

RECRUITING THE EMPLOYEE YOU WANT

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*“GETTING THE RIGHT PEOPLE AND
THE RIGHT CHEMISTRY IS MORE
IMPORTANT THAN THE RIGHT IDEA.”*

– Ed Catmull,
President of Pixar and Walt Disney Animation Studios

Note, this presentation is meant to share general information about developing an approach to human resources management. The material in this presentation should not be used in place of legal, accounting or other professional opinions. Employers are encouraged to engage an attorney, accountant, consultant and other necessary professionals to ensure that their specific policies and human resources systems satisfy all necessary labor laws and business standards.

Recruitment

- Start by recognizing work needs.
- Next, formalize a job's needs and expectations.
- Then, seek out candidates.
- *Your goal is to attract qualified candidates who you could further screen later in the employment process.*



Job Analysis

- Purpose: consider work needs on your farm and characteristics of employees who could fill those needs.
- Three-step process
 1. *Identify task, responsibility and decision-making requirements.*
 2. *Outline necessary qualifications.*
 3. *Describe the work environment.*



Why do a job analysis?

- Prioritize work needs.
 - *What are most and least important tasks?*
 - *Give employees direction.*
- Manage employees' time.
 - *Assigning too many tasks and responsibilities may set up employees for failure.*
 - *Assigning too few doesn't optimize resources.*
- Minimize redundancies.
 - *Avoid assigning too much work effort to the same tasks and responsibilities.*
- Hire the right people to do the job.
 - *Match work needs with qualifications.*



Identify Tasks, Responsibilities and Decision-Making Requirements.

- Tasks
 - *Feed cattle.*
 - *Vaccinate cattle.*
- Responsibilities
 - *Ensure animal health.*
 - *Manage office.*
- Decisions
 - *What supplements to feed*
 - *When to call a veterinarian*
 - *When to administer an antibiotic*



Outline Necessary Qualifications.

- Skills
 - *How to operate a drone*
 - *How to speak to junior employees*
- Knowledge
 - *Soybean production practices*
 - *Animal husbandry*
- Experience
 - *At least two years working on a farm*
 - *Previous managerial role*
- Education
 - *Bachelor's degree in agronomy*
 - *Certificate program completion*
- License
 - *Commercial vehicle license*
- Physical capabilities
 - *Lift as much as 50 pounds*



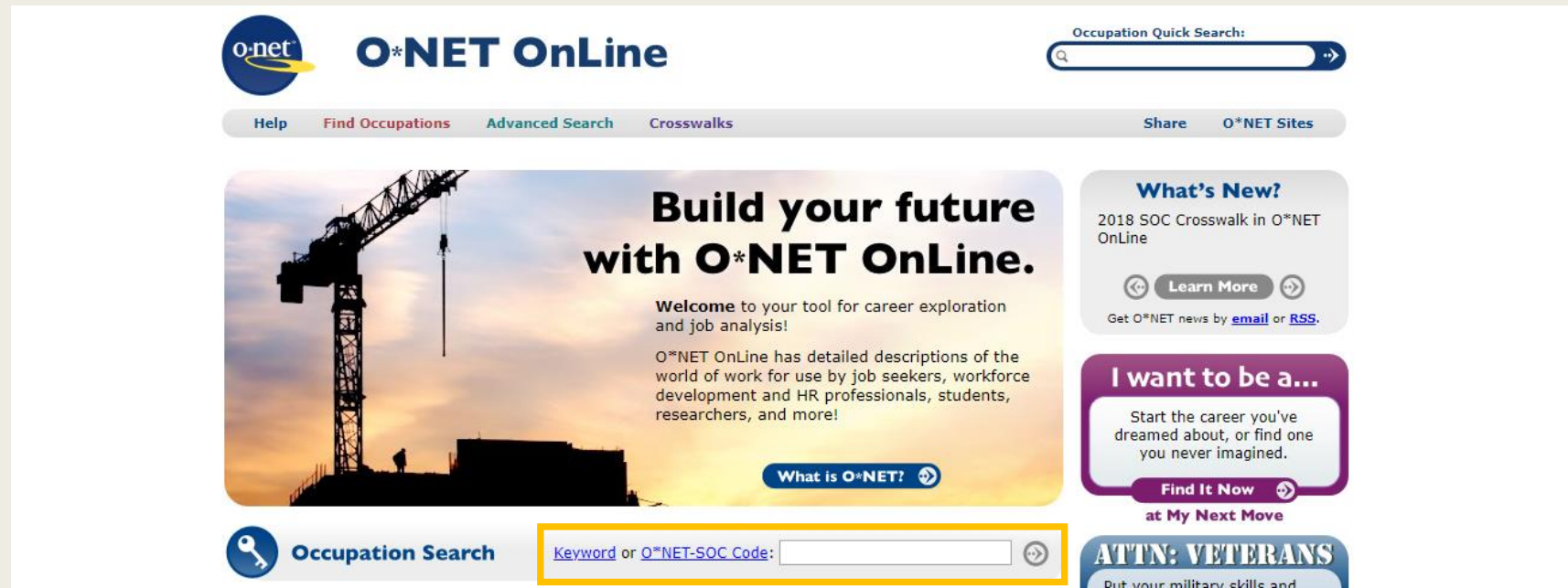
Describe the Work Environment

- Location
- Work conditions
 - *Outside? At a desk?*
 - *Travel?*
 - *Time of day? Days of week?*
 - *Seasonal, part-time or full-time?*
- Reporting arrangements
 - *Who does the employee supervise?*
 - *Who supervises the employee?*
- Cultural
 - *Identify beliefs, attitudes and values that add to your culture.*
 - *Examples: work ethic, entrepreneurial, collaborative, resourceful, respectful, honest, customer service orientation*



How to Conduct a Job Analysis

- Interview your current employees to identify employment needs.
- Consider your needs for the future.
- Review external resources for ideas, but customize to fit your operation.
 - The [O*Net OnLine](#) resource is a good tool.



The screenshot shows the O*NET OnLine website homepage. At the top left is the O*NET logo. To its right is the text "O*NET OnLine". Further right is an "Occupation Quick Search" bar with a search icon and a right-pointing arrow. Below the logo and title is a navigation bar with links for "Help", "Find Occupations", "Advanced Search", and "Crosswalks". On the right side of this bar are "Share" and "O*NET Sites" links. The main content area features a large banner with a construction crane image on the left. The banner text reads "Build your future with O*NET OnLine." followed by a welcome message and a description of the tool's purpose. Below the banner is a "What is O*NET?" button. To the right of the banner is a "What's New?" section with a "Learn More" button and a link to "Get O*NET news by email or RSS". Below that is a "I want to be a..." section with a "Find It Now" button and the text "at My Next Move". At the bottom left is an "Occupation Search" section with a search icon and a text input field labeled "Keyword or O*NET-SOC Code:". At the bottom right is an "ATTN: VETERANS" section with the text "Put your military skills and".

Job Descriptions

- Communicate expectations for a particular position.
- Use a job analysis to help develop a job description.
- Guide interviews based on description.
- Post-hiring, reference the job description to ...
 - *Identify training needs.*
 - *Assess performance.*



Components of Job Descriptions

- **Title:** Indicate role and level of seniority (e.g., manager).
- **Job Summary:** Explain duties, responsibilities, qualifications and physical demands.
- **Job Duties:** Name the tasks and work time allocated to each.
- **Job Qualifications:** List required skills, knowledge, experience, education, certifications and other characteristics.
- **Work Relationships:** Share how the employee fits in the hierarchy (i.e., reporting relationships).
- **Work Schedule and Environment:** Provide typical hours, overtime required and any irregular schedule notes (e.g., nights, weekends, holidays).
- **Salary and Benefits:** As an option, describe pay, time off, insurance coverage, retirement contribution, housing and transportation policies.

Job Description Examples

- Farm Journal Legacy Project
 - Downloadable PDF
 - farmjournallegacyproject.com/assets/1/6/businesscontinuity%20jobdescriptiontemplate1.pdf

- CareerOneStop
 - Job Description Writer
 - careeronestop.org/BusinessCenter/Toolkit/GettingStarted.aspx



Job Description Template

One aspect of effective succession planning and leadership development is to fit the best candidate to each operational role, and ensure that everyone involved is clear about the position's qualifications and expectations. Non-emotional, objective decisions promote rational, consistent and fair outcomes. Emotion as a motivator is necessary, but it must be tempered with prudent thought – committed to writing.

Role: _____ (Equipment Operator, Accounting, etc.)

Job title				
Brief Description of Duties				
Primary Responsibilities				
Secondary Responsibilities				
Direct Supervisor				
Direct Report				
Other Functions as Needed				
Specific Qualifications & Special Training				
Skills Required				
Suggested Experience				
Recommended Education				
Attributes, Abilities or Interests				
Physical Requirements				
Salary Range	Low:		High:	
Work Hours				
Overtime	Never:		Seldom:	
Benefits				
Safety Responsibilities				

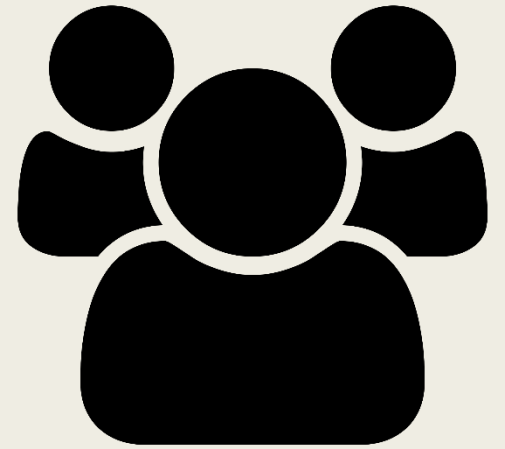
Audience Question

- Do you have written job descriptions for your employees?
 - *A = Yes, for all employees*
 - *B = Yes, but just for some employees*
 - *C = No, not for any employees*
 - *D = Not applicable. I don't have employees.*



Strategies to Find Employees

- Ask current employees.
- Connect with school, FFA, 4-H or community contacts.
- Place ads in local newspaper or radio.
- Post flyers at community bulletin boards.
- Promote on social media (e.g., Facebook, Twitter, LinkedIn, Instagram).
- Publicize on websites (e.g., AgCareers.com, agriCAREERS, AgGrad, Indeed, Monster, CareerBuilder).
- Hire a professional recruiter.
- Offer internship and apprenticeship programs.
 - *Seven-factor internship test:*
[dol.gov/whd/regs/compliance/whdfs71.htm](https://www.dol.gov/whd/regs/compliance/whdfs71.htm)



Audience Question

- What effective methods have area farms and agribusinesses used to find prospective employees?



Next Steps

- Require all prospective employees to complete and submit an application if they're interested.
- In your application, avoid asking inappropriate questions.
 - *Focus exclusively on questions that indicate whether an individual can do the job.*

Application for Employment at _____

Date: _____ Position: _____

PERSONAL BACKGROUND

Applicant Name: _____
(last, first, middle initial)

Present Address: _____
(number, street, city, state, zip)

Phone: _____ Email address: _____

Work availability: With the nature of our business, we sometimes may require help on evenings, weekends or short notice. On occasion, would you be able to help on short notice or outside of traditional work hours?

Yes No If necessary, then please explain: _____

How soon are you available to start? _____

Do you have a valid driver's license? _____

Are you legally eligible to work in the U.S.? _____

Have you been convicted of a misdemeanor or felony crime in the past 10 years? If so, then please explain.

EDUCATION HISTORY

School Name/Location	Years Attended	Did you graduate?	Degree

EMPLOYMENT HISTORY

Employer Name	Address	Start/End Date

Job Title	Job Description	Supervisor Name and Phone

QUESTIONS?

Photos used in this presentation were provided by the MU College of Agriculture, Food and Natural Resources.

Audience Question

- From your perspective, how challenging is it for area farms and agribusinesses to find the right employees?
 - *A = Not a challenge*
 - *B = Somewhat of a challenge*
 - *C = Major challenge*

