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Farm management

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Department of Agricultural Economics

FARM MANAGERS

A. K. Giles

F. D. Mills

*Part I: A summary of data from an enquiry into
the profession; a study commissioned by
the Farm Management Association*

1970

Price: 10/-

Miscellaneous Study No. 47

The Department of Agricultural Economics
University of Reading

THE MANAGERS

by

A.K. Giles

and

F.D. Mills

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Authors' Note

Farm managers comprise a sector of manpower about which little is known other than from general impressions. This is a regrettable situation, particularly at a time when structural changes in the industry may well be altering both the number and the type of managers required.

In describing something of the circumstances and attitudes of nearly 300 farm managers it is hoped that this survey will help to fill this gap. It may also be of interest to those already in the profession, to those who hope to enter it, to those who will be training them and to those who will employ them.

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The authors would like to thank the Farm Management Association for the invitation and the facilities to carry out this survey, and also to thank individual members who so kindly completed a lengthy and often personal questionnaire, many of whom attached fuller statements. To the manager who (understandably) told us "your questionnaire is far too long" we can only apologise; and to the manager who asked "are these replies really confidential?" we can only repeat - yes.

Thanks are also due to The Farmers Weekly and to The Agricultural, Horticultural and Forestry Industry Training Board for their contribution towards the cost of the survey. In this Department thanks are due to Miss W. Brooker and Mr. F.G.England who have assisted with the analysis, and in the F.M.A. to Ray Carter and his secretarial staff for their assistance at various stages of the work.

Introduction

This survey was originally conceived simply as an attempt to understand more about farm managers as a group and about farm management as an occupation.

In accepting an invitation from the Farm Management Association to undertake this work the authors thought initially in terms of surveying an entirely random sample of managers. Practical difficulties in locating salaried managers, however, led eventually to the survey being restricted to the manager-membership of the F.M.A. To that extent the results relate to a biased sample - whatever bias membership of the F.M.A. implies.

Apart from ease of location, the advantages of using F.M.A. members were, first, that virtually the whole of the United Kingdom would automatically be represented and, secondly, that, with encouragement from the Association itself, a high response rate could be assumed.

In the event, a total of 450 questionnaires was distributed, under code numbers, in the summer of 1969. Initial response was good, and after two reminders to non-respondents a total of 311 (69%) of those originally circulated either returned completed questionnaires or replied explaining why they could not co-operate. Only one of these simply did not wish to. Of 283 completed questionnaires that were received, 7 were discarded by the authors, mostly where one-time managers had, in fact, become farmers in their own right. A total of 276 questionnaires (61% of the original distribution list) was therefore finally included in the analysis.

The large amount of information contained in these questionnaires was analysed and put on to punch cards during the winter of 1969/70. It soon became evident to the authors, however, that a comprehensive and discursive report on this work would take a considerable time - and that much of the interest that had been initially created within F.M.A. circles might wain. Early this year, therefore, it was decided to publish the results of the survey in two parts, and the object of Part I is two-fold:-

First, it is to provide those who took part in the survey and F.M.A. members and branches generally, with an early indication of the overall findings of the survey. Replies to questions have, therefore, been summarised here with a minimum of text and interpretation. All 276 respondents have been treated as a single group.

Secondly, it is hoped that interested readers will be prompted to suggest the kinds of further information and analysis that they would find most helpful and interesting. The possibilities in terms of sub-division of the sample and the cross-correlation of replies are endless. The authors would, therefore, genuinely welcome comment and suggestions - and will endeavour, as appropriate, either to send information direct to individuals or to F.M.A. branches, or to incorporate suggestions into a second report. In either case the use of code numbers and group data will ensure the very strictest confidence.

June, 1970

Britain's Farm Managers : An Identikit?

Is there a typical farm manager? Probably not, and this survey has certainly confirmed a wide range of circumstances among the respondents. It has also indicated, however, that there are certain preponderant characteristics and attitudes which may perhaps typify many of the farm managers of this country. From the data, in other words, it may be possible to build a sort of 'identikit' which might help to fix the more frequently found characteristics of Britain's farm managers more clearly in mind. An orthodox statistical analysis of these will be found in the report, whilst here, only the preponderant or 'identikit' characteristics have been selected for comment. It scarcely needs stating that ultimately of course, differences as well as similarities need to be taken into account. Indeed for some, it is precisely the differences that provoke the greater interest.

One might begin to build this model by alluding to a few fairly obvious and routine details. First, it is scarcely surprising to find that nearly all Britain's farm managers are males between the ages of 30-49, married and about one third of them coming from a family with an agricultural background. Given the preponderance of the larger farm businesses in certain parts of the country, it is perhaps not surprising that over three-quarters of the sample worked in the two regions which embrace Eastern, South Eastern, Central and Southern England.

Well over 75% went either to a public school (45%) or a grammar school (35%). Most of them have had four or five jobs, (including their present one), the average duration of each being between two to four years. Very few of these jobs (less than 10%) have been non-agricultural in nature. On average most (80%) were appointed to their first farm management post when under the age of 30. Very nearly 90% of farm managers have some kind of formal qualification for their job although a significant proportion of them (nearly 30%) will confess to feeling least well equipped for the financial or 'business' aspects of their posts.

Nearly half (41.8%) of the farm managers heard about their present job through

the press (usually national). The salaries they are paid vary considerably but 50% of them are within the £1,450 - £2,250 range (in 1968/69) with not many instances (22%) of 'off the farm' supplementation. About one half are paid on a fixed salary basis but nearly one third draw bonuses in addition. Payments in kind are more often than not enjoyed: there is, for example, usually a 'free' house provided and frequently a 'free' car also - usually with running costs paid. About 70% enjoy further 'perks' (mostly farm produce) but in most cases this amounts to less than £100 per annum.

The majority of farm managers (60%) are in jobs that require 1-3 months' notice and just over one half enjoy a basic pension of some kind. Over two thirds are entitled to two to three weeks holiday but over half do not in fact take their full entitlement. Nearly three-quarters of the sample reckon that they work between 50-70 hours per week, with, apart from the expected seasonal peaks, Saturday afternoons and all of Sundays usually free. About half of them claim that less than 10% of their time is spent on manual work but about a third estimated that between 10% to 50% of their time is so spent.

About half of all farm managers are to be found on farms in the 500 - 1,500 acre category with a tendency for arable systems to predominate. Nearly two-thirds of them work on farms with an employed labour force in excess of seven - nearly thirty percent indeed worked on a farm with 15 or more employees. The value of tenant's type capital under the manager's control is, in about 40% of cases between £20,000 - £60,000. A further 25% have command of between £80,000 and £200,000's worth of this type of capital. It is usual for most farm managers to be entirely responsible for the day to day organisation of the farm. About 75% are responsible for such matters as the recruitment and dismissal of staff as well as with buying and selling. Not surprisingly very few are responsible for long term fixed investment decisions although over a half state that they are responsible for the purchase of machinery and nearly 60% claim to make decisions affecting the total farm system. To assist them in their work the majority (80%) have full time clerical or secretarial help.

Just over half (54%) of the managers feel that they are either seriously or slightly under employed. In the main most of them report being well satisfied with such matters as kind of work, freedom, and personal relationships. It is noticeable

however that many are a good deal less satisfied with their general conditions of employment i.e. salary, security and promotion prospects. On the whole it is problems involving personnel and personal relationships that most managers find the most demanding to deal with. Amongst the many and varied satisfactions deriving from their job, the notion of being ones own boss and of making and seeing plans take shape figure quite highly. In addition to the dissatisfactions already mentioned lack of free time is also a fairly frequently voiced complaint. Despite these anxieties, however, just over 40% of the respondents claim that they are never likely to give up farm managers work.

To complete this 'identikit' picture of Britain's typical farm manager it perhaps scarcely needs stating that in common with many other workers, most farm managers hope and expect to retire when they are 60 - 65 years of age. By that time the requirements of the job will almost certainly have changed. In the opinion of most of the respondents a major change will be in the necessity for a more formal management training. It was partly the recognition of coming changes and the need to adjust to them that led many to join the Farm Management Association in the first place. The majority seem well satisfied with the functioning of this Association although there was no shortage of ideas as to what additional activities it might helpfully pursue.

In the following tables the authors' discretion has been used in deciding whether an unanswered question indicated 'no' or simply 'no' reply'. In the main, 'no replies' have been recorded as such and have been shown as a proportion of the total sample. Generally speaking this proportion is quite small and does not, therefore, seriously distort the proportion of firm replies.

| REGIONS* | No. | % | No. of replies | |
|---------------------------|-----|-------|----------------|------|
| | | | 106 | 38.4 |
| 1. Eastern and S. Eastern | 106 | 38.4 | | |
| 2. Central and Southern | 104 | 37.7 | | |
| 3. South Western | 16 | 5.8 | | |
| 4. Wales | 5 | 1.8 | | |
| 5. Northern | 17 | 6.1 | | |
| 6. Scotland | 25 | 9.1 | | |
| 7. N. Ireland | 3 | 1.1 | | |
| | 276 | 100.0 | | |

SECTION A. PERSONAL DETAILS

| 1. Age: | No. | % | No. of replies | |
|---------|-----|-------|----------------|------|
| | | | 52 | 18.8 |
| 30 - 39 | 122 | 44.3 | | |
| 40 - 49 | 84 | 30.4 | | |
| 50 - 59 | 18 | 6.5 | | |
| 60 - 69 | - | - | | |
| Over 65 | - | - | | |
| | 276 | 100.0 | | |

| 2. Sex: | No. | % | No. of replies | |
|---------|-----|-------|----------------|-------|
| | | | 276 | 100.0 |
| Male | - | - | | |
| Female | - | - | | |
| | 276 | 100.0 | | |

* See Appendix I for composition of Regions, and Appendix II for the distribution of participants in survey by counties. The regions for England & Wales are those used in the M.A.F.F.'s annual report on 'Farm Incomes in England and Wales.'

| | No. | % |
|----------------------------|-----|-------|
| 3. Married status: Married | 256 | 92.8 |
| Single | 20 | 7.2 |
| | 276 | 100.0 |

| 4. Father's occupation: * | No. | % |
|---------------------------|-----|-------|
| Farmer or farm manager | 80 | 28.9 |
| Other farm employment | 14 | 5.1 |
| Not farming | 173 | 62.7 |
| No reply | 9 | 3.3 |
| | 276 | 100.0 |

SECTION B. TRAINING AND JOB HISTORY

| 5. Type of school last attended: | No. | % |
|----------------------------------|-----|-------|
| Grammar | 123 | 44.6 |
| Public | 98 | 35.5 |
| Secondary Modern | 26 | 9.4 |
| Elementary | 9 | 3.3 |
| Other | 17 | 6.1 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

| 6. (a) Number of jobs (excluding H.M. Forces, but including present job) | No. | % |
|--|-----|-------|
| One | 14 | 5.1 |
| Two | 22 | 8.0 |
| Three | 45 | 16.3 |
| Four | 74 | 26.7 |
| Five | 61 | 22.1 |
| Six | 40 | 14.5 |
| More than six | 19 | 6.9 |
| No reply | 1 | 0.4 |
| | 276 | 100.0 |

* See Appendix III for further analysis

| 6. (b) Average duration of jobs (excluding present job.) | No. | % |
|--|-----|-------|
| Under 2 years | 47 | 17.0 |
| 2 - 4 years | 171 | 61.9 |
| Over 4 years | 57 | 20.7 |
| No reply | 1 | 0.4 |
| | 276 | 100.0 |

| 6. (c) Managers who have had non-agricultural jobs | No. | % |
|--|-----|-------|
| Yes | 26 | 9.4 |
| No | 249 | 90.2 |
| No reply | 1 | 0.4 |
| | 276 | 100.0 |

| 7. How old were you when you first took a farm manager's job? | No. | % |
|---|-----|-------|
| Under 25 | 103 | 37.3 |
| 25 - 29 | 114 | 41.3 |
| 30 - 34 | 46 | 16.7 |
| Over 35 | 13 | 4.7 |
| | 276 | 100.0 |

| 8. Details of further education or formal training in agriculture or any other sphere | No. | % |
|---|-----|-------|
| Agricultural degrees (some also have diplomas) | 61 | 22.1 |
| Other agricultural qualifications e.g. Diploma only | 182 | 66.0 |
| Non agricultural qualifications | 4 | 1.4 |
| Numbers with no formal qualification at all | 29 | 10.5 |
| | 276 | 100.0 |

| 9. (a) Do you consider that for a farm manager some kind of formal training is normally: | No. | % |
|--|-----|-------|
| (i) Essential? | 182 | 65.9 |
| (ii) Desirable, but not essential? | 94 | 34.1 |
| (iii) Unnecessary? | - | - |
| | 276 | 100.0 |

9. (b) What, briefly is your reason for answering question 9 (a) as you have?

Replies to this question did not lend themselves to formal analysis.

9. (c) For what aspects of your job, if any, do you feel least well equipped?

| Replies mainly concerned with questions of: | No. | % |
|---|-----|-------|
| Business, finance, economics | 82 | 29.7 |
| Technical matters, incl. machinery | 42 | 15.2 |
| Human problems | 32 | 11.6 |
| No particular aspect | 24 | 8.7 |
| Future planning | 13 | 4.7 |
| Marketing | 11 | 4.0 |
| Other types of reply | 52 | 18.9 |
| No reply | 20 | 7.2 |
| | 276 | 100.0 |

9. (d) Are you making serious efforts to extend or up-date your training?

| | No. | % |
|----------|-----|-------|
| Yes | 218 | 79.0 |
| No | 55 | 19.9 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

9. (e) If 'yes' to the above question, how are you doing it?

| | | |
|---|-----|-------|
| Formally (implies attending courses) | 79 | 36.2 |
| Informally (implies reading, meetings, discussions, farm walks, etc.) | 133 | 61.0 |
| No reply | 6 | 2.8 |
| | 276 | 100.0 |

N.B. Proportion of whole sample attending formal training courses = 28.6%

9. (f) If you wish to comment on your reply to question 9 (d) please do so at this point.

Replies to this question did not lend themselves to formal analysis.

* For a cross section of specimen replies see next section of report.

9. (g) Do you perform any formal training activity for others, whether in your employment or not? No. %

| | | |
|-----|-----|-------|
| Yes | 114 | 41.3 |
| No | 162 | 58.7 |
| | 276 | 100.0 |

9. (h) If 'yes' please give brief details.

Replies to this question did not lend themselves to formal analysis.

SECTION C. PRESENT TERMS OF EMPLOYMENT

| 10. (a) What is your title? | No. | % |
|-----------------------------|-----|-------|
| Manager (or bailiff) | 230 | 83.3 |
| Assistant or Unit Manager | 14 | 5.1 |
| Other | 19 | 6.9 |
| No title or no reply | 13 | 4.7 |
| | 276 | 100.0 |

| 10. (b) How did you hear about your present job when it was vacant? | No. | % |
|---|-----|-------|
| Through the press (usually national) | 115 | 41.8 |
| By word of mouth | 58 | 21.0 |
| Already on the farm | 25 | 9.0 |
| By other means (incl. personal recommendation) | 76 | 27.5 |
| No reply | 2 | 0.7 |
| | 276 | 100.0 |

| 11. (a) What period of notice is required? | No. | % |
|--|-----|-------|
| 1 month | 38 | 13.8 |
| 2 - 3 months | 129 | 46.8 |
| Over 3 months | 81 | 29.3 |
| No formal agreement | 18 | 6.5 |
| No reply | 10 | 3.6 |
| | 276 | 100.0 |

| 11. (b) What holiday are you entitled to? | No. | % |
|---|-------|-------|
| 2 weeks (or less) | 78 | 28.3 |
| 3 weeks | 119 | 43.1 |
| 4 weeks | 45 | 16.3 |
| No formal agreement | 34 | 12.3 |
| | <hr/> | <hr/> |
| | 276 | 100.0 |

| 11. (c) Do you normally take your full holiday entitlement? | No. | % |
|---|-------|-------|
| Yes | 94 | 34.1 |
| No | 163 | 59.0 |
| No reply | 19 | 6.9 |
| | <hr/> | <hr/> |
| | 276 | 100.0 |

| 11. (d) By what method are you paid? | No. | % |
|--------------------------------------|-------|-------|
| Fixed salary | 139 | 50.3 |
| Salary plus a bonus | 80 | 29.0 |
| Share of profit | 48 | 17.4 |
| Other | 6 | 2.2 |
| No reply | 3 | 1.1 |
| | <hr/> | <hr/> |
| | 276 | 100.0 |

| 11. (e) What were your gross 'cash' earnings (i.e. before tax and other deductions) in the last complete financial year? (For most managers this would have been the year ending March/April 1969 or some near equivalent.) | No. | % |
|---|-------|-------|
| Under £1000 | 5 | 1.8 |
| £1000 - 1249 | 33 | 12.0 |
| £1250 - 1449 | 36 | 13.0 |
| £1450 - 1749 | 60 | 21.8 |
| £1750 - 1999 | 40 | 14.5 |
| £2000 - 2249 | 41 | 14.9 |
| £2250 - 2499 | 13 | 4.7 |
| £2500 - 2999 | 27 | 9.8 |
| £3000 - 3499 | 10 | 3.6 |
| £3500 - 3999 | 5 | 1.8 |
| £4000 and above | 2 | 0.7 |
| No reply | 4 | 1.4 |
| | <hr/> | <hr/> |
| | 276 | 100.0 |

| 11. (f) Provision of non-cash benefits. Are you provided with: | No. | % |
|---|-----|-------|
| (i) a free house: Yes | 251 | 91.0 |
| No | 23 | 8.3 |
| No reply | 2 | 0.7 |
| | 276 | 100.0 |

| | No. | % |
|----------------------|-----|-------|
| (ii) a free car: Yes | 162 | 58.7 |
| No | 105 | 38.0 |
| No reply | 9 | 3.3 |
| | 276 | 100.0 |

| | No. | % |
|--|-----|-------|
| (iii) private running costs of car: | | |
| Yes | 187 | 67.8 |
| No | 61 | 22.1 |
| No reply | 28 | 10.1 |
| | 276 | 100.0 |

| | No. | % |
|-------------------------------------|-----|-------|
| (iv) farm produce : No and No reply | 86 | 31.2 |
| Yes, to the value of: | | |
| less than £100 | 145 | 52.5 |
| £100 - £199 | 40 | 14.5 |
| £200 and more | 5 | 1.8 |
| | 276 | 100.0 |

| | No. | % |
|------------------------|-----|-------|
| (v) anything else: Yes | 102 | 37.0 |
| No | 174 | 63.0 |
| | 276 | 100.0 |

* Details of these replies not analysed at this stage.

| 11. (g) Is there a pension or superannuation scheme associated with your job? | | No. | % |
|---|--|-----|-------|
| Yes | | 157 | 56.9 |
| No | | 119 | 43.1 |
| | | 276 | 100.0 |

| 11. (g) (i) As close as you can estimate, what is the average number of hours that you work in a 'normal' working week? | | No. | % |
|---|--|-----|-------|
| Under 50 | | 42 | 15.2 |
| 50 - 59 | | 119 | 43.1 |
| 60 - 69 | | 83 | 30.1 |
| 70 and over | | 26 | 9.4 |
| No reply | | 6 | 2.2 |
| | | 276 | 100.0 |

| 11. (g) (ii) How often and to what extent might peak seasonal work substantially alter this average? | | No. | % |
|--|--|-----|-------|
| Regularly | | 241 | 87.3 |
| Seldom | | 17 | 6.2 |
| Occasionally | | 6 | 2.2 |
| Not at all | | 5 | 1.8 |
| No reply | | 7 | 2.5 |
| | | 276 | 100.0 |

| 11. (g) (iii) Apart from seasonal peaks are you <u>normally</u> free from <u>routine</u> work on: | | No. | % |
|---|--|-----|-------|
| Saturday afternoons: Yes | | 239 | 86.6 |
| No | | 36 | 13.0 |
| No reply | | 1 | 0.4 |
| | | 276 | 100.0 |
| Sundays: | | No. | % |
| Yes | | 225 | 81.5 |
| No | | 50 | 18.1 |
| No reply | | 1 | 0.4 |
| | | 276 | 100.0 |

| 11. (h) Are you able to supplement your income from your farm manager's job with earned income from 'off-the-farm' activities? | No. | % |
|--|-----|-------|
| Yes | 60 | 21.7 |
| No | 215 | 77.9 |
| No reply | 1 | 0.4 |
| | 276 | 100.0 |

SECTION C. JOB EVALUATION

12. (a) (i) Total acreages of farms being managed

| | No. | % |
|-----------------|-----|-------|
| Under 150 acres | 5 | 1.8 |
| 150 - 299 | 14 | 5.1 |
| 300 - 499 | 34 | 12.3 |
| 500 - 699 | 45 | 16.3 |
| 700 - 999 | 42 | 15.2 |
| 1000 - 1499 | 52 | 18.9 |
| 1500 - 1999 | 35 | 12.7 |
| 2000 - 2999 | 27 | 9.8 |
| 3000 - 3999 | 7 | 2.5 |
| 4000 and above | 12 | 4.3 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

12. (a) (ii) Proportions of farms in tillage

| | No. | % |
|---------------|-----|-------|
| Less than 30% | 38 | 13.8 |
| 30% - 49% | 40 | 14.5 |
| 50% - 69% | 88 | 31.8 |
| 70% and above | 107 | 38.8 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

12. (b) Farms in sample carrying the following livestock enterprises

| | No. | % |
|------------------|-----|------|
| Dairying | 156 | 56.5 |
| Dairy youngstock | 153 | 55.4 |
| Beef | 155 | 56.2 |
| Sheep | 107 | 38.8 |
| Pigs | 83 | 30.1 |
| Poultry | 52 | 18.8 |
| Others | 23 | 8.3 |

12. (c) Labour employed

| (i) Number of whole time employees: | No. | % |
|-------------------------------------|-----|-------|
| Less than 3 | 17 | 6.2 |
| 3 - 6 | 85 | 30.8 |
| 7 - 9 | 41 | 14.9 |
| 10 - 14 | 51 | 18.5 |
| 15 - 29 | 58 | 20.9 |
| 30 - 39 | 10 | 3.6 |
| 40 and over | 11 | 4.0 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

(ii) Managers employing regular part-time workers:

| | No. | % |
|-------------------|-----|-------|
| Yes | 133 | 48.2 |
| No (and No reply) | 143 | 51.8 |
| | 276 | 100.0 |

(iii) Managers employing casual labour:

| | No. | % |
|-------------------|-----|-------|
| Yes | 145 | 52.5 |
| No (and No reply) | 131 | 47.5 |
| | 276 | 100.0 |

12. (d) Does a clear cut chain of command exist on your farm?

| | No. | % |
|----------|-----|-------|
| Yes | 250 | 90.5 |
| No | 25 | 9.1 |
| No reply | 1 | 0.4 |
| | 276 | 100.0 |

12. (e) & (f) - comment on chains of command - replies have not been analysed at this stage.

12. (g) Tenant-type capital under manager's command:-

| | No. | % |
|---------------------|-----|-------|
| Less than £20,000 | 19 | 6.9 |
| £20,000 - £39,999 | 65 | 23.6 |
| £40,000 - £59,999 | 47 | 17.0 |
| £60,000 - £79,999 | 40 | 14.5 |
| £80,000 - £99,999 | 28 | 10.1 |
| £100,000 - £199,999 | 43 | 15.6 |
| £200,000 and above | 10 | 3.6 |
| No reply | 24 | 8.7 |
| | 276 | 100.0 |

13. Degree of responsibility: how far managers are responsible for:-

| | Entirely | | Partly | | Not at all | | No reply | |
|--|----------|------|--------|------|------------|-----|----------|-----|
| | No. | % | No. | % | No. | % | No. | % |
| Day to day organization: | 248 | 89.9 | 25 | 9.1 | 2 | 0.7 | 1 | 0.3 |
| Recruiting & dismissal of staff: | 210 | 76.1 | 62 | 22.5 | 3 | 1.1 | 1 | 0.3 |
| Buying & selling of stock & commodities: | 203 | 73.7 | 71 | 25.7 | 1 | 0.3 | 1 | 0.3 |
| Machinery purchase: | 161 | 58.4 | 111 | 40.2 | 2 | 0.7 | 2 | 0.7 |
| Decisions relating to farm system: | 144 | 52.2 | 131 | 47.5 | - | - | 1 | 0.3 |
| Long term fixed investment decisions: | 30 | 10.9 | 231 | 83.7 | 13 | 4.7 | 2 | 0.7 |

14. (a) What type and extent of clerical/secretarial help do you receive?

| | No. | % |
|------------------------|-----|-------|
| None | 42 | 15.2 |
| Full time | 88 | 31.9 |
| Part time | 121 | 43.8 |
| Wife's assistance only | 25 | 9.1 |
| | 276 | 100.0 |

(b) In what way (other than secretarial) does your wife formally assist in the running of the business?

| | No. | % |
|---|-----|-------|
| Not at all (or no reply) | 134 | 52.3 |
| Dealing with telephone and personal callers | 84 | 32.8 |
| Undertaking errands off the farm | 4 | 1.6 |
| In other ways (excluding entertaining) | 34 | 13.3 |
| | 256 | 100.0 |

(c) Does your wife receive a wage for any contribution that she makes to the business?

| | No. | % |
|-----|-----|-------|
| No | 205 | 80.1 |
| Yes | 51 | 19.9 |
| | 256 | 100.0 |

N.B. The 51 replying 'yes' must be related to the number of situations where the wife does in fact make some formal contribution, clerical or otherwise. This number is not in fact accurately known, but appears to be about half of the total sample. In other words about 40% of those wives who do make a formal contribution to the business, receive a wage.

15. Roughly, what % of your own annual time is spent on strictly manual work as opposed to all types of non-manual work?

| | No. | % |
|--------------|-----|-------|
| Nil | 48 | 17.4 |
| 1% - 10% | 98 | 35.5 |
| 11% - 25% | 46 | 16.7 |
| 26% - 50% | 48 | 17.4 |
| 51% - 75% | 17 | 6.2 |
| 75% and more | 18 | 6.5 |
| No reply | 1 | 0.3 |
| | 276 | 100.0 |

SECTION D. JOB SATISFACTION

16. Do you think that, generally speaking, your talents and capacity as a manager are:-

| | No. | % |
|-------------------------------|-----|-------|
| (i) seriously under-employed? | 40 | 14.5 |
| (ii) slightly under-employed? | 109 | 39.5 |
| (iii) about fully utilised? | 84 | 30.5 |
| (iv) slightly over-extended? | 35 | 12.7 |
| (v) seriously over-extended? | 7 | 2.5 |
| no reply | 1 | 0.3 |
| | 276 | 100.0 |

17. Are you satisfied by:-

| | Yes | | Moderately | | No | | No reply | |
|---|-----|------|------------|------|-----|------|----------|-----|
| | No. | % | No. | % | No. | % | No. | % |
| (i) the kind of work that you do? | 231 | 83.8 | 36 | 13.0 | 4 | 1.4 | 5 | 1.8 |
| (ii) the rewards that you earn? | 113 | 40.9 | 107 | 38.8 | 56 | 20.3 | - | - |
| (iii) the security that your job offers? | 110 | 39.9 | 82 | 29.7 | 84 | 30.4 | - | - |
| (iv) the long term prospects that your job offers? | 88 | 31.9 | 98 | 35.5 | 90 | 32.6 | - | - |
| (v) the freedom that you have in making decisions? | 220 | 79.8 | 39 | 14.1 | 16 | 5.8 | 1 | 0.3 |
| (vi) the working relationship you have with your employer? | 227 | 82.2 | 37 | 13.4 | 9 | 3.3 | 3 | 1.1 |
| (vii) the working relationship you have with your subordinates? | 239 | 86.6 | 36 | 13.1 | - | - | 1 | 0.3 |
| (viii) the status that you have in the community, generally, as a farm manager? | 212 | 76.9 | 47 | 17.0 | 13 | 4.7 | 4 | 1.4 |

18. What do you regard as the most demanding aspect of your job?*

Replies mainly concerned with questions of:-

| | No. | % |
|--|-----|-------|
| Personnel problems | 86 | 31.2 |
| Making and/or maintaining a profit | 22 | 8.0 |
| Timeliness in getting work done | 19 | 6.9 |
| Making decisions (especially those involving investment) | 19 | 6.9 |
| Supervision/co-ordination of so many activities | 18 | 6.5 |
| Relations with owner | 15 | 5.4 |
| Lack of free time | 15 | 5.4 |
| Controlling costs | 9 | 3.3 |
| Being the 'back stop' for everybody else | 4 | 1.4 |
| Others | 60 | 21.7 |
| No reply | 9 | 3.3 |
| | 276 | 100.0 |

19. Briefly, what do you like most about being a farm manager?*

Replies mainly concerned with questions of:-

| | No. | % |
|--|-----|-------|
| Being ones own boss/the only way to farm without capital | 101 | 36.6 |
| The satisfaction of making and <u>seeing</u> plans take shape. | 59 | 21.4 |
| The outdoor/country life | 33 | 11.9 |
| The variation in the work | 31 | 11.2 |
| Leading a team (to effective results) | 17 | 6.2 |
| Others | 26 | 9.4 |
| No reply | 9 | 3.3 |
| | 276 | 100.0 |

* For a cross section of specimen replies see next section of report

20. Briefly, what do you like least about being a farm manager?*

Replies mainly to do with questions of:-

| | No. | % |
|--|-----|-------|
| Insecurity and lack of promotion prospects | 40 | 14.5 |
| Lack of free time | 33 | 12.0 |
| P.R., human and social problems | 25 | 9.1 |
| The weather and seasonal factors | 25 | 9.1 |
| Not actually farming for one's self | 24 | 8.7 |
| The limitation of income | 22 | 8.0 |
| Relationships with owner | 12 | 4.3 |
| Restrictions on the use of capital | 5 | 1.8 |
| Others | 70 | 25.3 |
| No reply | 20 | 7.2 |
| | 276 | 100.0 |

21. (a) As far as you can see, are you likely to give up farm manager's work:-

| | No. | % |
|----------|-----|-------|
| Never | 114 | 41.3 |
| Possibly | 127 | 46.0 |
| Probably | 13 | 4.7 |
| Yes | 22 | 8.0 |
| | 276 | 100.0 |

21. (b) Inviting comment on above replies. These comments did not lend themselves to formal analysis.

21. (c) If, in reply to question 21 (a) your answer is 'probably' or 'yes', what other type of work are you most likely to seek?

| | No. | % |
|------------------------------|-----|-------|
| Farming | 13 | 37.1 |
| Advisory/consultancy work | 6 | 17.1 |
| Teaching | 2 | 5.7 |
| Other industries or business | 3 | 8.6 |
| Anything, and 'don't know' | 8 | 22.9 |
| Already in jobs | 3 | 8.6 |
| | 35 | 100.0 |

* For a cross section of specimen replies see next section

21. (d) At what age do you hope to retire?

| | No. | % |
|---------------|-----|-------|
| At 60 | 65 | 23.6 |
| At 65 | 84 | 30.4 |
| Never | 21 | 7.6 |
| Other replies | 66 | 23.9 |
| No reply | 40 | 14.5 |
| | 276 | 100.0 |

SECTION E. PROFESSIONAL CONTACTS, SOURCES OF INFORMATION, ETC.

22. (a) Why did you join the Farm Management Association?

Replies mainly concerned with questions of:-

| | No. | % |
|---|-----|-------|
| Meeting others (with similar interests) | 46 | 16.7 |
| Improving knowledge (usually of 'management') | 123 | 44.6 |
| Improving the professional status of managers | 53 | 19.2 |
| Other reasons * | 53 | 19.2 |
| No reply | 1 | 0.3 |
| | 276 | 100.0 |

* These 'other reasons' included such general ones as 'an interest in its objectives' (9 times), 'by recommendation' (8), 'it fulfills a need' (7), 'curiosity' (5), and various other reasons which reflected a realisation of the Association's importance and the relevance of its activities to the farm manager.

22. (b) Have your expectations of the F.M.A.'s value to you personally been:-

| | No. | % |
|-----------------|-----|-------|
| Exceeded | 23 | 8.3 |
| About satisfied | 172 | 62.3 |
| Disappointed | 75 | 27.2 |
| No reply | 6 | 2.2 |
| | 276 | 100.0 |

23. In what single way, if any, could F.M.A. activities become of more value to you personally?

| | No. | % |
|---|-----|-------|
| In no particular way (including no replies) | 97 | 35.1 |
| By more local activities | 41 | 14.9 |
| By adopting a more down-to-earth approach to management | 32 | 11.6 |
| By giving farm management a more professional status | 26 | 9.4 |
| By giving more guidance in the use of management techniques | 17 | 6.2 |
| By providing a better information service | 4 | 1.4 |
| By other ways ** | 59 | 21.4 |
| | 276 | 100.0 |

** Included in this category, the following suggestions were each offered several times:-

'more personal participation', 'small group work', 'study & discussion groups', 'regular farm visits', 'more weekend & short courses', and 'case study work.'

24. (a) Managers who are members of the:-

| | No. | % |
|------------|-----|------|
| N.F.U. | 226 | 81.9 |
| C.L.A. | 24 | 8.7 |
| N.U.A.A.W. | 3 | 1.1 |

(b) Manager's degree of involvement in discussion groups, societies, etc.

| | No. | % |
|------------------------------------|-----|-------|
| Not involved at all (or no reply) | 55 | 19.9 |
| Involved in one 'group' | 121 | 43.8 |
| Involved in two 'groups' | 67 | 24.3 |
| Involved in three or more 'groups' | 33 | 12.0 |
| | 276 | 100.0 |

(c) Manager's degree of involvement in commercially organised farmers groups, syndicates, co-operates, etc.

| | No. | % |
|------------------------------------|-----|-------|
| Not involved at all (or no reply) | 145 | 52.5 |
| Involved in one 'group' | 83 | 30.1 |
| Involved in two 'groups' | 37 | 13.4 |
| Involved in three or more 'groups' | 11 | 4.0 |
| | 276 | 100.0 |

* For a cross section of specimen replies see next section of report

24. (d) Manager's degree of involvement with advisory agencies (e.g. N.A.A.S., universities, commercial firms, producer organisations, consultants, A.H.F.I.T.B., etc.)

| | No. | % |
|------------------------------------|-------|-------|
| Not involved at all (or no reply) | 40 | 14.5 |
| Involved with one body | 55 | 19.9 |
| Involved with two bodies | 75 | 27.2 |
| Involved with three or more bodies | 106 | 38.4 |
| | <hr/> | <hr/> |
| | 276 | 100.0 |

25. What business management techniques do you use?

| Managers regularly using: | No. | % |
|---|-----|------|
| (i) Analysis techniques (e.g. any form of account or full cost analysis) | 155 | 56.2 |
| (ii) Gross margins (for any purpose) | 192 | 69.6 |
| (iii) Planning techniques (other than gross margins) e.g. budgets of any sort | 184 | 66.7 |
| (iv) Control techniques (e.g. budgetary control, cash flows, enterprise checks) | 126 | 45.7 |

26. How many agricultural journals or magazines do you:-

| | (a) | (b) | (c) | (d) | | | | |
|-----------|------------------------|---------------------------------|---------------------------------------|------------------|-------|-------|-------|-------|
| | Regularly buy yourself | Have sent to you free of charge | Have handed on by employer, regularly | See occasionally | | | | |
| | No. | % | No. | % | No. | % | No. | % |
| None | 22 | 8.0 | 35 | 12.7 | 169 | 61.3 | 173 | 62.8 |
| 1 - 3 | 164 | 59.4 | 167 | 60.5 | 84 | 30.4 | 95 | 34.4 |
| 4 - 6 | 76 | 27.5 | 64 | 23.2 | 20 | 7.2 | 7 | 2.5 |
| 7 or more | 14 | 5.1 | 10 | 3.6 | 3 | 1.1 | 1 | 0.3 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| | 276 | 100.0 | 276 | 100.0 | 276 | 100.0 | 276 | 100.0 |

SECTION F. THE FUTURE

27. (a) From your experience do you think the opportunities for employment as a farm manager in this country during the next decade are likely to:-

| | No. | % |
|--------------------------|-----|-------|
| Increase | 84 | 30.4 |
| Remain roughly unaltered | 88 | 31.9 |
| Diminish | 101 | 36.6 |
| No reply | 3 | 1.1 |
| | 276 | 100.0 |

27. (b) Do you think there will be a change in the type of person wanted for managers' jobs?

| | No. | % |
|----------|-----|-------|
| Yes | 228 | 82.6 |
| No | 44 | 16.0 |
| No reply | 4 | 1.4 |
| | 276 | 100.0 |

27. (c) If 'yes' to 27 (b), what form do you see this change taking?

| | No. | % |
|--|-----|-------|
| It will necessitate:- | | |
| More 'management' training | 95 | 41.7 |
| More 'formal qualifications' | 47 | 20.6 |
| More specialised/unit managers | 28 | 12.3 |
| More technical expertise (by training and/or experience) | 21 | 9.2 |
| Other types of change | 31 | 13.6 |
| No reply | 6 | 2.6 |
| | 228 | 100.0 |

27. (a) Relating to competition for advertised posts - replies did not lend themselves to formal analysis.

28. Opportunity for respondents to 'ad lib' - replies did not lend themselves to formal analysis.

Answers to selected questions

Answers to selected questions are given in this section. The questions are grouped into three main sections:

1. What is the position of the public in general on the following topics?

2. What is the position of the public in general on the following topics?

3. What is the position of the public in general on the following topics?

Answers to selected questions on the following topics

SELECTED QUESTIONS

Answers to selected questions on the following topics are given in this section. The questions are grouped into three main sections:

1. What is the position of the public in general on the following topics?

2. What is the position of the public in general on the following topics?

3. What is the position of the public in general on the following topics?

These specimen replies have been selected in a way that reflects the total pattern of replies as analysed in the previous section.

Specimen replies to question 9(c) i.e.

For what aspects of your job, if any, do you feel least well equipped?

- 'I have made it my business to be reasonably well equipped for all aspects.'
- 'I don't.'
- 'Intricacies of farm business administration, budgeting, etc.'
- 'Capital planning.'
- 'Office routine - up to the minute control on finance.'
- 'Farm accounts and quicker analysis of the business.'
- 'Tax Law.'
- 'I find it difficult to keep up to date with modern farm management techniques.'
- 'Selling and marketing in face of big business.'
- 'Predicting government policy as an aid to longer term planning.'
- 'I am not over keen on machinery - an area of growing importance.'
- 'Certain practical operations such as expert ploughing - if it is necessary for a manager to do this as well as his men.'
- 'In adopting modern technical management to archaic systems.'
- 'Trying to get the farmer to think as I do.'
- 'In being tactful to employers who don't understand farming.'
- 'Entertaining visitors especially after doing manual work in dirty clothes.'
- 'No qualifications, - now over 40 years old - not saleable.'
- 'Keeping somebody else's creditors at bay.'
- 'Should be more intelligent and I could be more robust, e.g. bale handling.'
- 'Accounts take up too much time.'

Specimen replies to question 18 i.e.

What do you regard as the most demanding aspect of your job?

- 'Choosing my staff.'
- 'Planning with restricted and expensive capital.'
- 'Dealing with paper work and reading matter'
- 'Getting things done at the right time'
- 'Attempting to understand and carry out the wishes of the owner, whilst trying to achieve good results.'
- 'Man management, and the general welfare of staff and their families.'
- 'Making sure that all the minor details of the farm are attended to; the major items are more easily looked after.'
- 'Bossmanship.'
- 'Keeping up-to-date with modern techniques in order to continue to make a profit.'
- 'Getting all the paper work done after a hard day's physical work in the air.'
- 'To make sure that everything is sold at the proper price and time, and also to buy when the price is right.'
- 'Keeping costs down'
- 'Keeping myself fully informed, day by day, of what exactly is happening over the farm.'
- 'The constant quest for improvement through technique and the effort needed to keep everyone cost conscious.'
- 'Self-discipline - and getting seasonal work done on time.'
- 'Getting men who have worked all their life on the same farm to accept and get maximum output from new machines and systems.'
- 'Keeping a harmonious relationship between all departments of the farm and estate.'
- 'Trying to ensure that profits will still be made in 3 - 5 years time; being about four jumps ahead.'
- 'The long term capital projects; deciding which to recommend as economic.'
- 'Trying to get labour to understand that things don't just happen; but should be made to happen.'

Specimen replies to question 19 i.e.

Briefly, what do you like most about being a farm manager?

'Just being allowed to farm.'

'Seeing the results of your own plans; being a leader of a team; and being, relatively speaking, one's own boss.'

'Freedom, challenge, looking at visible progress.'

'Basically a love for the land and the only in-road for someone unable to farm on his own account.'

'Responsibility.'

'The place in which I live, and can bring up my family.'

'The position enables me to practise practical farming while still having a reasonable standard of living; the job is tremendously variable and in many ways rewarding.'

'The opportunity to farm in the absence of one's own capital.'

'Being able to organise other people, so as to get the best out of them.'

'Being able to take and implement decisions and to be responsible for them and the results of them.'

'Independence and open-air working conditions.'

'The full utilisation of what talents I may have.'

'Freedom, health, love of country life.'

'The opportunity to apply a business approach to an occupation which has always created an intense satisfaction even without this approach.'

'The independent way of life it gives me, coupled with the fact that one lives a very natural family life; eating all meals at home, seeing one's wife and children a great deal.'

'A varied life; personal freedom and a wide circle of farming friends.'

'The sense of achievement when the organisation runs smoothly, staff are happy and the farm looks well.'

'A satisfying mixture of practical and intellectual, active and sedentary work; with the opportunity to live in the countryside.'

'The satisfaction of seeing an end product after a lot of hard work and planning.'

'Being out and about, and enjoying animals and earth.'

Specimen replies to question 20 i.e.

Briefly, what do you like least about being a farm manager?

- 'Having and getting others to do dirty jobs.'
- 'The lack of security particularly after the age of 45.'
- 'Bad weather, which can ruin your plans and lower morale of staff.'
- 'The lack of time one is able to spend with the family.'
- 'The responsibility for maintaining the momentum of the business - especially the need to keep day to day work going well.'
- 'The frustrations of not being a self-employed farmer.'
- 'The fact that someone else is cashing in on one's efforts with no possible capital appreciation or security for the manager.'
- 'Filling in government forms.'
- 'I have a tendency to worry, probably unduly, when things go wrong and I have to justify them to an employer. I think that if I farmed on my own, with a reasonable amount of capital, I would accept unavoidable mistakes more philosophically.'
- 'The excessive intrusion of "amenity" enterprises into what could be a really first class commercial operation.'
- 'The worry of using other people's money.'
- 'Probably my own reluctance to take sufficient regular time off to fully take part in recreation.'
- 'Coping with staff who turn out to be duds.'
- 'The lack of time available for pure management.'
- 'Harvesting a disappointing crop - spoiled by weather or, worse still, by some omission on one's own part.'
- 'Having to spend 40 - 50% of my time on public relations work.'
- 'The insecurity of knowing my job probably depends on the life of one old man. At my age another job of this order and scope would be most difficult to obtain.'
- 'Having to co-operate with incompetent experts.'
- 'The limited opportunity to make any big business advances.'
- 'A certain amount of loneliness and not being able to talk as freely as I might like to.'

Specimen replies to question 23 i.e.

In what single way, if any, could F.M.A. activities become more valuable to you?

'Courses and meetings have generally been first class and hard to improve on.'

'I don't think it can.'

'The service offered is good - if only I had more time to use it.'

'Now largely superseded by resources available in N.A.A.S.'

'A more active county branch.'

'At the moment the F.M.A. seems so remote.'

'We need more finance in the county branches; this is where most work should be done.'

'More practical interest in farm costs rather than chasing such stars as linear programming.'

'Don't get too highbrow.'

'Greater collaboration with universities and N.A.A.S. for F.M. standards and planning techniques.'

'By distinguishing for me the relevant and irrelevant farm management fashions.'

'The establishment of a recognised code of conduct and negotiating body for farm managers.'

'By indicating standards of employment within the profession.'

'A condensed monthly summary of new scientific/technical trends.'

'More down-to-earth information away from that of farming, i.e. the targets of profitability on investment in other industries.'

'Organisation of 'fact-finding' tours of other successful farms and businesses even to the extent of going overseas if necessary.'

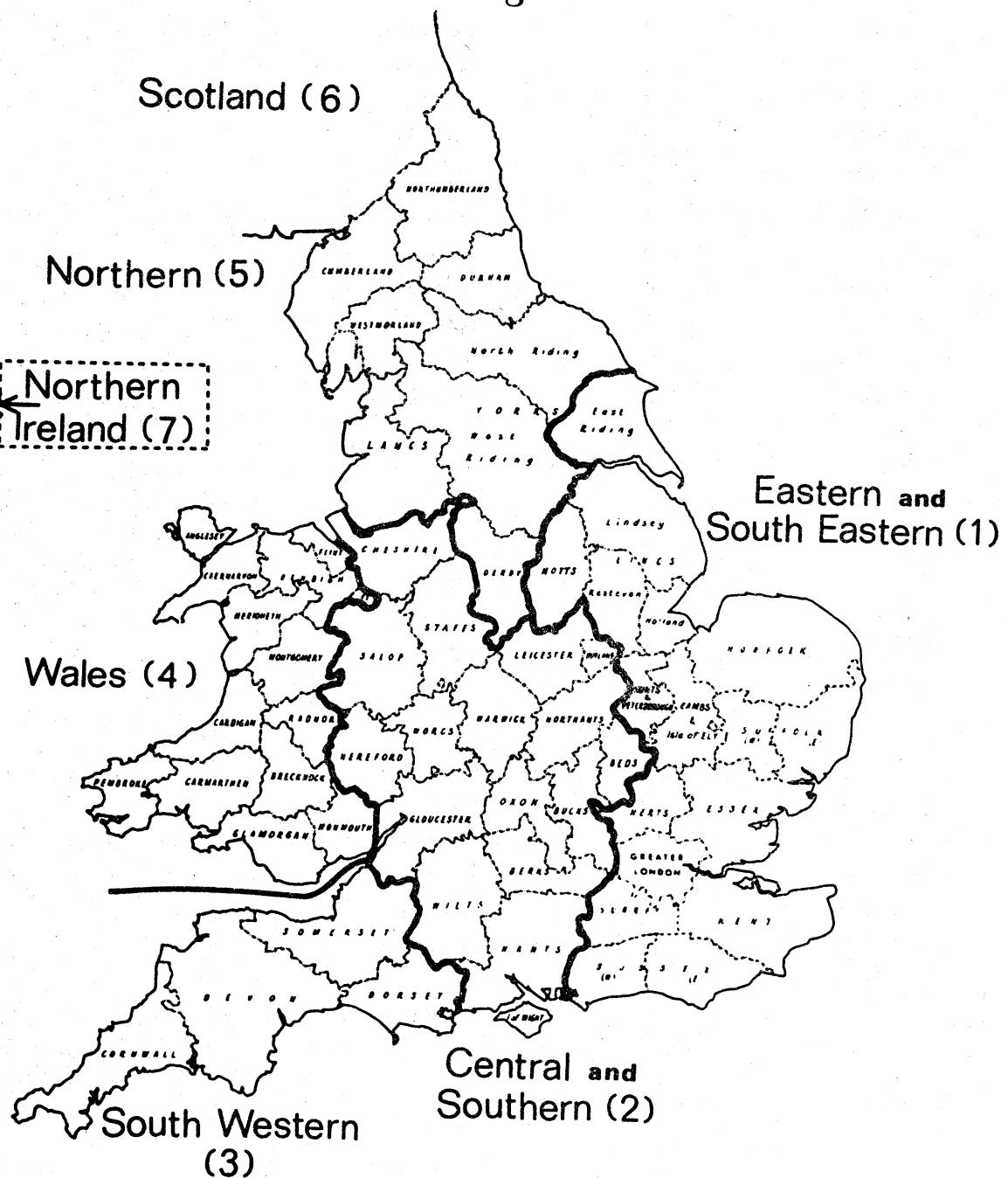
'Better liaison between adjoining counties.'

'By not having meetings in the day time and by being less of a closed shop.'

'By having a clearer idea of its role and being able to obtain more general support.'

'If it was orientated more towards farm management - not farm consultancy.'

Appendix 1 The Regions



APPENDIX II. DISTRIBUTION OF PARTICIPANTS IN SURVEY BY COUNTIES

| <u>County</u> | <u>Number</u> | <u>County</u> | <u>Number</u> |
|---------------|---------------|----------------|---------------|
| Aberdeen | 6 | Lancashire | 1 |
| Angus | 2 | Leicester | 3 |
| Ayr | 1 | Lincoln | 16 |
| Bedford | 1 | Monmouth | 1 |
| Berkshire | 20 | Moray | 1 |
| Berwick | 3 | Norfolk | 14 |
| Bucks | 6 | Northampton | 3 |
| Cambridge | 8 | Northumberland | 2 |
| Cheshire | 3 | Nottingham | 3 |
| Cumberland | 2 | Oxford | 11 |
| Denbigh | 3 | Pembroke | 1 |
| Derby | 1 | Perth | 3 |
| Devon | 2 | Renfrew | 2 |
| Dorset | 11 | Roxburgh | 1 |
| Co. Down | 1 | Salop | 2 |
| Dundee | 1 | Somerset | 3 |
| Durham | 1 | Stafford | 4 |
| Essex | 14 | Suffolk | 13 |
| Eire | 2 | Surrey | 3 |
| Fife | 2 | Sussex | 14 |
| Gloucester | 21 | Sunderland | 1 |
| Hampshire | 15 | Warwicks | 3 |
| Hereford | 1 | Westmorland | 1 |
| Hertford | 6 | Wilts. | 7 |
| Huntingdon | 5 | Worcester | 5 |
| Kent | 9 | Yorkshire | 9 |
| Kincardine | 1 | | |
| Kinross | 1 | TOTAL | 276 |

APPENDIX III

OCCUPATIONS OF MANAGERS' FATHERS

Farming:

| | |
|-----------------|-----------|
| Farmer | 66 |
| Manager/bailiff | 10 |
| Horticulturist | 4 |
| Farm Worker | 9 |
| Others | 5 |
| | <u>14</u> |
| | (5.1%) |

| | |
|---------------------------|---|
| Architects | 1 |
| Budget controller | 1 |
| Bursar (asst.) of college | 1 |
| Canned Foods Broker | 1 |
| Caretaker | 1 |
| Commercial artist | 1 |

Not Farming:

| | |
|-------------------------|----|
| Engineers (various) | 23 |
| Civil Servants | 13 |
| Company Directors | 11 |
| H.M. Forces | 10 |
| Legal Profession | 8 |
| Banking | 6 |
| Retailers | 6 |
| Salesmen | 6 |
| School masters | 5 |
| Butchers | 4 |
| Accountants | 3 |
| Analytical chemists | 3 |
| Clergymen | 3 |
| Clerks | 3 |
| Dental profession | 3 |
| Land Agents | 3 |
| Medical Profession | 3 |
| Wholesalers | 3 |
| Advertising consultants | 2 |
| Advisers (not Agric.) | 2 |
| Bakers | 2 |
| Builders | 2 |
| Carpenters | 2 |
| Cotton Mill Managers | 2 |
| Mining Officials | 2 |
| Printers | 2 |
| Public Health Officers | 2 |
| Railway workers | 2 |
| Undertakers | 2 |
| Vets | 2 |

| | |
|---------------------------|----------|
| Cook | 1 |
| Electrician | 1 |
| Estate Agent | 1 |
| Fish Merchant | 1 |
| Game Keeper | 1 |
| Hotelier | 1 |
| Importer | 1 |
| Industrial Estate Manager | 1 |
| Insurance Agent | 1 |
| Lace Industry | 1 |
| Metal Broker | 1 |
| Ophthalmic Surgeon | 1 |
| Police Inspector | 1 |
| Porter | 1 |
| Publisher | 1 |
| Recorder (M.M.B.) | 1 |
| Research Director | 1 |
| Riveter | 1 |
| Secretary | 1 |
| Ships Master | 1 |
| Station Master | 1 |
| Stockbroker | 1 |
| Store mason | 1 |
| Surveyor | 1 |
| Upholsterer | 1 |
| Wine Merchant | 1 |
| Wire Rope Manufacturer | 1 |
| No replies | 9 |
| Total | 276 |
| | (100.0%) |

The Questionnaire

CONFIDENTIAL

CODE NO.

COUNTY

READING UNIVERSITY

Department of Agricultural Economics

Survey of Farm Managers

SECTION A. Personal Details

1. Age
2. Male/Female (delete as appropriate)
3. Married/Single/Widow(er) (" " ")
4. Father's occupation

SECTION B. Training & Job History

5. Type of school last attended (e.g., elementary, secondary modern, grammar, public, etc.)

6. Please provide brief details of your job history, including H.M. Forces and your present job:-

| <u>Job</u> | <u>Location</u> | <u>Approx. Duration</u> |
|------------|-----------------|-------------------------|
| | | |
| | | |

7. How old were you when you first took a farm manager's job?

8. Please provide details of any further education or formal training you have had (including apprenticeship) either in agriculture or in any other sphere:-

| <u>Type of course/training</u> | <u>Where received</u> | <u>Duration</u> |
|--------------------------------|-----------------------|-----------------|
| | | |
| | | |

9. (a) Do you consider that for a farm manager some kind of formal training is normally:

Please tick

(i) Essential,

(ii) Desirable, but not essential,

(iii) Unnecessary.

- (b) What, briefly, is your reason for answering question 9 (a) as you have?

- (c) For what aspects of your job, if any, do you feel least well equipped?

- (d) Are you making serious efforts to extend or up-date your training?

Yes No

- (e) If 'yes', to the above question, in what aspects of your work, and how are you doing it?

- (f) If you wish to comment on your reply to question 9 (d) please do so here:

- (g) Do you perform any formal training activity for others, whether in your employment or not?

Yes No

- (h) If 'yes', please give brief details

Continued/

SECTION C. Present Terms of Employment

10. (a) What is your title (e.g. Manager, bailiff, assistant manager, etc.)?

(b) How did you hear about your present job when it was vacant?

11. Could you please give details of your conditions of employment, stating so if they are not known:-

(a) What period of notice is required?

(b) What number of days annual holiday and bank holiday are you entitled to?

(c) Do you normally take your entitlement?

(d) By what method are you paid (e.g. fixed salary, share of profit, salary plus bonus, etc.)

(e) What were your gross 'cash' earnings (i.e. before tax and other deductions) in the last complete financial year?

(f) If you receive any non-cash benefits, please specify

Yes No

(i) Provision of free house

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(ii) Provision of free car

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(iii) Provision of car running costs

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(iv) Provision of farm produce to value of £

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(v) Others (please specify)

(g) Is there a pension or superannuation scheme associated with your job?

Yes No

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(i) As close as you can estimate, what is the average number of hours that you work in a 'normal' working week (see also the next question down)?

(ii) How often and to what extent might peak seasonal work substantially alter this average?

•

•

(iii) Apart from the seasonal peaks, are you normally free from routine work on:-

Yes No

(a) Saturday afternoons

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(b) Sundays

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

(h) Are you able to supplement your income from your farm manager's job with earned income from 'off-the-farm' activities?

Yes No

| | |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|

SECTION D. Job Evaluation

12. In order that we may know what type and size of business you manage, could you please provide some information about the farm itself? We do not require a lot of detail, just sufficient for us to classify the farm.

(a) Cropping (as at June 4th 1969)

Cereals Acres

Cash Roots

.....

.....

All pasture

Rough grazing

Buildings, roads etc.

TOTAL FARM ACREAGE

(b) Livestock (latest 12 months)

(Our headings and suggested 'average numbers' and 'annual throughput' are intended to guide you; please alter them if they are inappropriate in your case.)

Dairy:

Cows Average number Number of cows

All young stock Annual throughput

Beef:

All others Annual throughput

Sheep:

Ewes Average number

All others (excl. lambs under 6 mths) Annual throughput

Pigs:

Sows **Average number**

All store & fat pigs Annual throughput
..... over 2 months

Poultry:

Hens Average number

.....

(c) Labour

How many workers are under your direct or indirect control?

(i) Whole time

(ii) Part time (regular)

(iii) Casual

(d) Does a clear-cut chain of command exist on your farm?

ANSWER

THE BOSTONIAN

(e) If 'yes' can you indicate here with a diagram, roughly how it works?

(f) If no chain of command exists, and you wish to comment on the fact, please do so here:-

(g) Could you please give details of the value of tenants' capital on your farm at the latest valuation date? (Our main aim here is to get a reasonably accurate assessment of the quantity of tenants' capital you are responsible for. It is the total we are really interested in and for the purposes of this survey we will be content with fairly round figures.)

Livestock

Growing crops & tillages

Crops on hand

Stores

Machinery

Tenants' fixtures (i.e. pig & poultry
equipt. etc)

Others

Total

£

13. In respect to matters of farm policy, please indicate by a 'tick' in the appropriate boxes how far you are responsible for:-

| | <u>Entirely</u> | <u>Partly</u> | <u>Not at all</u> |
|--|--------------------------|--------------------------|--------------------------|
| (i) Day to day organization of the farm | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (ii) Recruiting and dismissal of staff | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (iii) Trading policy (i.e. buying & selling of stock & commodities) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (iv) Machinery purchase | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (v) Decisions relating to the farm system (e.g. cropping & stocking policy) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| (vi) Long term investment decisions (e.g. buildings) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. (a) What type and extent of clerical/secretarial help do you receive (e.g. full-time secretary, visiting secretary or assistance from wife for 'x' hours per week?)

.....

.....

(b) In what other ways, if any, does your wife formally assist in the running of the business?

Yes No

15. Roughly what % of your own annual time is spent on strictly manual work as opposed to all types of non-manual work?

SECTION E. Job Satisfaction

16. Please tick the most appropriate line below so as to indicate whether you think that generally speaking your talents and capacity as a manager are:-

Please tick

(i) Seriously under-employed

(ii) Slightly under-employed

(iii) About fully utilised

(iv) Slightly over-extended

(v) Seriously over-extended

If you wish to comment on your reply to this question, please do so here:-

.....

17. Are you satisfied by:-

(i) The kind of work that you do?

Yes

Moderately

No

(ii) The rewards that you earn?

(iii) The security that your job offers?

(iv) The long-term prospects that your job offers?

(v) The freedom that you have in making decisions?

(vi) The working relationship you have with your employer?

(vii) The working relationship you have with your subordinates?

(viii) The status that you have in the community, generally, as a farm manager

18. What do you regard as the most demanding aspect of your job?

.....

19. Briefly, what do you like most about being a farm manager?

.....

20. Similarly, what do you like least about being a farm manager?

.....

21. (a) As far as you can see, are you likely to give up farm managers work:-

Please tick

Never

Possibly

Probably

Yes

(b) Briefly, why have you answered the above question, as you have?

.....
.....

(c) If, in answer to question 21 (a), you have ticked 'probably' or 'yes', what other type of work are you most likely to seek?

.....
.....

(d) At what age do you hope to retire?

SECTION F. Professional Contacts, Sources of Information, etc.

22. The Farm Management Association

(a) Why did you join?

.....
.....

(b) Have your expectations of its value to you personally been:-

Please tick

Exceeded

About satisfied

Disappointed

23. In what single way, if any, could F.M.A. activities become of more value to you personally?

.....
.....

24. Please specify any other organizations with which you have regular contact or membership

(a) Unions (e.g. N.F.U., C.L.A., N.U.A.A.W.)

.....
.....

(b) Farmers' Discussion Groups, Societies, Y.F.C., etc.

.....
.....

(c) Commercial, organized farmers' groups, syndicates, co-operatives, etc.

.....
.....

(d) Advisory agencies (e.g. N.A.A.S., universities, commercial firms, producer organizations, private

consultants, 'The Training Board', etc.)

.....

25. What business management techniques (e.g. account analysis, gross margin analysis, simple budgeting, L.P., control checks, etc.) do you use, with or without help, fairly regularly?

.....
.....

26. What agricultural journals or magazines do you:-

(a) regularly buy for yourself?

.....
.....

(c) have sent to you free of charge?

.....
.....

(b) have regularly handed on by your employer?

.....
.....

(d) see occasionally?

.....
.....

SECTION G. The Future

27. Little or no formal information exists about the supply and demand for farm managers in this country.

Despite the obvious difficulties we would like to throw some light on this question and would be grateful if you could answer the following questions as best you can:-

(a) From your experience do you think the opportunities for employment as a farm manager in this country during the next decade are likely to:-

Please tick

(i) Increase

(ii) Remain roughly unaltered

(iii) Diminish

(b) Do you think there will be a change in the type of person wanted for managers' jobs (e.g. in terms of training, capabilities, etc.)?

Yes

No

(c) If 'yes', what form do you see this change taking?

.....
.....

(d) Can you express a view, based on recent experience, of the competition for farm managers' posts?

.....
.....

28. If there is any aspect of your employment as a farm manager, which has not been covered, or which you would like to further emphasise, please comment here:

.....
.....
.....

