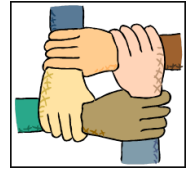




# EL SOSTENTO

*Helping You Manage Your Multicultural Team for Success*



SOSTENTO is a Spanish word with two meanings:  
**sustenance** (what we as farmers produce) and **support**  
(what we need to provide to our team to be successful).

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## Power Distance & Employee Relations

**P**icture this:

*Although you have 8 Hispanic employees milking cows, you spend a lot of time supervising in the parlor. Since you think your time could be spent in other areas of the dairy, you pick your best milker (Jairon, a young Mexican who speaks English well), to become the parlor supervisor. Jairon refuses the new position, despite the fact that you offered him a significant raise. You are astounded, thinking that if this had been 20 years ago and you had offered this position to a young American employee, he would have jumped at the chance.*

Ever wonder why your Hispanic employees sometimes react differently than your American employees to similar situations? This is something that people have wondered about and studied for years.

Power Distance is a term used to describe how cultures deal with different status levels, and can help to answer this question. Cultures can be described as having either high or low power distance.

**-HIGH POWER DISTANCE CULTURES:** Inequalities are natural & necessary. Power holders emphasize power and don't share it.

They try to differentiate themselves from subordinates, but do look after them. Subordinates are not expected to show much initiative and are closely supervised.

**-LOW POWER DISTANCE CULTURES:** Inequalities are not natural, and are mostly superficial. Power holders deemphasize power and tend to share and delegate it. Subordinates are rewarded for taking initiative and are not closely supervised.

To which end of the power distance spectrum do you relate more closely? Most Americans would agree that our culture is predominately low. Can you guess where Mexican and Guatemalan cultures fall? Absolutely on the other end of the spectrum. Jairon was probably feeling very uncomfortable at the thought of suddenly taking charge of his coworkers. If he were to be faced with disciplining or firing anyone, this could disrupt relationships, especially if the employees all (*cont' on page 2*)

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### Spanish/English Christmas Vocabulary

*Feliz Navidad* - Merry Christmas

*Próspero Año Nuevo* - Happy New Year

*Noche Buena* - Christmas Eve (literally, "the good night")

*Árbol de Navidad* - Christmas tree

*Regalos* - Presents

*Papá Noel* - Santa Claus

*El Nacimiento* - Nativity scene

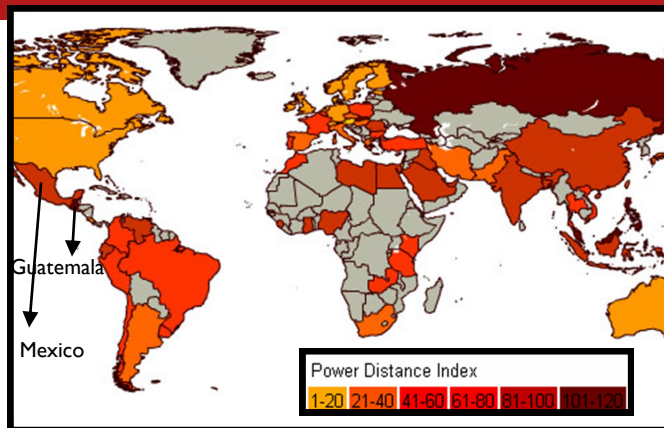
*La Misa del Gallo* - Christmas Eve mass (literally "the mass of the rooster")



(cont' from page 1) live together. If Jairon's father, uncles or any older men are on the milking staff- people who typically hold more power in interpersonal relationships in lower power distance countries- this could also cause problems for Jairon.

**So what can you do?** If you think

Jairon really has the ability to be a supervisor, he will need some coaching, and the change may be more gradual than you hoped. Offering him separate housing might also help to make him more comfortable in this role.



## The 2014 Becker Forum: Building the Agricultural Workforce of the Future

**January 20, 2014 – 9:00 am – 4:00 pm**

**Doubletree Hotel, East Syracuse, NY**

Annual Becker Forum will focus on *Agricultural Workforce and Immigration Issues*

The theme of the annual Becker Forum to be held at the Doubletree Inn, East Syracuse, on January 20, 2014, is "Building the Agricultural Workforce of the Future." Forum speakers will share their perspectives on immigration reform and other workforce challenges facing labor-intensive agriculture. Craig Regelbrugge from the American Nursery and Landscape Association will discuss progress on immigration reform in 2013 and prospects for the coming year. Dairy farm owner Dale Stein from LeRoy, NY will describe proposed agricultural labor legislation at the state level and its potential impact on New York agriculture. The forum will also feature a panel of farm managers who will discuss workforce strategies they are implementing on their farms. Forum attendees can expect a thought-provoking discussion including proactive strategies to address today's agricultural workforce challenges.

The complete agenda and registration information for the 2014 Becker Forum can be found on the Empire State Producers Expo website, [nysgva.org/meeting-registration/](http://nysgva.org/meeting-registration/).

8:15 a.m. **Registration and coffee**

9:00 a.m. **Welcome**

9:15 a.m. **Immigration Policy and Politics 2014**

*Craig Regelbrugge, Co-Chair, Agriculture Coalition for Immigration Reform, Washington, DC*

10:10 a.m. **The View from Western Growers**

*Tom Nassif, CEO and President Western Growers, Irvine, CA*

11:05 a.m. **Break**

11:20 a.m.

**Integrating Immigrants into our Communities**

*Rachel Steinhardt, Deputy Director, Welcoming America, Decatur, GA*

12:15 p.m.

**Lunch**

1:20 p.m.

**The Politics of Overtime Pay and Collective Bargaining in NY Agriculture**

*Dale Stein, Stein Farms, LeRoy, NY*

1:50 p.m.

**Reforming Agricultural Immigration Policies: Current Developments**

*Monte Lake, CJ Lake, LLC, Washington, DC,  
Farm Credit East Featured Speaker*

2:45 p.m.

**Break**

3:00 p.m.

**Producer Panel: How will we staff farm businesses in the future?**

*Moderator: Marc Smith, NYSAES and Cornell University  
Sarah Noble Moag, Noblehurst Farms, Inc., Linwood, NY  
Jeff Crist, Crist Brothers Orchard, Walden, NY  
David Zittel, Amos Zittel & Sons, Inc., Eden, NY*

4:00 p.m.

**Adjourn**

4:15-5:00 p.m.

**Leaders Forum: How to Impact Agricultural Labor Policies**

*Facilitator: Paul Baker, Executive Director Agricultural Affiliates,  
and Director New York State Horticulture Society*



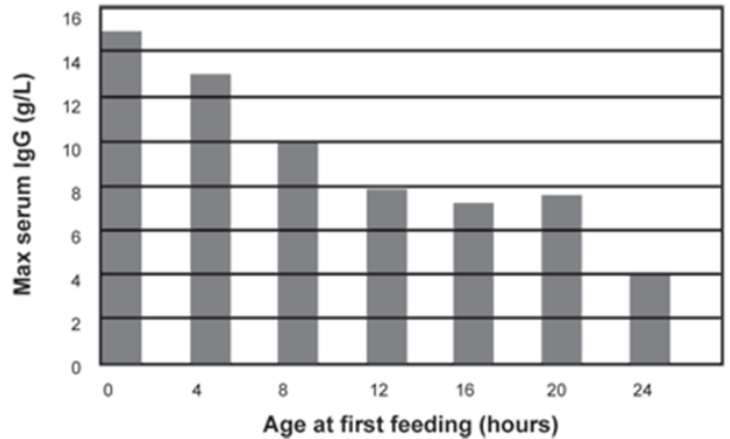
## Colostrum Basics

**C**olostrum is the milk produced by cows prior to calving. It contains key nutrients to promote healthy growth, such as protein, vitamins, minerals and energy, as well as antibodies (or immunoglobulins, IgGs) to prevent disease. Since the calf's ability to absorb IgGs decreases quickly after birth, it is important to feed colostrum as soon as possible. Standard recommendations are to feed 4 quarts of colostrum as soon as possible after birth. You should strive to feed at least 50% of calves within the first hour after birth, which is the time in which they can most efficiently absorb IgGs.

Though quantity and timing of colostrum feeding are important, don't forget quality! If possible, measure IgG levels using a Colostrometer or Brix refractometer to ensure that the antibody concentration is sufficient. Discard any colostrum that is bloody, dirty or of poor quality. Since colostrum provides a great medium for bacteria growth, take utmost care to sanitize all containers (buckets, bottles, nipples, tubers, etc.) between uses and to cool colostrum quickly after milking if it will not be fed

immediately.

This graph shows the maximum levels of IgG possible for calves given their first feeding of colostrum at different time periods after birth. The take home message is that the sooner you get the colostrum into the calf, the better prepared she will be to fight disease.



Reference: Leadly, Sam. Calf Facts. <http://atticacows.com/orgMain.asp?orgid=19&storyTypeID=&sid=&>

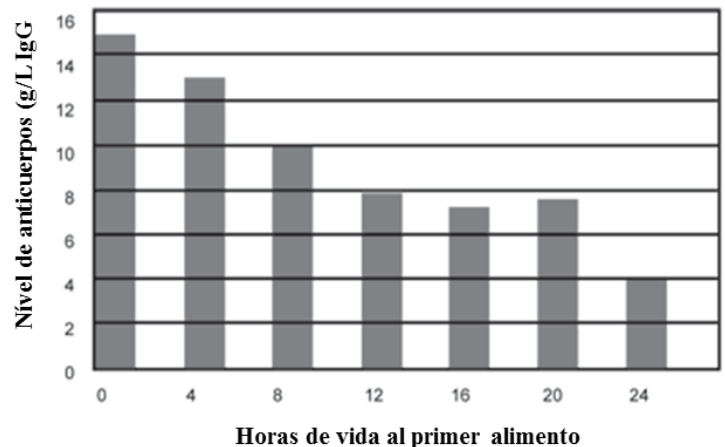
## Los Fundamentos del Calostro

**E**l calostro es la leche producida por la vaca inmediatamente antes del parto. Contiene nutrientes claves como proteína, vitaminas, minerales y energía para promover un crecimiento sano, además anticuerpos (también conocidas como inmunoglobulinas o IgGs) para prevenir las enfermedades. Como la capacidad de la becerro de absorber las IgGs disminuye rápidamente después del nacimiento, es importante darla calostro lo más pronto como sea posible. La recomendación estándar es dar un galón de calostro lo más rápido que sea posible después del nacimiento. Debe esforzarse dar de comer a por lo menos 50% de las becerros dentro de una hora después del nacimiento, como eso es el tiempo en que pueden absorber las IgGs con más eficiencia.

Mientras la cantidad y la puntualidad de la alimentación de calostro son importantes, no hay que olvidar la calidad. Si es posible, midan el nivel de IgGs con un Calostrometer o un Brix refractometer para asegurar que el nivel de anticuerpos es suficiente. Hay que tirar calostro que contiene sangre, tierra o es de una calidad muy baja. Como el calostro es un buen caldo para el cultivo de bacterias, hay que siempre desinfectar todos los envases (cubetas, botellas, biberones, tu-

bos, etc.) después de cada uso y enfriar el calostro rápidamente después del ordeño si no lo van a usar inmediatamente.

Este gráfico muestra los niveles máximos de IgG para becerros que recibieron su primer alimentación de calostro a diferentes números de horas después del nacimiento. El mensaje para llevar es que lo más rápido que puedan dar el calostro al becerro, lo más preparada será para combatir las enfermedades.





## Merry Christmas & ¡Feliz Navidad!

If you're looking to do something special for your employees, make up a batch of this fruit punch, which is prepared around Christmas and New Year's in Guatemala and Mexico. It is made during the *posadas*, celebrations that are held the nine days before Christmas. Feel free to make substitutions for any of the fruits ( I like to add coconut and grapes).

### Recipe for Ponche de Frutas

#### Ingredients

- 1 box of raisins, soaked in water
- 1/2 cup dried apricots
- 1/2 cup dried prunes
- 1/2 cup dried apples, and cubed apple pieces
- 1 pineapple
- 2 sticks cinnamon

- 1 teaspoon allspice
- 1 teaspoon cloves
- 1 orange peel
- Sugar to taste
- 10 cups water
- 1/4 cup rum (optional)
- 1 small papaya or dried papaya (optional)



#### Preparation

Chop the dried fruit, finely chop the pineapple. Put all fruit in a pot and cover with water, add spices, bring to a boil, reduce heat and simmer covered for 45 minutes. Remove from heat and add the sugar to taste (depends on ripeness of fruit). Fill cups with punch and fruit, serve with a spoon to eat fruit, add rum if desired.

Recipe and photo courtesy of <http://growingupbilingual.com/2011/recipes>.

### NWNY Dairy, Livestock & Field Crops Team

Serving Genesee, Livingston, Monroe, Niagara, Orleans, Ontario, Seneca, Wayne, Wyoming and Yates Counties.

**Check out our website!**

[www.nwnyteam.org](http://www.nwnyteam.org)



Stay tuned for the next issue of El Sostento in March!

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Through educational programs and other teaching opportunities, the NWNY Team seeks to build producers' capacities to:

- Enhance the sustainability of their businesses
- Enhance profitability and other aspects of economic performance of their businesses
- Practice environmental stewardship
- Enhance employee well-being and satisfaction
- Provide safe, healthy agricultural products in ways that are safe to farm owners and employees and their families and neighbors
- Provide leadership for enhancing relationships between the agricultural sector and the general public

We look forward to working with you in your farming and ag-related ventures in NWNY. Together we can keep the agricultural economy competitive, maintain a comfortable standard of living and be conscientious stewards of our natural environment.