

OAKLAND CUSD #5

**AG BUS MGT**  
**APRIL 13-17, 2020**

JEFF COON

# Week of April 13-20, 2020

All of these assignments are on google classroom. You must pick one of the 3 listed and complete by next Monday April 20 for credit. If you would like to use google docs to complete the work that would be most efficient, just remember to start a new copy with your own work please. Paper copies can be returned to the school.

<b>Class</b>	<b>Choice 1</b>	<b>Choice 2</b>	<b>Choice 3 (Enrichment)</b>
Ag Science	Animal Cell	Heredity and DNA	FFA journal
Ag Business Mang	Managing Employees	Employee benefits	Chart work experiences
BSAA	Animal Cell Structure	Animal Growth factors	Animal Nutrition 2
Landscape Design	Soil Texture	Water Holding Capacity	Landscape pests
Intro To Ag	FFA official dress	FFA opportunities	Ag Commodities
Ag Mech.	Surveying Equipment	Fuels	Lubricants

# Hiring and Managing Employees

**S**ERVING as a manager usually involves hiring and managing other employees. It may sound interesting, but it certainly is one of the most challenging management tasks. Finding the right people for the right job and keeping quality employees is a difficult task for any manager. Proper recruiting, training, managing, and evaluating of employees will help managers and management teams in tackling the challenge.



## Objective:



Identify ways of recruiting, training, and managing employees.

## Key Terms:



equal employment opportunities  
job description  
lower skilled entry-level positions  
résumé

## Recruiting, Training, and Managing Employees

An employer wants to find an individual who will fit into the organization and will be able to work well with other people in the business. A business needs people who have the potential to develop and assume greater responsibility over the years and to grow with the business. Several steps must be taken to ensure that quality employees are recruited, trained, and evaluated.

## RECRUITING

When recruiting new personnel, people in management are interested in finding someone who has the technical skills to perform the necessary activities associated with the job. There are several general employability traits that a person should possess. Some of these traits are honesty, dependability, and a good work ethic.

One technique most businesses use in selecting personnel is developing a **job description**, which is a listing of the duties and responsibilities of an employee. Then they hire someone who meets the listed criteria.



FIGURE 1. Some jobs are advertised in the newspaper.

There are several different ways to recruit new employees.

1. Newspaper—Classified ads may be an effective way of recruiting personnel. Most often this method is used for **lower skilled entry-level positions**. These jobs require less training and very little or no supervisory responsibility.



## ON THE JOB...

### CAREER CONNECTION: HR Jobs

Many agribusinesses want to attract the most qualified employees and match them to the best possible job. Human resource workers manage these tasks behind the scenes. There are several job opportunities in HR (human resources), such as a human resources generalist. This person may be found within a small company; he or she oversees all human resource work. There are also employment and placement managers, recruiters, recruitment specialists, employment interviewers, occupational analysts, training specialists, labor relations managers, international human resources managers, and more.

HR jobs are usually in a clean and comfortable office setting. Many colleges and universities have programs that will lead to a degree in personnel, human resources, or labor relations. Some positions require an advanced degree in industrial or labor relations. Previous experiences are also a key asset for specialties in the HR field.

A wide range of skills are needed for HR jobs. People skills, communication skills, knowledge of various cultural backgrounds, and the ability to cope with conflicting points of view are a sample of qualities and skills needed for this field of work.

2. High schools, colleges, and universities—Most institutions of learning have a placement office that will assist employers in finding qualified candidates. These offices will normally provide a location for employers to meet and interview potential employees.
3. State employment service—Most states have employment service offices. The purpose is to assist the state's citizens in finding quality work. Most job openings listed through this service are entry-level or lower management positions.
4. Private employment agencies—Many employers select private employment agencies to interview and select new employees. In this system, the private agency will be in contact with all potential employees. They will select which candidates will be interviewed. The agency will then select the candidate who will best fill the position. The employer will then accept or reject the private employment agency's recommendation.
5. Business Web site and/or career Web sites—Businesses typically use new technologies as a way to recruit and find new employees. Agribusiness Web sites may offer online job applications, résumés, and sometimes an essay or a communication evaluation. These online tools help agribusinesses sort through potential personnel.



FIGURE 2. Business and job search Web sites are a popular place to post job listings.

## TRAINING

An important part of hiring and managing employees is proper training for job duties and responsibilities. Agribusinesses use current employees or training teams to prepare new personnel for work, which is crucial for agribusiness success. Many agribusinesses offer continued training programs in communication, leadership, and teamwork skills. Various agribusiness positions require continued education in the technical field. Employers may or may not offer such classes. Many employees must seek outside resources to meet educational requirements.

## EVALUATING

Evaluating personnel is essential for continued success. Many agribusinesses conduct quarterly evaluations of employees. New employees may be subject to additional evaluations within the first couple of years. Evaluations are commonly conducted by the manager and/or the management team overseeing the targeted personnel. These evaluations are shared with higher

management as well as with the targeted personnel. Evaluations can provide employees with a framework of quality or “needs attention” indicators. For example, the targeted personnel may receive high marks for communication but “needs attention” in leadership.

### Overall Performance Rating

Demonstrated Consistency Mastery	<input checked="" type="checkbox"/>
Demonstrated Consistent Proficiency	<input type="checkbox"/>
Demonstrated Competency	<input type="checkbox"/>
Competence but not all	<input type="checkbox"/>
Incompetence	<input type="checkbox"/>



## JOB DESCRIPTIONS

Position descriptions are designed to attract successful and interested candidates. Descriptions may provide the following: job title, department, reports to, location, position overview, essential job functions, non-essential job functions, requirements (experience, education) for the job, and other skills/abilities needed. Key personnel within human resources review and maintain job/position descriptions. These descriptions are essential in communicating and answering “Whose job is it?”

FIGURE 3. Managers typically conduct employee evaluations.

The human resource department stores away files of interested candidates who do not make the cut. These files contain résumés and formal applications. A **résumé** is a statement of a job applicant’s previous employment experience, education, and references. When additional positions open, these files can be easily pulled, and prospective employees may be contacted.


## FEDERAL LAWS

It is the responsibility of the business to provide **equal employment opportunities** in personnel activities, so employment should be without prejudicial discrimination in recruiting; hiring; terminating; promoting; training; distributing salary, benefits, and privileges; and in working conditions. Working conditions include both the Occupation & Safety Health Administration (OSHA) laws and the employer’s responsibility to eliminate sexual harassment in the workplace.

Discrimination against employees cannot be made on the basis of age, race, sex, religion, national origin, physical or mental handicaps, or pay. The following is a partial list of federal laws and orders that support employment opportunities.


1. The Age Discrimination in Employment Act (1967) prohibits discrimination because of age.
2. The Civil Rights Act, Title VII (1964) prohibits discrimination based on race, sex, religion, or national origin.

3. The Equal Pay Act (1986) requires equal pay to women who perform the same tasks as men.
4. The Executive Order 11246 prohibits discrimination in employment practice on the basis of race, sex, color, or religion.
5. The Americans with Disabilities Act (1992, 1994) prohibits discrimination in employment of a qualified individual with a disability based on physical or mental handicaps.
6. The Employee Retirement Income Security Act (1974, 1982) assures continuation of defined company benefits for employees.
7. The Family and Medical Leave Act (1993) provides up to 12 weeks of unpaid leave per year for eligible employees of a business with 50 or more employees in the following situations: upon the birth of the employee's child; upon the placement of a child with the employee for adoption or foster care; or to care for a child, spouse, or parent with a serious health condition, or because of the employee's own serious health condition. Employers also must continue to provide pre-existing health benefits and guarantee that employees will return to equivalent jobs.

**What's Your Profile?** 

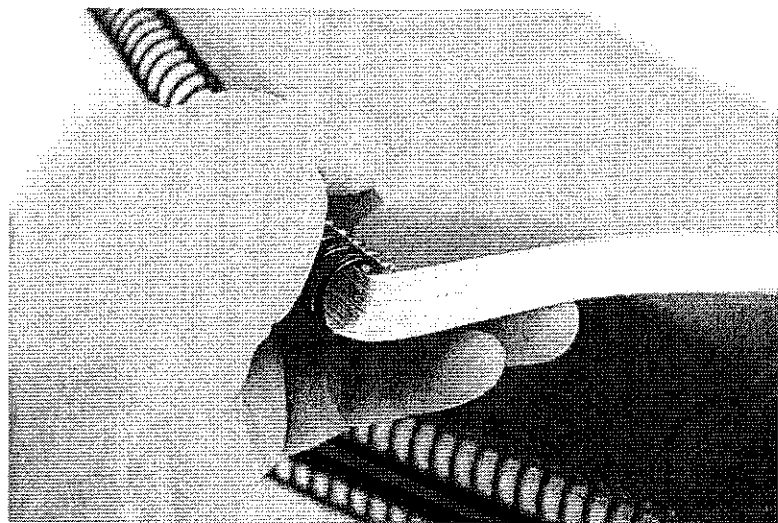
> Interested in the information presented in this E-unit?  
You might make a great Human Resources Generalist!  
Check out: [www.mycaert.com/career-profiles/cp-human-resources.pdf](http://www.mycaert.com/career-profiles/cp-human-resources.pdf)

> Looking for something a little different?  
Explore your options!  
Visit: [www.mycaert.com/career-profiles](http://www.mycaert.com/career-profiles)



## **BUSINESS POLICIES**

A business should develop a set of company rules and policies to inform and guide all employees. These rules and policies should be in written form and should be supplied to all current and new employees. The information presented could include the following items: expected working hours, absentee policy, leave of absence policy, tardy policy, telephone policy, compensation policy, employee production requirements, intoxication and drug policy, safety policy and procedures, seniority policy, visitor policy, vacation schedule policy, insurance benefit policy, and employee hygiene and house-keeping policy. All of these policies must comply with all federal and state discrimination laws.



**FIGURE 4.** All employees should receive a copy of the company rules and policies.

## PROMOTING FROM WITHIN

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Managing employees includes developing a promotion policy. Every business must determine if it will promote from within the organization or to what extent it will go outside the business to obtain managerial replacements. The policy adopted will have much bearing on human resource selection and personnel skill development and education.

The major disadvantage of promotion from within is that a co-worker is promoted. The next day he or she is placed in a position of supervising former peers, measuring performance, and making decisions that former co-workers and friends may not like.

The major advantage of promoting from within is that it provides a basis for rewarding outstanding performance. Under such conditions, the newly promoted employee, having been properly trained for the position, will not need as much additional training in company policy and other items of this nature as would be the case with a new employee from outside the business.

### Summary:

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An employer wants to find an individual who will fit into the organization and will be able to work well with other people in the business. Several steps must be taken to ensure that quality employees are recruited, trained, and evaluated.

Human resource departments are commonly found in agribusinesses. Position descriptions for specific jobs within agribusinesses are developed through management teams and/or the human resource department. These departments also oversee the recruiting and the hiring process.

A very important part of the human resource management team is to ensure that business policies and hiring practices are in compliance with federal and state laws. It is the business's responsibility to provide equal employment opportunities in personnel activities.

Every business must determine if it will promote from within the organization or to what extent it will go outside the business to obtain managerial replacements.

### Checking Your Knowledge:

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1. What are three examples of recruitment?
2. What is a human resource department?
3. What is the Family and Medical Leave Act?
4. Why should businesses develop a set of company policies?
5. Should managers promote from within the business? Why or why not?



## Expanding Your Knowledge:

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Research the Family and Medical Leave Act (1993). What are some of the current changes that have been passed by the president? What other recommendations are in discussion regarding the FMLA?

## Web Links:

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### JobStar Résumé Guide

<http://jobstar.org/tools/resume/index.php>

### Federal Laws Prohibiting Job Discrimination Questions and Answers

<http://www.eeoc.gov/facts/qanda.html>

### Agricultural Career Profiles

<http://www.mycart.com/career-profiles>

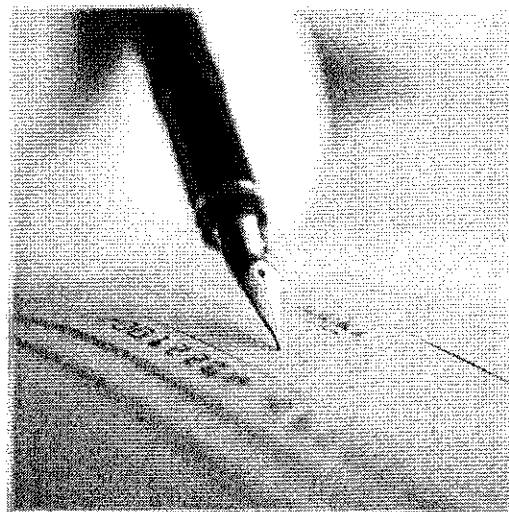
Ag Business Management Mr. Coon April 13 Name

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# Providing Benefits and Professional Incentives for Employees

**I**N TODAY'S BUSINESS WORLD, employees expect a paycheck for the work produced. Money serves as a reward for the time, effort, and hard work exhibited by employees. Many businesses offer more than just money (e.g., 401Ks or retirement funds, health insurance, life insurance, health care programs, and company vehicles). Agribusinesses must provide benefits and incentives to attract quality employees.



## Objective:



Examine benefits and professional incentives for employees.

## Key Terms:



cafeteria-style fringe benefit plans

cashless bonuses

commission

compensation

compressed workweek

core time

day-work system

financial incentives

flextime plan

fringe benefits

hourly work system

monetary bonuses

pay system

piecework system

profit sharing

salary systems

## Benefits and Incentives

The pay system that an organization chooses to use in paying its employees can have a dramatic effect on the efficiency and productivity of the organization. A **pay system** is the method in which an organization chooses to compensate its employees. **Compensation** is the amount of money paid to an employee for work performed.

**Salary systems** are systems of fixed compensation computed on weekly, biweekly, or monthly pay periods. This system is most commonly used in management or professional positions. Employees have depositing options for their salary checks. Many businesses offer direct deposit into checking or savings accounts. However, some employees may just receive a check on payday.

The **hourly work system** is used most often for blue-collar and clerical workers. These types of positions often require the employee to record the exact time he or she arrives at work and the exact time the employee leaves. This may be done with a written chart or a time clock. This system is used in a variety of areas from fast-food restaurants to skilled craftsmen positions. The **day-work system** is similar to the hourly work system, but the employees are paid by the day. Hourly work and day-work systems are commonly paid weekly or every other Friday. Some businesses offer daily pay.

In the **piecework system**, employees are paid according to the number of items they produce rather than by the hour or by the day. This system creates powerful incentives to work efficiently and productively and is most often used in the manufacturing industry. For example, a welder may receive \$1.50 per piece welded.

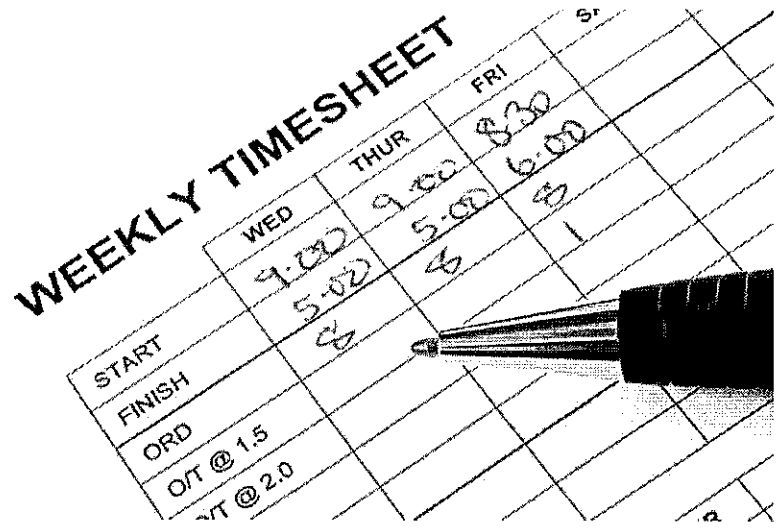


FIGURE 1. Many employees have to record when they arrive and when they leave.

## FINANCIAL INCENTIVE

Most basic pay systems do not provide an incentive for employees to increase the quality or quantity of work produced. To reward performance, some businesses provide **financial incentives** or more money to employees who produce more.

Commission plans, which are often used to compensate salespeople, provide employees with a **commission** (a percentage of sales for which employees are responsible). The more sales a person makes, the higher the commission.

Bonus plans are used for executives, salespeople, and other employees. They



FIGURE 2. Time off is one popular cashless bonus given in some businesses.

can earn bonuses for accomplishing or surpassing certain objectives. **Monetary bonuses** are additional amounts of money given to the employee. **Cashless bonuses** may include a variety of items, such as thank-you notes, movie tickets, flowers, time off, gift certificates, shopping sprees, and other types of recognition.

**Profit sharing** is an incentive in which employees receive their regular compensation plus a share of the profits earned by a company. The system encourages a commitment to the company, teamwork, and effective customer service so profits will be high.

A sign-on bonus can also be used as financial incentive options for employees. A business may offer sign-on bonuses to attract personnel. Occasionally, there are requirements new employees must follow to maintain the sign-on bonus. For example, the employee must stay with the company for a certain number of years, or the employee must be willing to transfer within the first so many years.

## FRINGE BENEFITS

**Fringe benefits** are ways for employers to provide additional compensation to employees beyond base wages. Fringe benefits can include everything from paid vacations to health care programs, recreation facilities, company cars, country club memberships, and day care services.

**Cafeteria-style fringe benefit plans** allow the employee to choose the benefits he or she wants, up to a certain dollar amount. These plans derived from the change in employee needs. Today, the needs of a firm's employees are becoming varied and more demanding.

Some agribusinesses offer a point-system as a fringe benefit option. These points are generated based on sales, years with the company, new customer sign-ons, and more. Points can be used through the company's gift store for prizes, for travel, or for conversion into cash. Employees enjoy the flexibility of point systems as well as the many different fringe benefits from which to choose.



## FURTHER EXPLORATION...

### ONLINE CONNECTION: Flextime Work Schedules

There are numerous advantages and disadvantages with flextime work schedules. Employees and management alike would be willing to demand this topic all day long. However, researchers have been looking at flextime schedules and its impact on employee health. Some say flextime work schedules allow for more sleep, which will improve health. What do you think? Would you work in a flextime schedule?

What kinds of evidence can you find about flextime schedules and health improvements? To find out more about the viewpoints of flextime work schedules, visit the link below:

<http://well.blogs.nytimes.com/2007/12/13/does-flex-time-lead-to-better-health/>

## WORK SCHEDULES

Many trends are occurring in the workforce that result in managers and workers demanding more from jobs in the way of flexibility and responsiveness. Several new or renewed ideas in work schedules have emerged from these trends.

A **flextime plan** gives employees some freedom to choose when to work, as long as they work the required number of hours. Usually flextime plans will incorporate **core time**, which is a period of time when all employees are expected to be at their job stations. Flextime plans are designed to allow employees to adjust to the demands of the times; two-income families find them especially helpful. This type of plan is not well-suited for assembly line processes.

Another popular option used is a compressed workweek. A **compressed workweek** is a work schedule that allows an employee to work a full number of hours per week but in fewer days. For example, an employee may work four 10-hour days and enjoy a long weekend instead of working the traditional 8-hour day five days per week.



FIGURE 3. Core time is a period when all employees are expected to be at their stations.

### Summary:



Pay systems are methods in which a company chooses to compensate its employees. Salary, hourly or day work, and piecework are three of the main systems used in agribusiness. Working hard and producing quality products or services gears managers to various incentive options for employees. Management teams may offer financial incentives, cashless bonuses, or profit sharing as a reward to high-quality performing employees.

The various work schedule options for employees are flextime plans and compressed workweeks. These options allow employees more flexibility with their personal lives.

### Checking Your Knowledge:



1. What is the difference between a salary system and a piecework pay system?
2. When are hourly work system employees paid?

3. What is a commission?
4. What is an example of a cashless bonus?
5. How does a flextime plan work?

### Expanding Your Knowledge:

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Research the Consolidated Omnibus Budget Reconciliation Act (COBRA). What is this form of health coverage? What does COBRA do? How can this serve as a benefit?

### Web Links:

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**U.S. Small Business Administration**

<http://www.sba.gov/>

**American Payroll Association**

<http://www.americanpayroll.org/>

**Agricultural Career Profiles**

<http://www.mycart.com/career-profiles>

Ag Business management

Mr. Coon

April 13

Name

Checking Your Knowledge:

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Mr. Coon

Ag Business management class

Name

April 13

AM

Afternoon

evening

sleep hours

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday