

A topographic map of a mountainous region is shown on the left side of the slide. A white circle is drawn on the map, with two white arrows pointing from it towards the title text.

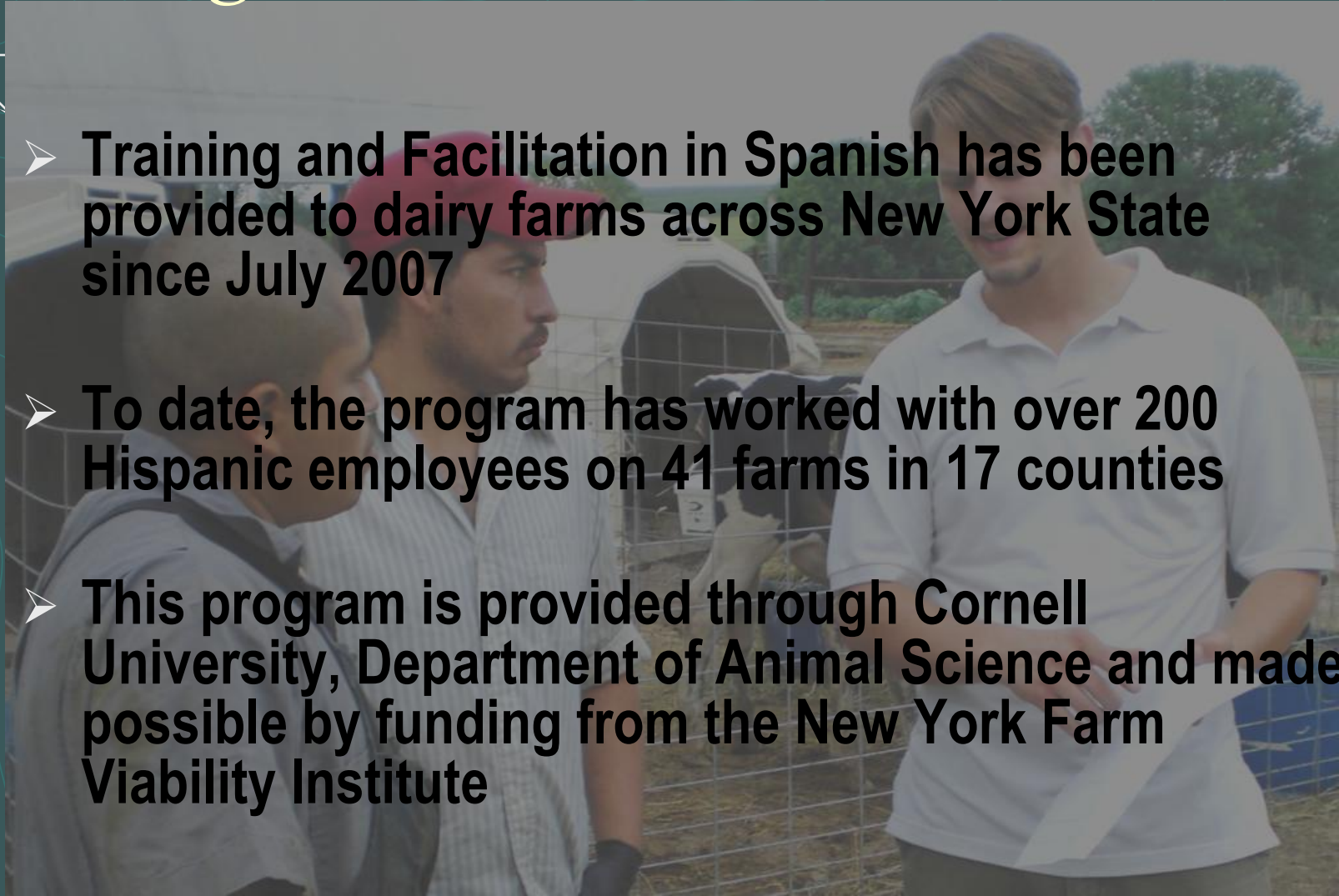
Learning From Hispanic Employees

Understand your employees and improve
human resource management

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Background

- **Training and Facilitation in Spanish has been provided to dairy farms across New York State since July 2007**
- **To date, the program has worked with over 200 Hispanic employees on 41 farms in 17 counties**
- **This program is provided through Cornell University, Department of Animal Science and made possible by funding from the New York Farm Viability Institute**






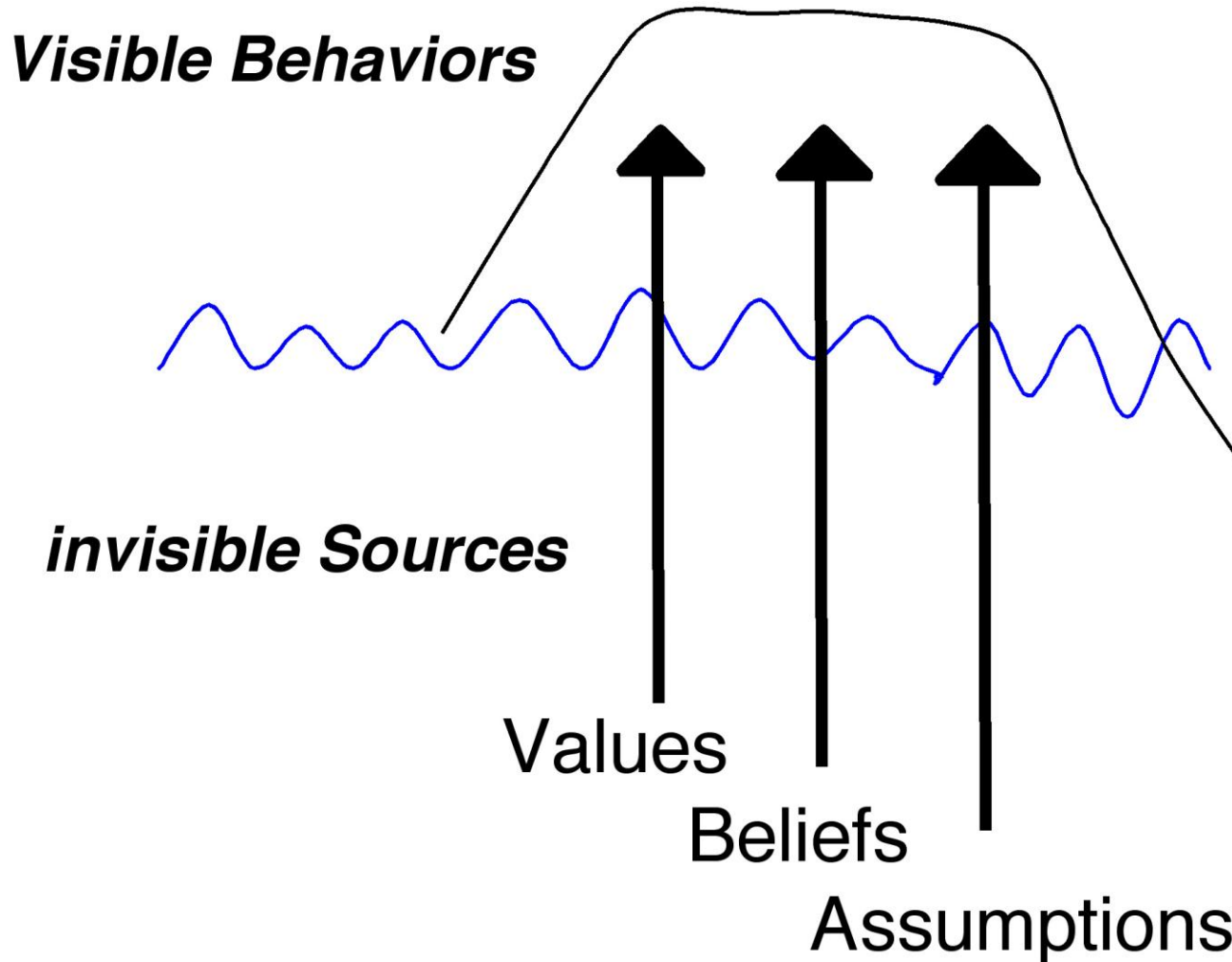
A Learning Experience

- Deliverable training modules were created at the beginning of the project in July '06
- The nature of the project changed from delivering training modules to providing facilitation

Cultural Dynamics

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- Power Distance
 - Collectiveness
 - Context in Communication
 - Context of Communication

Culture Is Like An Iceberg





Power Distance

The extent to which the less powerful members of institutions and organizations expect and accept that power is distributed unequally.



High Power Distance cultures

In high power distance countries the less powerful accept power relations that are more autocratic and paternalistic.

Subordinates acknowledge the power of others simply based on where they are situated in certain formal, hierarchical positions.



Low Power Distance cultures

Low power distance expect and accept power relations that are more consultative or democratic.

People relate to one another more as equals regardless of formal positions.


Subordinates are more comfortable with and demand the right to contribute to and critique the decision making of those in power.

The power distance index for 50 countries and 3 regions is as follows (high scores indicate larger power distances):


Rank	Country/Region	Score	Rank	Country/Region	Score	Rank	Country/Region	Score
1	Malaysia	104	18/19	Turkey	66	37	Jamaica	45
2/3	Guatemala	95	20	Belgium	65	38	USA	40
2/3	Panama	95	21/23	East Africa	64	39	Canada	39
4	Philippines	94	21/23	Peru	64	40	Netherlands	38
5/6	Mexico	81	21/23	Thailand	64	41	Australia	36
5/6	Venezuela	81	24/25	Chile	63	42/44	Costa Rica	35
7	Arab countries	80	24/25	Portugal	63	42/44	Germany FR	35
8/9	Ecuador	78	26	Uruguay	61	42/44	Great Britain	35
8/9	Indonesia	78	27/28	Greece	60	45	Switzerland	34
10/11	India	77	27/28	South Korea	60	46	Finland	33
10/11	West Africa	77	29/30	Iran	58	47/48	Norway	31
12	Yugoslavia	76	29/30	Taiwan	58	47/48	Sweden	31
13	Singapore	74	31	Spain	57	49	Ireland	28
14	Brazil	69	32	Pakistan	55	50	New Zealand	22
15/16	France	68	33	Japan	54	51	Denmark	18
15/16	Hong Kong	68	34	Italy	50	52	Israel	13
17	Colombia	67	35/36	Argentina	49	53	Austria	11
18/19	Salvador	66	35/36	South Africa	49			

*from Geert Hofstede's work on Cultural Dynamics

Power Distance

- 
- Reducing the power distance:
 - Share relevant experiences
 - State common goals
 - Share examples of mistakes that you have made in the same way, and what you learned

Collectiveness

- 
- Agreement with the group
 - Deference paid to trainers and facilitators
 - Concordance with the status quo
 - Asking questions may be seen as disrespectful

A General Overview of the Differences of Societies Low in Collectivism and High in Collectivism (Hofstede, 2001, pp. 215, 236, 237)

<i>Individualism</i>	<i>Collectivism</i>
Identity is based on the individual	Identity is based on one's social network
Task prevails over relationship	Relationship prevail over task
Speaking one's mind indicates honesty	Harmony should be maintained & confrontation avoided
<u>USA, Australia, Britain, Netherlands</u>	<u>Central and South America, East Asia</u>

United States ranks #1 out of 53 countries observed: HIGH individualism

Differences in Teacher/Student and Student/Student Interaction Related to the Individualism versus Collectivism Dimension (Hofstede, 1986, p. 312)

Collectivist Societies

- Positive association in society with whatever is rooted in tradition
- Students expect to learn how to do
- Individual students will only speak up in class when called upon personally by the teacher
- Individuals will only speak up in small groups
- Neither the teacher nor any student should ever be made to lose face
- Education is a way of gaining prestige in one's social environment and of joining a higher status group ("a ticket to a ride")

Individualist Societies

- Positive association in society with whatever is "new"
- Students expect to learn how to learn
- Individual students will speak up in class in response to a general invitation by the teacher
- Individuals will speak up in large groups
- Face-consciousness is weak
- Education is a way of improving one's economic worth and self-respect based on ability and competence

Context in communication

Give deep, contextual explanations- often times we forget to teach *why* a job must be done



Visual Cues
Body Language
Hand Gestures
Repetition
Visual Aids

Context in communication

High Context Cultures

Low Context Cultures

Information
implicitly
received

Information
explicitly
conveyed

Japanese

Arabic

Latin American

Italian

English

French

North American

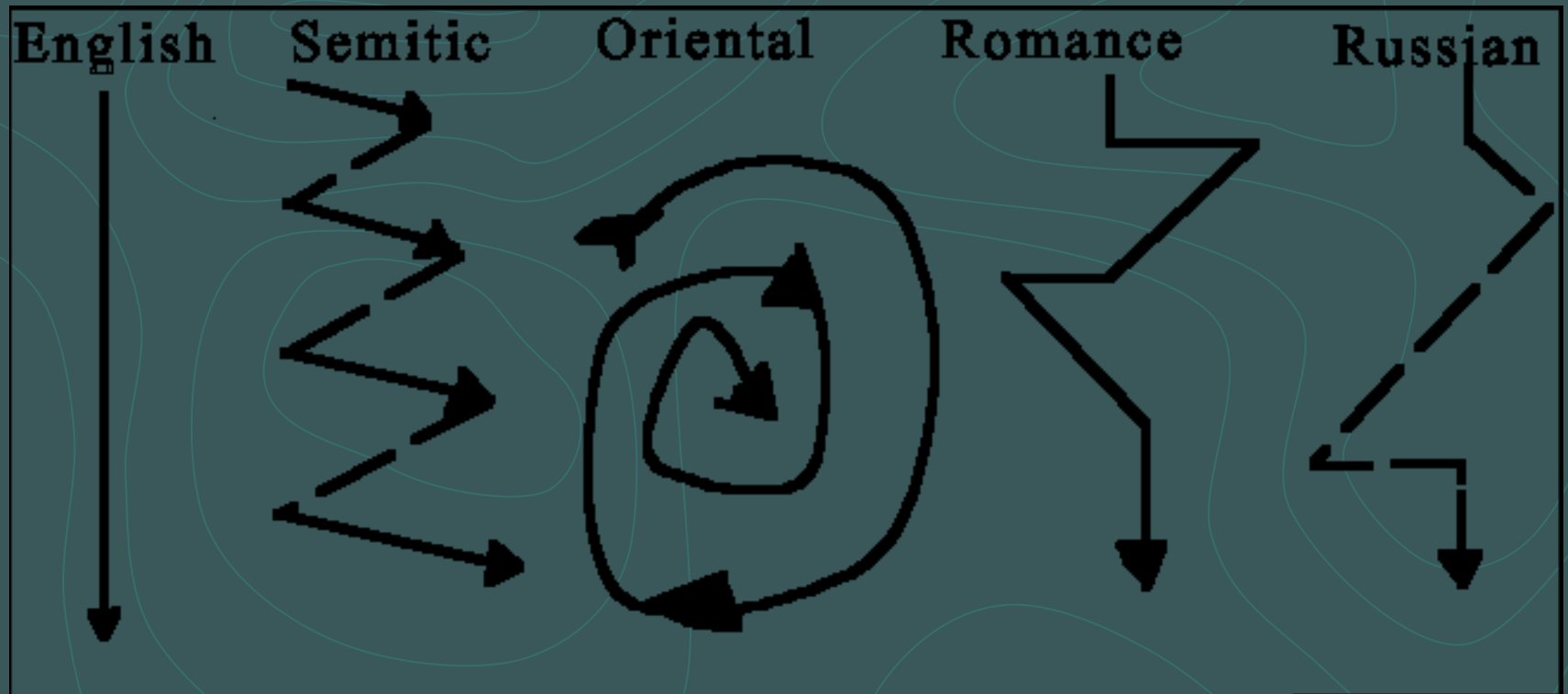
Scandinavian (except Finland)

German

Swiss-German



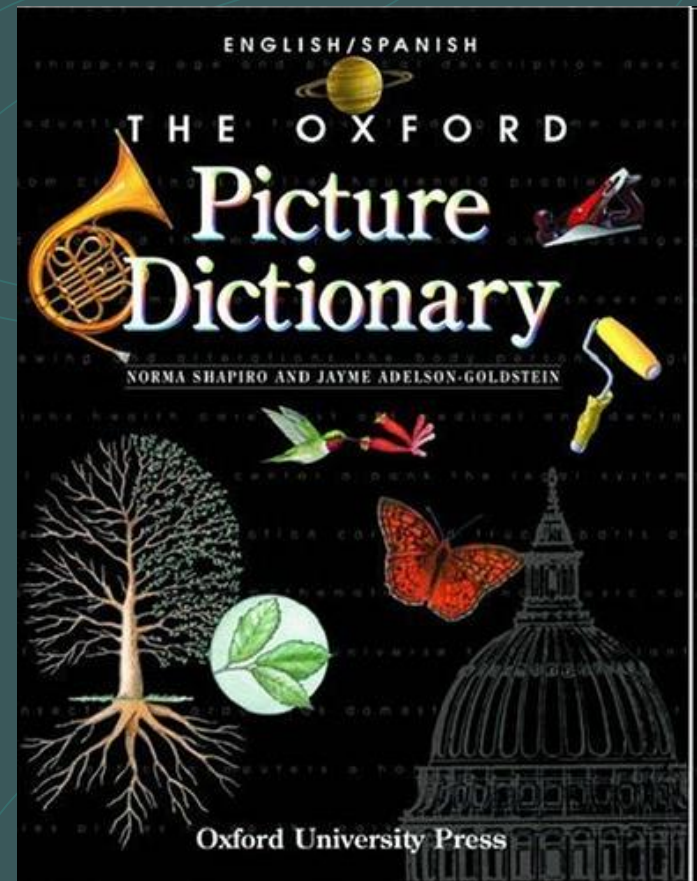
Communicative Style



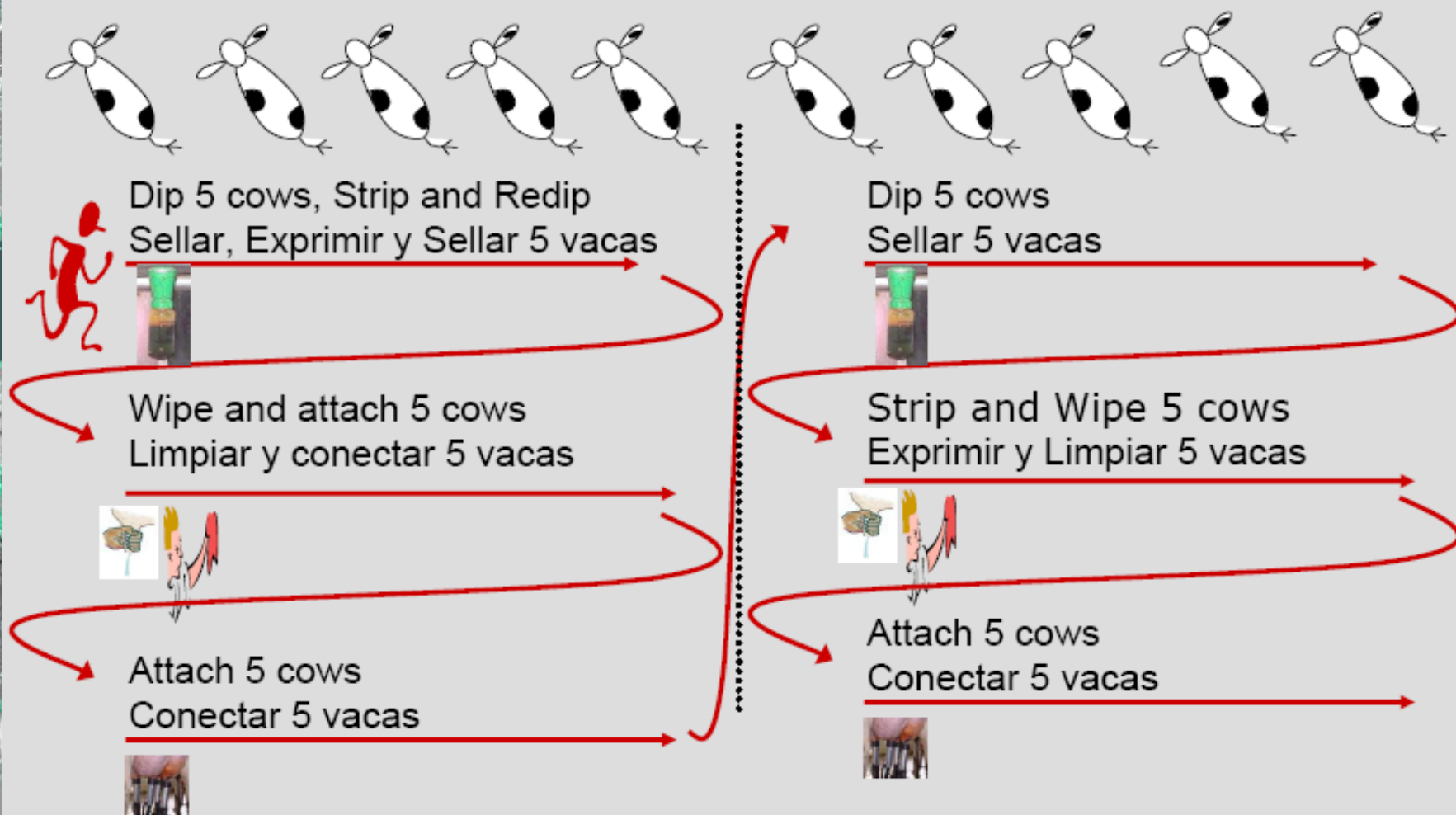
From Kaplan's *Contrastive Rhetoric*

Some examples of excellent graphic aids:


- Posters
- Standard Operating Procedures
- Schedules
- Realia



Milking Routine - La Rutina del Ordeño



Context of Communication

- 
- Be mindful of the setting and participants in a meeting and the nature of that meeting
 - Group meetings are not a good setting for calling an employee out on the carpet
 - Neither is too much praise for one single employee

Learning From Hispanic Employees:

From a trainer's point of view

- Look at the employee while speaking, not at the trainer/interpreter
- Don't outsource the task of reprimanding employees to the trainer/interpreter
- Don't ask the interpreter "*What do you think should be done?*" in front of the employees



Learning From Hispanic Employees: *Back to Human Resource Basics*

- 
- Important Documents
 - Employee Evaluations
 - Staff Meetings



Staff Meetings

- Regular staff meetings can be an effective tool to get employees on the same page
- Helps to build a sense of “team”
- Can be used as a think-tank to help solve issues on the farm

- If possible, they work best if Spanish-speaking and English-speaking employees are integrated into the same meeting



Employee Evaluations

- Offers the employer an opportunity to provide feedback to the employee
- Likewise, it offers the employee an opportunity to provide feedback
- Requires a lot of groundwork to be effective
- Always use a third-party translator





Important Documents

- Policies
 - Employment contracts
 - Housing Agreements
 - Promotion structure, Vacation time
- Standard Operating procedures
 - Milking routine
 - Calving Pen Management
 - Record Keeping
- Contact Information





Learning From Hispanic Employees: *Timesaving and Innovating*

“El que conoce bien el trabajo se llama *empleado*. El que no conoce bien el trabajo se llama *Patrón*”

“The one who knows the job well is called *employee*. The one who doesn't know the job well is called *Boss*.”


Preventing Turnover

- 
- 
- Successful employers make a concentrated effort to learn about the culture of their employees.
 - Successful employers use several strategies to develop cultural understanding.
 - Successful employers support social and recreational activities for Hispanic employees that will create a quality of life outside of the job.

*Happy employees can
make happy cows*




A note on job responsibility

- 
- Able to make good, independent decisions
 - Accountable, responsible to get the job done
 - Takes pride in the work that he/she does
 - Respectful of the farm and of others



Individualized responsibilities

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- A vertical decorative element on the left side of the slide, featuring a map-like pattern with green, yellow, and white lines on a dark background.
- Should be paired with employee interests and skills
 - Job specialization and increased responsibilities can ignite employee motivation and performance
 - Managers will have more time to focus on the endless to-do list

A vertical strip on the left side of the slide shows a portion of a topographic map. It features contour lines, a yellow line, and a small circle with a crosshair. Two white arrows originate from this circle: one points horizontally to the right, and the other points diagonally down and to the right.

Thank you

Questions?