paper Company* versus *Moody*, 185  
alcohol abuse, 198, 202, 205-207  
Americans with Disabilities Act (ADA), 55, 57, 90  
    job descriptions and, 77  
    reasonable accommodations, 146  
    *See also* federal laws and regulations  
appeals process, disciplinary actions, 208-209  
appraisal systems. *See* assessing employee performance  
assessing employee performance, 177-189  
    elements of performance appraisal process, 178-179  
    employee's view of good appraisal, 180  
    employer's view of good appraisal, 180  
    legal issues and appraisal instruments, 184-185  
    measurement options, 183-184  
    structuring appraisal systems, 181-184  
    types of appraisal instruments, 187-189  
    validity and reliability of appraisal instruments, 185-187  
    value of appraisal, 179-181  
    when to appraise, 183  
    who appraises, 182-183  
assessing job applicants, 86-99  
    discrimination and, 89-90  
    information-gathering steps, 89  
    interviews, 94-97  
    matrix format, 87-88  
    preliminary interview, 90-91  
    reference checking, 97, 99  
    tests, 92-94  
    written applications and resumes, 91-92  
assumptions about human nature and work, 20-21  
"at-will" employment, discharge of employee and, 199  
auditory learners, 151

## B

Banner, John and Kelly, 8  
BARS (behaviorally anchored rating scales), 188-189  
Bear Creek Corp., 9-10, 196-197  
behaviorally anchored rating scales (BARS), 188-189  
Bell's Nurseries Ltd., 5-6  
benefits, 172-177  
    assessing the benefits package, 172  
    business objectives and, 174-177  
    health care insurance, 173

benefits (*continued*)  
    housing, 173-174  
    workers' compensation insurance, 173  
bias in hiring interviews, 94, 95  
    *See also* discrimination  
bias in performance appraisal, 186-187  
Blanchard, Kenneth, 127  
Blue Boulder Farms, 116  
body language, 225-226  
bonus plans and pay, 168  
Bork, David, 51  
Branham, Leigh, 113  
*Brito* versus *Zia Company*, 185  
Bubba Hart Shrimp, 174-177  
business plans, 31, 32

## C

Carlisle Nursery, 167  
case studies  
    benefits at shrimp business, 175-176  
    communicating company policies, 196-197  
    greenhouse worker duties, 87  
    job ads, 83, 84-85  
    job applicant assessment, 100  
    new supervisors at orchard, 136, 137  
    personnel decisions hurt employer, 24-26  
    piecework pay, 167, 169  
    planning for growth of dairy, 45-50  
    ranch hand and motivation, 158  
    supervisor's duties, 116  
    supervisor's problems in nursery, 108  
    taking stock of dairy business, 33  
    *See also* ideas in practice  
central tendency bias in performance appraisal, 186  
checklist methods for performance appraisal, 188  
checklists and worksheets  
    goal setting, 37  
    labor estimate worksheets, 47-50  
Chilcott Dairy, 13  
child labor laws, 55-56  
Civil Rights Act, 55, 57, 207  
Civil Service Reform Act, 185  
coaching, advantages and disadvantages, 129  
code of conduct for employees, 198, 204  
coercive power, 133-134  
communication skills  
    approaches to confrontation, 229-230  
    body language, 225-226  
    criticism, giving and receiving, 226-227  
    cultural and language differences, 231-235  
    goal-setting process and, 11-12  
    "I" messages, 223-224

## AG HELP WANTED: Guidelines for Managing Agricultural Labor

communication skills (*continued*)  
interpersonal communications overview, 219-220  
listening skills, 220-221  
personal advice, 228  
problem solving and, 191, 227-228  
"red flag" words and phrases, 224  
speaking skills, 222-224  
and supervisors, 8  
types of responses to performance problems, 210-214  
comparative techniques for performance appraisal, 187-188  
compliance information, federal laws, 56-58  
conduct code for employees, 198, 204  
conflict  
assessing problems, 216  
with employees as a risk, 23  
management styles, 216-217  
managing, 215-218  
sample conflict resolution handling, 218  
contractors. *See* farm labor contractors (FLCs)  
contrast error and performance appraisal, 187  
Cooper, Dennis, 41  
cowboy comments on motivation, 158  
crew foreman. *See* supervisors  
crew leaders. *See* farm labor contractors (FLCs)  
critical incident technique for performance appraisal, 188  
criticism, giving and receiving, 226-227  
cultural differences, communication and, 231-233

### D

Daft, Richard, 27-28  
dairy business, 13, 33, 45-50  
decision-making styles for supervision, 122-129  
employee attributes and, 126  
employee participation in, 123-125  
manager's attributes and, 125-126  
situational issues and, 127-129  
delegation of work by supervisor, 115-120  
advantages and disadvantages, 129  
decision-making process for, 118-119  
personnel development through, 119-120  
process steps, 121  
when not to delegate, 115-117  
Department of Labor. *See* U.S. Dept. of Labor (DOL)  
differences in pay, 163-165  
directing, advantages and disadvantages, 128-129  
discharge of employee, 209  
"at-will" employment and, 199  
exit interview, 236-237  
disciplinary issues, 198-218  
appeals process, 208-209  
code of conduct for employees, 198, 204  
discharging employee, 209  
documenting steps taken, 201  
policy elements, 199-201  
responses to problems, 210-215  
sample policy, 204

disciplinary issues (*continued*)  
sequence of disciplinary steps, 202  
sexual harassment, 207-208  
substance abuse, 205-207  
unacceptable performance examples, 202  
written record of incident, 201  
disclosure requirements for job offers, 101  
discrimination  
assessing job applicants and, 89-90  
unlawful discrimination, 54-55  
diversification of business, 7  
DOL. *See* U.S. Dept. of Labor (DOL)  
DOT. *See* U.S. Dept. of Transportation (DOT)  
Drucker, Peter, 31, 131  
drug abuse, 198, 202, 205-207  
Drug-free Workplace Advisor, 206  
drug testing, DOT regulations, 56

### E

education  
workplace learning program, 9-10  
*See also* training of employees  
EEOA. *See* Equal Employment Opportunity Act (EEOA)  
EEOC. *See* U.S. Equal Employment Opportunity Commission (EEOC)  
emotional intelligence (EI), 27, 28  
leadership and, 132  
employee handbooks, 193-195  
sample contents of, 195  
employee performance, 145-189  
assessing performance, 177-189  
benefits and, 172-177  
enabling high performance, 146-147  
high performance cycle, 147  
motivation and work, 152-158  
pay and, 159-171  
poor performance, causes of, 146  
training and, 148-152  
employee turnover, low rate of, 13  
English, using simple forms of, 233-234  
"environmental intelligence," 27  
EPA. *See* U.S. Environmental Protection Agency (EPA)  
Equal Employment Opportunity Act (EEOA), 90  
Equal Employment Opportunity Commission. *See* U.S. Equal Employment Opportunity Commission (EEOC)  
Equal Pay Act, 55, 57  
ergonomic principles, 42  
essay appraisal form, 188  
esteem, 153-154  
exit interview, 236-237  
Expectancy Theory and motivation, 156-157  
expenses. *See* indirect-labor expenses  
experience is valued, Bell's Nurseries example, 5-6  
expert power, 134  
external equity and pay, 162-163

AG HELP WANTED: Guidelines for Managing Agricultural Labor

**F**

Fair Labor Standards Act (FLSA), 170-171  
information about, 59  
family businesses  
communication styles and, 229-230  
Inaba Farms, 7  
Lindermeier farm, 11-12  
qualities of successful businesses, 51  
special planning issues and, 51-53  
*Farmer's Tax Guide*, 54, 171  
*Farm Labor Contractor Safety and Health Guide*, 58  
farm labor contractors (FLCs), 62-65  
legal issues, 62-64  
liability of grower and, 63  
selection of, 64-65  
favoritism and performance appraisal, 187  
federal laws and regulations  
compliance information, 57-58  
federal agency resources, 59-60  
health and safety, 55-56  
IRS and taxes, 54  
unlawful discrimination, 54-55  
wages, 170-171  
*See also* legal issues; *specific laws by name*  
field sanitation, 56  
firing of employee. *See* discharge of employee  
FLCs. *See* farm labor contractors (FLCs)  
FLSA. *See* Fair Labor Standards Act (FLSA)  
forced distribution methods for performance appraisal,  
188  
*Force for Change: How Leadership Differs from  
Management*, 130-131  
foreman. *See* supervisors  
Form I-9, 59, 90  
fringe benefits. *See* benefits

**G**

GAO (General Accounting Office), 60  
Gardner, John, 131  
General Accounting Office, 60  
goals  
checklist for, 37  
examples of, 38  
goal-setting process, 11-12, 36-37  
SMAC criteria, 36  
as targets for success, 35-36  
Goleman, Daniel, 27, 132-133  
graphic rating scale for performance appraisal, 187  
greenhouse worker job duties, 97  
group output pay plans, 168  
"guidelines" as used in this book, 4

**H**

H-2A visa program  
information about, 59  
payroll taxes and, 54

H-2A visa program (*continued*)  
recruiting workers and, 86  
halo effect  
interviewing applicants and, 94  
job promotion example, 136  
and performance appraisal, 186  
harshness bias in performance appraisal, 186  
health and safety regulations, 55-56  
health care insurance, 173  
Hershey, Paul, 127  
Herzberg, F., 154-155  
hierarchy of needs (Maslow), 153-154  
High performance cycle, 147  
hiring process procedures, 74-75  
*See also* staffing issues  
housing as a benefit, 173-174  
human nature and work, managers' theories about, 20-21  
human resource management decisions, 24  
*See also* management; personnel management  
*Human Side of Enterprise* (McGregor), 20-21

**I**

I-9 Form, 59, 90  
ideas in practice, 4  
communication skills and supervisors, 8  
diversification of business, 7  
employee turnover rate is low, 13  
experience is valued, 5-6  
goal-setting process, 11-12  
workplace learning program, 9-10  
*See also* case studies  
"I" messages, 223-224  
Immigration and Naturalization Services, resources of, 59  
Immigration Reform and Control Act, 90  
Inaba Farms, 7  
incentive pay plans, 165-168  
independent contractor status, 63-64  
indirect-labor expenses, as risk, 22  
influence, and leadership, 131-134  
information-gathering steps, job applicant evaluation, 89  
INS. *See* Immigration and Naturalization Services  
internal equity and pay, 162  
internal recruitment policy sample, 72  
Internal Revenue Service, 60  
*Farmer's Tax Guide*, 54, 171  
publications on employment taxes, 171  
interpersonal communications, 219-220  
*See also* communication skills  
interviews of job applicants  
preliminary interview, 90-91, 94  
questions listed, 98  
sample of, 96  
structuring interviews, 95  
tips for successful communication, 96-97  
intoxication. *See* substance abuse  
IRS. *See* Internal Revenue Service

AG HELP WANTED: Guidelines for Managing Agricultural Labor

**J**

- job analysis, 80
  - See also* job descriptions
- job applications, 91-92
- job descriptions, 75-82
  - elements of, 76
  - sample of, 82
  - supervisory position sample, 111-112
  - value of, 77-80
  - writing of, 80-91
- "jobless" organizations and job descriptions, 81
- job offers, 101
- joint employer status, test for, 63-64
- joint liability, grower and FLC, 63-64

**K**

- Keeping the People Who Keep You in Business* (Branham), 113
- Kilmann, Ralph, 216
- kinesthetic learners, 151
- Kotter, John, 130-131
- Kouzes, J.M., 132

**L**

- labor availability, as risk, 22
- labor camps, 173-174
- labor management
  - goal examples, 38
  - labor estimate worksheets, 47-50
  - needs assessment, 43-44
- language differences, communication and, 233-235
- late arrival of employee, 198, 199, 202
- laws and regulations. *See* federal laws and regulations; state laws and regulations
- layoff and recall priorities, 73-74
- leadership
  - decision-making styles and, 123-125
  - essential activities of, 132
  - and influence, 131-134
  - and management, 130-131
  - as management function, 17
  - styles of, 132-133
  - The Leadership Challenge*, 132
- learning. *See* education
- learning styles and training, 151
- legal issues
  - avoiding problems by managing for compliance, 24-27
  - compliance information, 56-58
  - farm labor contractors (FLCs), 62-64
  - health and safety rules, 55-56
  - legal problems as risk, 23
  - operating within the law, 53-54
  - and performance appraisal instruments, 184-185

- legal issues (*continued*)
  - taxes, 54
  - unlawful discrimination, 54-55
  - wage issue violations, examples of, 24-25
  - wages, 170-171
  - See also* federal laws and regulations; state laws and regulations
- legitimate power, 134
- leniency bias in performance appraisal, 186
- Lindermeier family farm, 11-12
- listening skills, 220-221

**M**

- management
  - assessing capacity for, 44
  - essential skills for managers, 27-28
  - functions of, 17-18
  - goal-directed activity, 35-36
  - and leadership, 130-131
  - for legal compliance, 24-27
  - managerial roles, 18
  - managers' assumptions about people, 20-21
  - professional development for managers, 28-29
  - resources for, 29
  - risk recognition and management, 21-23
  - roles and responsibilities, 15-29
  - and supervisors, 139-141
  - and teamwork support, 141-143
  - theory of, 19-21
  - See also* personnel management; staffing issues
- Managers' Theories of Management* (Miles), 19
- Maslow, Abraham, 153-154
- McGregor, Douglas, 20-21
- medical insurance, 173
- merit systems and pay, 163-164
- Migrant and Seasonal Agricultural Worker Protection Act, 54, 57
  - disclosure requirements for job offers, 101
  - housing requirements of, 173
  - information about, 59
- Miles, Raymond, 19
- minimum wage provisions, 170
- Mintzberg, Henry, 18
- mission statement, 34-35
- motivation, 152-158
  - employees' concerns and, 155
  - Expectancy Theory and, 156-157
  - job attributes and, 42
  - needs-based views of, 153-156
  - rewards from work and, 157
- Motivation-Hygiene Theory (Herzberg), 154-156
- MSAWP. *See* Migrant and Seasonal Agricultural Worker Protection Act

## N

National Institute for Occupational Safety and Health,  
*Simple Solutions: Ergonomics for Farm Workers*, 42  
*Nature of Managerial Work* (Mintzberg), 18  
needs-based views of motivation, 153-156  
non-wage expenses. *See* indirect-labor expenses  
Nuñez Dairy, planning for growth, 45-50  
nursery business, 5-6, 8, 84-85, 108, 167

## O

Occupational Safety and Health Act (OSHA), 55, 57  
Occupational Safety and Health Administration (OHSA)  
housing rules, 173-174  
resources of, 57-58, 59  
*On Leadership*, 131  
orchard business, 9-10  
organizational chart, 40  
organizational planning, 31-65  
business plans and, 31, 32  
ergonomic principles, 42  
family businesses and, 51-53  
farm labor contractors (FLCs), 62-65  
goals as targets for success, 35-36  
goal-setting process, 11-12, 36-37  
jobs in agriculture and, 40-42  
labor needs assessment, 43-44  
legal issues, 53-61  
as management function, 17  
managerial capacity assessment, 44  
mission statement, 34-35  
organizational structure, 39-40  
personnel records, 65  
taking stock of the business, 31-33  
organizational structure, 39-40  
supervisors and, 108-109  
orientation of new workers, 103-105  
communicating company policies, 196-197  
*See also* training of employees  
OSHA. *See* Occupational Safety and Health Act;  
Occupational Safety and Health Administration  
output-based pay plans, 165-168  
overtime pay, 170

## P

paired comparison methods for performance appraisal, 188  
paraphrasing statements, 221  
participative decision making, 123-125  
pay  
benefits as percentage of total pay, 172  
changes in the pay system, 169-170  
choices managers make about pay, 160-161  
comparison of pay rates at three farms, 164-165  
differences in pay, 163-165  
and employee performance, 159-171  
incentive pay plans, 165-168  
legal requirements, 170-171

pay (*continued*)

study about, 159-160  
time-based pay structures, 161-165  
wage structures, 161-165  
payroll taxes  
publication about, 57  
requirements and recordkeeping, 54  
withholding requirements, 171  
performance management. *See* employee performance  
personality tests, 93  
personnel management  
decisions and outcomes involved in, 24  
goal examples, 38  
personnel records, 65  
policies and procedures in employee handbooks, 193-195  
resources for, 29  
*See also* management; staffing issues  
pesticide use, EPA and, 56  
physiological need, 153-154  
piecework pay, 166-167, 169  
planning. *See* organizational planning  
policies and procedures, in employee handbooks, 193-195  
Posner, B.Z., 132  
power types and supervisors, 133-135  
predictive nature of worker selection, 73  
preliminary interview, job applicants, 90-91  
problem solving, communication skills, 191, 227-228  
process theories and motivation, 156-157  
productivity. *See* employee performance  
progressive delegation, 120  
progressive discipline, 201-202  
*See also* disciplinary issues  
promotional only jobs, 72  
promotion example, problems with, 136-138  
Public Agenda Foundation study, 159-160

## Q

quality of work, as risk, 22

## R

ranking methods for performance appraisal, 188  
reasonable accommodations, 146  
recency error and performance appraisal, 187  
recordkeeping  
disciplinary issues, 201  
payroll taxes, 54  
wage and tax requirements, 170-171  
recruiting workers, 83-85  
"red flag" words and phrases, 224  
reference checking, job applicants, 97, 99  
referent power, 134  
reframing statements, 221  
rejecting job applicants, 101-102  
rejection letter sample, 102  
reliability and validity of appraisal instruments, 185-187

## AG HELP WANTED: Guidelines for Managing Agricultural Labor

repetitive stress injuries. *See* work-related musculo-skeletal disorders (WMSDs)  
resumes, 91-92  
reward power, 133-134  
rewards from work and motivation, 157  
risk recognition and management, 21-23  
Rosa Orchards, 136, 137  
RSI. *See* work-related musculo-skeletal disorders (WMSDs)

### S

safety. *See* health and safety regulations  
safety need, 153-154  
sanitation, 56  
seasonal employment, offering more season-long employment, 7  
selection of workers. *See* staffing issues  
self-actualization, 153-154  
self-appraisal, 182  
sexual harassment, 56, 207-208  
Shapley, Allen, 15  
sharing plans and pay, 168  
short-term goals, SMAC criteria, 36  
shrimp business, 174-177  
similarity bias and performance appraisal, 186-187  
*Simple Solutions: Ergonomics for Farm Workers*, 42  
sleeping on the job, 198, 202  
SMAC criteria, for short-term goals, 36  
Smith, Terry, 32  
Smithers' dairy, 33  
smoking on the job, 198, 202  
social need, 153-154  
speaking skills, 222-224  
*See also* communication skills  
staffing issues  
    adding more people, reasons for, 16  
    assessing applicants, 86-99  
    decisions about applicants, 99-102  
    H-2A visa program, 86  
    hiring process procedures, 74-75  
    internal recruitment policy sample, 72  
    job descriptions, 75-82  
    layoff and recall priorities, 73-74  
    as management function, 17  
    offering the job, 101  
    orientation of new workers, 103-105  
    overview, 67-68  
    predictive nature of worker selection, 73  
    promotional only jobs, 72  
    recruiting workers, 83-85  
    rejecting applicants, 101-102  
    selection approaches, 70-71  
    selection of capable workers, 69-74  
staff meetings, 235-236  
standardized simulation tests, 93

state laws and regulations  
    employment law resources, 61  
    health and safety, 55-56  
    unlawful discrimination, 54-55  
    wages, 170-171  
    *See also* legal issues  
Stat-USA, 60  
substance abuse, 198, 202, 205-207  
*Summary of Federal Laws and Regulation Affecting Agricultural Workers*, 57  
supervisors  
    as appraisers of employees, 182  
    assigning work, 115-121  
    common problem in management of, 139  
    communication skills as qualification for, 8  
    decision-making styles, 122-129  
    employees as, 107-114  
    job description sample, 111-112  
    leadership and, 130-133  
    management and supervisors, 139-141  
    managing supervisory work, 135-138  
    power and, 133-135  
    qualities of a good supervisor, 113-114  
    role of, 108-110  
    teamwork support, 141-143  
    tips for success as, 114  
supporting style, advantages and disadvantages, 129  
systematic approach to worker selection, 71

### T

tactical learners, 151  
taxes  
    *Farmer's Tax Guide*, 54  
    withholding requirements, 171  
teamwork support, 141-143  
    stages in development, 142  
    supervisors and, 142-143  
"technical intelligence," 27  
testing job applicants, 92-94  
Theory X and Theory Y, 20-21  
Thomas, Kenneth, 216  
time-based pay structures, 161-165  
    differences in pay, 163-165  
    external equity, 162-163  
    internal equity, 162  
training of employees, 148-152  
    design principles for training, 150  
    methods of, 149-151  
    need for, 148-149  
    *See also* education; orientation of new workers  
turnover of employees, low rate of, 13

*AG HELP WANTED: Guidelines for Managing Agricultural Labor*

**U**

unlawful discrimination, 54-55  
    assessing job applicants and, 89-90  
U.S. Dept. of Agriculture (USDA), 57, 60  
    joint-employment criteria, 63-64  
U.S. Dept. of Labor (DOL), 60  
    Drug-free Workplace Advisor, 206  
    H-2A program and, 86  
    resources of, 58, 59  
U.S. Dept. of Transportation (DOT)  
    regulations, 56  
    resources of, 60  
U.S. Environmental Protection Agency (EPA), 56, 59  
U.S. Equal Employment Opportunity Commission  
    (EEOC), 54  
    performance measures and, 185  
    resources of, 60  
U.S. Social Security Administration, resources of, 59-60

**V**

vacation time. *See* benefits  
validity and reliability of appraisal instruments, 185-187  
visa program. *See* H-2A visa program  
visual learners, 151

**W**

wage issue violations, examples of, 24-25  
wages. *See* pay  
wage structures, 161-165  
warnings and discipline, 201, 202, 210-211  
website, AgHelpWanted.org, 4  
Western states  
    employment law resources, 61  
    *See also* state laws and regulations  
withholding tax requirements. *See* payroll taxes  
WMSDs (work-related musculo-skeletal disorders), 42  
worker productivity. *See* employee performance  
Worker Protection Standard for Agricultural Pesticides,  
    56  
workers' compensation insurance, 173  
workers' compensation laws, 55  
work-related musculo-skeletal disorders (WMSDs), 42  
worksheets. *See* checklists and worksheets  
written documents  
    employee handbooks, 193-195  
    importance of, 192  
    warning and discipline, 201, 202, 210-211

**Z**

Zaleznik, Abraham, 131