

AAEA Annual Meeting – Denver, 4 Aug 2004
Excellence in Extension Education Symposium

The Ag Help Wanted Saga


<http://aghelpwanted.org>

Howard Rosenberg

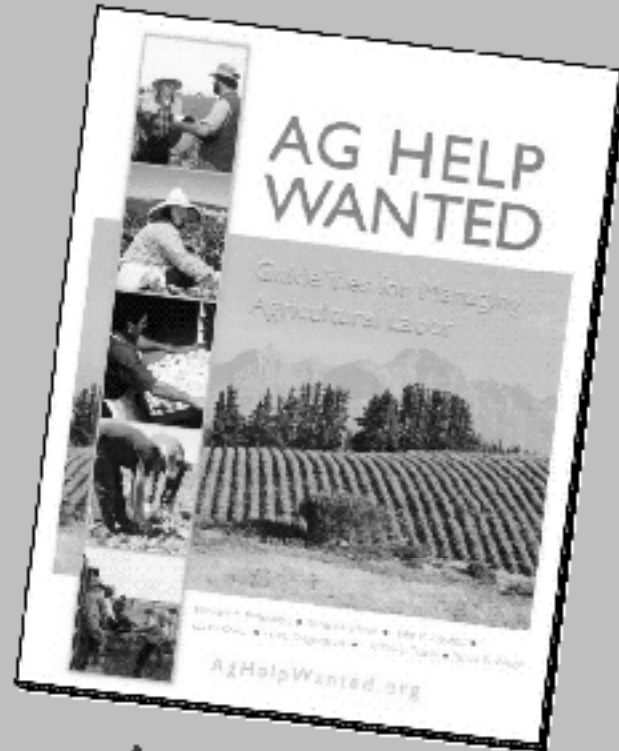
University of California at Berkeley

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Ag Help Wanted: Guidelines for Managing Agricultural Labor



Team AHW - Core

- Richard Carkner (WA)
- John Hewlett (WY)
- Lorne Owen (BC)
- Howard Rosenberg (CA)
- Trent Teegerstrom (AZ)
- Jeff Tranel (CO)
- Randy Weigel (WY)





Team AHW - More

- Kent Fleming (HI)
 - Clark Seavert (OR)
 - Bruce Godfrey (UT)
 - Others, WFMEC
 - Don West (USDA)
 - External Reviewers
 - Copy Editors and Artist
- 




“Saga”

A Scandinavian legend, or heroic or mythic tradition, among the Norsemen and kindred people; a northern European popular historical or religious tale of olden time.

A narrative telling the adventures of a hero or a family.

A cuspy but bogus raving story about N random broken people.



Why Bother?



People Do the Work



Ag Business Results



Products
Earnings
Worklife
Well-being
Community

Personnel outcomes



Results

Capabilities
Motivation
Task performance
Attendance
Accidents/injuries
Ideas
Complaints
Satisfaction
Turnover


Products
Earnings
Worklife
Well-being
Community







Human Resource Management Decision Areas

- Organizational Structure
 - Job Design
 - Recruitment
 - Selection
 - Training and Development
 - Supervision
 - Performance Appraisal
 - Pay and Benefits
 - Communications
 - Problem Resolution
- 

HRM in Context

Influences & Constraints --->

Technology
Labor Market
Laws and Regulations
Tradition
Attitudes and Values
Worker Interests/Needs
Union Contracts
Financial Position
Product Competition

Management Decisions --->

Organizational Structure
Job Design
Recruitment
Selection
Training and Development
Supervision
Performance Appraisal
Pay and Benefits
Communications
Problem Resolution

Personnel Outcomes --->


Ability
Motivation
Attendance
Performance
Satisfaction
Ideas
Complaints
Accidents
Turnover

Business/Personal Results

Product
Costs
Worklife
Earnings



Fuel for the Effort

- Clientele demand
 - Personal interests within project team
 - Diverse perspectives and clientele links
 - Farm Foundation encouragement
 - Need to pool expertise and strengths
 - Applicable bodies of knowledge
 - Previously published work
 - Sabbatical opportunity
- 

The Harvest



Ag Help Wanted Overview

A book presenting principles, practical examples, legal considerations, pictures, and leads to more references on management of human resources in agriculture.

- Roles and Responsibilities of an Agricultural Employer
- Organizational Planning
- Staffing the Farm Business
- Supervising Agricultural Work
- Managing Employee Performance
- Communication and Problem Solving



www.AgHelpWanted.org

- Companion website
- Referenced frequently in the book
- Direct links to supplementary material
 - Government agencies
 - Industry associations and service firms
 - Fact sheets
 - In-depth articles and reports
 - Video vignettes



Agencies & Compliance Help

http://www.ams.usda.gov/AgHelp/Links/AboutTheBook.htm Microsoft Internet Explorer

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Address http://www.ams.usda.gov/AgHelp/Links/AboutTheBook.htm

Find

Federal Links

Ag Help Wanted: Guidelines for Managing Agricultural Labor

- About the Book
- Book Content
- Support Links
- Orders
- Home Page

Below are links to the related Federal agencies and other Federal resources:

Laws and Regulations in Agricultural Employment

- U.S. Department of Agriculture - Farm Labor Policy and Programs
 - Summary of Federal Laws and Regulations Affecting Agricultural Employment
- U.S. Department of Labor
 - Compensation and Benefits - Employment Standards Administration
 - Migrant and Seasonal Agricultural Worker - Select on the menu (MS-A)
 - The H2A Program for Temporary Employment of Agricultural Workers (MS-A)
 - Visa and Work Permits for Migrant and Seasonal Agricultural Workers
 - Minimum Wage and Overtime Pay for Migrant and Seasonal Agricultural Workers
 - Competition Summary (MS-A)
 - Workers' Compensation Coverage of Agricultural Workers (MS-A)
 - Wage Determinations - Migrant and Seasonal Agricultural Workers
 - Immigrant Employees - Migrant and Seasonal Agricultural Workers
 - Legal Rights
 - Employment Assistance
- U.S. Environmental Protection Agency
 - Laws and Regulations
 - Waters Protection Standards
- Immigration and Naturalization Service, U.S. Department of Justice
 - Laws and Regulations
 - Office of Business Liaison of Migrant and Seasonal Agricultural Workers
 - Guide to Access U.S. Travel Documents
 - Basic Information - Temporary Employment Rights Requirements

http://www.ams.usda.gov/AgHelp/Links/AboutTheBook.htm Microsoft Internet Explorer

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Address http://www.ams.usda.gov/AgHelp/Links/AboutTheBook.htm

U.S. Department of Labor
U.S. Department of State & Health Administration
www.dhs.gov

Search [] Advanced Search []

DSIA Publications, Posters, and Online Order Form

Online Submission/Ordering of Publications, Posters, and Online Order Form

Online Submission/Ordering of Publications, Posters, and Online Order Form

Publications:

- Working Safely with Agricultural Machinery
- Working Safely with Agricultural Machinery
- Working Safely with Agricultural Machinery

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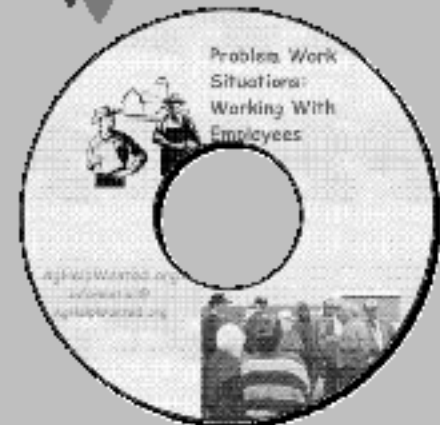
Bookings:

- Working Safely with Agricultural Machinery
- Working Safely with Agricultural Machinery

When downloading a book, you may select only one copy or up to 5 different publications listed below. Publications with a "P" in the "Publication Type" column are available for download.

ID	Publication Title	View / Download	Download Copy
1-0	1-0 Migrant and Seasonal Agricultural Workers' Construction Standards in 1991: A Guide for the Allocation of the 1991-1992 Seasonal Agricultural Workers' Quota	PDF 1.2 MB	
3-15	3-15 Migrant and Seasonal Agricultural Workers (MS-A) for General Industry	PDF 1.2 MB	Download
3-16	3-16 Migrant and Seasonal Agricultural Workers (MS-A) for General Industry	PDF 1.2 MB	Download

Problem Work Situations: Working With Employees



- Nine sets of vignettes
- Four scenes each set
- Different approaches to one-on-one communication

Tardiness

Avoidance | Specific Warning | Explanation

Slow Work

Vague threat | Humoring | Problem solving

Inebriation

*Imposition of Penalty | Appeal to Values |
Emphasizing Authority*

Poor Quality Work

Vague Threat | Emphasizing Authority | Explanation

Theft

Avoidance | Imposition of Penalty | Appeal to Values

Conflict Between Workers

Specific Warning | Humoring | Problem Solving

Insubordination

*Emphasizing Authority | Imposition of Penalty |
Problem Solving*

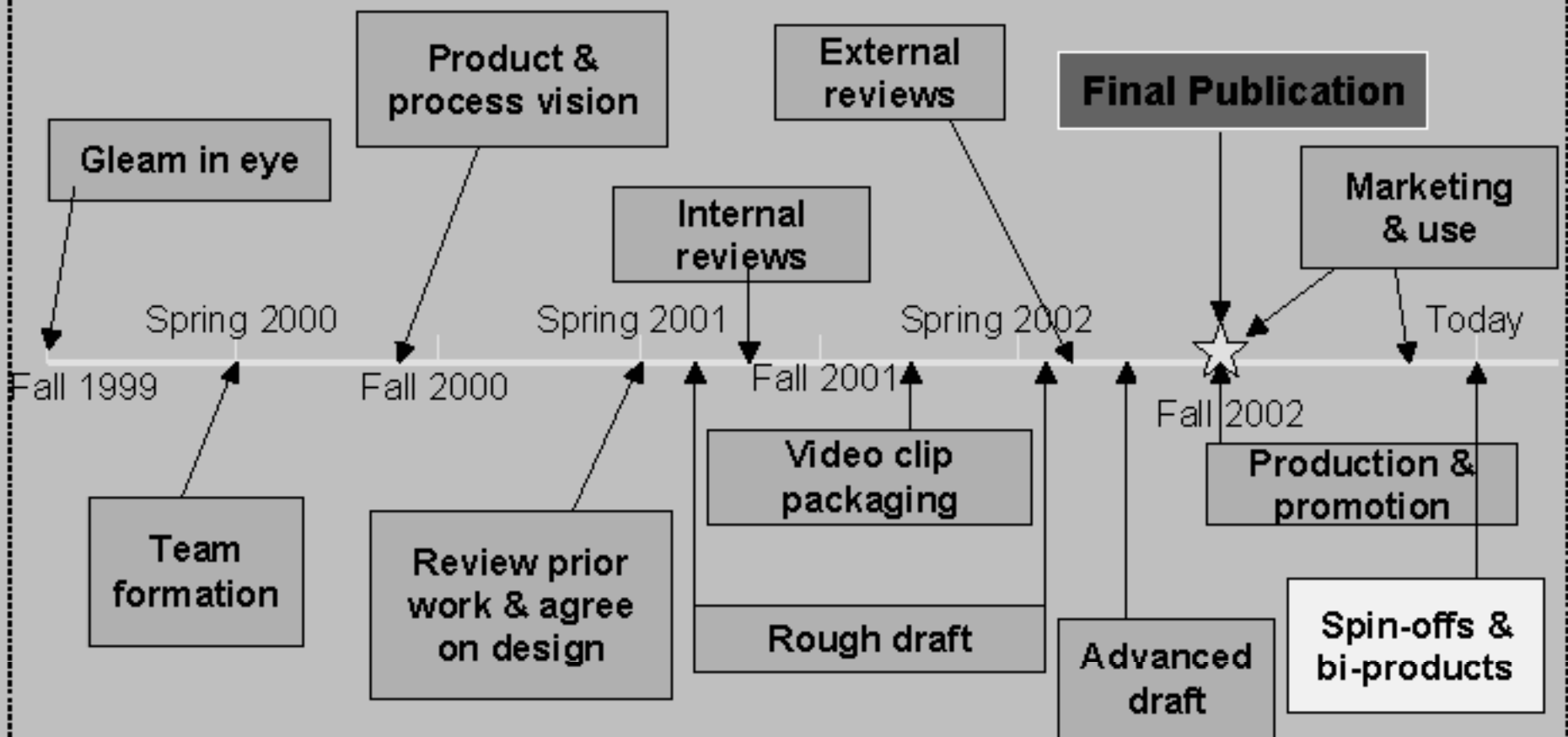
Sleeping on the Job

Imposition of Penalty | Humoring | Explanation

Careless Work


Avoidance | Specific Warning | Explanation

AHW Conception to Consumption






Issues Along the Way

- Target audience(s)
 - Scope, depth, pedagogical voice
 - Design principles
 - Technical quality standard
 - Division of labor
 - Team communication: staying in touch
 - Sustaining commitment
 - Obtaining financial and organizational support
 - Administering grant funds
 - Web site development and maintenance
 - Revenue disposition
- 



Audience: Managers of Labor

- Property owner
 - General manager
 - Human res. manager
 - Harvest manager
 - Ranch supervisor
 - Patrón
 - Foreman
 - Majordomo
 - Vice president
 - Chief mechanic
 - Jefe
 - Office administrator
 - Deft spouse
 - Production employees
 - Lead man
 - Crew boss
 - Safety coordinator
 - Herdsman
- 



Content Drift

- Fewer “Ideas in Practice” cases
- More illustrations of concepts in main text
- More comprehensive scope
- More suitable for mid-managers and supervisors, educators, college students





Design Principles (partial)

- Reference for farm mgrs and extnsn educators
- Concepts and frameworks to fit reader experience
- Speak to broad audience
- Primarily inform, secondarily teach, never prescribe
- No musts, shoulds, commands, other talk-down
- Treat differences between small & large orgs
- Much attention to interpersonal communications
- Introduce techniques of rational approach to common decisions



DANGER



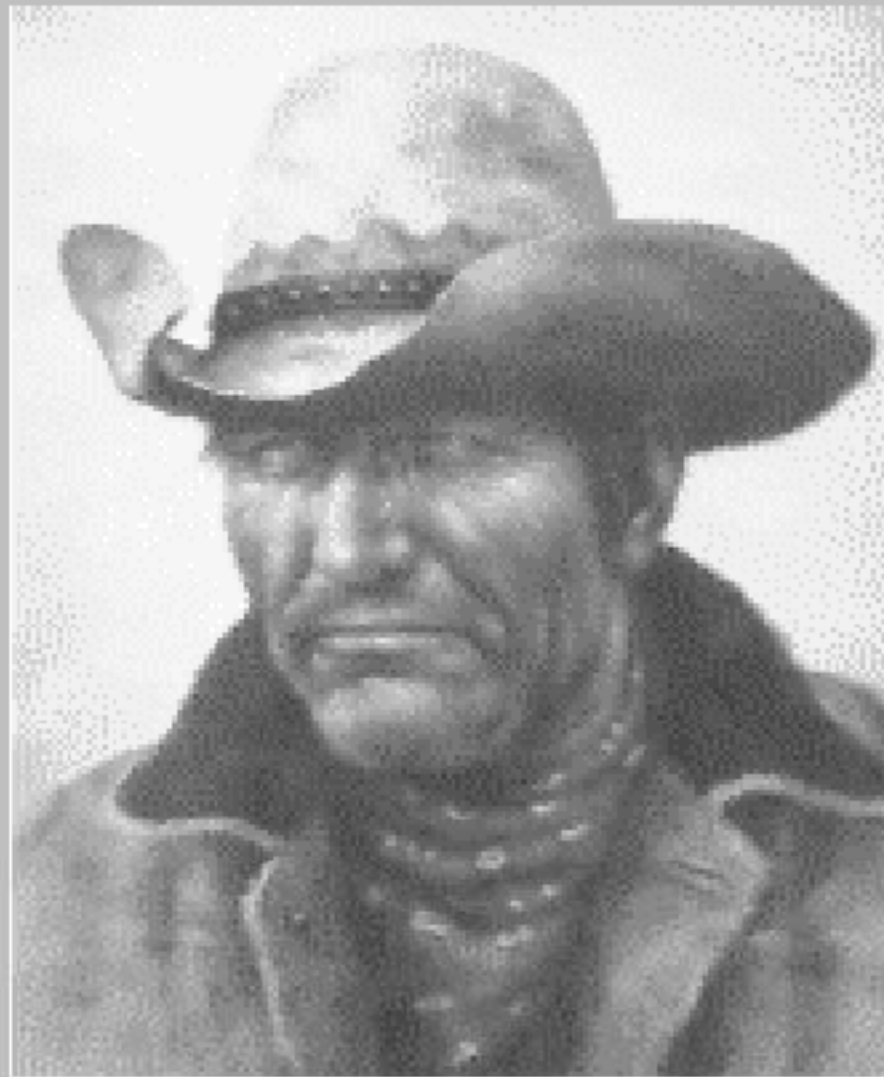
Complexity & Pitfalls



Emergent Roles


- Lead author
 - Contributing writers
 - Financial/grant coordinator
 - Communication coordinator
 - Mediator
 - Media coordinator
 - Website developers
 - Inventory and orders fulfiller
 - Income/expense manager
 - Reader inquiry responder
 - Publicity makers
- 

**There were a
helluva lot of things
they didn't tell me
when I hired on with
this outfit.**





Team Communication and Commitment

- Communication critical
 - Numerous conference calls
 - Use of “Blackboard”
 - File circulation via email
 - Two meetings/year
- 



Grant Funding

- Timing can make or break
- Sponsors
 - Farm Foundation (1999 - 2001)
 - Regional RMA Office (2000-2001)
 - WCRME & CSREES (2001-2003)





Paying to Save on Overhead

- **From the initial Farm Foundation support to the final award from WCRME, only one institution controlled funds from each grant.**
- **No sub-contracts were used except between the WCRME and the institution with the lowest indirect charges.**
- **Operating under this structure allowed us to minimize “initial transaction costs” and overhead.**
- **Overseeing expenditures and making timely payments require much time interacting with the University Sponsored Projects or Grants and Contracts department.**







Web Site Activity - Year 1

- 14,000+ user sessions
- 81,500+ hits
- Users worldwide - Asia, Europe, Australia, South America, Africa
- Users from avg 32 states per month
- Inquiry calls and emails from all over





Positive Points on Reflection

- Staying grounded in clientele need
- Building in broad relevance and accessibility
- Learning from each other, sharing thoughts and responsibilities
- Organic development from initial vision
- Supportive WFMEC and home university environments



<http://aghelpwanted.org>

