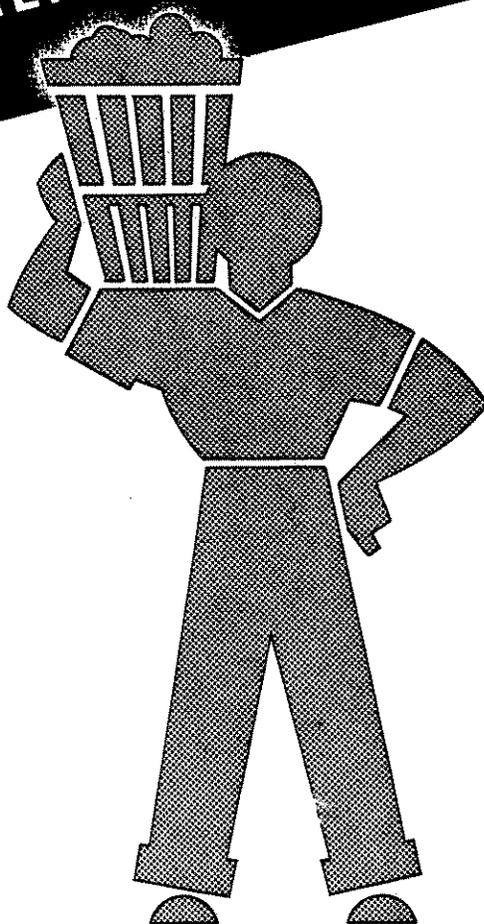


*Handbook*  
*for*  
FARM PLACEMENT SERVICE



U. S. DEPARTMENT OF LABOR  
United States Employment Service  
Farm Placement Service

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## FOREWORD

This handbook has been prepared for use by Employment Service personnel concerned with farm placement activities at all levels of administration. It includes the basic objectives, regulations, policies, organization, and procedures governing the operation of the farm placement program. It is not intended as a substitute for, but as a supplement to the Employment Security Manual. It brings together in one document pertinent operating materials included in the Manual, plus additional material which should be useful in the planning and execution of an effective farm placement program.

It should prove valuable as a convenient reference guide for the conduct of essential program activities, as well as a training tool for new employees. It is desirable that all personnel engaged in the recruitment and placement of workers in agriculture and related industries become familiar with the contents of this handbook.

## I. INTRODUCTION

American agriculture is a large and diversified industry. According to the 1945 Agricultural Census (see table 1 in Appendix) there were 5,859,129 farms in the United States, ranging from 3,603 in Rhode Island to 384,977 in Texas. Included in these farms was a total of 350,857,000 harvested acres, (51,000 in Rhode Island and 27,926,000 in Texas). Cash receipts from farm marketings in 1947 amounted to over \$30,186,000,000 of which \$16,490,000,000 was derived from livestock and products, and \$13,696,000,000 from the sale of crops.

In 1949, farm operators in September required the services of 10,538,000 family workers (see table 2 in Appendix) and 4,156,000 hired workers or a total of 14,694,000 workers during this peak month of activity. On many farms, hired labor is needed on a year-round basis; on others only to meet seasonal planting and harvesting needs. According to the 1945 Agricultural Census, 402,489 farms reported the employment of 748,341 hired workers during the first week in January of that year (see table 3 in Appendix). In 1944, over 2,799,000 farms reported the employment of hired labor at some time during the year, involving an expenditure of over \$1,861,000,000 for wages.

The job of obtaining an adequate supply of labor each year to meet the needs of American agriculture is an enormous one. The uncertainties caused by weather, insect pests, etc., cause changes in the need for labor which require adjustment on short notice. The United States Employment Service, as an agent of Government, provides assistance to agricultural employers in obtaining an adequate and qualified supply of labor, and to workers in obtaining acceptable employment.

## II. LEGISLATIVE AUTHORITY, LABOR REGULATIONS, AND OBJECTIVES

### A. Legislative Authority

The Wagner-Peyser Act of June 6, 1933, as amended (48 Stat. 113, U.S.C. Ti. 42, sec. 1901 et seq.) provides that the United States Employment Service shall "maintain a farm placement service." This mandate is administered in cooperation with affiliated State Employment Services whereby identifiable and specialized farm placement facilities are made available to agriculture in all its phases.

### B. Labor Regulations and Instructions

Excerpts from amendments to Parts 21 and 22 of Subtitle B of the Labor Regulations, Chapter 1, USES, Department of Labor, governing the farm placement responsibilities of the United States Employment Service and affiliated State Employment Services, are as follows:

#### 1. Regulations

- a. Agricultural and Related Industry Placement Services. Each State agency, in carrying out the provisions of the Wagner-Peyser Act, shall maintain, through its State administrative office and local employment offices, effective placement services for agricultural and related industry employers and workers, and such services shall include appropriate programs for the intrastate recruitment and transfer of workers and for cooperation with the United States Employment Service in the intrastate recruitment and movement of workers. (Section 21.8)
- b. Services and Facilities. Each State agency shall provide in an efficient and effective manner, the public employment services described in sections 21.2 to 21.8, inclusive, through adequate local employment office facilities. Each State agency shall maintain local employment office facilities in such number, size, and location as may be necessary in view of the population distribution and industrial, agricultural, and related industry employment pattern of the State and of communities within the State. (Section 21.9)

#### 2. Instructions for Submittal of State Plan of Operation

- a. State and Local Advisory Councils. Submit a statement showing the composition of the State Advisory Council when organized, the number of members representing employers, employees, and the public, and the frequency of regularly scheduled meetings. Submit the same information for any local advisory councils and any farm labor advisory councils. (Section 22.309)

2. Instructions for Submittal of State Plan of Operation (con.)

- b. Agricultural and Related Industry Placement. Describe the State program for meeting the labor requirements of agricultural and related industries, making appropriate cross-references to material simultaneously submitted under sections 22.302 to 22.308, inclusive, which set forth the organizational and administrative arrangements made to assure the efficient and effective execution of such program. (Section 22.506)

C. Objective

The basic objective of the farm placement program of the United States Employment Service and affiliated State Employment Services is to maintain a year-round farm placement service for agricultural workers and employers which will:

1. Provide adequate placement facilities for meeting labor requirements of agriculture and related industries;
2. Provide recruitment and placement facilities for workers seeking employment in agriculture and related industries;
3. Assist in the orderly and expeditious movement of migrant workers to successive job opportunities by providing current and reliable information regarding crop conditions and employment opportunities. (See section 0340, part II, Employment Security Manual.)

D. Basic Operations Methods

In accomplishing this objective, the United States Employment Service and affiliated State Employment Services will:

1. Maintain within the respective services an identifiable farm placement service at all levels of administration;
2. Cooperate with employers in determining their needs for workers, and recruit and refer qualified workers to meet their needs;
3. Collect and compile pertinent data relating to or affecting labor supply and demand at all levels of administration, so that the need for workers and their availability can be determined with timely and reasonable accuracy, and make such information available to employers, workers, and the public;
4. Avoid duplication of effort by using, to the maximum extent practicable, all available facilities and data of Federal and State agencies and of associations concerned with the problem;
5. Facilitate the movement of workers, through orderly procedures mutually subscribed to, from areas of supply to areas of demand, both intra- and interstate;

6. Minimize the aimless wandering of workers in search of employment by providing information to workers based upon current and long-range labor needs in various crop areas, and where necessary, establish and maintain Information Stations for this purpose;
7. Utilize fully the labor supply in the local area before facilitating or encouraging the migration of outside workers to meet seasonal or other peak requirements;
8. Encourage the provision of appropriate housing and sanitary, safety, and other facilities by appropriate governmental agencies, by employers, or by private associations for the protection of workers and the communities;
9. Serve all agricultural employers and all agricultural workers without discrimination or preference, except as may be required by law.

E. Scope of Farm Placement Service Activities

The farm placement program includes the recruitment and placement of all workers in agriculture. For this purpose, agriculture is defined as the production of fruits, vegetables, grain, fibre, dairying, the raising of poultry and livestock, and the production of other farm products in all their phases and all other activities included in the definition of agriculture in section VIII, D 5 g page 49.

In addition, the program may, depending upon the needs in particular areas or States, include similar service to closely related industries engaged in the processing of such agricultural products, where (1) such processing is in fact continuous to such production because of the perishable nature of the product, or (2) that industry draws upon the same labor supply. Each State, in its Plan of Operation submitted to the Director of the Bureau of Employment Security for his approval, shall indicate the closely related industries in addition to "agriculture" which it proposes to include under its farm placement program.

III. ORGANIZATION AND RESPONSIBILITIES

A. United States Employment Service

1. Responsibilities

The Farm Placement Service of the United States Employment Service is responsible for the development of policies and procedures governing a national farm placement program, and for directing and coordinating the activities of that program. Specifically, the headquarters office of the Bureau will:

- a. Maintain close relationships with national farm organizations, national organizations or associations of related industries, agricultural employers, and groups of such employers and workers, and the U. S. Department of Agriculture;
- b. Take positive action to encourage other agencies of the Federal Government to provide full use of all their available resources in meeting the problems of housing, safety, health, technological changes, and other factor influencing the maintenance of an effective farm placement system;
- c. Cooperate in a Nation-wide program to assure that the public, employers, and workers are adequately informed regarding the facilities and services available to them and prepare necessary materials for distribution to workers and employers through the regular facilities of the State Employment Service;
- d. Establish and work with a National Farm Labor Committee composed of farmers, leading farm groups, producers' associations, processors, and other interested groups or agencies, to assure continuing evaluation and improvement in the Nation-wide operation of the program;
- e. Provide for the collection, compilation, and distribution of current crop and labor data to permit continuing appraisal of the needs of agriculture and the effectiveness of the farm placement program;
- f. Develop effective procedures and methods for the orderly movement of workers from areas of supply to areas of demand;
- g. Develop basic materials for use by the States in the training of personnel to perform more effectively the farm placement function;

1. Responsibilities (con.)

- h. Provide for the effective and prompt interchange of information among the States to facilitate the transfer of workers from areas of supply to areas of demand;
- i. Review operating budgets submitted by the State agencies, and recommend the allocation of funds for operation of the farm placement program.

2. Organization and Functions

a. Chief, Farm Placement Service

The direction and coordination of the program will be the responsibility of the Chief, Farm Placement Service, and will be carried out through a field liaison staff of farm placement field representatives in the immediate office of the Chief, and through a technical staff under the direction of a Chief of Operations in the headquarters office of the Bureau.

b. Operations Branch

This branch is responsible for the technical and internal operating functions of the farm placement program, carried out through the facilities and services of four sections, viz:

- (1) Plans and Procedures Section
- (2) Clearance and Foreign Labor Section
- (3) Technical Information Section
- (4) Migratory Farm Labor Section

c. Field Branch

This branch is responsible for providing field guidance to State Employment Services in planning and carrying out all operating phases of the farm placement program, and for evaluating achievements in the light of program objectives by means of:

- (1) Field representatives who interpret national policies, standards, and methods, and serve in a staff liaison capacity between the headquarters and regional staffs of the Bureau;
- (2) Regional farm placement representatives who are administratively and functionally responsible to the BES regional representative and who coordinate farm placement activities among the States within their respective regions;

2. Organization and Functions (con.)

- (3) Liaison representatives who may be detailed to State Employment Services, as needed, to assist employers and workers in negotiating problems, thereby facilitating the adjustment in agricultural employment of migratory workers who may experience difficulty because of differences in language or customs or for other reasons.

d. Supply Regional Offices

The regional offices of the Bureau in

Atlanta, Georgia  
Dallas, Texas  
San Francisco, California

are assigned additional responsibilities of coordination within their respective areas of jurisdiction to promote the timely movement and optimum utilization of the vast numbers of migratory agricultural workers within the East Coast, Central, and West Coast patterns of migratory labor supply, thereby contributing to the economic and social welfare of workers and employers.

The assignment of these additional responsibilities does not change the Bureau's basic pattern of operation through staff in regional offices, nor does it in any way affect the responsibility of the headquarters office of the Bureau for carrying out a national farm labor program.

B. State Employment Services

1. Administrative Offices

a. Responsibilities of the State Office

Each State, through its State administrative office, will have responsibility for operation of the farm placement program within its jurisdiction, consistent with policies of the United States Employment Service and in accordance with its State Plan of Operation as submitted to and approved by the Director of the Bureau of Employment Security. Each State shall also cooperate with other States and with the Farm Placement Service of the United States Employment Service in the Bureau of Employment Security, in order that there may be proper distribution of agricultural labor among the States and that the Nation-wide objectives of the program may be attained.

Specifically, each State should, insofar as possible within the limits of available funds:

1. Administrative Offices (con.)

- (1) Establish the necessary administrative unit to plan, develop, supervise, and direct an identifiable farm placement program within the State;
- (2) Prepare pre-season operating estimates of the amount of labor needed, by crop, by period, and by type of operation. Revise such estimates as current crop and agricultural labor data become available in order to plan recruitment programs and to determine the amount of labor needed from outside the State in the light of anticipated labor requirements, or the amount of labor which may be surplus to the needs of the State and available for use in other States;
- (3) Maintain working relationships with other State agencies, employers, and other groups and individuals concerned with the farm placement program;
- (4) Establish an active State Farm Advisory Council comprised of farmers, representatives of commodity groups and farm groups, producers' associations, processors, State Departments of Agriculture, and other agencies, to assure continuing evaluation of operations and to make constructive recommendations to the State agency for improvement of the program;
- (5) Provide for the establishment of farm placement sections in established offices of the State Employment Service where the needs of the community may require it, and designate a qualified staff member in each office as responsible for the farm placement function;
- (6) Establish temporary or seasonal offices on a full-time or part-time basis to meet farm placement needs in areas where it is necessary to provide more effective service;
- (7) Establish and maintain an adequate staff training program for personnel engaged in farm placement work;
- (8) Submit such reports to the USES as may be required;
- (9) Establish and operate such Information Stations (in addition to local offices maintained principally for placement purposes) as may be needed to assist migrant workers seeking agricultural employment.

1. Administrative Offices (con.)

b. Staffing Pattern

The size and composition of the organizational unit charged with the responsibility for the farm placement program in each of the States will be determined by the extent of the agricultural problem in the State, its geography, and other related factors. Regardless of the size of the State office organization, there should be specific allocation of responsibility for the conduct and supervision of the program. The person charged with such responsibility should report directly to the State employment service director or to a principal operating official to assure that the program is not subordinated to any other operating function or program.

During periods of peak agricultural activity (especially when the movement of workers among local office areas is involved) the individual responsible for the program and/or his field representatives should be vested with sufficient operating authority to insure that an effective program is carried out. During slack periods, his relationship with the local offices of the State Employment Service will normally be that of a staff representative and his function will be primarily an advisory one.

2. Local Employment Offices

a. Responsibilities

Each local office, within the geographic area which it serves, will have the principal operating responsibility for maintaining an identifiable farm labor program in accordance with State policies, procedures, and practices. Within such framework, it may also:

- (1) Organize, where desirable, a local advisory committee consisting of farmers, representatives of farm groups, producers, processors, and other local agencies interested in the program;
- (2) Arrange for the collection and dissemination of local crop and labor data, and prepare estimates of the amount of labor needed to meet agricultural requirements, the amount available locally, and the amount required from outside the locality, or available to meet the needs of other localities;
- (3) Recommend through appropriate channels the establishment of temporary or mobile offices or the appointment of volunteer representatives or other additional personnel required during peak seasons;

2. Local Employment Offices (con.)

- (4) Act as the representative for the State Employment Service and for the public employment service as a whole in explaining to workers, employers, and the general public the operation of the program, and in soliciting their cooperation and assistance.

b. Staffing Pattern

In each local office there should also be specific allocation of responsibility for farm placement service. In offices in which employer service units have been established, responsibility for all placement activities connected with the program may be assigned to an existing unit, or a new one may be established depending upon the extent of the problem locally. In those offices where size of staff precludes the establishment of such units, responsibility for the program should be assigned to a qualified individual designated as the farm placement representative who will be charged with the operation of the program within the local office area.

In other localities, it may be desirable to establish a temporary or seasonal office to meet farm placement needs. Where the setting up of such offices is not feasible, a volunteer representative plan may be established. The operation of such a plan is covered in section XI of this handbook.

#### IV. PLAN OF SERVICE

While it is intended that there be an identifiable farm placement service at all levels of administration, the approach to planning service for employers and workers is similar to that used with respect to nonagricultural industry. The first step involves a survey of the area to be served, either local or State-wide, so that the extent and character of the problem may be determined in the light of the service needed. Careful planning in advance of the season's requirements assures that the problem is recognized, and points to the action necessary to solve the problem. Naturally, there will be some variation from area to area in the methods used; instructions must of necessity be flexible enough to be adjusted to varying situations.

The agricultural labor needs of an area are based upon the acreage of crops to be planted, cultivated, harvested, and processed, the numbers and kinds of livestock and poultry raised, and other commodities the production of which are designated as "Agriculture." It may be necessary to tap a number of sources for this information, such as the State Extension Service, Bureau of Agricultural Economics representatives, the State department of agriculture, schools of agriculture, growers' and processors' groups and associations, and others concerned with agricultural production.

The Employment Service is primarily interested in those agricultural and related industry activities which present labor supply and demand problems, either year round or seasonal. The responsibility of the Employment Service is to all workers seeking agricultural employment and to all agricultural employers needing workers regardless of the numbers they may employ; a few dairy hands or farm machinery operators may be as important a factor in the agricultural production of a community as several times that number of seasonal workers. Similarly, a large volume of agricultural production results from farm family labor and on-farm workers, types of labor requiring little recruitment effort.

Crop and agricultural production is to be analyzed for seasonality so that periods of greatest labor demand in their relationships to individual crop and agricultural production are clearly understood.

Crop acreages, schedules of farm activities, and capacities of processing facilities are the bases upon which labor requirements are determined, or, in some instances, estimated. The weather, ravages of insect pests, and other unpredictable factors may very materially affect crop yields. No one standard, moreover, can be used to determine the labor needed to produce or harvest a crop; the raising of livestock has less variable labor requirements. The extent to which agriculture is mechanized must be considered. State Extension Service representatives, agricultural schools, United States Department of Agriculture field representatives, and practical farm operators can supply helpful advice on the subject of crop unit labor requirements and the average production to be expected of a worker.

Information on crop data and resulting labor demand figures, as obtained by local offices, form the basis for State compilations of labor demand to be used in the preparation of State plans. States, in turn, supply much of the information upon which the USES relies in anticipating its responsibilities for the interstate movement of agricultural labor.

The peak-season labor requirements of each crop having been estimated, in accordance with methods outlined in section XII of this handbook or determined from previous pay rolls (as in the case of food processing establishments), the local office will then inventory the labor resources of the area, including workers not regularly employed in agriculture. In each case, consideration is to be given to the type of labor customarily employed, single workers, groups of single men, family groups, etc. If the survey of local labor appears to indicate an insufficient supply to meet the production, harvesting, or processing requirements of a crop in an area, or a surplus of workers who may be available, even temporarily, to other labor demand areas, the local office should advise the State administrative office of the situation so that intrastate recruitment may be initiated as the next step.

In many cases, the State farm placement supervisor will be able to indicate sources of workers that can be utilized; however, in shortage situations, if intrastate recruitment does not supply the necessary workers, the next resort will be to interstate recruitment through approved procedures, giving thought in each case to the fundamental problems of housing and transportation.

It is essential that a well considered plan of employer visiting be developed for farm employers, who, because of geographical location, frequently are quite difficult to visit with the same regularity as industrial employers. Field visits to growers employing relatively large crews generally can be made without much difficulty, but many farms are remote from established employment offices. In such cases, local adaptation of the farm labor recruitment kit items for direct mail, telephone, press, and radio, and attendance of Employment Service representatives at farm community gatherings and meetings provide avenues by which employers can be made aware of the assistance available to them through the Employment Service. At the same time, a discussion can be had of their labor needs and the advisability of their informing the local office of their labor requirements well in advance of the actual beginning of operations.

In many States, the problem of extending farm placement facilities into outlying areas has been partly solved by the designation of volunteer representatives. These representatives are generally active during the peak season, accepting employers' orders, recruiting and directing workers to jobs, and making simple reports to the local employment office having jurisdiction over the area. They are accepted by the communities as a part of the Employment Service. Instructions on the selection and supervision of volunteer representatives are given in section XI of this handbook.

Mobile units of Employment Service interviewers have proved to be one of the most effective means of recruiting and placing agricultural workers, particularly in areas that receive only itinerant service or, in some instances, no service whatsoever. Generally the plan provides for an interviewer, equipped with a trailer, serving a circuit of rural areas. This type of mobile office has exceptional flexibility and has been successfully operated to meet the seasonal demands of employers and workers in many areas. Further details appear in section X of this handbook.

In addition to the various types of local office facilities which are maintained principally for placement purposes, intrastate and interstate Information Stations are required at strategic locations during periods of major migratory movements to guide seasonal workers into areas of labor demand. Procedures governing the establishment and operation of these auxiliary facilities are contained in section IX of this handbook.

## V. PROCEDURES FOR SERVING APPLICANTS AND EMPLOYERS

In general, the procedures described in part II of the Employment Security Manual apply to farm placement activities. Certain exceptions may be made in the application of the basic procedures; however, greater variations may be made in meeting seasonal needs so that local office farm placement activities will be adjusted to provide a maximum of service with a minimum of clerical work. Exceptions and variations of the basic procedures for regular and seasonal activities are indicated below.

### A. Application Taking

For farm workers, it is especially important in the application-taking process to obtain from the worker information on the ability to furnish tools, equipment, and transportation to the job, and other special information pertinent to agricultural employment.

1. The procedures for the application-taking process described in the Manual, part II, sections 1010-1249, are used for farm workers who possess a recognizable degree of skill and whose tenure of employment is relatively permanent. An individual Application Card, ES-511, should be prepared for such workers (see part II, of the Manual, sections 1141-1154).
2. An Application Card, ES-511, is not prepared for seasonal, casual, or migratory farm workers, who perform a variety of simple and short-time duties, when such applicants are referred to a job immediately upon interview. The minimum information required to make a statistical report of the placement is entered on the Farm Order Form, ES-522 (see part II, section 1746.31).

### B. Recruitment

Recruitment is used when a sufficient number of applicants qualified for existing openings or needed for definitely anticipated job demands cannot be supplied from local office application files or current applicant intake. In recruiting workers to fill seasonal demands it is especially important that recruiting activities be timed correctly so that no unnecessary movement of workers is encouraged. (Recruiting procedures are described in the Employment Security Manual, part II, sections 1530-1629).

1. Local recruitment activities should include the use of all available community resources, both organized and unorganized, following a determination of the method most likely to provide qualified applicants. Special drives may be necessary to enlist the services of organized groups. Social, civic, veteran, and professional groups, churches, minority group organizations, and others may be of particular help in such drives. Students, housewives, and others not

B. Recruitment (con.)

normally in the labor market may often respond to organize recruitment in emergencies. The instructions for use and localization of the farm labor recruitment kit and the slide films developed to train farm placement personnel provide suggestions and materials for planning and carrying out recruitment campaigns.

2. Sudden changes in labor requirements due to climatic conditions which cannot be forecast may require the complete mobilization of community resources when workers cannot be obtained through recruitment in other areas. Local recruitment may then be intensified to include persons who are actively engaged in other employment but who can be induced to enter agricultural employment for a short period to save a crop.
3. When all local sources of recruitment have been exhausted or a determination has been made that local sources (including migrant labor) will not provide the number of workers required, arrangements are made for obtaining workers from other areas. (See section VIII of the handbook.) Careful planning should be made of the use of workers in transfers from grower to grower and crop to crop to keep the total number of migratory workers required at a minimum.

C. Order Taking

Wherever possible, orders for agricultural workers should be obtained directly from the employer or his representative. There may be a few instances in which orders for workers are given to the local office by others, e.g., when the farmer is located at some distance from the office or when, for other reasons, it is difficult to make direct contact. It is particularly important that the local office obtain complete information on a farm order, and that a written record be made on the Farm Order Form, ES-522. In many instances, the local supply of workers may become exhausted and it will be necessary to obtain workers from other areas; hence it is essential that a definite and clear record of the demand in the community be known. Significant information should be obtained and recorded on such items as task variables, housing and transportation accommodations, perquisites, equipment needed by the worker, and other items pertinent to agricultural employment. The order should, of course, reflect accurate information on qualifications, wages, including wage differentials, length of job, and the number of workers required. Tentative orders or estimates of requirements obtained before seasonal work begins may be entirely misleading and should not be used as a basis for referring workers. It is the joint responsibility of the local office and the employer to keep orders current, and to review the orders as often as necessary to insure that

C. Order Taking (con.)

they reflect an accurate need of workers. Local offices, when taking orders, should impress the employer with his responsibility for notifying the local office of any changes in the status of an order. Instructions for completing the Farm Order Form, ES-522, are given in the Employment Security Manual, part II, sections 1745-1749.

D. Selection

In selecting workers for referral to agricultural employment, it is essential that full consideration be given to the specifications in the order which pertain to the combination of skills required on the job, housing and accommodations supplied by the employer, equipment needed by the workers, and the transportation arrangements which can be made. In addition, it is important that applicants be screened to see that they meet the special requirements of the employer's order, and that due consideration is given to their personal interests. The training sound-slide film "The Agricultural Labor Market" highlights many factors which enter into the selection of agricultural workers.

1. Selection of applicants for referral to agricultural work is performed by using the standard procedures given in sections 1450-1524, part II, Employment Security Manual. For the nonseasonal job, the time element in selection is not as important as finding an applicant who will match the employer's requirements. The relative importance of the requirements varies. For example, if a worker is to live in the employer's household, emphasis may be placed in selection on the personal characteristics of the worker. In other instances, this may become of secondary importance, and emphasis would be placed on the worker's skill, knowledge, and ability.
2. In selecting workers for seasonal jobs, the availability of the worker and the speed with which he can report to the job are of major significance. The availability of workers in respect to their ability to provide transportation, housing, bed rolls, cooking utensils, etc., must be considered, if these are not provided by the employer. Often the only factor which is of real importance in selection is the number of workers needed who are physically able to perform a simple task. In such instances, groups of workers may be selected, rather than individuals, and selection is performed by choosing crew leaders or family heads who can furnish a number of workers including transportation where needed. In handling groups, it is usually desirable to make arrangements with only the group leader or family head who will give pertinent information to the group regarding the job, and will represent the group in discussing the job with the employer.

## E. Referral

The process of referring workers to agricultural employment is conducted in the same manner as referral to nonagricultural employment. (See sections 1635-1684, part II, Employment Security Manual.) Careful attention should be given in directing the individual applicant or crew leader to the place of employment. It may be desirable, when the location of the job is remote or difficult to reach, to provide the applicant or a group leader with written instructions on how to reach the job. It has been found through experience that in some localities the use of a directional map is beneficial.

1. Referrals for nonseasonal jobs are usually made on an individual basis, and an Introduction Card, ES-508, is prepared and given to the applicant for presentation to the employer.
2. Referrals made for seasonal farm work are made both on a group and an individual basis. When groups are referred, referral instructions and the Introduction Card are given to the group leader who will be the representative of the group in discussing the job with the employer.

## F. Verification

After an applicant has been referred to an agricultural job, a determination is made as to whether he has been hired by the employer and has entered on the job. If prompt verification of employment is not received, a follow-up should be made by the local office to learn the result of the referral. Verification of employment should be made in conformance with the methods described in sections 1690-1704, part II, Employment Security Manual.

In seasonal operations, an exception to the normal methods may be made in the verification of referrals to seasonal jobs when it is in accordance with the criteria for reporting placements given in section 1852, part III, Employment Security Manual. In meeting seasonal needs, it is particularly important that prompt verification be made to determine the current status of the job order and to prevent excessive referrals to jobs.

## G. Employer Relations

### 1. Individual Employers

In developing the employer relations program with respect to farm placement activities, the local office follows basically the same approach used in planning service to industrial and commercial employers. (Employment Security Manual, part II, sections 7030-7099.) This means that identification must be made of the agricultural employing units in the area served directly by the local office,

## G. Employer Relations (con.)

with subsequent concentration of efforts through personal visits to major employers, and coverage by mail or telephone of other agricultural employers in the area. The selection of agricultural employers upon whom special emphasis is to be placed, however, requires consideration of certain factors especially significant in farm placement activities. For example, seasonality is of particular importance, with greater field visit activity normally concentrated during the period immediately preceding the peak seasons of the crops involved. Furthermore, accessibility, distances from the local office, and extent of the area served are factors which will affect the field visiting relationships with some employers. The potential number and types of workers which will be required must be considered in establishing a field-visiting program with specific employers. Depending upon the type of operation (whether a regular year-round activity or a fluctuating operation), the local office must decide the extent and timing of its personal visit program. A still further point to be considered is the type and importance of the crops or products.

The factors mentioned above are suggestions as to the types of special considerations which must be evaluated in setting up a well-rounded employer relations program with agricultural employers, and in determining which are to receive the greater share of personal visit attention from the office. In most communities, there will necessarily be limitations on the number of personal contacts which can be made. Therefore, to the extent that local facilities permit, telephone communication may be used to supplement the personal visit program. Direct mail furnishes another means of contacting employers. When either of these media is used, however, the suggested materials in the farm labor recruitment kit should be adapted to meet the local situation, and there should be definite planning and timing, and the results should be carefully analyzed.

## 2. Group Relations

Special efforts should be made by the local office to work with and through agricultural organizations and representatives of farm interests in dealing with employers. Each local office should know what organizations exist that are concerned with agricultural problems, and should arrange to meet with them from time to time to establish close working relationships. In practically every community, the county agent of the State Extension Service will prove to be an invaluable contact. AAA committeemen will also be able to give assistance. Close relations should be maintained with organizations such as the Farm Bureau, Farmers Union, the Grange, growers' associations, farm

2. Group Relations (con.)

workers' unions, and minority group organizations. Group meetings of farmers in the area also afford an effective method of contacting agricultural employers. Group relations aimed at developing contacts with farmers and processors should also include significant nonagricultural organizations in the community such as chambers of commerce, veteran and civic groups, and other organizations composed of influential citizens interested in the farm program.

3. Employer Records

The Agricultural Employer Record, Form ES-334, is designed to meet the need expressed by many States for registering minimum basic farm employment information about individual agricultural employers which is considered essential to local office operations. It is intended for use by State agencies which do not maintain other adequate written records. To insure Nation-wide flexibility, space is provided on Form ES-334 for the entry of additional items having particular significance in any area because of differences in farming practices or types of crops. (See Employment Security Manual, part II, sections 7345-7346.)

This minimum record is useful in developing an effective long-range employer relations program for farm placement service. It also enables State agencies to chart accurately principal labor demand periods for planning purposes in each succeeding year, and to provide a basis for the continuing development of a realistic plan of service for each farm employer.

Most of the basic information concerning individual farm employers can be entered on the face of Form ES-334. The reverse side will accommodate the record of personal visits, significant telephone and mail contacts, and other pertinent information concerning each contact.

In selecting the type of basic employer record (Form ES-330 or 332) for food processors and other employers engaged in related activities, the local office should use the established criteria for determining the employer record for all employers (Employment Security Manual, part II, section 7320.) The use of Form ES-334 should be limited to strictly agricultural employers (industry groups 01-07 of the Social Security Board Industrial Classification Code), as distinguished from employers engaged in processing or related activities.

There are certain items of information which are peculiar to agricultural employment and which should be obtained, recorded, and made available to and used by all local office personnel if effective service is to be given.

3. Employer Records (con.)

It is not intended that the following points be considered as all-inclusive but rather as indicative of the types of special information which may be included on the employer record form.

- a. Production Data—Information should include the total acreage, cultivated acreage, pasture acreage, and fallow land acreage. It should also specify the amount of acreage for each major crop, and the peak periods for planting, cultivating, and harvesting of such crop. The number and kind of livestock and the peak month of activity may also be pertinent.
- b. Operation—Information should be recorded concerning the type of operation in which the employer is engaged.
- c. Labor Needs—The average number of workers required on a regular basis and during seasonal peaks, and the number of workers who are a part of the employer's own family available for work should be shown.
- d. Equipment Available or Used—Information should be recorded to show whether necessary equipment is available and what type is used: for example, thresher, combine, plow, etc. The source of power to drive the equipment is also pertinent; for example, gasoline, diesel, or animal.
- e. Accommodations and Living Conditions—Such pertinent factors as transportation, housing, board, fuel, and availability of water, sanitary facilities, etc., should be recorded.
- f. Miscellaneous—Any other relevant special information which is necessary to give proper service to an employer should be shown. For example, it may be significant to know the number of cows that are milked and whether milking is done by hand or machine.

To the extent that such information is useful for reporting purposes, the data on the employer records for individual agricultural employers should be used as one source in preparing the regularly required agricultural statistical reports. (Employment Security Manual, part III, sections 4600-5399.)

## VI. INFORMATION AND PUBLIC RELATIONS ACTIVITIES\*

If there is to be a complete mobilization and utilization of the available labor supply to assist in the planting, harvesting and processing of important crops, there must be an attendant public relations program that will forcefully bring before the public the importance of agricultural production in our economy. Such a program will serve to enlist in seasonal agricultural and food-processing activities many workers who are not ordinarily employed in agriculture, but who may be wholly or partially idle, and who have capabilities which can be used in the production and processing of farm crops.

The farm labor program must rely in the first instance upon the utilization of labor of farmers and their families, supplemented by locally available labor in rural and urban communities—women and youth and other workers not normally available for year-round employment. In addition, however, for certain crops and at certain periods of the agricultural season, these labor resources must be supplemented by migrant workers, particularly at harvest time.

### A. The Importance of Good Public Relations

The degree to which the farm placement program merits the confidence of the employer and employee is dependent upon the following basic factors:

1. Reliability of the recruitment and placement facility.
2. Aggressive leadership in developing better techniques.
3. Widespread announcement of activities and accomplishments.

### B. The Chief Parts of the Farm Placement Public Relations Project are:

1. Analysis: Appropriate information on the problem is assembled and analyzed. It is determined what to do about utilizing farm labor—how best it can be utilized; handicap to worker recruitment arising from wages, housing, etc.; the part migrant labor will play; use of local labor; amount of labor involving women and young boys and businessmen; the seasonal peaks for various crops in various areas, etc. This information will be used by the State information man and farm placement supervisor in preparing a public relations program suitable for use and adaptation by local office personnel.

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\*Sections 14000-14999 of part II of Employment Security Manual, "Public Information," deal in general with policies, programs, methods, and media which should be used by the local office manager and his staff in carrying out their public information responsibilities for the Farm Placement Service.

B. The Chief Parts of the Farm Placement Public Relations Projects are: (con.)

2. Program. This must reflect the objectives of the farm placement program, and how it is proposed to reach them. The program will indicate segments of the general public to be reached and the logical media. It will contain an estimate of the time required to do the job, and the money that might be required for travel and other items. If a public relations problem seems particularly difficult, the program will state it. For example, poor housing in an area might reflect on the local or State offices, although they are in no way responsible. Or possibly there may be a misunderstanding between certain media and local offices. A program helps clarify thinking and gets general agreement on major matters, so that an effective plan can be prepared.
3. Plan. The plan deals with details. It lists stories for specific media, lines of appeal, group interests. The plan coordinates the use of various media, and outlines how use will be made of farm and other groups, both State-wide and local. It spells out the whole information job, including specific stories and release schedules. The plan might be arranged on an area basis, by commodity and media, or by types of stories or message. The plan would also include suggested ways of increasing the effectiveness of farm placement public relations work in local offices.
4. Action. Here the plan is launched, the campaign is actually under way. Materials that have not been prepared in advance are prepared at the last minute, spots are ironed out, news picked up almost daily, distribution made to various media and groups in a logical sequence, continuing contact maintained with local offices, etc. Unless the plan has been carefully thought out, the campaign is likely to proceed on a hit-or-miss basis.

C. Organizational Responsibilities

In order to achieve the objectives of an effective farm labor program, a vigorous, comprehensive, and coordinated public relations program must be maintained by the USES and affiliated State employment services to inform agricultural employers, workers, and other interested groups of plans and special facilities available through the public employment service.

1. Responsibilities of the USES

- a. To establish an effective information and public relations policy in cooperation with State agencies;
- b. To advise and assist State agencies in planning a coordinated and effective information and public relations program;

1. Responsibilities of the USES (con.)

- c. To establish and maintain sound and effective relationships with national farm organizations, Federal agencies, and other interested groups;
- d. To prepare visual and informational materials for State agencies, such as the farm labor recruitment kit; the series of Guides to seasonal farm jobs; suggestions for local office window displays; suggestions for exhibits at State and county fairs; sound-slide films; and other materials designed to carry out the farm placement program;
- e. To provide Nation-wide information regarding farm placement activities;
- f. To compile and transmit tested State farm placement and public relations materials to State agencies and to the public through established media such as Idea Exchange, Employment Security Review, and The Labor Market and Employment Security.
- g. To provide technical assistance to State agencies through regional and headquarters staff, so that recruitment and employer relations materials will be localized, and all applicable forms of public relations media utilized to assure the widest possible use of domestic labor.

2. Responsibilities of State Employment Services

- a. To plan, develop, and carry out an effective information and public relations program consistent with basic policies of the USES and the State agency and commensurate with the needs of the State;
- b. To localize and adapt recruitment and placement materials prepared by the USES and State agencies. (A farm labor recruitment kit will be prepared annually containing materials which can be adapted to local conditions, crops, jobs, labor needs, and shifts in the labor market.)
- c. To advise and assist local offices in conducting a well-coordinated and effective information and public relations program, using all media applicable to the local situation, including window display materials, exhibits for State and county fairs, farm meetings, etc.
- d. To provide training for local office staff, using State materials as well as sound-slide films developed by the USES, visual aids such as Hi-Lites from the Handbook for Farm Placement Service, and standard Bureau of Employment Security training units.

2. Responsibilities of State Employment Services (con.)

- e. To provide the most effective distribution of State Farm Labor Bulletins. (See section VII of this Handbook.)
- f. To evaluate local office information and public relations programs.
- g. To establish and maintain informational and public relations contact with:
  - (1) State farm organizations, associations, co-operatives, and interested individuals.
  - (2) State Extension Services, and State and Federal departments concerned with agriculture.
  - (3) Food processing associations, and other State and civic groups interested in the agricultural economy.
  - (4) Rural and city newspaper editors, and State radio networks.
  - (5) Minority group organizations and newspapers.
- h. To provide farm placement informational and public relations materials suitable for the Idea Exchange, Employment Security Review, etc.

3. Responsibilities of Local Employment Offices

Local offices of the State Employment Services will follow State policies, programs, standards, and procedures which provide for the maintenance of sound and effective information and public relations activities.

## VII. FARM LABOR BULLETINS

### A. Uses of Farm Labor Bulletins

Successful use of Farm Labor Bulletins by State farm placement staffs indicates unusual opportunities through this medium for increasing the effectiveness of the farm labor program.

In some States these tersely worded, newsworthy bulletins provide information station attendants, local office personnel, volunteer representatives, and others with important timely information on:

- Number and kinds of workers needed in various areas
- Prevailing wage rates
- Conditions of work
- Availability of housing
- Need for combines and trucks

Farm Labor Bulletins, reach large numbers of workers and the general public via radio, newspapers, and posting in key locations. During periods of peak labor demand, they enable State and local offices to reach hundreds of thousands of workers who ordinarily would not come in contact with the Employment Service.

By keeping labor currently informed of the need for workers, the locations of jobs, and prevailing wage rates, Farm Labor Bulletins aid in reducing aimless and costly migration. By helping to insure that labor in the right amounts will be at the right places at the right time, they help prevent the piling up of surpluses in some areas while other areas desperately needing workers are neglected.

Such bulletins also are a potent aid in bringing the latest available information on the farm labor situation to the attention of employment service personnel, both within and outside the State, volunteer farm placement representatives, State Farm Advisory Council members, and cooperating agencies and interested organizations.

It is difficult to exaggerate their importance to employers, workers, and local offices. In mass migrations or in periods of heavy demand involving large numbers of workers, it is obviously impossible for local offices to contact and guide all the workers needed in the major fruit, vegetable, cotton, and wheat areas of the country. To attempt the job in the usual routine way of referring to employers applicants who happen to call at local offices is to fail to recognize the scope and the urgency of the job.

The Farm Labor Bulletin provides a means of reaching great numbers of workers quickly with accurate up-to-date information. It makes for a fuller utilization of local labor resources, aids in guiding the migrant stream, and—because it reaches all kinds of domestic labor, it helps to reduce the need for foreign worker

B. Format

Experience has shown that Farm Labor Bulletins are most effective when issued in simple, one-page format. Across the top of the page should appear the name of the bulletin, such as "Farm Labor Bulletin," "\_\_\_\_\_ State Farm Labor News," "Daily Farm Labor Digest," or some other appropriate title.

Near the title, the official farm labor symbol should be printed in large size. The name, address, and phone number of the State Employment Service should appear under the title, followed by the date and volume number of the bulletin.

The attention value of the masthead can be increased by printing or multilithing it in color on mimeograph paper. Vivid, strong color at the top of the sheet will dress up the job and make it readily recognizable as it is received in local offices, radio stations, and newspaper offices. Color also increases pulling power when the bulletin is used as a poster.

Following are a few suggested mastheads:



# FARM LABOR BULLETIN

FARM PLACEMENT SERVICE • STATE EMPLOYMENT SERVICE

1064 MAINE ST., AUBURN, MO. WALNUT 0823

No. 44

JUNE 6, 1950

# FARM JOBS

FARM PLACEMENT SERVICE  
1064 MAINE ST., AUBURN, MO.



STATE EMPLOYMENT SERVICE  
WALNUT 0823

No. 44

JUNE 6, 1950

# OHIO FARM LABOR BULLETIN



FARM PLACEMENT SERVICE • STATE EMPLOYMENT SERVICE  
1864 MAINE ST., AUBURN, MO., WALNUT 0827

No. 44

JUNE 6, 1950

B. Format (con.)

The text under the masthead should be arranged by names of towns in which local offices are located, not by counties. Even if workers know where some counties are, they seldom know just where they should apply in those counties. Town names are specific and can be easily located on road maps.

If the area served by a local office is very large, it is also a good idea to give, where they are used, the name and street address of branch offices or of volunteer representatives who can direct labor to nearby employers. The listing of branches should carry the same kind of information as that given for local offices, but the branch office names should be in small type, and indented so that it will be clear that they are branches of particular local offices.

C. Bulletin Content and Style

Generally, Farm Labor Bulletins can be broken down into three parts: (1) the State summary, (2) local office items, and (3) out-of-State information, when found desirable. Obviously bulletins used in different parts of the country and for different crops will vary in their content; however, the following suggestions will be helpful.

1. State Summary

While it is most important to keep the State summary as brief as possible, attention should be given to its over-all news value. One successful "word-saving" device is to give general, over-all information on wages, housing, transportation, condition of crop, surplus areas, and weather in a single paragraph directly under the masthead, above the local office listings. In areas where the volume is heavy, mention of the number of referrals might also be of interest. Obviously, bulletins used in different parts of the country and for different crops will vary in their content. Wheat harvest bulletins, dealing as they do with the world's greatest harvest and with a crop on which an entire region is dependent, should be treated in more detail than other bulletins. Here, greater detail pays off in wider newspaper and radio coverage. In the South, the condition of the cotton crop is of great interest to workers. They want to know if the yield is light, medium, or heavy; whether most of the crop has been defoliated; if the first, second, or last picking is in process, etc. There are other special considerations involved in preparing farm labor bulletins for other areas and crops. But the most effective bulletins are tersely written, giving only the most essential information in the fewest possible words.

The following two examples of State summaries may give some ideas for a State bulletin:

1. State Summary (con.)

- a. Cotton picking continues in full swing with clear weather prevailing throughout the State. Labor continues to come in from bordering States, the majority being from Texas and New Mexico; however, there is still a large demand for cotton pickers. Most operators are paying from \$3.50 to \$4.00 per hundred pounds. There is an immediate need for approximately 17,000 outside workers at this time, and most planters will arrange transportation for families and large groups free of charge from anywhere within the State.
  
- b. Thirty-one counties from the custom combine area report cool, wet weather in most all areas in the southern half of the State. Combining has been delayed, and wheat is ripening slowly. Dry weather will bring a big demand for combines. The area south of a diagonal line from Stanton County to Republic County is practically all ready for harvest, and will be going in full swing when it dries off. Combine operators should report to this area, and be ready to go. Oklahoma and Texas are practically through, and combines are entering Kansas through all of the ports of entry on the South. A large number of men and trucks are available, and it is expected that most of them will be absorbed when harvest gets underway again.

The Kansas noxious weed law requires thorough cleaning of combines before crossing State line. All machines being checked by State weed inspector. State Department of Agriculture suggests cleaning of machines thoroughly in last field before moving into Kansas.

2. Local Office Items

On local office items, the copy style should be as terse as possible. Each item should be condensed into a single line or less. The meat of the bulletin is the listing of job demands or surpluses by local offices. Each item should mention the need for or surplus of workers, the kind of work, the wage rate, the availability of housing (if pertinent), and the duration of employment.

The following examples may provide a clearer idea on preferred copy style. The important thing is conciseness: items should be boiled down to the fewest possible words that will carry the essential information. For example:

a. Say -

LAUREL: Short 240 tomato pickers; 10¢ hamper; housing.

2. Local Office Items (con.)

Instead of -

LAUREL: Because of dry weather this week tomato fields are ready for harvesting. So far, we have orders for 643 workers, but of these about 400 can be obtained locally. About 240 will have to be obtained from other areas. Housing will be provided for outside workers. Rate of pay during the first week will be 10 cents a hamper.

b. Say -

DILLON: Need 467 harvest workers; 68¢ hour; housing; 3 weeks.

Instead of -

DILLON: Producers are having difficulty getting workers because of late crops and the return of students to schools. The situation is becoming serious and there is danger that substantial portions of the sugar corn and bean crops will be lost. We have canvassed all possible local sources without success, although the rate of pay is good for this kind of work, 68¢ per hour. The canneries have agreed to provide housing in order to encourage job applications from outside workers. Four hundred and sixty-seven workers are needed immediately.

3. Out-of-State Information

In periods of heavy labor demand, local and State resources can be supplemented, if necessary, with adjoining out-of-State workers by distributing Farm Labor Bulletins to nearby States. If those States are issuing Farm Labor Bulletins and have labor to spare, either migrant or local, it is a relatively simple matter for them to summarize out-of-State needs and so call them to the attention of local farm workers. Such short out-of-State summaries are best run at the end of local office listings. Following are two examples of out-of-State summaries:

a. In a North Dakota Bulletin

SOUTH DAKOTA: Shortage of bundle haulers continues critical: Watertown 60; Huron 48; Aberdeen 34; Madison 50: \$1.00 to \$1.25 hr. Work for threshing hands can be assured well into September in north-easter South Dakota.

3. Out of State information (con.)

b. In a Mississippi Bulletin

LOUISIANA: Cotton harvest peak should be reached within next week. Cotton 95% open, 40% harvested. Need 6,000 outside workers: \$3.00 to \$3.50 per hundred for picking.

D. Importance of Including Information on Wage Rates

As important as, if not more important than, other information carried in Farm Labor Bulletins, are the prevailing wage rates for agricultural workers. Without them, it is difficult for local offices to serve employers adequately and to build confidence in job applicants.

If in some areas employers are reluctant to provide information on wage rates, it should be pointed out that workers want to know what they are going to get paid before applying for jobs, that the Employment Service is not attempting to set or standardize wages, and that the prevailing rate for agricultural workers is a kind of average wage for the locality. It rises and falls with the urgency of the labor need, with the condition of the crops, and with demand and supply. It is not a fixed figure, but is a constantly shifting factor in the local farm labor picture. It might also be pointed out that to expect the Employment Service to place workers without wage rate information is a little like expecting a commission house to operate without information on prices.

Through the publication of this information, employers are kept informed on wages paid to agricultural workers in their areas, just as they are kept up-to-date on commodity prices via press and radio on a daily basis. The availability of such wage information greatly strengthens the service local offices can render to employers, workers, and the community at large.

The worker, of course, is entitled to know what he will receive for his labor. When he applies for a job, he is selling his skill and ability and strength. If the local office is not able to give him information on what he can sell his services for, he is in about the same position as a farmer trying to sell his wheat or corn or livestock without knowing market prices.

Such information on wages helps to control wild wage rumors which encourage needless migration, and the development of surpluses in some areas and shortages in others. The publication of prevailing wage rates can help remedy such chaotic conditions and help restore a degree of stability to the labor picture.

D. Importance of Including Information on Wage Rates (con.)

It is important that prevailing wage rates be determined properly. Don't take the lows or the highs; take the average and give the range. For example: wages in the area for picking potatoes are quoted by various employers as 5, 7, 6, 8, 8, 5, 7, 7, 7, 6, 6, 10, and 9 cents a basket. First drop the lows of 5 cents and the highs of 9 and 10 cents. Then average the rest. The prevailing wage would then be given as: 7 cents a basket, range 5 - 10 cents.

E. Frequency - Issue Daily During Peak Periods

To serve employers and workers during peak periods, it is desirable and profitable to issue Farm Labor Bulletins daily. During periods of slack demand, such as at the beginning and end of the season, less frequent issue will be sufficient.

When a decision has been made to issue a daily bulletin, each local office forwards to the State office every day information about the progress of the harvest, labor supply, labor demand, types of work, housing information when pertinent, and the wages being offered. Although at times weather conditions may stop all farm activity in an area, it is still essential that the local office report each day, since "no activity on account of rain" is itself news.

This information is sent by mail, airmail, telegraph, or telephone, depending upon the rapidity with which conditions change and on the deadline set for the receipt of local office information in the State office. This deadline must allow sufficient time for review, preparation of the summary, stencil cutting, mimeographing, and mailing in time to reach the destination at the opening of business the following morning.

F. Distribution and Publicity

Bulletins should be mailed to all local offices and volunteer representatives in the State, neighbor State employment services, and local employment offices and control points in the adjoining States, and may be mailed to county agents and other interested agencies and individuals.

Arrangements should be made for immediate release to press associations and local newspapers and radio stations. Every effort should be made to have farm labor news broadcast regularly each day during peak activity and to have daily newspapers run farm labor information at least two or three times a week and weekly newspapers each week during peak seasons.

Arrangements should also be made to have the bulletins posted conspicuously in places where farmers and farm workers congregate. Bulletins can be most effective when posted on the local office bulletin board or in the store of the volunteer farm placement representative.

G. Not a Substitute for Labor Clearance

It should be clearly understood that publication of a daily Farm Labor Bulletin is no substitute for a clearance system. The Bulletin serves as a guide for voluntary movement, but if clearance orders are involved, they should be handled through the regular clearance procedures.

H. Sample Bulletins

Following are samples of bulletins issued by several States in the past and a suggested bulletin for a hypothetical State in a general farming area. From them may be determined the form a State Farm Labor Bulletin should take, keeping in mind local problems and the kind of distribution which would be most effective.