

Fringe benefits are big factor in dairy wages

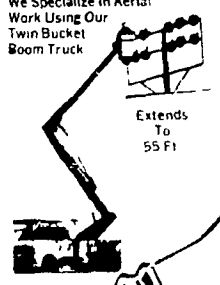
BY PAT KAUFFMAN
LANCASTER — Farm employee relations are once again the topic of an interview with Lancaster dairy agent, Glenn Shirk. Glenn talks about people managers.
 Glenn, in a dairy farm employee relationship, what are the problems farmers often encounter?
 I think that farmers run into difficulty when they fail to put themselves in their

help, he's an essential part of the business and must feel important and take pride in what he's doing.
 I think it's worth mentioning here that when you underpay a fellow you invite poor performance and dissatisfaction. A good man well paid doing a good job can be very inexpensive. A man underpaid doing an unsatisfactory job and dissatisfied can be much more costly to the operation.

he wants it to do for him, he must go with the confidence that the milker can take care of it.
 Rather than worrying about the operation, the dairyman should use his time to best advantage. For instance if he is in the cow breeding business, he can use his breaks to develop and market his cattle. He can get involved in an organization

which needs farm leadership. Or he can take time to get some rest or to have some family enjoyment
 A good people manager continually teaches and continually evaluates. He gives praise where praise is due. And he encourages his employees to do better with incentives and bonuses.
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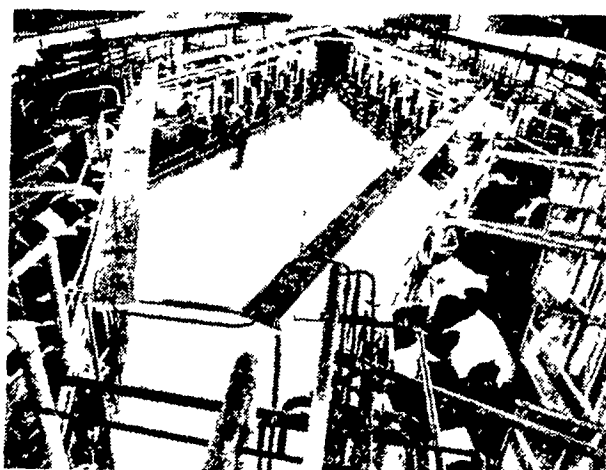
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“When you underpay a fellow, you invite poor performance...”

workers' shoes. Farm laborers are people. A dairyman must deal with his employees as people. They respond to the same compliments and rewards as any other person. A dairyman must ask himself what he would expect in recognition, compliments, challenges, fringe benefits, working conditions and time off.
 What steps should a dairyman who works with an employee take to ensure a successful relationship?
 When working with people, a dairyman must realize that an employee will have more desire to do his best and put forth the extra effort required when he's offered some kind of bonus or incentive.
 A dairy employee is not just a farm laborer or hired

Are there any attitudes that a dairyman could develop that would ease the road to better employee relations?
 Extra help gives the dairyman time to manage and to look at ways to build and improve his operation. It gives him time to get outside and explore. If he needs a vacation, it gives him a chance to get away and come back rested and ready to do the job.
 A dairyman should choose competent employees and train them well. Then he must resolve himself to the fact that things may not get done exactly as he would do them. This is part of the price he pays for his time off. He must resolve himself not to worry about it. If a vacation is going to do what

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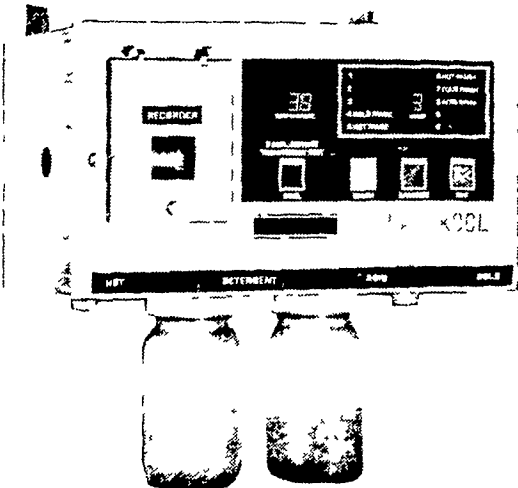
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