

- b. If not accepted, extend backup offer or reconsider other candidates.
- 12. Confirm physical condition and eligibility for employment.
- 13. Orient new employee to the organization and job.

Family farm operators or other managers at an early stage of deciding whether, no less how, to hire a new employee, may see a range of possibilities for coping with an excessive workload. They could, for example, seek:

- A short-term employee to perform specific projects such as yard cleanup, a construction project, stone picking, or similar tasks
- A part-time employee to perform specific tasks on a regular basis, such as feeding animals in the morning
- A full-time seasonal employee to perform specific or a wide range of duties throughout the production season
- A permanent employee to perform an assortment of seasonal duties throughout the year

Reflecting on questions like the following should help clarify the recruitment goal:

1. For what type and timing of work do we need help?
2. What kind of payback could we expect from the addition of hired labor?
3. Do we have sufficient cash flow to pay the type of person needed?
4. Could any job(s) created keep the interest of an able, motivated employee?
5. Do we have sufficient skills and patience to train, supervise, and evaluate an employee?



Clarifying the Job Content

No matter how the information about a job is obtained, having or putting it into the form of a written job description lays a foundation for recruitment, selection, and management later on. What is a job description? It is simply a verbal sketch of a given job—its purpose, content, and attributes or characteristics of the people likely to perform it well. Some firms also use the job description to formally state such terms of employment as pay, benefits, and performance standards.

Fitting people with jobs involves working with information—about jobs and about people.



Anatomy of a Job Description

Typical elements of written job descriptions are as follows:

Job title: Descriptive of the job content.

Summary description: A one- or two-sentence overview of the position and its role in the organization.

Duties and responsibilities:

Essential functions: The core of the job, tasks, and responsibilities tied to the very reason the job exists. Examples of duties that the incumbent must perform, with or without a reasonable accommodation for any disability.

Other functions: Duties and responsibilities that may be related to the essential functions but are not central to the position.

Qualifications required and preferred: The abilities, skills, knowledge, and other attributes (e.g., possession of a license, willingness to travel) that are needed to perform the functions of the job. Also referred to as the “job specification,” these physical and mental qualifications are job-related criteria for reasonable and lawful discrimination among applicants.

Skills and abilities:

Knowledge:

Experience:

Certification or training:

Other:

Relationships: Identification of the position or person to whom the incumbent reports, and of others to whom the incumbent is connected in work flow. Gives the position’s location in the organization. Responsibility for supervising others is generally in the section on essential or other functions.

Special conditions of work: Any aspects of the work environment that may significantly affect the incumbent and are not obvious from the job title or description of functions (e.g., unusual or varying schedule of work, high noise level, other hazards, equipment used, rapidly changing technology necessitating continuous learning, requirement to supply own tools).

Acknowledgment of understanding: Signatures of employee and supervisor or other management representative.