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**Management of Hispanic Employees**  
**On New York Dairy Farms: A Survey of Farm**  
**Managers**

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# **Management of Hispanic Employees on New York Dairy Farms: A Survey of Farm Managers**

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## **Abstract**

In recent years there has been an increasing number of Hispanic employees working on New York dairy farms. This survey describes the experiences and current employment practices of New York dairy farm managers who employ Hispanic workers. The 20 employers in the study represented most of the dairies in New York that employed Hispanic workers. The purpose of the survey was to benchmark current employment practices on New York dairy farms employing Hispanic workers.

The questionnaire examined a variety of employment related issues including language, recruiting patterns, wages, transportation, housing and cultural issues.

Dairy employers have been very resourceful in recruiting and managing Hispanic workers. Despite culture and language differences, employers found positive ways to manage Hispanic employees.

While most of the working relationships with Hispanic employees have been positive, several challenges exist. Solving the language problem is the greatest initial challenge since few Hispanic workers speak English. In addition, managers must understand cultural differences to avoid misunderstandings and interpersonal problems.

Employers reported other challenges including illegal immigration, community relations and turnover.

\*The author is a Senior Extension Associate in the Department of Agricultural, Resource and Managerial Economics. He extends his sincere appreciation to the dairy managers who took the time to respond to this survey for sharing their knowledge and experiences. The author also thanks Dr. Robert Milligan and Brian Henehan for their review of this manuscript and their helpful suggestions.

## **Introduction**

The practice of hiring Hispanic employees on dairy farms in New York State is relatively new. Most New York dairy employers with Hispanic employees have employed them for five years or less. This contrasts with New York's fruit and vegetable industries where hiring seasonal Hispanic employees has been common for over 40 years.

The motivation for conducting this study results from the concerns of dairy employers who report difficulty in recruiting and retaining productive employees. This is in part due to the strong current economy and low levels of unemployment. New York dairy employers are seeking alternative labor pools. They are aware that other dairy farmers currently hire Hispanic employees and many are asking if this is a viable option for them.

This study reports the current employment practices of dairy farm operators in New York who hire Hispanic employees. The objectives of this study are to:

- 1) Benchmark the current practices that dairy managers are using as they recruit, manage and compensate Hispanic employees.
- 2) Assess the wants and needs of Hispanic employees on dairy farms and how effectively those wants and needs are being met.
- 3) Develop a set of human resource management practices for dairy farm managers who employ Hispanic employees.
- 4) Assess how dairy farm managers feel about their experience in managing Hispanic employees.

## **Methodology**

A telephone survey questionnaire was developed to record the management experiences of dairy farm employers who hire Hispanic employees (Appendix I). The instrument was pre-tested on two New York dairy farms. A list of dairy employers who hire Hispanic employees was compiled through the help of Cooperative Extension educators and contacts with New York dairy farmers. Farm employers on the survey list were located throughout upstate New York with the exception of most of the northern counties. During the period of March through May of 1999, twenty dairy farm operators who employ Hispanic workers were surveyed. While those surveyed did not represent the entire population of dairy operators in New York who employ Hispanic employees, they did represent the majority.

Nineteen employers were interviewed over the telephone. One employer chose to fill out the survey form and return it. Each telephone conversation lasted from thirty to forty minutes. In each case, the individual interviewed was one of the people who supervised the Hispanic employees on a daily basis. In all cases the person interviewed was the farm owner or a partner in the business.

# Results

The responses to the survey questions from the twenty dairy farm employers surveyed are presented here. Descriptive information provided by the survey participants has also been summarized. In some cases the responses to a question add up to more than twenty because more than one answer was chosen.

## Farm Profile

### Farm Size:

Range:	125 – 3500 cows
Average:	869 cows
Mean:	630 cows

### Years farm has employed Hispanic employees:

<u>Number of Farms</u>	<u>Years</u>
3	10
9	4-5
8	>4

### Reasons for hiring Hispanic employees:

<u>Number of Farms</u>	<u>Reasons for Hiring</u>
18	Local employees not available or not willing to do the work required.
2	Hispanic employees came to farm seeking employment.

The majority of employers reported that the primary reason they began to hire Hispanic employees was that they believed they could not attract local employees willing to do the work required, which was primarily milking cows. Several employers indicated that they believed the work ethic has changed and that American employees are no longer willing to do dairy farm work, particularly milking. Other employers indicated that unemployment was very low and there was strong competition for qualified employees.

**Size of individual dairy farm workforce:**

Total workforce per farm:

Range	8 – 65
Average	18

Number of Hispanic employees per farm:

Range	2 – 30
Average	6

Percent Hispanic employees are of the total dairy workforce on each farm:

Number of Farms	<u>Percent Hispanic employees are of total farm labor force</u>
4	0 – 20 percent
9	21 – 40 percent
5	41 – 60 percent
2	61 – 80 percent
0	81 – 100 percent

The percentage of the dairy farm workforce made up of Hispanic employees in this study varied. In some cases Hispanic employees made up a substantial portion of the workforce. On seven of the farms studied Hispanic employees made up forty-one percent or more of the total dairy farm workforce. This can be an important factor if turnover among Hispanic employees on a given dairy farm is high compared to the rest of the workforce.

## Employee Profile

### Countries of origin:

<u>Number of Farms</u>	<u>Country</u>
17	Mexico
5	Guatemala
2	Cuba, United States

Mexican employees predominate in the western part of the state and in the eastern part of the state. Employees from Guatemala are prevalent mostly in Central New York, specifically in Cayuga County.

### Family Situation of Hispanic Employees:

<u>Number of farms</u>	<u>Family Situation</u>
10	Individuals
8	Young single men
5	Families
3	All of the above

Seven employers indicated that they employ Hispanic employees who live with their families on the farm. Employers also noted that employees who had their families with them were less likely to request extended periods of time off to return to their home country. The majority of employers hired individuals, either young single men or men with families in Mexico or Guatemala. Those employees without their families are likely to return to their home country after a number of months. Another trend noted was that those individuals who left families in their home country were very likely to send all or most of their income home to their family.

### **Recruitment Method used by Dairy Farm Employers:**

<u>Number of Farms</u>	<u>Method</u>
14	Word of mouth
10	Labor Contractor
4	Department of Labor, Rural Opportunities, H2A program
2	Employees came looking for work

The most common recruiting method was word of mouth. Employers, especially in eastern New York, would contact another dairy farm owner who employs Hispanic employees and request referrals from the employees themselves. Hispanic employees, especially in the eastern part of the state, appeared to be highly networked and capable of finding other Mexican employees who were willing to work on a dairy farm. Another trend that surfaced was that the longer an employer had employed Hispanic employees, the more likely he or she was to use word of mouth to recruit future employees rather than use a labor contractor. Half of the employers surveyed indicated they used a labor contractor to recruit their first Hispanic employees. In most cases employers used a labor contractor who resided in New York State. The contractor receives a fee for each employee placed on the farm. The typical recruiting fee is \$500.00.

### **Hours worked:**

Mostly six days, 55 – 70 hours per week

On 2 farms employees work 7 days per week

Hispanic employees work from 55 – 70 hours per week and usually a six-day week. One employer had a rotation of four days on and two days off. The most typical work schedule was six, 10 – 12 hour days. The majority of employers reported that their employees came to this country to work hard and to send their income back home. Therefore, they wanted to work many hours.

**Wages paid:**

\$5.50 – 9.50/hour

The majority of employers paid cash wages in a range of \$6.00 - \$7.00 per hour. Most of the jobs filled by Hispanic employees were milking positions. One employer provided a milk quality bonus of \$100.00 per month per employee in addition to cash wages.

**Benefits:**

<u>Number of Farms</u>	<u>Benefits Provided</u>
20	Housing
3	Health Insurance
3	Satellite TV
3	Quality Bonus
1	Retirement

All of the employers interviewed provided some form of housing and most of the utilities. Several employers provided health insurance, satellite television, and a milk quality bonus. Other miscellaneous benefits included vacation, sick leave, meat, day care, uniforms and transportation. Some of the employers who provided satellite television did so at the request of the employees so that they could view soccer games or watch programs in Spanish. In one case the employees paid for satellite television themselves.

**Do Hispanic employees request extended time off to return to their home country?**

13    yes

7     no

The majority of employers reported that extended periods of time off were very important to their Hispanic employees. The young single men and married men who come alone to work are usually not in the United States to stay. Their objective is to send their earnings home to their families and to return home after a period of time. In fact, it also appears that most employees don't have specific plans except that they are likely to return home

within two or three years of taking a job. One employer reported that “We will never have a one hundred percent Hispanic workforce because of high turnover”. Another employer said that the employees view work on a dairy farm as a temporary job. Employers also reported that their Hispanic employees are very good about finding a temporary or permanent replacement when they are leaving. Most employers viewed this very positively. However, some cautioned that not every new employee recruited is the same and it is the employer’s role to see that the individual is qualified and willing to do the work. One employer reported that he has hired Hispanic employees for so long that when an employee wants to leave he calls previous employees residing in Mexico to see if any are willing to return to the farm. Based on experience, one employer reported that even though an employee says he is going home for a month or two and will return, there is no guarantee that the employee will return.

**How Hispanic employees meet their transportation needs :**

<u>Number of Farms</u>	<u>Means of transportation</u>
15	Hispanic employees provide at least some of their own transportation because they drive themselves or know another Hispanic employee who does.
11	Farmer transports employees to necessary destinations
2	Farm provides all transportation

Employers reported that some employees arrive at the farm with only a few personal belongings. A few come with their own vehicles and some have a driver’s license. Hispanic employees who have a valid driver’s license are often allowed to drive farm vehicles to the shop or go to doctor’s appointments. Many Hispanic employees have their own network of friends and family. On days off, or for recreation, friends or family members often provide transportation. The farm employers usually provided transportation to and from medical appointments, grocery shopping and laundry for those employees who could not transport themselves. Over half of employers reported that they provided some of transportation for their Hispanic employees. When employers did provide transportation, they usually did the transporting themselves. Two employers provided almost all of the transportation for the employees because there were no other options.

## Language Issues

### Extent that language differences are a problem:

#### Number of farms

4	A great extent
12	A moderate extent
4	Not a problem

Most employers acknowledged that language differences were at least a moderate problem. Several reported that language wasn't a problem because there was someone on the farm who could translate. Most often this was a Hispanic employee who spoke English very well.

### Do any managers speak Spanish?

#### Number of farms

6	yes
14	no

On fourteen farms, managers spoke little or no Spanish. In these cases the employer either relied on the English speaking ability of one or more Hispanic employees or in some cases used an outside translator to help bridge the gap.

### Have managers taken Spanish classes?

#### Number of farms

5	yes
15	no

### **Do Hispanic employees speak English?**

#### Number of farms

6	very little
15	a moderate amount
1	very good command of English

In most cases the employers relied on at least one employee speaking enough English to communicate with the employer as well as to be able to translate for the other employees and train the other employees. In several cases employers said that they hired translators especially for staff meetings, performance reviews and other important discussions. In one case the translator also provided English lessons for the Hispanic employees and Spanish lessons for the English-speaking employees.

### **Have employees taken English classes?**

#### Number of farms

8	yes
12	no

In eight cases employees were involved in taking English classes locally. However, some employers reported that after starting with English lessons, the employees began to lose interest or discontinued attending class.

## **Community Issues**

### **Have employees had difficulties within the community?**

#### Number of farms

4	yes
16	no

In only four cases did employers report that there were difficulties between Hispanic employees and members of the community at large. For example, one employer reported that local landlords were unwilling to rent to employees from Mexico.

The majority of employers indicated that they were not very involved in helping their employees adjust to the community. The nine employers who said that they helped their Hispanic employees adjust to the community indicated that they offered rides to church, helped with shopping or directed employees to places to shop. Some employers also encouraged tutorial programs and other services provided to migrant employees within the local community.

### **Employee Quality of Life Issues**

#### **How Hispanic employees meet their social needs :**

<u>Number of Farms</u>	<u>Means of meeting social needs</u>
4	Employer not aware
14	Family or friends in the area
2	Married with family living on farm

When asked how their Hispanic employees met their social needs, most of the employers responded that employees have a network of family and friends in other communities in New York State. Some employees spend weekends or days off with family and friends up to thirty or forty miles away from the farm.

Six employers indicated that their employees attended church – an activity that allowed the employees to practice their religion and interact with others in the community.

#### **How Hispanic employees meet their recreational needs :**

<u>Number of farms</u>	<u>Means of meeting recreational needs</u>
6	Employer doesn't know or is not sure
2	Employees don't have much to do in their spare time
12	A range of activities including basket ball, soccer, television, Nintendo, gardening, shopping, go to town, movies

When the employers were asked what their Hispanic employees did for recreation, some were not sure and others indicated that employees engaged in sports and other activities. Soccer was the most frequent sport mentioned. Many employers acknowledged that when the employee had time off, there may not be sufficient recreational or social activities to fill their time. Those employees that had satellite television particularly enjoyed Spanish programming.

## Other Issues

### Did problems arise because supervisor did not understand the culture?

<u>Number of farms</u>	
6	yes
14	no

Six employers reported having difficulties with supervision that they attributed to cultural differences. Three of the employers interviewed were women and all of them reported that male Hispanic employees had difficulty accepting their supervision. In each case the women involved addressed the issue directly and resolved it.

Several employers also reported that Hispanic employees were greatly upset and insulted if someone shouted at them or reprimanded them in front of other people. Employers reported that because of their culture they are less tolerant to being shouted at than other employees might be. Several employers also indicated that the employees expect a strong chain of command and authority within the workplace because this is what employees are accustomed to in their home country.

### Encounters with law enforcement officials:

<u>Number of farms</u>	
10	yes
10	no

Half of the employers surveyed indicated that there were instances where their Hispanic employees had broken laws, although most were minor infractions. Most law enforcement problems had to do with driving a motor vehicle such as driving while intoxicated, speeding, driving without a license or driving without registration. A few employers indicated that driving violations sometimes led to inspections by the

Immigration and Naturalization Service to determine if employees were in the country legally.

**Drug or alcohol problems?**

7      yes - alcohol

13     no

Seven employers indicated problems with alcohol. Several reported employees coming to work under the influence of alcohol and the need for discipline in those cases. Other employers established specific rules regarding alcohol. In one case there was a rule that unauthorized parties or social gatherings on farm property were not allowed. Employers also reported that there was no visible drug use by their employees.

**Are employees concerned about isolation?**

4      yes

16     no

Only four employers were aware that their Hispanic employees had specific concerns about feeling lonely or isolated. However, employers did acknowledge the potential for loneliness and isolation. Some employers indicated that when the employee lived with his immediate family on the farm, isolation was not a problem. However, for single individuals, isolation can be a potential problem.

**Has there been any evidence of friction between non-Hispanic employees and Hispanic employees?**

6      yes

14     no

Less than half of the employers reported any friction or tension between non-Hispanic employees and Hispanic employees. The employers who did indicate difficulties pointed to problems of prejudice. Employers also reported that some existing employees felt that Hispanic employees threatened their job security. For those six employers who did report friction, most said that the people who had difficulties working with Hispanic employees have left and found employment elsewhere. In the cases where prejudice was evident,

employers said it usually took the form of racial comments. The employers who reported prejudice also said that they took it upon themselves to make it clear to all employees that prejudice in the workplace would not be tolerated.

**Advice to other employers:**

When employers were asked what advice they would give to someone who is just starting to hire and manage Hispanic employees, the answers were varied with some common themes. The most common theme was language.

Advice included:

- Overcome the language barrier
- Be calm and patient when dealing with Hispanic employees
- Hire more than one Hispanic employee to avoid problems of loneliness and isolation
- Treat your Hispanic employees just like you would treat non-Hispanic employees

# Conclusions

The New York dairy employers interviewed for this study are convinced that Hispanic employees are a viable workforce option for the dairy industry. The practice of hiring Hispanic employees on dairies in New York is relatively new and employers in this study have been very resourceful in recruiting and managing this new workforce. Despite language and cultural issues, dairy employers who have hired Hispanic employees generally report excellent work performance.

Language and culture are the two immediate issues that managers face when introducing Hispanic employees to their business. Given the differences in language and culture, the employers in this study appear to have been successful at attracting Hispanic employees and showing them how to perform their jobs. As the employer – employee relationship developed in the months that followed, some employers reported that there were other issues to address. These included prejudice, turnover, isolation, alcohol abuse and immigration status. The following issues were identified during the survey.

- 1. Language** – Bridging the language barrier is the first challenge that the employer faces when Hispanic employees are hired. In a few cases in the study, one of the farm managers spoke Spanish. In other cases a Hispanic employee who spoke English was asked to translate for the manager. The majority of managers in this study spoke little or no Spanish and most Hispanic employees spoke little or no English.

**Issue :**

- Determine how to bridge the language gap when none of the managers or employees on the farm are bilingual.

**Management strategies:**

- Dairy supervisors take Spanish classes at local colleges or other adult education sites.
- Dairy supervisors utilize a variety of language resources (including books and tapes) to learn key words and phrases important for day to day communication.
- Employers hire a translator to come to the farm during training at staff meetings and when important employment policies are being discussed. A translator can be used to tutor supervisors in Spanish and Hispanic employees in English.
- Hispanic employees take English classes at local schools and adult education sites.
- Employers provide encouragement and incentives for employees to learn English.
- Use portable electronic translating devices to help supervisors and employees effectively communicate with one another.
- Purchase training tapes and other dairy management materials in Spanish and make them available to Hispanic employees.

- 2. Cultural Understanding** – All of the employers in this study reported that they had observed employee behaviors that were unfamiliar and probably related to culture.

Employers also noted that to supervise effectively it was helpful to understand the culture.

**Issue:**

- Employers need to understand the culture of their employees in order to be effective supervisors.

**Management Strategies:**

- Become familiar with employee culture by asking them to describe life in their home country.
- Read about the culture of employees and compare it to American culture.
- Become trained in how to supervise a multi-cultural workforce.
- Become trained in workplace diversity.

- 3. Prejudice**– Most employers were impressed with many of the behavioral characteristics of their employees. They indicated that Hispanic employees were friendly, respectful, and possessed a very strong work ethic. Most also reported that Hispanic employees got along well with their fellow employees. A small group of the employers indicated that there was occasional prejudice among non-Hispanic employees after Hispanic employees were hired. Several employers also stated that there were examples of prejudice within the community.

**Issues:**

- Tension sometimes arises between current non-Hispanic employees and new Hispanic hires.
- Employers sometimes encounter prejudice in the community when Hispanic employees are new to the area.

**Management strategies:**

- Address problems of prejudice in the workforce quickly and directly.
- Create opportunities for dairy supervisors to learn about the culture of Hispanic employees.
- Advocate for Hispanic employees within the community and help employees adjust to the community.
- Take a proactive role in helping Hispanic employees adjust to the work environment on the farm.
- Keep lines of communication open among all employees and deal with problems quickly.

- 4. Employee Turnover** – Dairy employers sometimes remark that it is difficult to retain good local employees. Dairy farm owners who employ Hispanic employees also have concerns regarding turnover. Turnover of Hispanic employees can be high for several reasons. Even though employers check for proper immigration documentation, some employees enter the country illegally and risk being deported. Other employers report that if Hispanic employees get upset or offended, they may leave abruptly. Employers also reported that Hispanic employees want to go home for extended periods of time and if not allowed to go home they may leave anyway.

**Issue:**

- There is potential for high turnover of Hispanic employees on dairy farms.

**Management strategies:**

- Establish a flexible staffing system that allows Hispanic employees to leave and then return to farm employment.
- Ask employees when they start work to agree to give at least two weeks notice before leaving employment.
- Involve employees in finding their own replacement. This appears to work well since Hispanic employees have strong networks of family and friends.
- Involve employees in training new employees and orienting them to the job before they leave.
- Encourage employees to return to the farm after their visit home.
- Encourage employees to come to the farm with their families.
- Check immigration documents carefully before hiring Hispanic employees.
- Treat employees with respect and dignity.

5. **Isolation and loneliness** – A few employers reported that loneliness and isolation affected their employees, especially when the farm was located in a very rural area. Some employers cautioned against hiring just one Hispanic employee because of the potential for loneliness. Employers in this study indicated that they were relatively uninvolved with the social and recreational activities of their employees. They did, however, acknowledge these activities as important. A majority of the employers reported that their employees had family and friends within the region of the state where they lived, and that this network helped to alleviate feelings of loneliness and isolation.

**Issue:**

- When Hispanic employees are thousands of miles away from home there is potential for them to feel lonely and isolated.

**Management strategies:**

- Provide rides to church or other social functions.
- Encourage contact and socializing with family and friends.
- Provide opportunities for employees to make friends.
- Consider providing satellite television so that employees can view television programs in Spanish.

6. **Alcohol abuse** – Alcohol abuse sometimes occurs with Hispanic employees, as it does with non-Hispanic employees. The majority of the employers in this study did not report alcohol-related problems. However, the employers who did, reported disruptions in the workplace and poor job performance as results. Four of the twenty employers reported that their Hispanic employees had been charged with driving while intoxicated. Three employers reported a problem with Hispanic employees showing up for work drunk and two reported work attendance problems as a result of excessive drinking on days off.

**Issue:**

- Some employers report instances of alcohol abuse among Hispanic employees.

**Management strategies:**

- Make employees aware of local laws regarding drinking and driving.
- Develop clear rules regarding alcohol and the workplace and communicate them to all employees. State policies in an employee handbook.
- Encourage constructive recreational and social activities on days off so that drinking does not become the primary time-off activity.
- Encourage responsible use of alcohol.

7. **Immigration Issues** – There was no survey question that specifically addressed the legal status of Hispanic employees but a number of employers raised the issue. Employers reported that even if they carefully checked the appropriate documents and it appeared that the Hispanic employees were legal, it was still possible that they were not and that they entered the country illegally. Several employers expressed concern that they could face an immigration raid at any time and have some or all of their Hispanic employees deported.

**Issue:**

- Hispanic employees may have entered the United States illegally despite possession of documents that appear to be legal and the employer risks having some or all of the employees deported.

**Management strategies:**

- Carefully check the immigration status of employees.
- Work through professional associations to shape immigration policies that will allow for a legal agricultural workforce.

## Successful Human Resource Practices

The employers surveyed made many comments about how to effectively and successfully manage Hispanic employees. During the course of the survey, employers commented on practices that worked effectively to help them meet their human resource goals. If employment of any workforce is to be effective, a number of human resource outcomes are needed. These include attracting quality employees, productivity, employee retention, work attendance, and employee job satisfaction. It is as important to achieve these results with the Hispanic workforce as with any other workforce. During the course of the survey, employers described practices they used that worked effectively to help them meet their human resource goals. To achieve human resource objectives, dairy farm employers now and in the future will be challenged to adopt modern human resource management practices. The following is a list of human resource management practices for employers of Hispanic employees, which emerged from the survey interviews.

Dairy farm employers who are successful in managing Hispanic employees possess the following characteristics:

- 1) They work aggressively to overcome the language barrier, including learning to speak Spanish themselves.
- 2) They make a considerable effort to learn about the culture of their employees. This enables employers to better understand their employees as people, and to understand the supervisory techniques that are acceptable and unacceptable to employees from another culture.
- 3) They develop an organizational culture that accepts and appreciates the differences that individual employees bring to the workplace. They help all of their employees to recognize and appreciate the differences between cultures.
- 4) They establish employment policies and carefully communicate them so all employees understand employer expectations for proper conduct on the job and on farm property (including housing). Once established, employment policies are uniformly enforced with all employees.
- 5) They make every effort to hire Hispanic employees who have legally entered the United States and thereby avoid employee turnover due to deportation.
- 6) They acknowledge their employees' strong family ties and desire to return home periodically. Successful employers develop staffing systems that are flexible enough to allow for employees to return home for a period of several weeks or months and then return to the job.

- 7) They help to create and support social and recreational activities for Hispanic employees that will create a quality of life outside of the job.
- 8) They become involved in community relations to help community residents accept and support Hispanic employees and to help employees become oriented to the community. They become advocates for their Hispanic employees so that community residents will understand the importance of this workforce to the success of the agricultural community.

## **Recommendations for Further Study**

Several issues emerged in the survey, which warrant further study.

- 1) Survey Hispanic employees to assess their perspective on dairy farm employment.
- 2) Study community interactions with Hispanic employees.
- 3) Study immigration issues to determine how employers can accurately determine the immigration status of their employees.

## **Implications for Cooperative Extension**

If there is a trend toward more Hispanic employees on Northeast dairies, Cooperative Extension may play several key educational roles.

- 1) Work with recruiters to help ensure that information regarding language, culture, and management is provided to employers at the time of hiring.
- 2) Work intensively with key employers who can provide an example for other employers to follow.
- 3) Conduct workshops and seminars to teach Spanish and cultural understanding.

Appendix I

**Managing a Multi-cultural Workforce  
on Northeast Dairy Farms**

**Survey**

Farm Name \_\_\_\_\_ Person Interviewed \_\_\_\_\_  
Address \_\_\_\_\_ Title \_\_\_\_\_  
\_\_\_\_\_ Number of Cows \_\_\_\_\_  
\_\_\_\_\_ Phone \_\_\_\_\_

- 1.) How long have you employed Hispanic workers?  
\_\_\_\_\_ Years
- 2.) What were the primary reasons that you decided to hire Hispanic workers?
- 3.) What country or countries do they represent?
- 4.) How many total employees do you have?
- 5.) How many Hispanic employees do you have?
- 6.) How did you recruit or locate these employees?  
\_\_\_\_\_ Labor contractor  
\_\_\_\_\_ Other - specify

If you recruited through a labor contractor:

Name of contractor \_\_\_\_\_

Address \_\_\_\_\_

Telephone # \_\_\_\_\_

Fee paid \_\_\_\_\_

7.) What wages do you pay Hispanic workers?

8.) What benefits do they receive?

Health Insurance

Retirement

Housing

Transportation

Other - specify

9.) Do you provide housing?  Yes  No

If yes check housing type below.

House

Apartment

Room

Barracks housing

Other

10.) How do your Hispanic employees meet their transportation needs?

11.) How do your Hispanic employees meet their social needs?

12.) How do your Hispanic employees meet their religious needs?

13.) What do your Hispanic employees do for recreation?

14.) Do you hire?

Families

Individuals

Predominately young single men

All of the above

15.) To what extent are language differences a problem?

A great extent

A moderate extent

Not a problem

16.) Are any of your farm managers fluent in Spanish?  Yes  No

Describe:

17.) Do your Hispanic employees speak English?

Very little

A moderate amount

Very good command of English

Describe:

18.) Have any managers or supervisors on your farm taken Spanish classes?

Yes

No

Describe:

If yes, do you pay for them  yes  no

19.) Have any Hispanic employees on your farm taken English classes?

Yes

No

Describe:

If yes, do you pay for them  yes  no?

20.) Have there been any difficulties between your workers and the community at large? \_\_\_\_yes \_\_\_\_no  
Describe:

21.) What leadership role, if any, do you play in helping your employees adjust to their new community?

22.) Have any supervisory problems arisen because you or one of your managers did not understand some of the cultural characteristics of your workers?

\_\_\_\_Yes \_\_\_\_No  
Describe:

23.) Have your Hispanic workers had any problems with the law enforcement authorities?

\_\_\_\_Yes \_\_\_\_No  
Describe:

24.) Have you had any problems with alcohol or drugs in your Hispanic workforce?

\_\_\_\_Yes \_\_\_\_No  
Describe:

25.) Have your Hispanic workers had concerns about being isolated?

Yes  No

Describe:

27.) How many hours per week do your Hispanic employees work, on average?

28.) Has there been any friction or problems between your regular workers and your Hispanic workers?  Yes  No

Describe:

29.) Do your workers request extended periods of time off to return to their home country?

Yes  No

Describe:

30.) Based on what you have learned as a manager of Hispanic workers what advice would you give to some one who was just starting to hire and manager a Hispanic workforce?

31.) How has employing a Hispanic workforce worked out overall?

32.) Do you know any other dairy farmers who hire Hispanic workers?

33.) Do you have any other comments about your experience as an employer of Hispanic workers?

Thank you very much for your time.