



Managing Hispanic Workers: Perceptions of Agricultural Managers

Richard E. Stup

Dairy Alliance, Department of Dairy and
Animal Science
College of Agricultural Sciences
Penn State University
University Park, PA 16802

Thomas R. Maloney

Department of Agricultural, Resource, and
Managerial Economics
College of Agriculture and Life Sciences
Cornell University
Ithaca, NY 14853-7801

Managing Hispanic Workers: Perceptions of Agricultural Managers

Richard E. Stup*
Thomas R. Maloney*

Abstract

Hiring Hispanic employees is a relatively new practice for agricultural and horticultural employers in the Northeast. In January of 2003, 190 participants attended conferences to learn how to better manage and supervise Hispanic workers. In group discussions, conference participants identified the obstacles Hispanic workers face, identified best management practices, and discussed how their role as a manager has changed. Managers cite the issues of basic life essentials, language, culture, communication, and training as important challenges for their Hispanic workers. In response to these issues, managers report that they are careful to provide performance feedback, develop procedures for daily communication, invest in employee training, and take a personal interest in their Hispanic workers. Conference participants agreed that their role as manager changed when they hired Hispanic workers. Managers reported that overcoming the language barrier, becoming culturally sensitive, and becoming more involved in the day-to-day needs of their employees were common ways that their management role changed.

* The authors are Senior Extension Associate, Dairy Alliance, Penn State University and Senior Extension Associate in the Department of Applied Economics and Management at Cornell University, respectively.

Introduction

Hispanic employees are becoming a large and important part of today's agricultural work force. Farmers and other agricultural and horticultural business managers are adapting their management practices to accommodate this new work force. Employers of Hispanic workers must address a variety of new issues, including overcoming the language barrier, understanding cultural differences, satisfying basic needs, and fostering acceptance of Hispanic workers within the business and the community. The process of addressing these issues has provided managers with powerful insights regarding how to create and supervise a multicultural team. The purpose of this publication is to summarize the multicultural management experiences of a group of managers.

Methodology

In January 2003, Cornell and Penn State Universities conducted a conference titled, "Managing the Hispanic Work force" in two northeast locations: Grantville, Pennsylvania and Canandagua, New York. The audience of nearly 190 people consisted of owners and managers from dairy, beef, swine, field crop, horticultural, poultry, wine, mushroom, and fruit industries, as well as representatives from food processing, financial services, and educational groups. This diverse group of participants learned and shared experiences about managing the Hispanic work force.

In one workshop, participants were asked to work together in small groups. There were twenty-four groups, each with five to eight people. They worked together for 45 minutes to answer three questions:

- 1) What obstacles must Hispanic workers overcome to be successful employees in your operation?
- 2) What daily management practices work best to encourage outstanding performance?
- 3) In what unexpected ways did your managerial role change when you hired Hispanic employees?

The answers that these groups provided were insightful, practical, and useful for managers and educators. This paper is organized into three sections that correspond to the questions the small groups were asked and their answers. Their answers were grouped together in related topics and organized by the frequency with which they were mentioned. The authors summarized the groups' answers and provided interpretive context.

Question 1

Hispanic agricultural and horticultural employees come to the Northeast from Mexico and several countries in Central America. The employees sometimes travel thousands of miles in search of jobs that pay substantially better than the work they can find in their own country. When they arrive, Hispanic workers find themselves in a brand new workplace, a brand new community, and having to cope with a new language and customs. Integrating Hispanic employees into American society can be challenging for both the employer and the employee, especially when neither is bilingual. This issue was addressed in the following question:

What obstacles must Hispanic workers overcome to be successful employees in your operation?

Basic life essentials (27 mentions)

The first challenge for Hispanic employees coming to the Northeast is to determine how to manage the essentials of day-to-day living in the United States. In their group discussions, conference participants identified five main categories of basic life essentials:

- Housing
- Transportation
- Food, especially the types of food they are accustomed to eating in their home country
- Clothing and how to dress in a different climate and for changes in the weather
- Medical and dental needs

In their discussions, managers indicated that each of these five issues needs to be addressed to create a comfortable living and working situation for Hispanic employees. Many of the employers and managers attending the conference provide on-farm housing for their employees. Consequently, employers are very involved in meeting the basic needs of their employees.

If employees do not own a vehicle or have driver's licenses, the responsibility for transportation also rests on the employer. Employers report that Hispanic employees want to find the foods they are accustomed to at home. Employers may have food delivered from specialty stores or they may make sure employees can get to a local supermarket to do their own grocery shopping. While conference participants indicated that Hispanic workers must overcome the challenge of acquiring the basic essentials, in reality, the employer is often very involved in making appropriate contacts in the community and helping them acquire the necessities for day-to-day living.

Language (24 mentions)

Almost every discussion group identified language or communication as an important obstacle in the employer-employee relationship. Cultural barriers were mentioned as well, indicating that employers felt that both parties needed not only to learn the language of the other, but also to learn about the other's culture. The most common strategies for overcoming the language barrier include English lessons for Spanish speakers, Spanish lessons for English speakers, use of a hired interpreter, use of various translation aids, and using a Spanish-speaking employee who speaks some English to translate for the other Spanish-speaking employees. All conference participants felt that overcoming the language barrier is extremely important, it can be done in a variety of ways, and it takes patience and perseverance.

Personal qualities and work habits (23 mentions)

The issue of fearful employees was mentioned several times in the conference discussion groups. Most often, Hispanic employees are afraid of making a mistake on the job, afraid of doing something wrong, or afraid of displeasing the boss. Employers also mentioned lack of initiative and lack of self-confidence, usually when employees were not sure if they were performing correctly. It is possible that these issues are closely related to being in a brand new

situation as well as being culturally based.

A fourth personal quality mentioned was the reluctance to take on increased responsibility, especially supervisory responsibility. Many managers have reported that Hispanic employees are hesitant to take promotions or accept positions where they are supervising their peers. Others have reported some success in promoting some Hispanic employees, yet they admit that this usually takes time and patience.

Communication (17 mentions)

Communication as discussed by the conference participants was sometimes related to language, but for the most part, had to do with conveying information--understanding job responsibilities or work-related tasks. The topic of communication was not entirely separate from the issue of cultural differences, because sometimes culture affects the context of communication and how people perceive the workplace. Communication in this regard is really not very different than communication in any organizational setting where information is being conveyed with the expectation that people perform in specific ways, consistent with their job requirements.

Training/Skills (17 mentions)

The most common challenge identified by conference participants regarding employee training was learning new skills while being faced with language and cultural barriers. Another dimension of this issue is the fact that many Hispanic workers come to this country with no exposure to certain types of machinery, equipment, and technology, and must be trained in the most basic skills. Employers indicated that many Hispanic employees possess skills from home, but because of technology and other differences, they are unable to apply them in their current jobs, making training even more important.

Culture (12 mentions)

According to conference participants, culture influences the employer-employee relationship in a variety of ways. Managers of a multi-cultural work force find themselves trying to accommodate the cultures of several groups of people and, consequently, feel they must facilitate cultural understanding between the groups to develop effective working relationships. The same is true when integrating Hispanic workers into mostly Caucasian, rural communities. Understanding the cultural customs and values of others may be the key to community acceptance.

The final reference to culture has to do with Hispanic workers maintaining ties to the culture of their home country while working in the United States. Conference participants noted a desire on the part of Hispanic workers to carry their cultural values and behaviors into their new workplace and new community, rather than to leave their cultural heritage behind and completely embrace United States values and traditions.

Prejudice and difficulty fitting in with other workers (9 mentions)

Conference participants indicated prejudice is an important obstacle that Hispanic workers face. Many Hispanic workers are entering agricultural or horticultural businesses where the previous work force consisted of only Caucasians. Likewise, in some rural communities, there are very few minority groups. For many employees, this may be their first encounter with another ethnic or racial group. Societal stereotypes, racism, and simply feeling uncomfortable with people who are unlike them are all issues that can cause difficulties between the local work force and new Hispanic workers. This is an important issue and one which managers often feel

unprepared to address

Money issues (7 mentions)

Money issues identified by the discussion groups generally fall in two categories. First is the issue of banking and saving money. Many Hispanic workers do not use the banking system in their own country, either because of mistrust or inaccessibility. Also, many Hispanic workers do not have savings accounts because they do not have enough money to save over the long term. This may be reinforced by the cultural value of “live for today.”

The second issue is wiring money home to family members. Traditional wire services can be extremely expensive. Hispanic workers need accessible, secure, and inexpensive money transfer services. Often, employers get involved in money transfers because employees need transportation to the place where money transfers are made. Sometimes, employers also help their employees locate secure and less expensive ways to transfer money.

Legal issues (4 mentions)

Participants in the group discussions acknowledged that they cannot always be sure whether their employees have legally entered the country. This raises questions about immigration inspections and potential deportation. A second aspect of legal issues has to do with understanding local laws, particularly motor vehicle laws and regulations. Many deportations of agricultural workers begin with a traffic violation. The INS is then called to check legal status and if the worker is not legal, he or she is then deported. The group discussion participants recognized this as an ongoing challenge.

Missing family/homesickness (3 mentions)

Conference participants noted that Hispanic workers have extremely strong family ties that motivate them to come to the United States and work to support the family at home. When employees come to this country for extended periods of time, there is a change in the family dynamics and family members are very likely to miss their families and become homesick.

Other (2 mentions)

Two additional issues were mentioned: the interaction of Hispanic workers within the community, and the difference in water between the workers’ home country and the United States.

After outlining the many obstacles that Hispanic employees face, one could easily ask the question, why are employees willing to come to the United States to fill positions in agriculture and horticulture? A second question is why do employers work so diligently and go through so much extra effort to make this employment relationship work?

Hispanic employees have limited financial resources. The economic reality is that they can earn in one day in the United States substantially more than they earn in one week in their home country. Because Hispanic cultures tend to be collectivist in nature and family is so important, employees feel it is worth the sacrifice to come to the United States for a job to support their family at home. Likewise, there is great incentive for employers to pursue this employment relationship. Employers report that Hispanic employees are dedicated, come with a strong work ethic, and are dependable. It is this dedication and loyalty that impresses employers and makes them want to overcome the previously outlined obstacles to make the employment relationship work.

It is interesting to note that conference participants only briefly mentioned issues of community acceptance. There are possibly two reasons for this. First, for many employers, having Hispanic workers is relatively new. Employers have spent so much time attending to the needs of their Hispanic work force that many of them have not yet considered issues external to the business. Second, employers may feel that community acceptance issues are overwhelming and too much for one individual to handle. In many ways, they don't even know how to start to address issues of acceptance within their community.

Question 2

Any business needs good performance from employees in order to maintain productivity and profitability. Managers have an important role to play in creating a positive work environment, establishing policies, and implementing practices that encourage outstanding performance from every employee. The next question for the discussion groups was designed to identify unique practices that managers use with Hispanic employees in order to bring out their best efforts.

What daily management practices work best to encourage outstanding performance?

Performance feedback (23 mentions)

Employees need to know how they are performing in order to make changes or adjustments that will lead to improved performance. The discussion groups identified two important forms of feedback:

- Positive reinforcement of good work behaviors is essential.
- It is very important to make clear the connection between individual work performance and results.

Daily communication (15 mentions)

The discussion groups felt that daily communication with Hispanic employees is an essential part of good management. This communication includes, but is not limited to work-related topics. Outstanding performance is achieved when managers have open lines of communication and positive relationships with employees. For this reason, it is important for managers to find ways to overcome language and cultural barriers that may inhibit communication.

Expressions of courtesy and respect (14 mentions)

When crossing cultures in the workplace, there is no substitute for courtesy and respect. The discussion groups had many ideas about how managers can use courteous and respectful behaviors to foster good working relationships, including:

- Say please and thank you
- Treat others as equals
- Maintain a positive attitude
- Speak with employees in Spanish (learn at least the common words and phrases)

- Learn what workers expect from you
- Be polite and praise positive behaviors
- Show interest in other's culture, language, and family
- Recognize cultural celebrations such as Cinco de Mayo

Training (15 mentions)

Conference participants placed a great deal of emphasis on properly training Hispanic employees. Unlike local farm employees who often have a background in local agricultural practices, many Hispanic employees may be totally unfamiliar with the businesses' production processes. Even if the individual has prior agricultural experience, it is highly likely that the production practices on a United States farm are very different from what the employee is familiar with. This means that effective training is absolutely essential for the safety of the employee and his or her co-workers, and, of course, for ensuring employee productivity.

The discussion groups recommended specific training techniques such as show and tell, hands-on practice, and teaching by example. In each case, the emphasis is placed on the physical demonstration of how to perform a task rather than reliance on oral explanation. The use of physical demonstration is particularly important with the potential inefficiency of oral communication across a language barrier. For more conceptual training topics, one group suggested that the trainer use analogies to simplify concepts.

Expressing interest in individuals (12 mentions)

The discussion groups frequently mentioned that it is important to express interest in Hispanic employees as individuals. Sometimes American managers tend to deal with their Hispanic employees as a group, especially for translation purposes, but this should not be the sole attention that employees receive.

Expert managers create an atmosphere where employees feel a personal connection to the group and understand that they are important. This can be achieved by encouraging friendly relationships among employees and talking with employees about their families and interests. Managers should ensure that there is time each day for personal interaction, even if only for a few minutes.

Other suggestions included using a farm newsletter that features individual employees, and designing the organization so that employees have opportunities for promotion. Advancement opportunities encourage employees to develop themselves, gain greater compensation, and contribute more value to the business.

Employees who excel have internal motivation. That motivation is supported by the interest and good will of the managers who supervise them.

Other/Miscellaneous (11 mentions)

There was a great diversity of responses. Here are some that could not be easily grouped into categories:

- Provide computers for access to Mexican websites
- Find ways to have fun
- Soccer teams/sports (provide equipment and organize games at the farm)

- Satellite television for access to Spanish language programming
- Know of and use resources in the area (language training, churches, ethnic food stores, etc.)
- Keep a positive attitude
- Set vision
- Set goals
- Remain calm
- Ensure that middle managers (Anglo or Hispanic) have people skills
- Implement changes slowly so that people are not overwhelmed

Rewards (9 mentions)

Rewards are a powerful method for keeping people interested in their work and motivated to improve performance. Rewards can be offered for group or individual efforts. The basic reward for good work is fair pay. Managers who expect high performance from their employees should expect to pay at or above market rates. Performance incentives are also a means for rewarding specific performance, but they should be structured with care. Pay and incentives based on some measure of performance are a specific kind of reward, but they are not, by any means, the only one. Managers can gain a great deal of good will by offering informal rewards. Some informal rewards suggested by the working groups include:

- Hold pizza parties when goals are achieved
- Open the soda pop machine
- Provide lunch for everyone
- Give away hats and other promotional products from sales reps who visit the farm
- Gifts of phone cards (employees will use these to stay in touch with distant and greatly missed relatives)
- Certificate acknowledging outstanding performance
- Offer a drawing once a month for prizes
- Picnics

Communicate work expectations (8 mentions)

Communicating work expectations to Hispanic employees is critical. This includes specific information about when, where, how, and by whom tasks should be done. An employee needs to know what outstanding performance looks like before he can achieve it.

Often employees are eager to please their managers. This may lead them to indicate that they understand a job even when they do not fully understand. The manager must make sure that expectations are clear. For example, some dairy operations must maintain a tight schedule of operations so that equipment, people, and animals can work together smoothly and efficiently.

An employee might not fully understand the importance of maintaining the milking schedule. This lack of understanding could cause the person to begin 15 or 30 minutes late, thus throwing off the timing of many other operations.

When expectations are clearly communicated, managers can hold employees accountable for meeting them. The discussion groups emphasized that it is important to maintain consistency with accountability. Managers can't expect some individuals or groups to meet a higher or lower expectation than other groups.

Standard operating procedures (4 mentions)

Standard Operating Procedures (SOPs) are written instructions that explain how, when, and sometimes why a task is performed. Their purpose is to reduce variation in human performance from one person to another so that work is performed consistently well. Several discussion groups mentioned that SOPs are important to help Hispanic employees perform at a high level.

SOPs should never be allowed to stand alone as the only source of training for employees. They should serve as a basis for on-the-job training provided by the manager or an experienced and qualified peer. In the multi-lingual workplace, SOPs may need to appear in both English and Spanish. Even when SOPs are written in a person's native language, he or she may not be able to understand them. Literacy levels vary widely in the work force, so a manager should not simply assume that everyone can read and understand the SOPs.

Question 3

Choosing to hire Hispanic employees is an immense decision. Change will occur that affects individual managers, other employees, organizations, and even communities. Some changes, such as the need to overcome language barriers, are not unexpected. Other changes are wholly unexpected and may turn out to be demanding and time consuming. We asked the discussion groups to share their experiences with this transition.

In what unexpected ways did your managerial role change when you hired Hispanic employees?

This question was answered in 78 individual statements, which are found in the Appendix. The responses are focused around six primary themes that are summarized here.

Developing new human resource management skills (18 mentions)

Conference participants indicated that the human resource management or supervisory part of their job changed, in some cases substantially, when they began to hire Hispanic workers in place of local workers. Specific comments included, "I have more involvement in personnel functions" and "I changed from hands-on to a supervisory role." Managers also indicated that the new role of multi-cultural manager dictated that they develop some new managerial skills. Some said they have better listening skills; others said that they have more patience and they have learned to give more individual attention. Many of the participants indicated that shifting to a Hispanic work force helped them to grow both personally and professionally.

Basic needs (13 mentions)

Conference participants generally agreed that the basic needs of their Hispanic workers are substantially different than those of local workers. Hispanic workers need help finding

housing, transportation off the farm, preferred foods, money transfers at a reasonable cost, and recreational opportunities. Local employees tend to find these things for themselves because they are already members of the community. Conference participants noted that in some cases, they spent a substantial amount of time helping employees locate necessities in their new community. Even something as simple as transportation is difficult when none of the Hispanic workers have a driver's license and the farm is located at a distance from stores and services.

Culture (11 mentions)

Conference participants indicated that they had to learn about the culture of their new employees to be effective supervisors. Comments included, "I realized my personal and professional barriers with other cultures," "I pay more attention to cultures and customs," and "I learned traditional Hispanic gender roles." Managers know the importance of learning how to show respect to their Hispanic employees and how to provide rewards that individuals value. By understanding and accepting Hispanic culture, managers find it easier to build positive work relationships. This in turn affects most aspects of the workplace, including motivation, performance, and job satisfaction.

Language (11 mentions)

Conference participants agreed that the language barrier must be overcome to achieve effective performance and effective working relationships, but that bridging the language barrier takes time and patience. Participants use a variety of approaches to overcome the language barrier, including hiring a translator, learning to speak Spanish, and providing standard operating procedures in Spanish. It appears that the specific approach to solving the language barrier is not nearly as important as recognizing that bridging the language barrier is critical and then finding creative ways to do it. Conference participants acknowledged that learning to speak Spanish themselves or having a manager learn Spanish is an extremely valuable investment.

Manager's job became easier (8 mentions)

Conference participants indicated that one of the key ways in which their job changed was that it became easier. Comments included, "I have better work force dependability," "I look forward to going to work – less headaches," and "Procedures are followed." Most managers who are successful in hiring a Hispanic work force find that their workers are generally more dependable and come with an extremely strong work ethic, especially as compared to some of their previous local employees.

Training (7 mentions)

Conference participants clearly feel that proper worker performance depends on new workers learning their job and how to perform it correctly. Managers cited constant reinforcement of proper practices, showing the workers how to do the job instead of simply telling them, and continuous mentoring as practices that they use to ensure proper job training. Anecdotal comments from conference attendees indicates that many managers are hiring bilingual trainers with agricultural backgrounds to ensure that employees are trained properly. It is important that training be addressed directly and done thoroughly to avoid performance and safety problems.

Conclusions and Recommendations

The managers in the conference discussion groups represent a variety of agricultural commodity groups and also a broad range of experience. Some have had Hispanic workers for only a few months, while others have had experience with Hispanic workers over ten years or more. The managers were very frank about the changes they have experienced within themselves, as well as within their organizations. They were also forthcoming regarding the challenges they face in transitioning to a Hispanic work force.

After reviewing the challenges that the managers identified, one could ask, why is hiring Hispanic employees worth the effort? Most conference participants agree that the work ethic and dependability of the Hispanic work force in most cases is superior to domestic workers that they have employed in the past. They feel it is worth the time that it takes to overcome the language barrier, to understand the culture, and to meet the day-to-day needs of their employees in return for the superior performance and dependability of Hispanic employees.

Because agricultural and horticultural employers value the Hispanic work force, they invest substantially in the necessary management practices. They educate themselves and their managers regarding culture and cross-cultural supervision. They take measures to meet the day-to-day living needs of their employees, including transportation, food, and money transfers. Employers also invest heavily in bridging the language gap in a variety of ways, including use of interpreters, Spanish instruction for English speakers, and English instruction for Spanish speakers.

There is a persistent myth that agricultural producers can hire Hispanic employees and all of their labor problems will disappear. The discussion groups' responses indicate in fact, that employing Hispanic workers takes effort and patience. While Hispanic people can be dedicated and hardworking employees, agribusiness managers must create an environment where they can maintain their motivation and develop to their fullest potential.

Managers must keep an open mind and avoid making assumptions when dealing with Hispanic employees. It is wise for managers to work hard at building lines of communication so that when confusion and misunderstandings occur, people can learn from each other and bring relationships and performance back into harmony again.

Training Hispanic workers is a major undertaking, particularly because language and culture create obstacles. Many employers of Hispanic workers find that their training budgets have increased; however, investments in hands-on training programs in Spanish have a big payoff.

In order to achieve high performance levels, employees need a work environment that is welcoming, enjoyable, and rewarding. Managers and supervisors need long-term training in managing diversity to create a work environment where all individuals, regardless of culture or other differences, are treated with respect. In this way, managers can avoid inadvertently hurting employees' feelings and make them feel welcomed and valued in the business. If managers do not address prejudicial or disrespectful behavior immediately, creating a positive work environment is difficult, if not impossible.

While the short-term challenge for agricultural managers is to promote acceptance of Hispanic workers within their businesses, the long-term challenge will be to foster an environment of community acceptance external to the business. In the long term, it will be important for rural northeast communities to value and accept cultural diversity. The responsibility for making this transition will fall heavily on rural community leaders, including farm owners and managers.

Appendix

Answers to Question 3

1. People management became more important.
2. I became a landlord.
3. I became more culturally sensitive.
4. I had to retrain other employees in diversity awareness.
5. I used extensive hands-on training.
6. Constant reinforcement of ideas such as safety practices, etc.
7. It made my job easier.
8. I realized my personal and professional barriers with other cultures.
9. I am taking extra classes.
10. I need a translator to communicate.
11. More involvement in personal functions.
12. I am re-teaching daily basic functions.
13. We have a language barrier.
14. I need to attend Hispanic conferences.
15. I have a different perspective.
16. I developed more cultural awareness.
17. Must deal with extended leaves of absence.
18. I must creatively address the language barrier.
19. I take an interest in different issues that motivate Hispanic workers differently than the old work force (for example, having a mortgage is no longer a motivation).
20. I have better listening skills.
21. I have more patience.
22. I pay more attention to cultures and customs.
23. It takes more effort to establish relationships and trust.
24. I invest time in community involvement and education.
25. My role is more broad in scope (I'm learning more about language/culture).
26. I pay more attention to and put more effort into the workplace environment.
27. I have more responsibilities – person managing is not bilingual.
28. I am learning their language (even slang words for equipment, tools and products).
29. I am being patient.
30. I am learning the difference between work ethics.
31. I find myself completing and explaining paperwork.
32. You are not always sure whether you are doing the right thing.
33. It freed the manager up for more decision making.
34. I speak with some fluency.
35. I am more conscientious of the coaching/mentoring activity.
36. I must acclimate employees to community and necessary resources (i.e. warm clothing).
37. You're responsible for meeting their basic needs – it takes a lot of time.
38. I must learn a lot more Spanish.
39. I have to deal with ultimatums delivered by white employees – I have to negotiate conflicts and prejudice.
40. I learned traditional Hispanic gender roles.
41. I have to show how to do things in different ways.
42. I am dealing with housing issues.
43. Culture differences force more investment in HR.
44. The problem set changes between different cultural groups.
45. Si se puede!

46. I use more showing than telling procedures.
47. I take more of a caretaker role (laundry, doctors).
48. I provide additional support (e.g. shipping, doctor, etc.).
49. Better workforce dependability.
50. I changed from hands-on to a supervisory role.
51. I manage people more.
52. I give individual attention.
53. I learned new ways to communicate.
54. I find time to deal with their personal issues.
55. I must be prepared for new challenges.
56. I have a need for bilingual SOPs.
57. Fear became fun, I'm less anxious about a reliable workforce.
58. I am more involved in social-personal lives as compared to locals.
59. We act as advocates and spokespersons for this Hispanic community.
60. I am developing relationships.
61. I am helping with shopping – finding specific items.
62. I am growing peppers!
63. I am trying new (scary) foods.
64. I try to relax more.
65. I look forward to going to work – less headaches.
66. Procedures are followed.
67. I enjoyed my job again.
68. I learned a second language.
69. I feel like I have to “baby sit” more.
70. You find out how much you didn't know.
71. I became a teacher.
72. I practice better labor management – more thorough, more trainings, more time training.
73. I learned Spanish.
74. I provided SOPs in Spanish.
75. More issues with legal documentation.
76. More involvement with their culture.
77. There is too much partying (drinking, etc.).
78. There are home problems – employees are afraid to tell about their problems.



Dairy Alliance is a Penn State Cooperative Extension initiative.

This publication is available in alternative media on request.

The Pennsylvania State University is committed to the policy that all persons shall have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities. It is the policy of the University to maintain an academic and work environment free of discrimination, including harassment. The Pennsylvania State University prohibits discrimination and harassment against any person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation, or veteran status. Discrimination or harassment against faculty, staff, or students will not be tolerated at The Pennsylvania State University. Direct all inquiries regarding the nondiscrimination policy to the Affirmative Action Director, The Pennsylvania State University, 201 Willard Building, University Park, PA 16802-2801, Tel 814-865-4700/V, 814-863-1150/TTY.

© The Pennsylvania State University 2003