



Making Your Market Farm Work for You

Context

Scale

Can't Buy Success

Four Roles

Default Setting

Practice

Market Farming Fundamentals

Weed

Water

Cool

Sell

Management

Yourself

The Farm

The Money

Organization

Bookkeeping

People

Systems remove emotion

Leadership

Productivity

Expectations

What I Need



Recommended Reading and Resources

Knott's Handbook for Vegetable Growers – Donald Maynard and George Hochmuth (available in print and PDF)

Getting Things Done: The Art of Stress-Free Productivity – David Allen

First, Break All the Rules: What the World's Greatest Managers Do Differently – Marcus Buckingham and Curt Coffman





Employment Agreement

This document represents a mutual understanding between Rock Spring Farm and the named employee. It is not a contract or guarantee of future employments; the employee or employer may terminate employment at any time.

Basic Information

Name:

Date:

Agreed upon start date:

Agreed upon end date:

Position:

Wage:

Schedule:

If during the application and interview process, we have discussed your need for additional time off (i.e., your sister's big wedding), please attach those dates and an explanation as part of this agreement.

Employee Handbook

The employee handbook has been prepared for your information and understanding of the policies, philosophies and practices and benefits of Rock Spring Farm. Please read it carefully. Upon completion of your review of this handbook, sign the statement below, and return it to your supervisor by the due date.

I have received and read a copy of the Rock Spring Farm Employee Handbook dated _____ which outlines the goals, policies, benefits and expectations of Rock Spring Farm, as well as my responsibilities as an employee.

I have familiarized myself with the contents of this handbook. By my signature below, I acknowledge, understand, accept and agree to comply with the information contained in the Employee Handbook provided to me by Rock Spring Farm. I understand this handbook is not intended to cover every situation which may arise during my employment, but is simply a general guide to the goals, policies, practices, benefits and expectations of Rock Spring Farm.

I understand that the Rock Spring Farm Employee Handbook is not a contract of employment and should not be deemed as such.

(Employee signature)

Date: _____

Rock Spring Farm • Chris Blanchard, Farmer
3765 Highlandville Road, Decorah, IA 52101
563-735-5613 • Fax: 563-735-5374 • chris@rsfarm.com • www.rsfarm.com

Employee Exit Evaluation

Employee:

Last date worked:

Reason for leaving:

- End of season
- Terminated
- Lack of Work
- Quit

Comments on circumstances surrounding employee departure:

Overall rating for:	1 Poor	2	3	4	5 Exc.
Manifestation of Attitude	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of Transitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative and Leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy Adherence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Average Score:

Should Rock Spring Farm rehire this employee?

- Not under any circumstances
- Not unless management believes things will be different
- Consider their application as one among the pool of applicants
- Give their application special attention
- Without question - rehire this person

Other Comments:

Completed by:

High Performance Deliverables

1. Recordkeeping completion
 - a. Lot coding/ all cells complete on paperwork
 - b. Preharvest inspection
 - c. Featherstone checklist
 - d. Daily opening logs, closing logs
2. Adequate reporting on job completion, issues at hand, etc.
 - a. Appropriate methods and attention (email, not just dropping a hint, grab me by the shoulders)
 - b. Timely tracking and information presentation
3. Leadership
 - a. Promotion of a positive attitude among the crew
 - b. No complaining
 - c. Speed and quality control and feedback to the crew.
 - d. Training as appropriate.
4. Daily Task completion/Presence of mind
 - a. Paperwork
 - b. Cleaning
 - c. Roll up sides
 - d. And so forth

Orientation Checklist

The Orientation and Initial Training process seeks to provide new and returning employees with a baseline understanding of _____ Farm's operations, physical structure, fundamental principles, and employment policies.

Employee Name _____

Please check off each item for the employee as it is completed:

Initial Training Orientation and Training

Date: _____

Trainer: _____

Interpreter (if present): _____

- Employment Package (tax forms, I-9, policy handbook) given to employee
- Review of Employee Handbook completed
- Facilities Tour completed
- Food Safety Orientation completed
- WPS Worker Training completed

Paperwork to be Returned

- Employment Agreement returned
- Federal W-4 returned
- I-9 returned
- Contact Info Returned

Employee Reviews

- The employee's 30-day review has been completed.
- The employee's ongoing review has been completed.

Daily Checklist

Daily- am

- Check water needs in Toad Hall
- Check water needs in Moby and Charybdis
- Check that remay on spinach is on
- Check Temperature in Toad hall
- Check Thermostat in Toad Hall
 - o Should the heater be running?

Throughout the day

Check Email

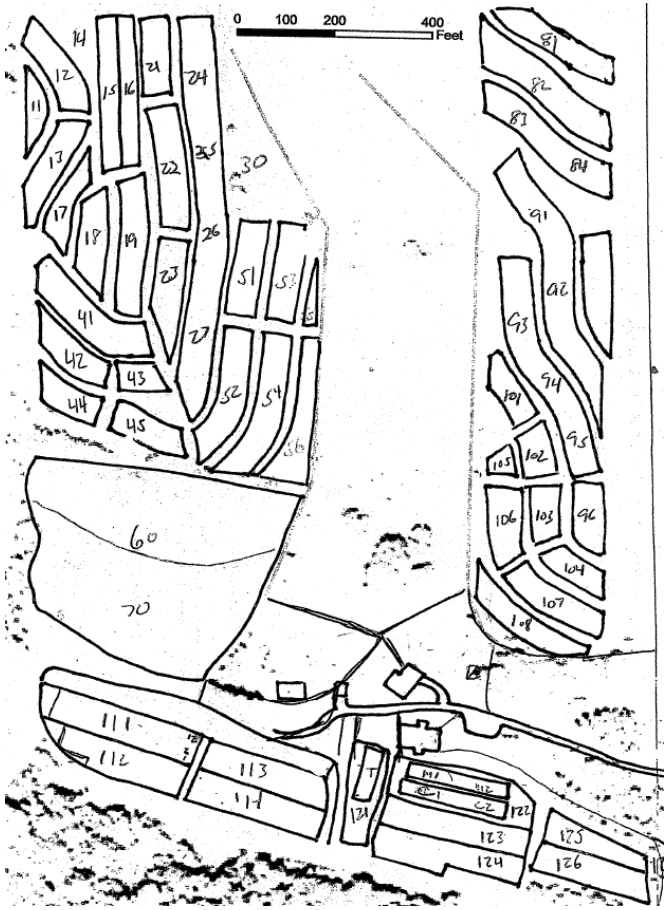
Check voice messages

Daily- pm

- Finish any cleanup from the day's activities
- Take picture of the white board, change day and date code to tomorrow's
- Enter planned activities for the next day on white board
- Disconnect water supply in Toad Hall, turn hydrant off
- Disconnect drip in Moby and Charybdis
- Check that cooler is closed and light is off
- Turn off lights
- Close doors

Farmers Market Checklist

In House		
Cell phone		
Money		Diaper bag
Office Box		Food
Brochures	rubber bands	Camera
Bylaws	wet pens	Rain coats
Blank signs		
Business cards		
Pens and Paper		
Board papers		
Drinking water		
Market clipboard		
House basket		
Radios		
CSA clipboard, newsletter, member list		
On Truck		
Awnings – two		Table cloth large and small
Awning weights – six		Display harvest crates – 16
Tables - two		Market boxes – 14
Scales – two		Quarter market boxes - 3
Dunking water and bucket		FMNP signs
Drinking water		Cash box
Spray bottles		Clamps
Rocks		Aprons – 3
CSA poster		Baskets
Chalk boards, chalk, wet pens		Hand truck
Roll bags		Coolers - 3
Handle bags		Leafy Greens box for CSA
Trash can		Counter clickers
Tool Box		Produce Blanket
Screw driver		Big scale
Ez-up wrench		
Crescent wrench		
tape / blue and duct		
sign holders		
Plastic sign covers		
Batteries 6D and 6C		
Glue stick		
pens		
Twist-ties		
MOSA stickers Lables		



Flail Mowing Directive

Date:
 Tractor:
 Operator:
 Fields (complete in order listed):

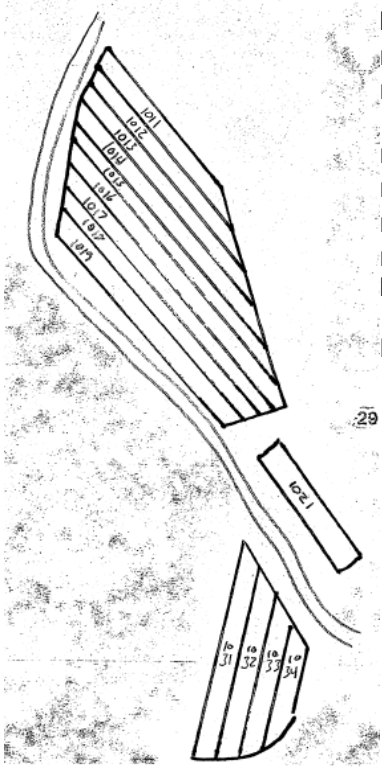
Indicate Objective:

- Pre-incorporation of crop residues or cover crop (95% of material chopped to smaller than 2-inches)
- Weed seed control (all weeds chopped)
- Setback cover crop maturity (99% of crop chopped)
- Fenceline control (mow close to fenceline)
- Maintenance and beauty

Offset:

- Closer to centered
- Cover tire tracks
- Fully left

Special Instructions:



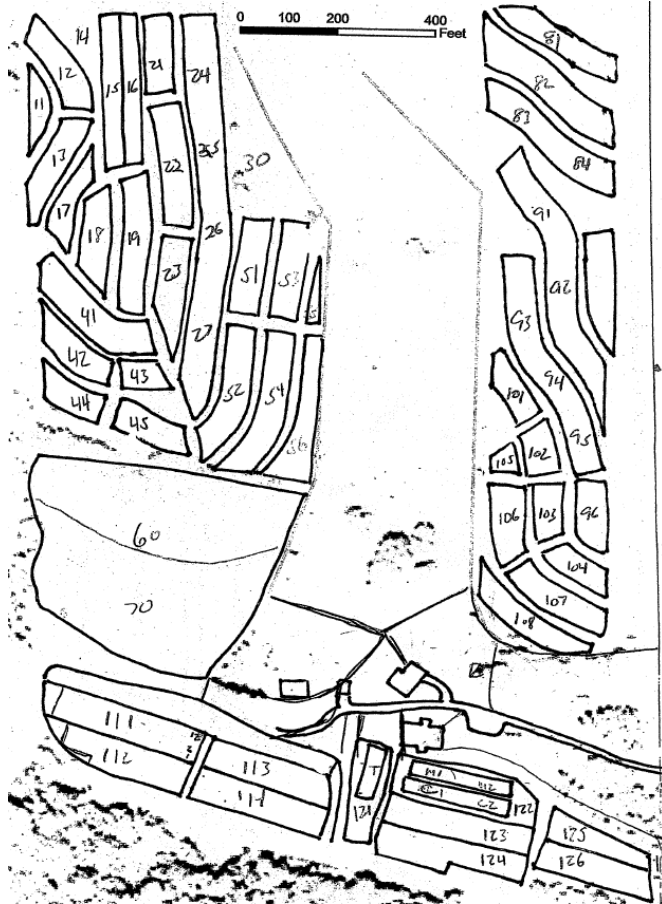
Implement Checklist (completed by operator):

- Hitch centered behind the tractor
- Toplink adjusted to put center slightly behind the lower hitch pins; floating in middle of hole
- Toplink locked
- Cutting height adjusted
- All bolts tightened
- Implement greased

Implement Settings

Height of cut: _____
 Indicate bolt hole for roller (A is highest): _____
 Tractor speed: _____
 Time start (include setup): _____
 Time end: (include breakdown) _____
 Total Time on Job: _____
 Notes:

- I have completed the tasks on this directive, and reported any problems, concerns, or incomplete tasks to appropriate individual in writing. (init. ____)
- Return this form to the supervisor who assigned the work.



Hand Weed Control Directive

Date:

Fields:

Target area(s):

- In between and around plants in row.
- A 3" wide strip on either side of each row
- Entire surface of each bed
- Pathways
- Around edges and ends of greenhouse
- Other:

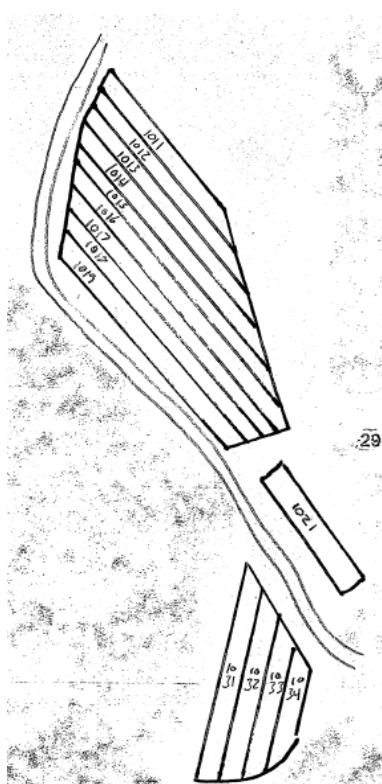
Goals:

- All weeds in target area uprooted and removed from field
- All weeds in target area uprooted and placed in paths/wheel tracks
- Top 1/4" of soil disturbed and worked to fine powder (whether or not there are visible weeds)
- Weeds with more than cotyledons killed
- Large weeds pulled by hand; try to get the root out.

Crew:

Time Start:

Time End:



Collinear Hoe

- Hold the hoe like a broom (thumbs up, not down)
- Feet together
- Blade of hoe is one shoulder width away from your feet
- Blade of hoe doesn't leave the ground
- Make short, quick, controlled strokes to thoroughly break up surface of soil
- Not for use on big weeds

Diamond Hoe

- Blade of hoe doesn't leave the ground.
- Use the back handle to provide force. Use your other hand to guide the hoe.
- Make short, quick, controlled strokes to thoroughly break up surface of soil
- Not for use on big weeds

Trapezoidal Hoe

- Use like a collinear hoe, except:
- With big weeds, make short chopping strokes to uproot or loosen them so you can pull them by hand

Stirrup Hoe

- For uprooting medium-sized weeds
- Hold like a traditional hoe (thumbs down, not up)
- Start and end each stroke 6" off the ground. This will throw weeds up in the air and deposit them on the surface, where they will dry out.

- I have completed the tasks on this directive, and reported any problems, concerns, or incomplete tasks to appropriate individual in writing. (init. ____)
- Return this form to the supervisor who assigned the work.

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