

*Challenges & Strategies in Ag Labor
Management*
February 1, 2017

Effective Selection and
Development of
First-Line Supervisors

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California Farm Labor Contractor
Association

Special Thanks to
Howard Rosenberg
UC Berkeley



Our Discussion Today

- Bienvenidos
- Challenges with supervisory staff
 - We will use terms mayordomo and supervisor interchangeably
- Considerations in selection
- Developing first-line supervisors
- Concluding comments
- Will be fast-paced!

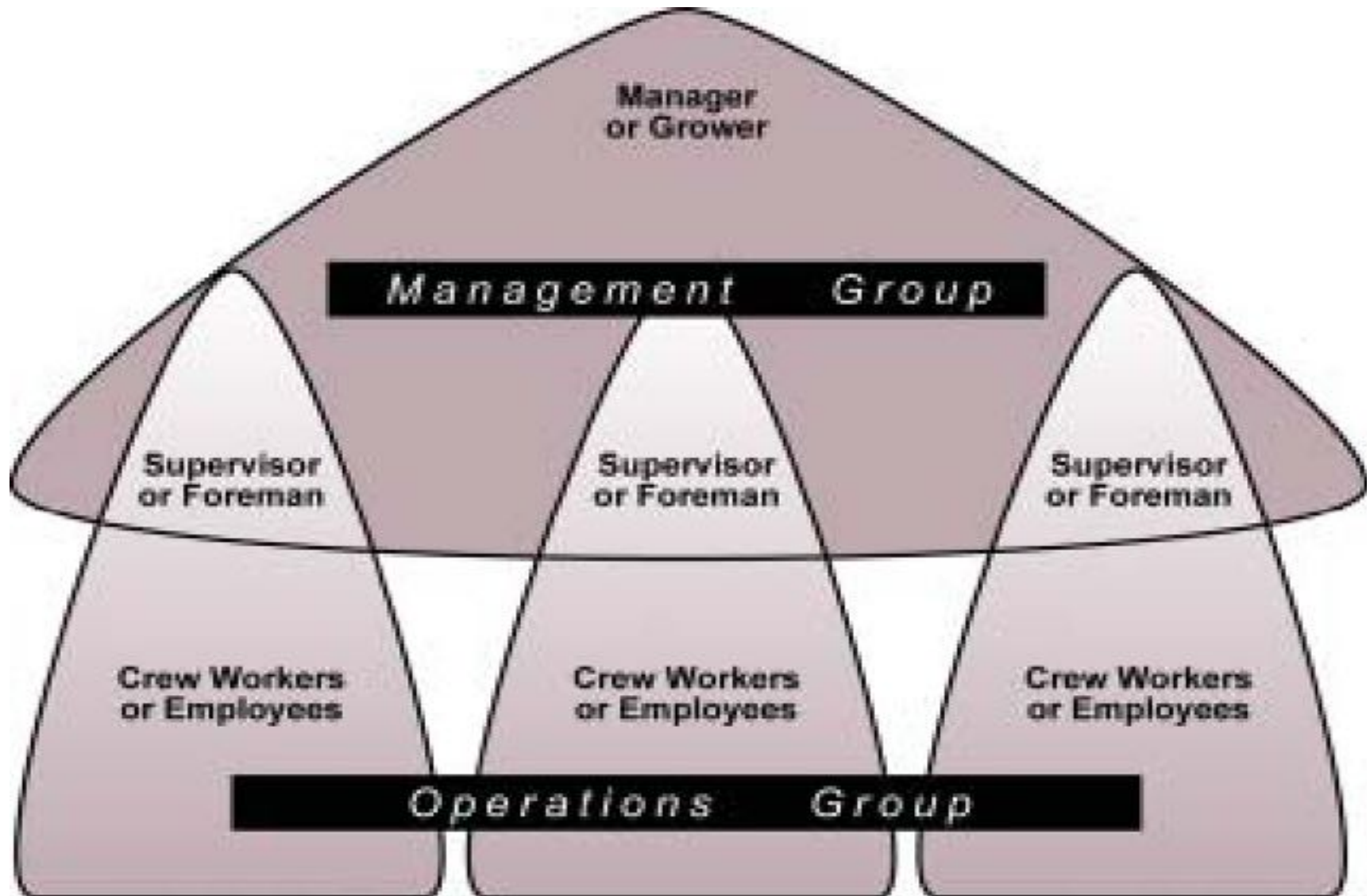
A Case Study

- Vineyard management receives anonymous note of complaint from crew member about unfair treatment by recently hired ranch supervisor.
- Investigation determines letter came from a crew-leader's wife, upset that ranch supervisor was implementing an individual performance evaluation procedure.
- Many co-workers complained about the crew-leader's incompetence and favoritism to his wife and son.
- Crew leader had been promoted from the crew by the English-speaking ranch manager, based on work performance and seniority.

What went wrong?

- Audience participation time!
- Real-life scenario, very problematic
- How could this company have prevented this situation from developing?
- What policies and procedures might be implemented to prevent similar or worse situations in the future?
- What other types of problems might a poorly trained field supervisor create?

Supervisors in the middle



Results to Achieve



- Production as ordered
- Good quality work
- Accident-free
- Harmonious relations
- Low turnover
- Good reputation
- . . . and . . .

Results to avoid, including...



Typical First-line Characteristics

- Perform some production work
- Deal with production workers directly and often
- Lead and control through personal communication
- Maintain compliance with many regulations
- Large number of decisions and tasks each day
- Shorter time frame to react and adjust
- Bridge differences -- org level, language, culture



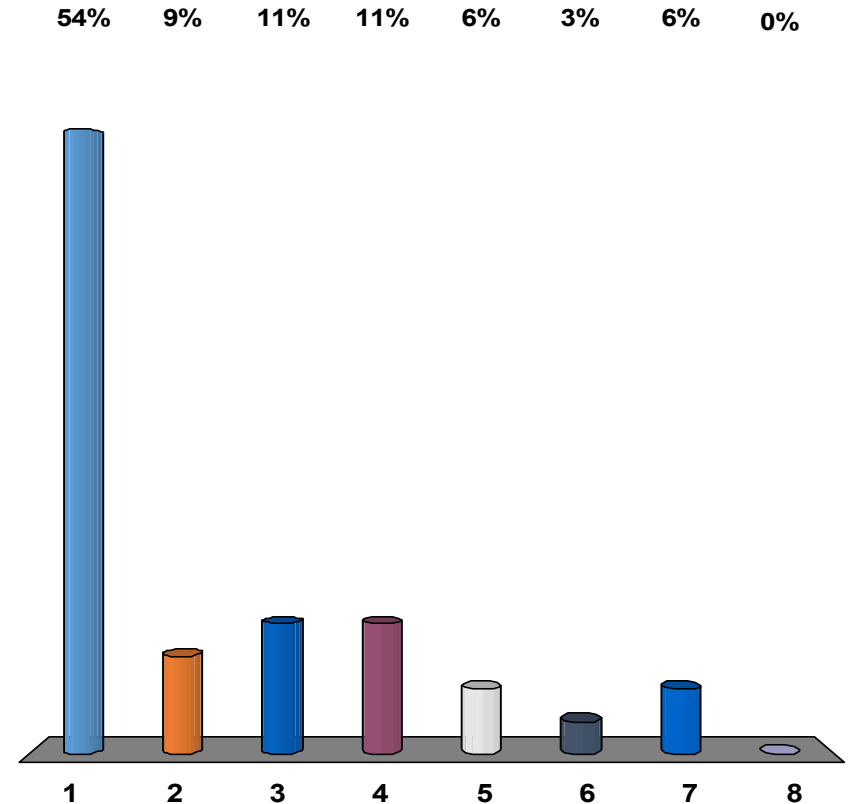






When they gave me the job of supervisor, the most important reason was. . .

1. I had good work skills.
2. I had good interpersonal skills.
3. I applied and competed through application and interview,
4. I had knowledge of compliance with regulations.
5. It was my turn. I had time and experience there.
6. I am related to, or a good friend of the boss.
7. I demonstrated a high level of motivation.
8. I'm not sure.



Finding the right person

- You have an opening/need for supervisor or mayordomo
- How do you know what you're looking for (qualifications)?
- How do you find the right candidate?
- How do potential applicants know if they might be qualified and considered?

Job Descriptions: <http://online.onetcenter.org/>



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Crosswalks

Search: “first line supervisor farm”



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Quick Search for: first line supervisor farm

Showing top 20 occupations for **first line supervisor farm**. Closest matches are shown first.

How do they match?	Code	Occupation
	45-1011.07	First-Line Supervisors of Agricultural Crop and Horticultural Workers Green
	45-1011.08	First-Line Supervisors of Animal Husbandry and Animal Care Workers
	37-1012.00	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers
	45-1011.00	First-Line Supervisors of Farming, Fishing, and Forestry Workers
	43-1011.00	First-Line Supervisors of Office and Administrative Support Workers Bright Outlook
	33-1099.00	First-Line Supervisors of Protective Service Workers, All Other
	51-1011.00	First-Line Supervisors of Production and Operating Workers



Summary Report for:

45-1011.07 - First-Line Supervisors of Agricultural Crop and Horticultural Workers

Tasks

Directly supervise and coordinate activities of agricultural crop or horticultural workers.

All 24 displayed

- Assign duties, such as cultivation, irrigation, or harvesting of crops or plants, product packaging or grading, or equipment maintenance.
- Train workers in techniques such as planting, harvesting, weeding, or insect identification and in the use of safety measures.
- Review employees' work to evaluate quality and quantity.
- Observe workers to detect inefficient or unsafe work procedures or to identify problems, initiating corrective action as necessary.
- Prepare and maintain time or payroll reports, as well as details of personnel actions, such as performance evaluations, hires, promotions, or disciplinary actions.
- Requisition or purchase supplies, such as insecticides, machine parts or lubricants, or tools.

Skills

5 of 21 displayed

- Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Judgment and Decision Making** — Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Monitoring** — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Coordination** — Adjusting actions in relation to others' actions.

Job opening, job description, now...

- Might you have employees with potential to be really good supervisors?
- How do employees know about promotional opportunities?
- What is the application and screening process?

Applicant Screening

- Considerations:
- Meets basic job qualifications per job description: Verify
- Interview
- Hypothetical situations
- Testing – Written, Practical
- Other?

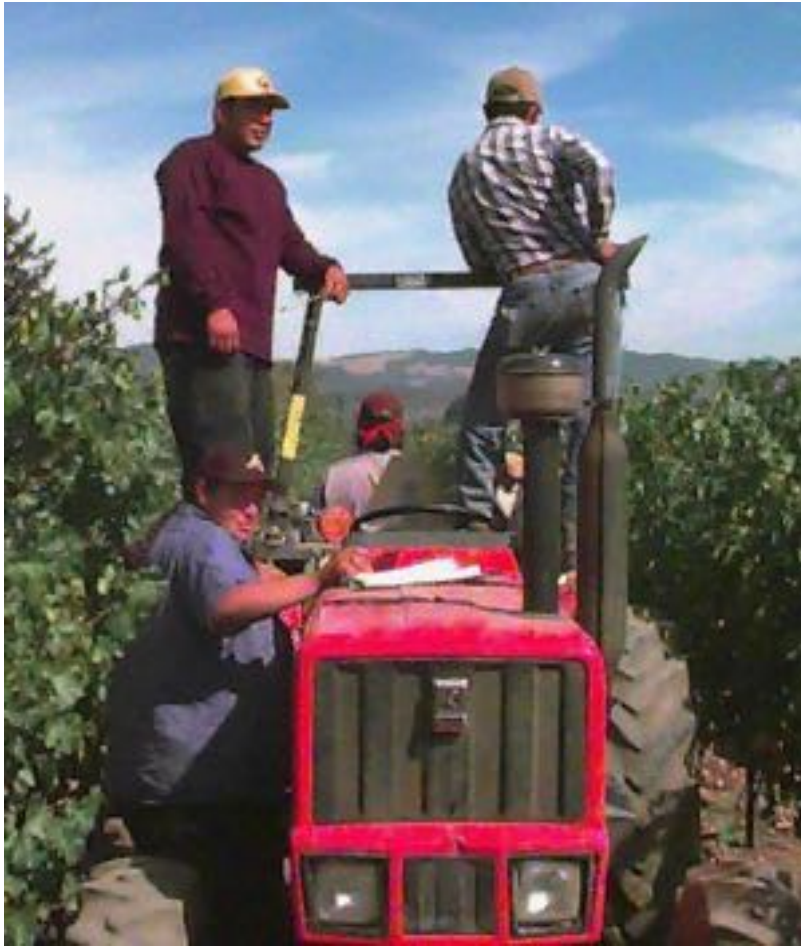
“We really need some supervisory training for the crew leaders.”



How do you know?



Trouble to Avoid



- Tasks not done
- Poor quality work
- People injured
- High turnover rate
- High indirect costs
- Conflict, litigation
- Fines, other penalties

Duties/Responsibilities Worksheet

- Staff crews and prepare employees to work
- Direct and support field operations of crew
- Check, control, & correct work performance
- Provide transportation, equipment, and supplies
- Record and report on crew activity
- Other as needed

Does the response matter?



What workers have said . . .

“Supervisors do not listen to employees here. They ignore complaints and even suggestions for how to do things better.”

“Workers are afraid to communicate to management.”

What workers have said . . .

“Couldn’t the crew foremen treat the workers in a friendly and respectful manner rather than bossing them around? We are hard workers without their bossing.”

“There is a differential treatment of workers. The rules are not the same for all of us.”

Ingredients for good results . . .



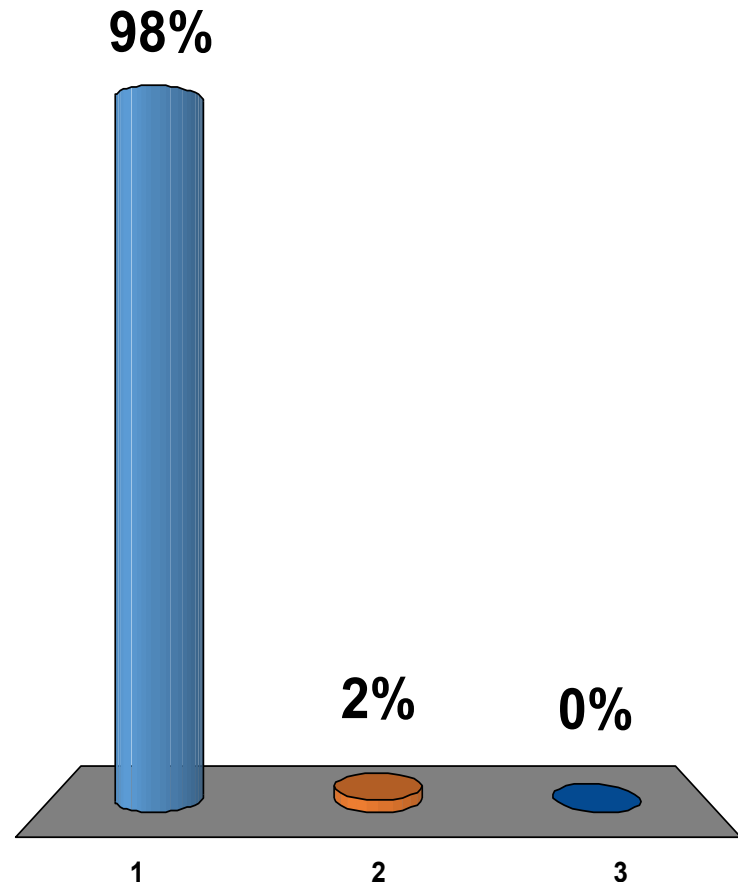
- Knowledge
- Ability & skills
- Attitudes
- Support
 - Tools, equipment, supplies
 - Management guidance
 - Policies

Possibilities to consider

- Does the supervisor know what to do?
---> *Understanding*
- Does supervisor have the capability to do it?
---> *Ability, skill*
- Does supervisor attempt to do it?
---> *Will and effort*

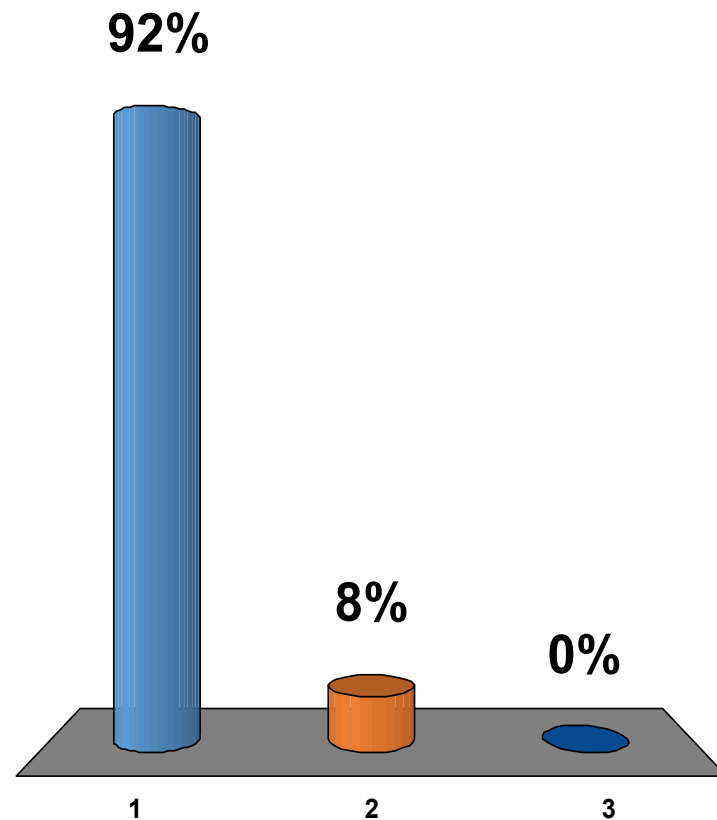
Do you feel you could use more information about what is expected from you? (*AgSafe09*)

1. Yes
2. No
3. Not sure



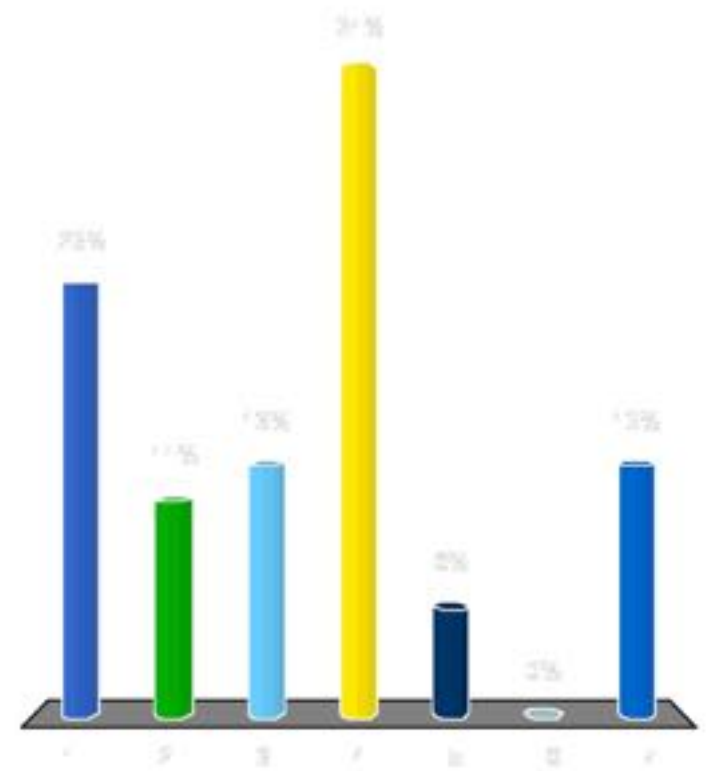
Do you think you need more information on how to perform your job? (AgSafe09)

1. Yes
2. No
3. Not sure



What I want most from my boss is . . .

1. Always be in a good mood
2. Always provide clear instructions
3. Show appreciation for my work
4. Be a good teacher to me
5. Be a person I can trust
6. Leave me alone to do my work
7. Be fair in enforcing the rules



Diagnosing Every Situation

- Did worker know what to do?
---> *Understanding*
- Can the worker do it?
---> *Ability*
- Does worker want to do it?
---> *Will and effort*

Battling “Don’t Know”

- Job definition or description
- Hiring process
- Orientation
- Informational training, coaching
- Employee handbook
- Rotating assignments
- Meetings
- Ongoing, informal communications

Battling “Can’t Do”

- Recruitment
- Selection
- Training in techniques & methods, education
- Tools, equipment, process design

Structured Learning



Agricultural Supervision Development Program

Two inter-related sessions to build knowledge, communication skills, and teamwork

SAN DIEGO COUNTY FARM BUREAU
1670 East Valley Parkway, Escondido, CA 92027

Management Seminar

Presented in English
November 18, 2008
1:00 – 3:30 pm

Session for middle and upper-level managers who depend on and work with first-line supervisors. At least one manager from each participating company must attend this session for supervisors to be eligible for the short course.

Topics

- Operational and legal risks in ag business
- Key functions of first-line supervision
- Meeting supervisory training needs
- Clarifying roles and company policies
- Coordinating managerial and supervisory work
- Overview of the short course
- Tools for in-house discussion

Supervisory Short Course

Presented in Spanish/Presentado en Español
November 19 & 20, 2008
8:00 am – 3:00 pm (both days)

A two-day, highly interactive course for foremen, crew leaders, mayordomos, and others who directly supervise production employees. Participants will receive a certificate of completion only if they attend both days of the short course.

Topics

- Supervisory roles and responsibilities
- Transition to the management team
- Expectations, policies, and regulations
- Tools, results, and risks of supervision
- Leadership and influence
- Communication skills to get work done
- Safety and OSHA compliance
- Meeting other legal standards
- Dealing with problem incidents
- Taking new ideas back to work

There is no fee for the Management Seminar. A registration fee of \$125 per person for the Supervisory Short Course includes the cost of materials, lunches, and refreshments. Other program expenses are partly covered by the USDA Western Center for Risk Management Education.

Important Information

Please note, these sessions are designed for teams of managers and first-line supervisors. Participation in the supervisory course is limited to the first 60 pre-registrants by mail or fax, and at least one middle or upper-level manager must attend the seminar prior to supervisors (foremen, crew leaders, mayordomos) from the same company participating in the short course. No walk-ins or refunds, but substitutions from the same company will be welcome. Please mail payment for the short course by November 10, 2008 (postmark) to confirm all reservations.

The Short Course is open only to supervisors from companies that also participate in the management seminar.

For more information, please contact Sabrina Dillely at (559) 278-4404 or safeinfor@agsafe.org or Ramiro Lobo at (760) 752-4716 or relobo@ucdavis.edu, or visit the AgSafe website at www.agsafe.org. For directions to the meeting site, contact the San Diego County Farm Bureau at (760) 745-3023.

Presenters

Jess Gomez, J. Gomez & Associates
Lourdes Gonzalez, Pan American Insurance Agency
Ramiro Lobo, UCCE San Diego
Howard Rosenberg, University of California

Program offered by

AgSafe
Center for Agricultural Business at CSU, Fresno
University of California Cooperative Extension
San Diego County Farm & Home Advisors Office

Registration Form (please complete) – Agricultural Supervision Development Program in Escondido, CA



Outline for Proposed CFLCA Supervisor Training Course

- A. Welcome and orientation -- (1/2 hr.)
- B. Roles, responsibilities, challenges, and tools of 1st-line supervisors -- (2 1/2 hrs.)
- C. Providing a safe and lawful work environment -- (4hrs.)
- D. Communicating to get the work done, build teamwork, and dealing with problems -- (4 hrs.)
- E. Taking new ideas back to the job -- (2 hrs.)

In concluding....

- Questions, comments?
- Thank you!