Successful Management of the Modern Dairy Farm
Remember...

- Most valuable assets are living organisms
  - Cows
  - Crops
  - People
Milk Stool Management

Successful Dairy Management

COW

People

Environment
“You don’t build a business. You build people and then people build the business.”

~ Zig Zigler
7 keys to Successful People Management

1. Culture
2. Organizational Structure
3. Standard Operating Procedures (SOPs)
4. Train
5. Motivate
6. Monitor
7. Feedback
YOU set your Culture

- The "personality" of the business and demonstrates:
  - Core Values
  - Philosophy
  - Priorities
- Defines how the organization connects
  - Internally – Employee to employee
  - Externally – Industry, vendors, other affiliations
- Mission Statement
- Job Descriptions
## Organizational Structure

- Who's who?
- What do they do?
- Who do they report to?

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### Job description

**Head Professional - Peachtree City Tennis Center: Posted 06/29/2006**

<table>
<thead>
<tr>
<th>Facility:</th>
<th>Peachtree City Tennis Center</th>
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<tbody>
<tr>
<td>Location:</td>
<td>Peachtree City, GA 30269</td>
</tr>
<tr>
<td>Job title:</td>
<td>Head Professional</td>
</tr>
<tr>
<td>Job status:</td>
<td>Full-time</td>
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**Position description:**
The Peachtree City Tennis Center, located 30 minutes south of Atlanta and a 2-time USTA National Outstanding Facility of the Year recipient is currently looking for an exceptional Head Professional with a P-1 certification to lead our team of teaching professionals. Currently there are 5 full time pros and 1 part time pro. The Tennis Center has 24 courts (12 outdoor hard, 6 outdoor clay and 6 covered hard courts) pro shop, a full service restaurant and locker rooms. The Tennis Center currently holds 2 national tournaments, other USTA tournaments and a college tournament. We have 200 juniors in our program and had a total of 60 teams playing in the spring of this year. The best candidate will be a minimum 5.0 player, have excellent verbal and written communication skills, background in junior tennis and ladies teams, be a team leader, work well with/ motivate and encourage staff/members and the general public, be able to create new programming/special events, the willingness to do what it takes to get the job done, know the importance of community involvement for a public facility, TDM-sanctioning and tournament director experience, a desire for continuing education by attending seminars or conventions, be friendly/personable, know how to handle and deal with problems and have a vision for the future. He/She will be experienced in Microsoft Word, Excel and Publisher with the experience of a Head Professional or Director. We would like to have this position filled by September 1st. The compensation package will include salary, hourly, incentive, benefits: 401K and Dental. Please e-mail your resume to Dave Gary, Manager at the e-mail listed. You may find more information on our web site at www.tenniscenter.net

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### Job contact information

<table>
<thead>
<tr>
<th>Company/facility:</th>
<th>Peachtree City Tennis Center</th>
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<tbody>
<tr>
<td>Contact person:</td>
<td>Dave Gary</td>
</tr>
<tr>
<td>Contact e-mail:</td>
<td><a href="mailto:dgary@tonniscenter.net">dgary@tonniscenter.net</a></td>
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<td>Telephone:</td>
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<td>Fax:</td>
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<tr>
<td>Web site:</td>
<td></td>
</tr>
<tr>
<td>Address:</td>
<td>10 Planters Way</td>
</tr>
<tr>
<td>City/state/ZIP:</td>
<td>Peachtree City, GA 30269</td>
</tr>
<tr>
<td>Country:</td>
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</table>
Organizational Structure

Simplest structure involves **4 Layers of Management**

1. CEO/Owner
2. General Manager
3. Department Supervisors
4. Technicians

Structure determines how an organization functions

- How communication takes place
- How operations are organized and executed
- Plays a role in determining workplace "culture"
Organizational Chart for 3,000 Cow Modern Dairy

CEO/Owner

General Manager

Herd Health/Repro Manager
- Hospital Technician
- Herdsmen
- Breeders
- Dry Cow/Maternity Technician
- Fresh Cow Technician

Parlor Manager
- Shift Supervisors
- Milkers
- Cow Pushers
- Parlor Maintenance

Youngstock Manager
- Calf Feeders
- Calf Health Technician
- Weaned Calf Technician

Crop/Maintenance Manager
- Equipment Operator
- Freestall Maintenance
- Welder
- Equipment Operator

Feed/Manure Manager
- Feeders
- Compost Technician
- Mechanic
- Crops/Farm Technician

Office Manager
- Accountant
- Human Resources
- Secretary
Organizational Structure

1. CEO/Owner

- Self-defining; ultimate position of respect
- Set organizational tone by choice or by default
  - Philosophy – Impact determined by personality, priorities and connection to the business
  - Presence – Absentee or Actively engaged
  - Leadership – Degree of involvement; Capable?
  - Management – Engaged? Qualified?
2. General Manager

- Reports to CEO
- Top level of management structure
- Operational responsibility
- Fiscal Responsibility
- Connection to external resources
- The "Face" of Management
Organizational Structure

3. Department Supervisor

- Reports to General Manager
  - Operational supervision of a major department
    - Parlor Manager, Youngstock Manager, Office Manager
  - Responsible for protocol execution and details
Organizational Structure

4. Technician

- Staff positions within various departments
  - Milking Technician, Herd Health Technician, Feeding Technician, Youngstock Technician, etc.
  - "Feet and legs" of the organization and responsible for the repetitive execution of daily details associated with their specific role.
Standard Operating Procedures (SOPs)

- The official procedure or system of rules governing the way that tasks are to be accomplished.
  - Eliminates confusion, doubt, and indecision for employees
  - Can’t cook without a recipe; Must be reduced to writing
  - Should involve experts
  - Should be constantly reviewed & updated
Standard Operating Procedures (SOPs)

- Pre-Dip
- Strip
- Wipe
- Hang
- Post-Dip
Once employees have been identified you must train them. Train employees on what to do, how to do it, and why it is important. Demonstrate the correct way to accomplish tasks. Motivation is key and continuous throughout employment. This involves training/education in a classroom setting as well as "hands on" on the dairy.
Motivate

- Can be the most difficult part of the manager’s job
- Incentive programs
  - Example: Milking Parlor
    - Milkers receive monthly bonus worth 15% of the salary if they meet milk quality standards
Monitor all areas for strengths and weaknesses

- Survey the status and performance trends of the dairy farm
- Benchmark... compare to industry performance and personal goals
- Identify bottlenecks
- Address the problem
- Repeat the process
Dairy specific software programs

- **Dairy Comp 305**
  - Tracks all data related to cow (repro, milk production, health, age, lactation, pedigree)

- **EZFeed**
  - Tracks all data related to feed (daily feed intake of cows, feed inventory, cost, shrink)

- Standardizes data and allows us to track, compare and benchmark against dairy's goals and industry standards
Feedback

- Results (profits) are directly linked to employee performance
- Must be a system in place for observing and evaluating employee performance on a consistent and frequent basis
  - Specific and measurable goals at all levels
    - Formal (biannual performance review)
    - Informal (constant daily feedback)
- Give credit where credit is due!
  - It's easy to “go through the motions” when you feel your task is not appreciated
  - Employees want to feel VALUED
You can’t manage what you don’t measure.
Key Performance Indicator (KPI)
- Specific measurement within a process that provides an assessment of actual performance against a specified target
- Evaluate a particular process within a department
- Often used to evaluate the efficiency of repetitive, periodic processes
- Provide a way to compare efficiency both within and across teams or departments
- Have your KPI’s in place to monitor labor efficiency
- Focus on procedural drift
- Effective managers use KPI’s to motivate teams and improve economics
KPIs Can Work for You!

- Effective tool for measuring efficiency on a dairy.
  - Can be applied to any process that generates a numerical statistic.
  - Set clear goals
  - Define protocols and put in place
  - Keep timely and accurate records
Measuring and Tracking Performance

MILKING PARLOR

Through Put (Cows/Stall/Hour)
Milk Quality (SCC, SPC, PIC)
Production (lbs./Cow/Day)
Milk Let Down (% bimodal, number of reattachments)
% Fat
% Protein
MUN
Energy Corrected Milk
First Milk
Peak Milk
Measuring and Tracking Performance

HERD HEALTH

% Sold in first 60 DIM (fresh)
% Dead in first 60 DIM (fresh)
% Ketosis (fresh)
% Displaced Abomasum
% Metritis (fresh)
% Mastitis
% Pneumonia
% Retained Placentas (fresh)
% Stillbirth
% Calving Difficulty
% Lame (score of 4 or 5)
Measuring and Tracking Performance

REPRODUCTION

Overall Conception Rate
CR % by Technician
CR % by Service
CR % by Breeding Code
CR % by Lactation #
CR % by Semen Type
CR % by Day of the Week
CR % by Month
CR % by Heat Cycle
Service Rate
Pregnancy Rate
Abortions
Measuring and Tracking Performance

**YOUNGSTOCK**

- Morbidity Rate
- Mortality Rate
- Average Daily Gain (@ Weaning, 4, 8, 12 months)
- Milk Intake
- Grain Intake
- Total Blood Proteins (Day 2-8)
- # of Pneumonia Cases
- # of Scour Cases
Measuring and Tracking Performance

TRANSITION COWS

Days in Dry Pen
Stocking Rate
Dry Matter Intake
Days in close up pen
% DICUP <8
% DICUP >30
Body Condition
Bunk Space/Cow
Resting Space/Cow
Measuring and Tracking Performance

GENERAL/NUTRITION

Cull Rate
Death rate
Stocking Rate
% Hospital
Dry matter intake
% Refusal
Feed Conversion (ECM/DMI)
Bunk Space/Cow
Resting Space/Cow
Dairy Cow Life Cycle

- **DRY PERIOD**: 60 DAYS
- **CALVING**
- **LACTATING**
- **DRY OFF**
- **1ST DAYS**
Crop Life Cycle

- Seed
- Plant
- Harvest
- Manure
- Feed
We Have a Solution for Every Operation

Every farm is unique.

- We work with you to identify key issues and provide you with a comprehensive course of action that offer solutions.

- Farmdamentals uses baseline programs and tailors it to meet your specific needs.

- Every detail is provided in a project proposal to be mutually agreed upon.
Elite Evaluation

Ideal for: Existing dairy operations with current management in place looking for outside perspective and evaluation with tailored recommendations and solutions.

Package Includes:

• Initial visit to dairy operation with a complete evaluation of each department.

• Written summary of visit, evaluation, complete SWOT (strengths, weaknesses, opportunities and threats) analysis, and recommendations tailored to your operation and your management staff.

• Custom roadmap to execute recommendations and steps to put them into practice.

• Return visit to dairy operation for follow-up.

• Example – Ultrajaya (UPBS), Juhayna (al Enmaa)
Management Mentorship

Ideal for: Existing dairy operations or newly operational farms with little to no management experience.

Package Includes:

• Initial visit to dairy operation with a complete evaluation of each department.

• Written summary of visit, evaluation, complete SWOT (strengths, weaknesses, opportunities and threats) analysis, and personalized recommendations tailored to your operation and your management staff.

• Assistance in identifying key personnel to be enrolled in an elite 8-week management training program in the United States.
Management Mentorship

Ideal for: Existing dairy operations or newly operational farms with little to no management experience.

Package Includes:

- Follow up visit to farm six weeks after trainees return to work to help in implementing the management concepts that trainees learned in the program.
- Follow up visit six months after trainees return to work.
- Set up remote access to track KPI’s from Farmdamentals office.
- Support (email, phone, Skype) with Farmdamentals for trainees for one year.
- Example – Faapy Farm in Shendi
Big Picture Blueprint

Ideal for: Start-up operations looking for a full service provider.

Package Includes:

• Initial visit to farm site, meeting with owners to discuss details of operation and goals.

• Full review of site plan and design with recommendations on layout.

• Provide recommended organizational structure and recommendations for layers of management and staffing numbers.

• Create customized SOPs for all departments of the dairy farm.

• Follow up visit in conjunction with management to interview and identify key management personnel.
Big Picture Blueprint

Ideal for: Start-up operations looking for a full service provider.

Package Includes:

• Elite 8-week management course in the United States for qualified candidates to teach the fundamentals of dairy management.

• Specialized training with Farmdamentals identified preferred vendors:
  • Reproduction/Genetics training at World Wide Sires training facility
  • Equipment operation/maintenance training at John Deere training facility
  • Crop farming/harvesting training at US-based farming operation
  • Milking Parlor equipment training at Boumatic training facility

• Return visit to farm site to provide support leading up to and carrying through the dairy’s start up.

• Follow up visit 3 months after start up.

• Follow up visit 6 months after start up.

• Example – ZADNA (Atbara Dairy Farm)