



# **A Guide to Finding, Hiring and Retaining Farm Employees**

*Ag Intelligence Service  
in Cooperation with*





# Are you struggling to attract and retain workers for your farm operation?

Your situation is not unlike many in farming today. Finding quality employees is challenging and unless you adapt to the new workforce patterns, attracting, hiring and retaining workers will become more difficult.

This guide is designed to help position your farm business as an employer of choice in this tough labor market. It will help you attract and retain quality labor, and reduce the chance of a key employee leaving, causing a business disruption. Each section will provide you with valuable information and templates to help you attract and retain workers.

## Let's get started:

*This guide is not designed to be a comprehensive guide to all federal, state, or local employment laws. It is provided for informational purposes, and Ohio Farm Bureau Federation and Nationwide are not responsible for the content. Please consult with your legal counsel to ensure you comply with applicable laws.*

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HOW WILL YOU RETAIN EMPLOYEES?

The Work Institute<sup>1</sup>  
found that

# 78%

of cases of employees quitting could have been prevented by the employer. Not only that, but career development keeps consistently ranking as a top reason for employee turnover.



CLICK [HERE](#) TO DOWNLOAD A PRINT READY VERSION OF THIS GUIDE.



# What's a business culture and why you need one.



## Culture plays a huge role in an organization's success.

The right organizational culture can help a farm attract and retain top talent. It can also improve employee engagement and help you gain a competitive edge in the market.

- According to a study from global staffing firm Robert Half, 35% of workers would turn down the perfect job if they didn't feel it was the right culture fit.<sup>2</sup>
- A recent Employee Retention Report from management platform TINYpulse found that employees who rated their company culture poorly were 24% more likely to leave their job for another opportunity within a year.<sup>3</sup>
- According to a recent survey from Jobvite, nearly 40% of workers ranked company culture as "very important".<sup>4</sup>

As you can see, investing in your farm's culture has a variety of long-term and short-term benefits. But what is farm culture and why is it so important? What kind of impact does it have on new hires and existing employees? And what steps can you take to foster an organizational culture that drives results?

## What is a farm business culture and why is it so important?

Culture is what creates the day-to-day experience at a company or farm. And when a farm business has a good culture, employees are engaged, committed, and excited to come to work. And that stretches from brand-new employees all the way up to the leadership team.

That's because, in a healthy culture, there are clear expectations. Expectations around how work gets done, why that work is important, and how teams are expected to treat each other.<sup>5</sup> ([BetterUp, 2022.](#))

## Five factors that contribute to organizational culture.<sup>5</sup>

1. How a farm treats its team members plays a huge role in defining its culture. For example, a farm business that has an employee recognition program is going to have a different culture than a farm where managers take credit for their employees' work.
2. If a farm business has a strong mission, it can influence its culture as it gives employees a shared sense of direction and purpose.
3. The decision-making norms within a farm can also influence workplace culture. For example, a farm that asks for employee input when making decisions is going to differ from a farm where the owner makes the call alone.
4. Some farm businesses have an open, friendly communication style that leads to strong relationships. Others have a more "keep to yourself" culture that limits nonessential communication.
5. How a farm business expects their employees to work also plays a major part in culture. For example, is the atmosphere more laid-back or more of a high-performance culture? Is work-life balance a core part of the work experience or are employees expected to respond to work requests on nights and weekends?

[Learn more about the importance and benefits of culture here.](#)



Now that you understand the importance culture, grab a piece of paper or your computer and follow these four steps to define your farm business culture. →

## Step 1: Define your values

Your farm values are what dictates all the elements of your culture. That includes how people treat each other to what kind of expectations there are around the work. So, when developing your farm business culture, what is the first step of the process? Defining your core values. For example, your values might be respect and transparency. Or they might be kindness, equality, and innovation. Or maybe integrity, honesty, and fairness feel like your core values. Whatever your values are, it's important to define them from the get-go because it's those values that will act as the foundation of your culture.

## Step 2: Set goals

You set goals for everything on your farm. So why not set goals for your culture? Think about your values and how you want to bring those values to life on your farm. Then, translate that into goals.

## Step 3: Ask your team

Ask your team what they want to see in the farm culture – Ask employees for feedback on what they like about your existing culture and what they think could be improved. Then, use their feedback to drive your organizational culture strategy. That way, you can build a culture that not only works for the farm business but also works for the employees.

## Step 4: Develop a plan

Develop a plan for working your culture into the day-to-day work experience – Your farm culture is how your employees experience work every day. So, when you're developing your culture, make sure you think about how to work your culture into the day-to-day work experience.<sup>5</sup>

## The following words are often used to positively describe a company culture<sup>6</sup>:

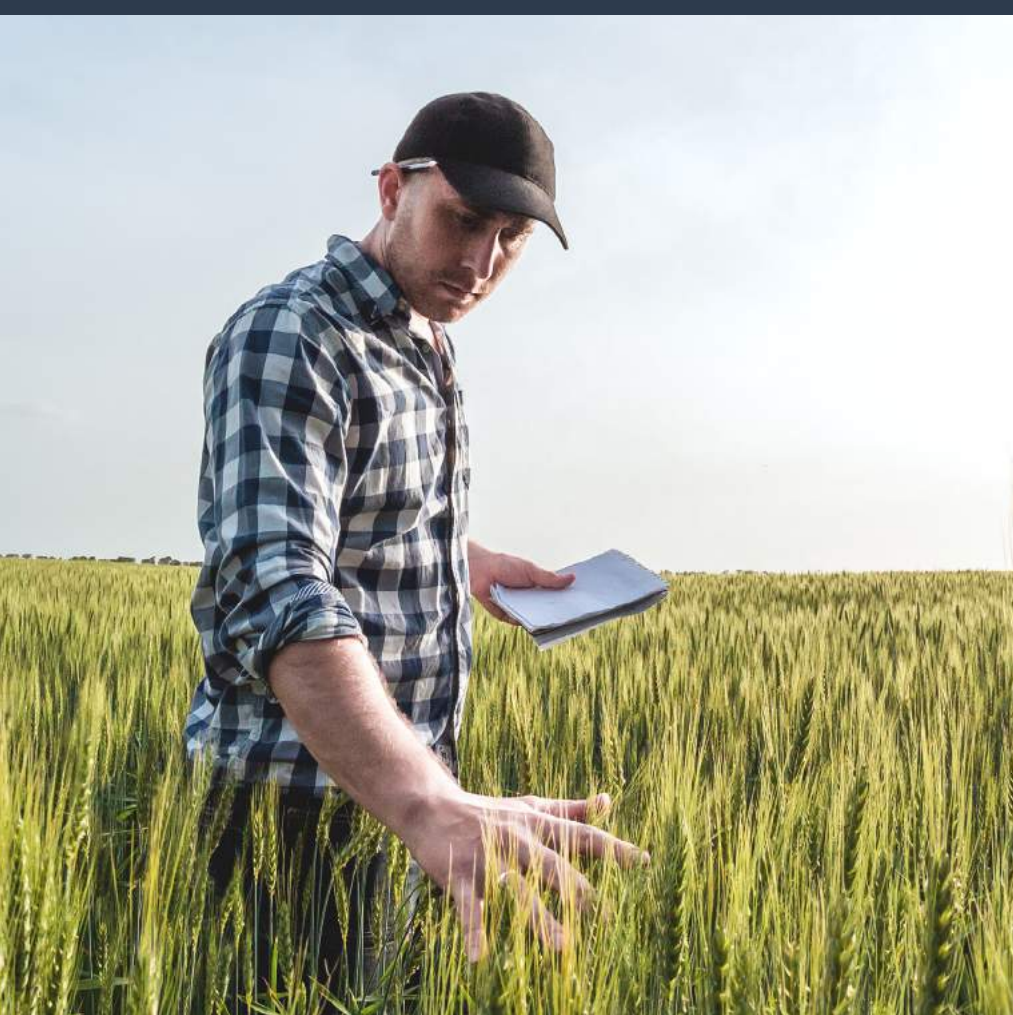
- **Friendly:** Shows that employees engage with one another in a positive way throughout the workday. Some other words that can be used to describe this type of culture include “warm,” “sociable,” or “amicable.”
- **Challenging:** Indicates that employees are encouraged to explore the full potential of their skill sets, and that they're likely to grow through the job experience. You can also use words like “stretching,” “exacting,” or “resilient.”
- **Motivating:** Implies that the company is inspiring, and employees will feel compelled to work hard. You can also describe a motivating company culture by calling it “exciting,” “activating,” or “driven.”
- **Engaging:** Suggests that employees will feel invested in their work because it speaks to their interests. You can also say the culture is “enriching,” “stimulating,” or “energizing.”
- **Nurturing:** Conveys that the company is invested in employees' growth and development. A culture like this can also be called “caring,” “fostering,” or “supportive.”
- **Collaborative:** Signifies that employees and teams will work well together cross-functionally to accomplish their goals. In addition to “collaborative,” you can also say “group-focused,” “cooperative,” or “united.”
- **Autonomous:** Expresses that employees are trusted to have ownership over their work and that they have the individual power to improve results. Other terms you can use include “independent,” “individualistic,” or “flexible.” ([WeWork, 2022.](#))





## Skill sets.

# What you have and what you need.



**Before you go forward** with a plan to hire a new employee or additional employees, you need to assess where the farm's workforce currently stands by assessing the strengths and weaknesses of your employees and comparing them to your operational needs moving forward. This will help you identify skill gaps and assist with the hiring of new employees.

**Take time to explore what your operation will look like in three, five and 10 years.** What skill sets will you need to accomplish your growth plans?

**Below are several questions to help guide you through this assessment process:**

- What skills do you and your current employees possess? List both hard – specific technical knowledge and training – and soft skills – personality traits such as leadership, communication or time management.
- Are you fully utilizing all these skills? If no, why not?
- What skills, competencies and qualifications will your farm business require in the next three, five or 10 years to achieve its goals?
- How are your current employees performing?
- Who are your star employees, and who needs some extra help?
- Are any of your employees approaching retirement? If yes, what skills do they have that you will need to transfer to other employees or replace?
- What can you do to motivate your top talent to stay?

**You might find that you have skills or job roles you won't need in the future, or too many of these skills and roles.**

You'll need to decide whether these employees can continue to play a part in your farm business, perhaps by being reskilled.

**Additional tips and thoughts<sup>7</sup>:**

- Invest in employee retention: Your plan will be thrown into disarray if your best employees leave and take the skills you need with them.
- Have a succession plan for skills and roles: Succession planning normally refers to identifying someone to take over a specific leadership role when the current manager leaves.
- You need to take the same approach to skills. Work out who you can get to plug the gap when someone with valuable skills leaves. One approach is "two-up," which means that you have two people with the same skills do the most important roles. Not that they double up, but rather both could step in if one was on vacation or won the lottery.
- Decide when to upskill and when to hire: Sometimes it will be cheaper to retrain employees than to hire someone new. ([Venngage, 2022.](#))

**Download** this worksheet and take 15 minutes to assess your employees skillsets and identify potential gaps in your current workforce.





# How to recruit good people.



**Now that you know what skill sets you are looking for, it's time to get out there and do some recruiting, right? Not quite yet.**

## **THE JOB DESCRIPTION**

Before you start recruiting, you need to clearly define the job responsibilities and write a job description. ([ADP, 2023.](#)) A job description helps ensure you recruit the right talent for the position. When you clearly specify the qualifications for the role it helps<sup>8</sup>:

- Attract the right employee.
- Guide training.
- Offer protection after termination.
- Improve retention and satisfaction.
- Gauge employee performance.

Michael Hoffman with [Igniting Performance](#) recommends using the KSAM approach which helps you create a list of what you are looking for in a candidate, and then helps you focus your interview questions against the list. It's a disciplined approach and is grounded in thinking about the employee role from these four perspectives:

- **Knowledge** – What does the new hire need to know to be successful?
- **Skills** – What does the new hire need to do to be successful?
- **Attributes** – What does the new hire need to be like to be successful? (e.g., caring, patient and perceptive if you are a calf feeder)

- **Motivations** – What part of the job will the new hire need to like or miss to be successful? For example, if the new hire likes/wants to travel and travel is not part of the job, the job may not be a good fit. Or if the new hire likes to be outside most of the time and the job involves working with planting, scouting, etc., this might be a good fit.

**When writing a job description, identify the essential functions, responsibilities and any physical demands for the job.**<sup>8</sup>

- Define candidate requirements – Consider what qualifications the ideal candidate should have in terms of experience, education and training. Remember to prioritize your requirements. Note must-haves vs. nice to haves.
- Job title – Use a title that is easy to understand and keep the title concise.
- Write a summary of what the employee will do – Be clear, concise and list the essential functions and responsibilities. Ensure the description is easy to digest using bullet points. Be sure to include information about the job, experience required, growth opportunities, benefits, perks and company culture.
- Company description – Briefly describe your farm business as well as share information about your farm culture. Be sure to write about your farm business purpose. For example, “You’ll be a part of helping raise the food that feeds families.”

We've created a **template** and **example** to help jump-start your next job description.





## **YOU NEED MORE THAN A HELP WANTED AD.**

Posting a help wanted ad in the local newspapers has some success, but don't put all your eggs in this basket. There are so many tools that can expand your reach and help you find the right candidates for your farm.

An online presence can also help attract new talent, particularly Gen Z workers. If your farm has a website, consider adding a Careers page that includes possible positions, salary ranges, benefits, opportunities for development and even testimonials.

**Be open to expanding your reach using an online service.** The ideal candidate for your job may not be a local resident, they may live 100 miles away.

## **USE AN ONLINE SERVICE.**

There are dozens of websites designed to help employers find candidates by presenting your open position to hundreds of potential candidates. Here are a few to consider.

- **Indeed** – One of the largest job search websites. While it's not focused on agriculture, it does feature production agriculture job postings. The site is easy to use and free, but you can also pay a fee and your job posting will be promoted to potential candidates. Indeed also offers several resources to help guide you through the hiring process.
- **AgButler** – This app is like a ride-sharing service. It connects you with a network of experienced ag laborers in real-time that can be filtered by location, ratings, work experience, availability, and more. Labor is divided into three categories: livestock, crops, and transportation. The app does charge a fee.

- **AgTalk** – Is by far one of the largest and widely used forums in agriculture. But did you know you can also post a thread about the job you are looking to fill?
- **FarmPost** – Another app designed to help farmers find employees. You simply post your job description, and the app connects you with potential candidates.
- **AgCareers** – As one of the leading online farm and ag career platforms, it has more than 1 million page views every month, processes thousands of applications monthly, and has nearly 4,000 jobs from employers each month.
- **TalentConnect** – Focused primarily on dairy, this site connects jobs with candidates in agronomy, herdsman, mechanics, finance, engineering, and more.

## **CONSIDER USING AN EMPLOYMENT SEARCH FIRM.**

Let's be honest, you're busy and hiring an employee can be a full-time job. Have you considered hiring an employment agency to help you find the ideal candidate for your farm?

Hiring a search firm can help streamline the recruiting process – assist with the creation of a job description, identify and screen potential candidates, help set up candidate interviews, conduct background checks, and assist you in making an offer. Search firms will charge a fee – typically a percentage of the salary, but for some farmers, the expense is worth it.





Here is a list of ag focused search firms; also check to see if there are any firms in your local area.

- [AgHires](#)
- [AgCareers](#)
- [Ag 1 Source](#)

**Consider a mindset shift.** Your future employees may not have a connection to agriculture. Consider looking for workers with transferable skills or someone who wants to get into farming but doesn't have the family or finances to do so.

## **NETWORK AND BUILD A RECRUITMENT PIPELINE.**

It's important to have a multipronged approach to recruiting, so don't rely solely on online services and search firms. Word-of-mouth marketing still works ... connections and engagement are key.

- Consider joining a farm or commodity organization, like [Farm Bureau](#), or a community club and attend their events to network. This is a great way for others to learn about you and your farm operation, and to share ideas that could lead to a referral down the road.
- Get involved with your local FFA or 4-H chapters. These youth organizations are attracting students who normally don't have a tie to agriculture. Set up a work or intern program for students to work on your farm; this could lead to a future full-time employee.
- Forge connections with your local community or technical colleges. Attend their recruiting events to promote your farm business and employment opportunities.

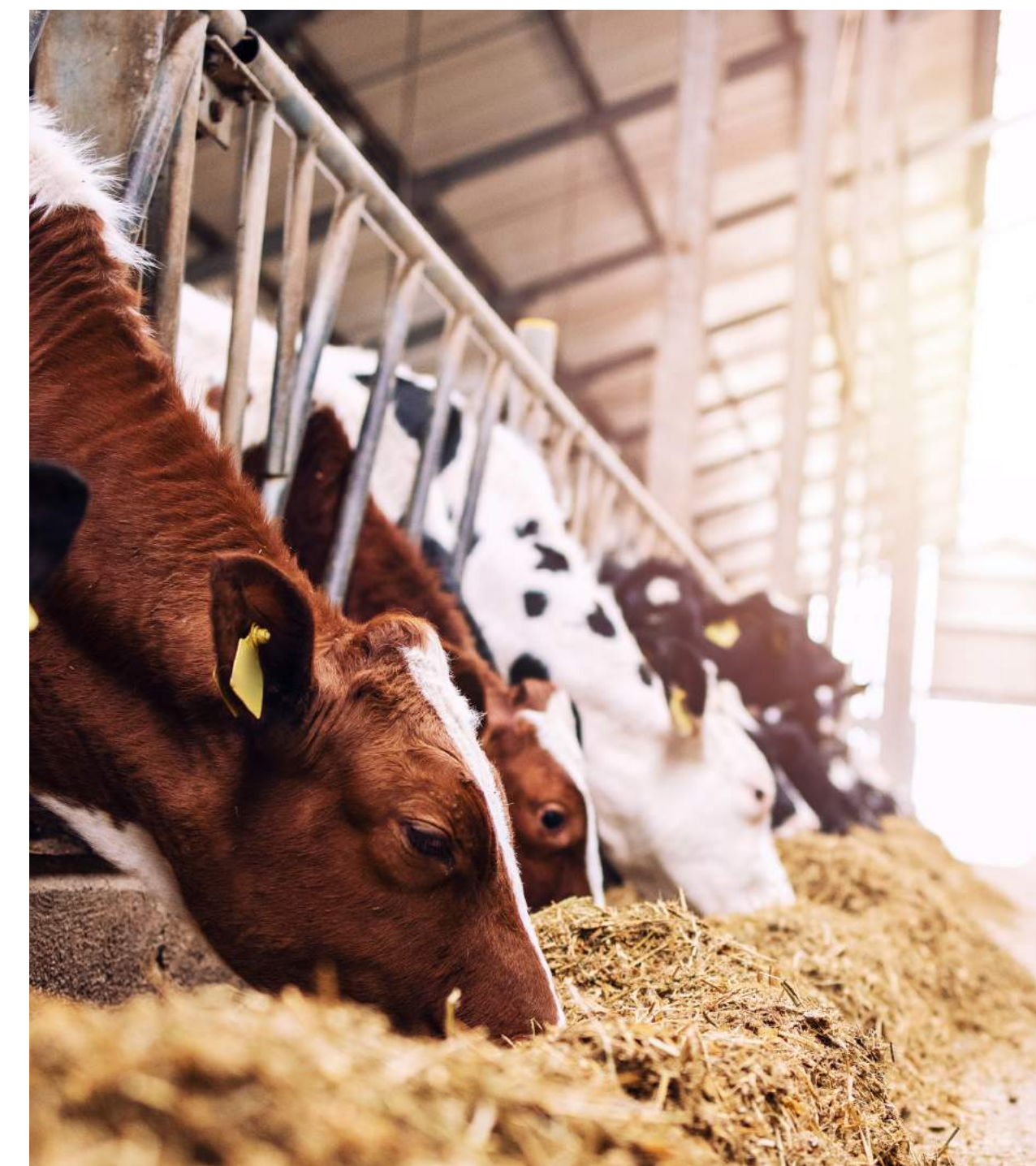
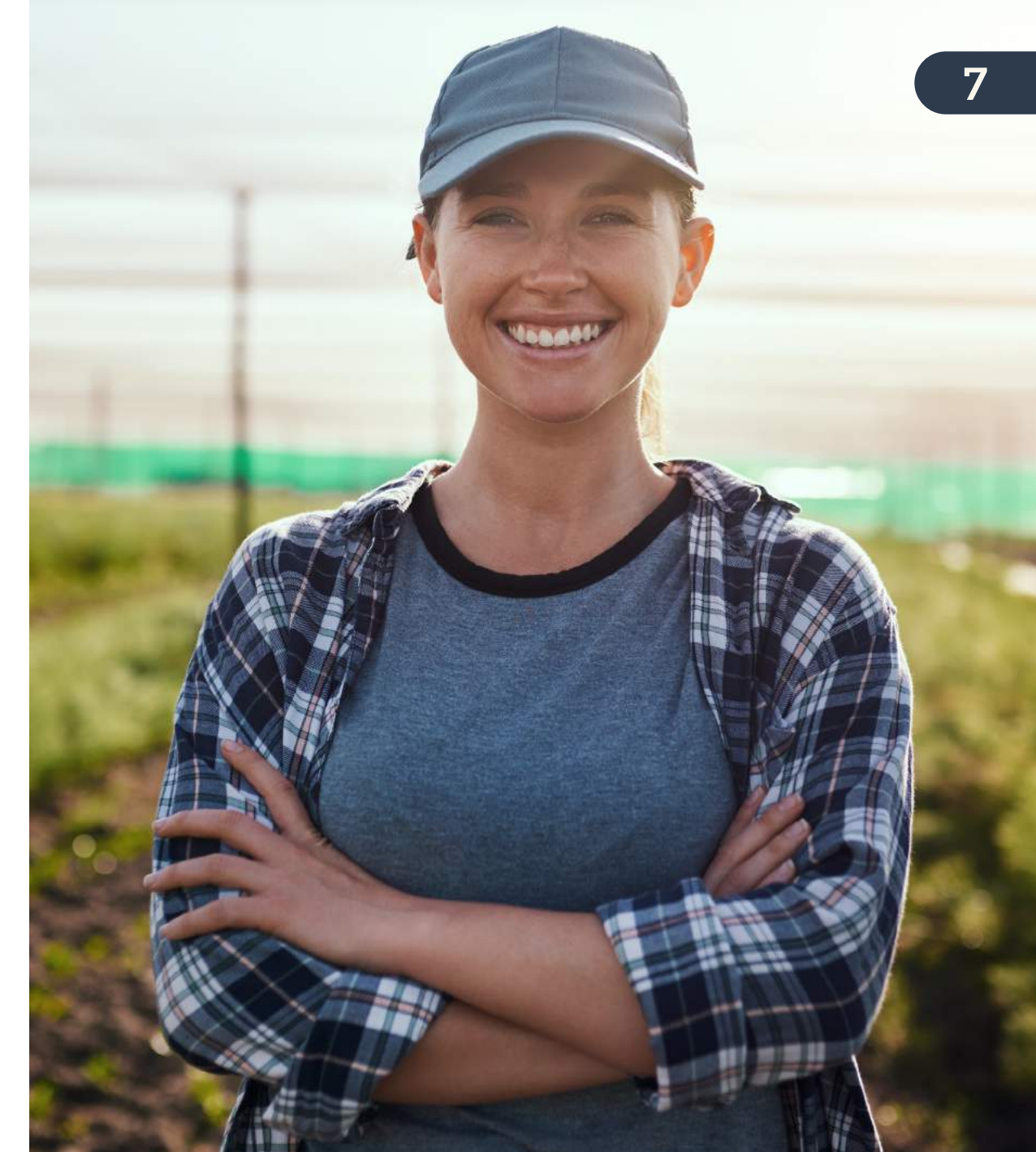
With any luck, you'll plant the seed for new talent down the road. You should also encourage family members and employees to do the same, extending your reach.

**Consider developing a one-page recruitment flyer** that provides an overview of your farm operation, farm goals, culture and career growth opportunities. Drop off this flyer at the local extension service, FFA chapter and area community colleges.

## **CONDUCTING AN INTERVIEW.**

You have a pool of candidates, now it's time to get ready for the interview. There are several different ways to interview potential candidates; choose an approach that works best for you.<sup>8</sup>

- **Phone interviews** – You can set up phone interviews prior to in-person meetings to get preliminary information about potential candidates, then determine if you want to schedule an in-person interview.
- **In-person interviews** – Invite strong candidates to visit the farm and meet you in person. This allows both parties to assess whether the job is a good fit for the candidate. Some farmers have conducted the interview while touring the farm to see how the candidates responded and engaged during various parts of the farm tour.
- **Video interviews** – If an in-person meeting isn't possible due to geographical reasons, setting up a video interview is also a great way to "meet" candidates.





**Determining your questions and interview process in advance will help you during the actual interview.**<sup>8</sup>

- **Prepare** – Set aside adequate time prior to the interview to review the candidate's application.
- **Be consistent** – Consistency is important for a fair interview process. Come up with a core set of questions that relate to your Knowledge-Skills-Attributes-Motivations expectations and stick to them.
- **Ask only job-related questions** – Federal, state and local laws protect job applicants from discrimination based on, among other things: race, color, religion, sex, national origin, age, disability, genetic information and military status. Many state and local jurisdictions include additional protections beyond those included at the federal level. Refrain from asking questions that would cause a candidate to reveal their protected status.
- **Consider behavioral-based questioning** – It can be helpful to ask candidates how they have handled a specific work situation in the past – one they might encounter while working for you. Ask them to outline the issue, their actions, and the resolution for a snapshot of their character and competency.
- **Take notes** – It will be helpful to have notes to reference when reviewing all candidates and making a final decision.

**Look for**<sup>8</sup>:

- A solid work history – with a caveat. Sometimes economies are down, which may mean layoffs and difficulty finding work. Or the candidate may have experienced something in their personal life, such as an illness.
- Transferable skills – Qualities or skills that can transfer from one job or industry to another such as organization, communication, relationship building or attention to detail.
- Accomplishments – and those don't have to be limited within the scope of employment.
- Hints that the candidate would fit into your company culture. If your culture is heavy on giving back, then maybe a candidate with volunteer activities has potential.

We've made the job interview a bit easier for you.  
**Download** this list of 30+ interview questions.  
Pick 10-15 to use in your next candidate interview.





## **QUESTIONS NOT TO ASK IN AN INTERVIEW.**

In your enthusiasm to find the right person, you may not think about what you should and should not ask a candidate in an interview. The **Equal Employment Opportunity Act (EEOA)** prohibits you from asking questions that might lead to discrimination or the appearance of discrimination.

For example, workers over the age of 40 are protected by age discrimination law. So, you can't ask an applicant's age, even if their appearance or the graduation date on their resume gives it away.

If you ask an inappropriate question, you expose yourself to possible legal action if an applicant has reason to believe your question was the basis for a discriminatory hiring decision.

Here is a partial list of questions to avoid. This is not a complete list. Therefore, it's important to research and know what not to ask.

- Age – How old are you? When were you born?
- Disability – Have you ever had a workplace injury? Are you disabled? Have you ever filed a workers' compensation claim?
- Gender, sex or sexual orientation – What is your gender? What's your sexual orientation? How do you identify?
- Marital status, family or pregnancy – Are you married? Do you have children? What's your marital status? Are you pregnant?
- Race, color or ethnicity – What is your race? What's your color? What's your ethnic background?
- Religion – Are you religious? What's your denomination?
- Citizenship – Are you a U.S. citizen? Where were you born?
- Medical – Do you have a health issue?





# Compensation and other ideas to reward employees.



**You've found the ideal candidate. They meet all your requirements, and their references check out. Now it's time to make a job offer.**

First, do some research. Offering a competitive salary is important, so take time to research what similar industries are paying in your area. For example, what are the area manufacturing or construction firms paying for entry-level and experienced workers? What benefits are they offering? Ask peers what they are paying their employees.

With this information in hand, you can extend an offer. Your conditional offer can start with a phone call and should follow with a letter that outlines<sup>8</sup>:

- Job title
- Pay
- Anticipated start date
- Supervisor
- Summary of benefits (health insurance, retirement plan, profit-sharing, etc.); see list of ideas below.
- Employment at-will relationship (recognized in all states except Montana)
- The contingent nature of the offer (pending background or reference check, and/or drug test)

A positive work culture, work-life balance and alternate forms of payment can help sell your farm to potential hires. Consider the resources at your disposal and don't be afraid to think outside the box. That's what South Dakota farmer Jeff Lakner's did.<sup>9</sup> His employees can take part in a profit-sharing plan where they can buy cattle from Lakner's herd and use his pasture, equipment, etc. to earn a side income.

**Salary is important but what are the workplace perks? Here are some ideas of potential perks you can offer to your employees:**

- Flexible hours
- Training allowances
- Provide a vehicle, meals, housing, cell phone
- Gear/clothing allowances
- Paid time off, sick leave, parental leave
- Health insurance (especially more flexible, personalized options like HRAs)
- Vision or dental insurance
- Wellness benefits (funds for mental health services, gym memberships, etc.)
- Child care services or cost-sharing
- Profit-sharing
- Retirement plans
- Tuition reimbursement
- Additional vacation



Grab a sheet of paper and list the benefits you currently provide to employees. Now, compare what you offer to the ideas outlined in the guide. Are there some additional perks you can offer your employees? Write down some ideas and share them with your employees to get their input.



**Last, but not least, conduct reference and background checks:**

**Reference checks** – Request a list of at least three professional references from each candidate. These may include current or former supervisors who can attest to their work experience and skills. It is generally considered a best practice to wait until you have extended a conditional offer of employment and completed any applicable background checks before conducting reference checks. Whatever information you seek, make sure it is job-related and that you are consistent in your questions. It is a best practice to contact the reference directly via phone, even if a job candidate provides a letter from the reference.

**Background checks** – You might want to include a background check to evaluate an employee's work and education experience, criminal records and driving records.

- Notify the individual in writing that you are conducting a background check for employment purposes. The notice must be a separate document from the application form.
- Obtain the individual's written authorization.
- Conduct background checks equally for all candidates to avoid discrimination.
- Ensure that any background check relates to the applicable job position and is performed consistently with applicable state rules.





# Creating an orientation/ onboarding experience.

**A good employee onboarding experience is essential.** Hiring talent is an expensive process that can go to waste if time and effort are not invested in employee orientation.

Organizations with a strong onboarding process improve their **new hire retention by 82% and productivity by over 70%,** according to [Glassdoor](#).<sup>10</sup>

Gallup found that 88% of employees believe their company did not do a great job when onboarding new hires.<sup>11</sup>

Think about the process of onboarding the new employee and map out what they will need to learn and experience the first few weeks on the job. This may include:

- Completing all employment paperwork (W-4, health benefit and 401K sign-ups, etc.).
- Provide an overview of all benefits and how they work.
- Review the employee handbook – see more about this below.
- Discuss how performance will be reviewed and when (90-day review, then annually).
- Overview of the farm safety guidelines. Check out these resources from Nationwide regarding **manure pit** and **grain bin safety**.
- Introduction to existing family and farm employees, each sharing their role in the farm operation.
- Detailed tour and orientation of the farm operation.
- Training on the equipment and technology used on the farm.
- Expectations for how to treat family and other employees, equipment and livestock.

Do you have a workers' compensation plan in place? Workers' compensation not only protects your business from financial loss, but it is also required by law in most states if you have employees.

## Implement a mentor/buddy program.

Add a mentor program or buddy system to your onboarding process. This will help all your employees (new and existing) feel like a part of the team faster.

- Existing employees feel valued for their experience.
- New employees have a go-to person for support and guidance.

Mentor programs don't have to be exclusively for new employees. Your existing employees might want a mentor if they're trying to advance. Having a mentor in a higher position helps the employee understand how to get there.







### **Create an employee handbook.**

Farms with at least one employee should have an employee handbook. It is a great tool for communicating policies and information to your employees, helping to ensure consistent adherence, and educating everyone on how to respond to situations that may arise.

### **Generally, employee handbooks<sup>8</sup>:**

- Inform employees of their at-will status (i.e., both the employee and employer may terminate the employment relationship at any time, for any lawful reason).
- Provide employees with information regarding company benefits and eligibility requirements.
- Provide employees with general information about company history, mission and goals.
- Outline the organization's operations and structure.
- Meet requirements for certain employment-related information that must be provided in writing, such as harassment policies, equal employment opportunity notices, paid sick leave requirements and pay schedules.

Many payroll providers offer employee handbook customization as part of their payroll and HR services. Payroll software may also include handbook templates for you to create your own handbook.

Below are links to several resources and templates to help you develop an employee handbook. Check them out!

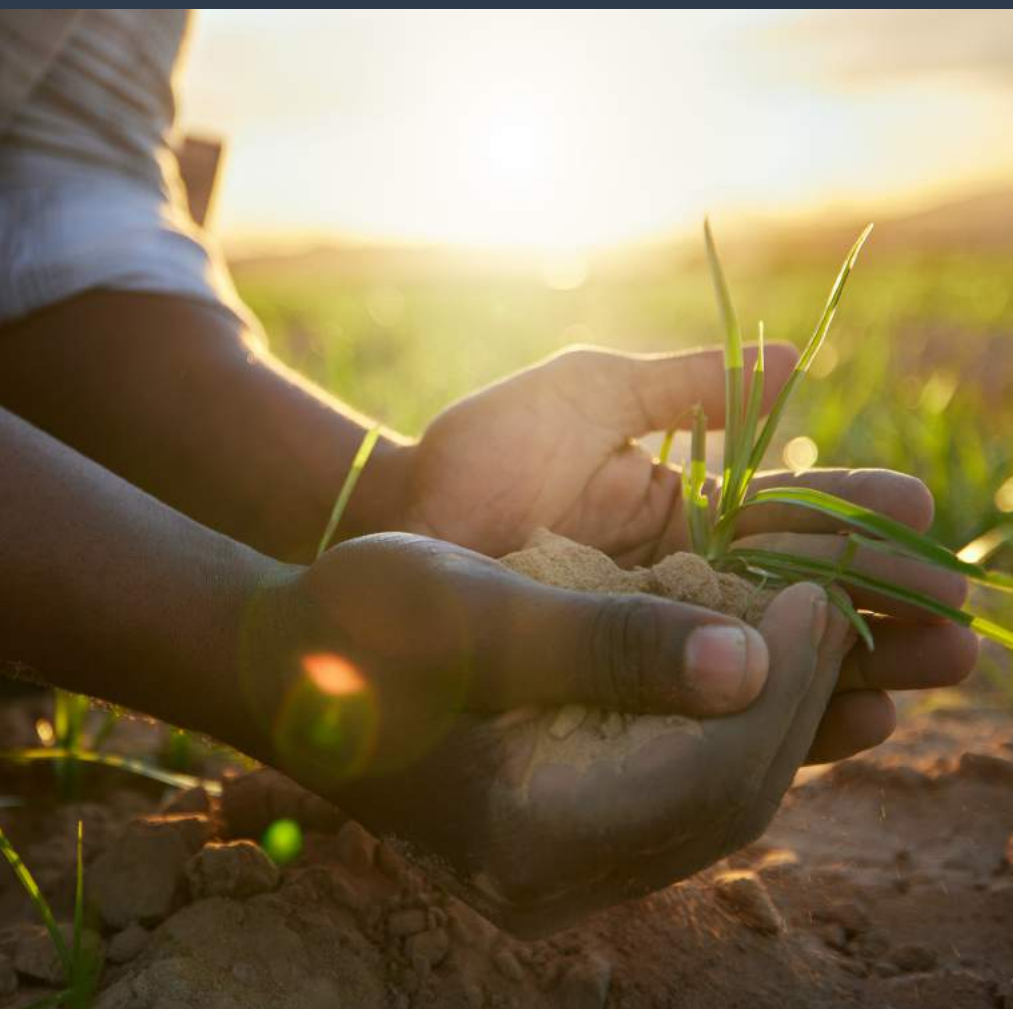
**[Handbook Template from Cornell University](#)**

**[Handbook Template from Michigan State University](#)**

*Note that these examples may not be tailored to your specific state and its requirements. Consult with appropriate legal counsel to review your employee handbook for any requirements.*



# Tips to motivate performance.



**It takes more than just money to motivate.** People want to feel valued, part of the team, and that they matter to the employer. When you know how to motivate employees, you'll get the best out of them.

There are two main types of employee motivation – your role is to figure out which of these motivate each of your employees.

- **Intrinsic** – personal challenges, job satisfaction, self-fulfillment
- **Extrinsic** – physical rewards, salary, bonuses, gifts

Motivated and happy employees will work harder and dedicate themselves to the farm's mission and are more likely to stay with the business than look elsewhere for another job.

Sometimes you may need to deal with an underperforming employee. Rather than giving up on them, the first thing is to find out what the problem is.

- Arrange an informal chat and find out why this person who was such a hard worker before now lacks motivation.
- Then address the problem and turn the situation around.

## Personal growth and development

According to a LinkedIn report, 98% of employees said they would stay at a job longer if the company invested in their learning and development. (Employment Hero, Oct. 2020, Feb. 2023.) If you have employees motivated by intrinsic rewards, creating a professional development plan is a two-way street and a vital piece to retaining your best employees.<sup>12</sup>

### Here are some examples:

- Do you plan to add a new technology to the farm? If so, then identify an employee to receive training from the manufacturer, dealer, or distributor to become the go-to resource for the farm.

Take some time to think about your employees and their growth. Write down your thoughts and ideas. Next, schedule a meeting with each employee and use this **template** to help create a training and development plan.

## Additional ways to motivate your employees.

**Recognize achievements and milestones** – Employees want to feel valued for their work. Knowing that management sees their efforts can motivate employees to work harder and stay with the company.

- Speak up when you see an employee doing something worthy of recognition.
- Sharing recognition with the team at meetings or via email gives the employee wider appreciation.
- Having a plan to celebrate birthdays, work anniversaries and other milestones can also improve morale and encourage employees to stay.

**Promote from within** – Focus on hiring from within when you have a new position. Work with your employees on a career path that lets them pursue new opportunities with your company. Knowing these opportunities are available motivates your employees to work harder and stick around longer.

**Download** this template and create a professional development plan for your employees.





# How will you retain employees?

In this day and age, it's a known fact that employers must provide more than just a paycheck to attract and retain talent and encourage growth. Studies have shown employees are more engaged in their work when they feel it is meaningful, fulfilling and slightly challenging. So, consider what actions you can take to motivate employees to stay.

If any employees appear ready for new challenges or have skills outside their current role, create a development plan that will allow them to grow with the business.

## Consider these ideas.<sup>13</sup>

- Offer a competitive salary and benefits – Employees often leave when they don't feel they're appropriately compensated, and value insurance, retirement accounts, and cell phone stipends. Employers will often include them as a part of their whole compensation package.
- Be a good manager – Employees spend most of their workweek interacting with management. If they have a bad experience or don't feel like they're receiving clear and effective management, they're more likely to leave the company. Focus on enhancing your skills as a manager with an emphasis on skills in leadership, communication and teamwork. Check out this [Leader's Guide to Employee Feedback](#) to help facilitate more meaningful conversations among your people.
- Encourage open communication – When employees can openly communicate with management and discuss their problems or concerns, satisfaction rates tend to increase. Create a culture of open communication by welcoming employees' requests, and you'll find that they value the company more, as well as their place in it.
- Create clear work objectives – Setting clear goals and objectives and regularly discussing progress toward those goals will not only motivate employees, but it also gives them clear expectations and helps them better understand their role.
- Why have employees left – Exit interviews can help you understand the driving factors behind an employee's decision to leave. Encourage open communication and keep track of the most common reasons for leaving. It can also be helpful to consider why your current employees are staying, just ask!
- Have fun – Encourage and develop work relationships among employees through employee outings and events to help build relationships between employees.
- Value a work-life balance – Farming can require a lot of extended hours and impact personal lives. Consider ways to give employees some flexibility with their work schedule during the off-seasons and respect their time off. ([Paycor, 2021.](#))





# Summary

We hope this guide will help you position your farm as an employer of choice and enhance your recruiting, hiring and retention strategies. Finding good employees is not easy but by adapting to the new norm, you have a leg up on the competition.

Visit [OhioFarmBureau.org](https://OhioFarmBureau.org) for more resources on enhancing your workforce needs.

*This publication is provided for informational purposes and the Ohio Farm Bureau Federation and Nationwide are not responsible for the content. It should not be perceived as legal advice. Laws can be amended frequently in both substance and interpretation. This publication should not be considered a substitute for the actual text of the law. Employers should consult their legal counsel with questions.*





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