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Farm employee management: do we need an employee handbook?

by *Melissa O'Rourke – ISU Extension Farm & Agribusiness Management Specialist, morourke@iastate.edu, 712-737-4230*

Whether your farm has two employees or twenty-five, it is important to be consistent in communications with workers about expectations and conditions of employment. One tool that can assist in this task is a written employee handbook or policy document. Such a written document can be short and simple or highly detailed, depending on your needs. What could an employee handbook do for your farm operation?

Farm background

Provide background information about your farm. An employee handbook can be a tool to share information with your work team about your farm's history and background, as well as your values and vision for the farm. When employees know a little about the history of the farming operation, it helps them to understand the organization that they have joined. Hopefully, you have given some thought to your core values and vision for the future of your farm. Writing a farm mission statement could be the entire topic for another article – but, here's an example:

We are a family owned and operated farm. We value rural life and are committed to keeping our rural community vital. We strive to care for the environment and produce the highest quality livestock and grains that will be used to feed people in America and around the world.

This kind of a statement helps your workers to understand what is important to you in your farming operation. Whatever your farm vision, share it with your employees.

Rules and standards

Outline work rules, standards of conduct, and other information that lets employees know what is expected of them. Most of us like to know what is expected of us. New employees have questions as basic as what to wear, where to park, where to

eat lunch, and the location of restrooms. Workers like to know what their work schedule will be or where it will be regularly posted. Basic information about safety policies and training can be outlined in an employee handbook. Do you have other policies, such as “no smoking”? Think about some of the most “frequently-asked-questions” on your farm – and that information might well be outlined in an employee handbook document.

Wages and benefits

Provide information about pay and benefits of working at your farm. Workers like to know when and how often they will be paid. They may wonder if they will have the opportunity to earn a raise or bonus. If you offer any benefits, the employee handbook is the place to outline those details. Even benefits such as the opportunity to obtain farm-raised meat could be mentioned in the employee handbook. Employees like to know how and when their work will be evaluated and the employee handbook is a good place to share this information.

Employment relationship

Confirm information about the legal relationship with the employee. The law in Iowa (as in most states) is that the employment relationship is “at-will.” Be sure that your employee handbook does not create a contract with the employees. In fact, it is recommended that employee handbooks contain a clear statement that employment at will is the policy of your farm. Here is a sample statement:

Our Farm does not offer guaranteed employment. Either the Farm or the employee can terminate the employment relationship at any time, with or without cause, with or without notice. This is known as “employment at will.” This employment at will relationship exists regardless of any other written statements or policies contained in this Handbook or any other documents or verbal statements. Also,

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while we may choose to discipline employees in an attempt to improve work performance when necessary, the Farm is not obligated to do so.

While you can use posters to provide certain information that may be required by law, an employee handbook is another good place to do this. Have employees sign a simple document stating that they have received the employee handbook and reviewed all the policies contained in it. Then keep the document on file, just in case you ever need to prove that the employee received the written policy document.

Use good communication practices

Do not use the employee handbook to replace good communication practices. Remember that nothing can take the place of good interpersonal communication in the workplace. New employees need orientation and training, and seasoned employees need updated training, motivation and feedback. An employee handbook is a good refer-

ence tool and guideline. But it should not take the place of regular farm meetings, training and face-to-face feedback – both positive and constructive.

More information

Looking for more information on farm employee handbooks? There are resources available to assist with writing or updating an employee handbook or policy document. Go to the Ag Decision Maker website and print a copy of File C6-58: Checklist for Iowa Agricultural Employers – available at www.extension.iastate.edu/agdm/wholefarm/html/c6-58.html. A list of links and resources can be found there which include discussions and templates for farm employee handbooks. Have your document reviewed by a legal professional who is experienced in employment law.

Future articles will continue to address other farm employee management issues. In the meantime, feel free to contact me with any of your farm employee management questions.



Welcome Lee Schulz, assistant professor and extension livestock economist

The Department of Economics wishes to welcome Lee Schulz, who will serve as assistant professor and extension livestock economist at Iowa State University.

Schulz brings with him interests and experiences which span issues throughout the meat supply chain. Through applied research and first-hand knowledge with livestock production, he has expertise in topics including animal identification and traceability, fed cattle trade, feeder cattle pricing, animal welfare and handling, meat demand, and price risk management and analysis. His research on a host of livestock economic issues has resulted in multiple publications and numerous outreach contributions.

Schulz grew up on a cow-calf farm in central Wisconsin. He obtained a bachelor's degree from

the University of Wisconsin-River Falls, a master's degree from Michigan State University, and a doctorate from Kansas State University.

“Iowa State University is well recognized for its excellence and leadership in the field of economics and its commitment to extension. I'm excited to join the faculty,” he said. “The livestock extension program at Iowa State has a long, storied history that I look forward to maintaining and building upon.”

Schulz will focus his efforts on a range of integrated research and extension activities, with particular focus on livestock industries. His broader interests cover aspects throughout the meat supply chain, ranging from production level supply issues to end-user consumer demand issues. He will provide leadership and expertise to relevant stakeholders and policymakers.

Your input sought on Evaluating Your Estate Plan materials

There is a new Ag Decision Maker category under Whole Farm – Transition and Estate Planning. Fourteen new Information Files were added to this category this spring and we want to know if they are helpful to you. We invite you to complete the online survey at <http://www.surveymonkey.com/s/eyep2012>. Survey responses take less than five minutes, participation is completely voluntary, and responses will be confidential. It is important to us to have your feedback – it will guide our decisions to update current materials and create new publications. The Information Files are developed with funding from a North Central Risk Management Education Center grant.

If you have any questions on this evaluation or the Evaluating Your Estate Plan materials or program, please contact us at agdm@iastate.edu or call 641-732-5574. These Information Files are created for your use – please complete the survey so we can provide the information you need in our publications and program.

Updates, continued from page 1

Internet Updates

The following information files and tools have been added or updated on www.extension.iastate.edu/agdm.

Conservation Practices for Landlords —A1-41 (8 pages)

Current Profitability

The following tools have been updated on www.extension.iastate.edu/agdm/info/outlook.html.

Corn Profitability —A1-85

Soybean Profitability —A1-86

Season Average Price Calculator —A2-15

Ethanol Profitability —D1-10

Biodiesel Profitability —D1-15

Returns for Farrow-to-Finish —B1-30

Returns for Weaned Pigs —B1-33

Returns for Steer Calves —B1-35

Returns for Yearling Steers —B1-35

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Whitten Building, 14th and Independence Avenue, SW, Washington, DC 20250-9410 or call 202-720-5964.

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