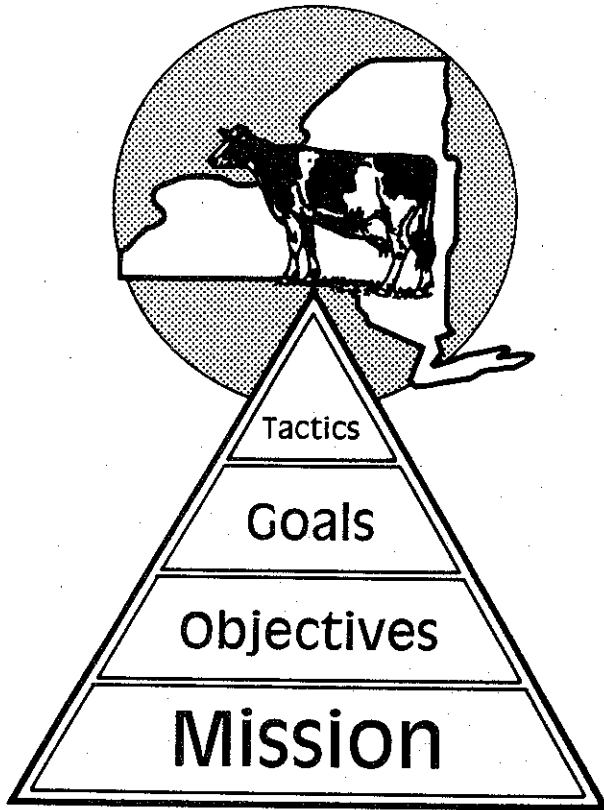


A.E. FILE COPY

PRO-DAIRY

FARM MANAGEMENT P L A N N E R

Guy K. Hutt • Stanley Telega



New York State College of Agriculture and Life Sciences
Cornell Cooperative Extension
New York State Department of Agriculture and Markets
Participating Dairy Industry Firms and Organizations

A.E. Ext. 89-24 • Agronomy Mimeo 89-17 • Animal Science Mimeo 121

MANAGEMENT Plans & Controls

- Time cannot be managed.
- Only peoples activities can be managed.
- We have all the time there is.
- We can waste it or use it productively.
- If we make a plan and control the events of our lives day by day, we can look back and see the accomplishment of our objectives and goals.



INSTRUCTIONS



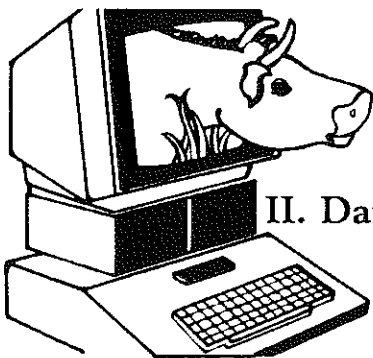
How To Use This Planner

I. The Basics

1. Take time to build a solid plan.
 - A. Develop a mission statement (evaluate at least annually).
 - B. Develop objectives to help realize the mission (evaluate at least annually).
 - C. Develop SMART goals (continuously).
 - D. Develop tactical plans (continuously).

Remember that plans are not static; they are constantly changing. In building the plan, use problem solving and tactical planning as described below.

2. Utilize the problem solving process.
 - A. Identify problems and opportunity areas by comparing your actual performance against set objectives and goals.
 - B. Diagnose the problem to determine the technical and management causes.
 - C. Brainstorm alternatives and record them across the top of the decision making grid. (Use decision making grid pages.)
 - D. Determine criteria for making a decision keeping in mind the objectives of the business and record on the left side of the grid. (Use decision making grid pages.)
 - E. Rate each alternative according to each criterion. (Use decision making grid pages.)
 - F. Select the best alternatives to meet business objectives and goals. (Use decision making grid pages.)
3. For each decision develop a new tactical plan for implementation and control.
 - A. Set and/or reevaluate goals. (Use goal pages.)
 - B. Develop a tactical plan. (Use tactical plan pages.)
 - C. Develop a tactical plan for control. (Use control plan pages.)
 - D. Enter monitoring times on calendar and/or TO DO list. (Use monthly calendar and TO DO list pages.)



II. Daily Planning and Control

1. Set aside a time (about 10 minutes) each day to complete your TO DO list.
 - A. Brainstorm everything that comes to mind that needs to be done today and record it.
 - B. Review goals and tactical plans for more ideas of what needs to be done.
 - C. Bring forward unfinished activities from the previous day. (TO DO list should be clipped in planner).
 - D. Review yesterday's notes and your calendar for other ideas and record them.
2. Prioritize your TO DO list. Determine what is truly important to do in order to meet farm goals. Refuse to be managed by crisis. Do not allow urgent activities to be your only activities. Remember that "Management is imperative and labor is imminent." — *Robert A. Milligan*
 - A. Rank each item A, B, or C by importance to farm objectives and goals. Importance is determined by the contribution of the activity to a predetermined objective or goal.

High value, most important — A

Medium value, moderately important — B

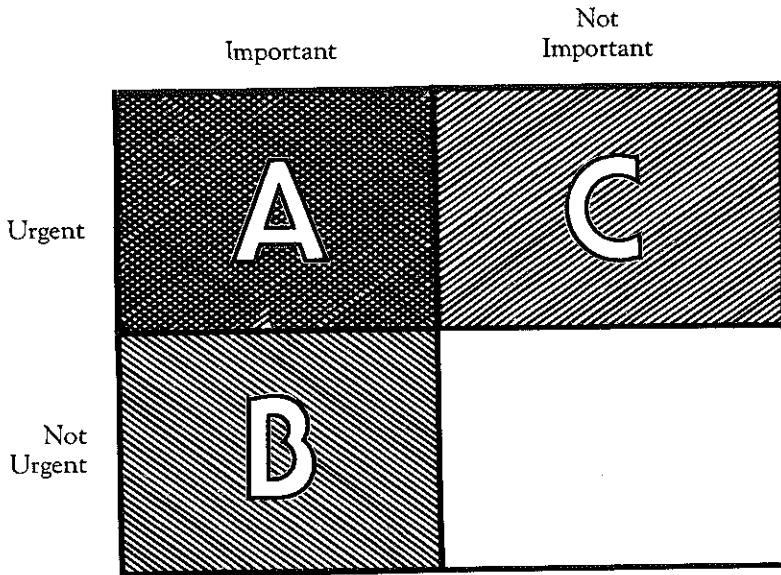
Low value, least important — C
 - B. If desired, prioritize within categories. Prioritize according to urgency. Urgency is determined by the immediacy with which the activity must be undertaken.

Prioritize activities (1,2,3,4,...) within each category (A, B, C)

Example: A1, A2, A3, A4, B1, B2, C1, C2, C3

3. Act on your priorities.

- A. Undertake most important activities first: A's first, then B's, then C's
- B. Stay with one task until it is completed.
- C. Do not procrastinate, stay disciplined.
- D. Work smarter not harder.



4. Throughout the day use your To Do list for control.

- A. Check off activities completed.
- B. Record the names of people who have been delegated tasks
- C. Put an arrow beside activities moved forward to another day.
- D. Record notes during the day of thoughts, ideas, conversations with people, etc.
- E. Record future activities on the appropriate days TO DO list and/or monthly calendar

MISSION



MISSIONS



summarize *why* the farm business exist. These reasons for being in business are based on the personally held values of the owner/operators. The mission also describes what products or services the business will market and their purposes.

MISSION STATEMENT

Our mission is to produce and
Market high Quality milk in sufficient
quantity to provide a good standard
of living for our family. The
business should also be
profitable enough to provide
above average compensation
for employees and long-term
financial security for our
family.

MISSION STATEMENT

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

[illegible]

A pyramid diagram illustrating the hierarchy of planning. The pyramid is divided into four horizontal sections. From top to bottom, the sections are labeled: Tactics, Goals, Objectives, and Mission. The Mission section is the largest and forms the base of the pyramid.

MISSION STATEMENT

[illegible]

OBJECTIVES





OBJECTIVES

are general, observable, challenging and untimed directions for the farm business. They outline what the owner/operator wants the business to look like in the future. The objectives help to realize the farm's mission.

OBJECTIVES

- Build Net worth
- Increase Farm Profits
- Allow time off for Personal and family activities.

[illegible]

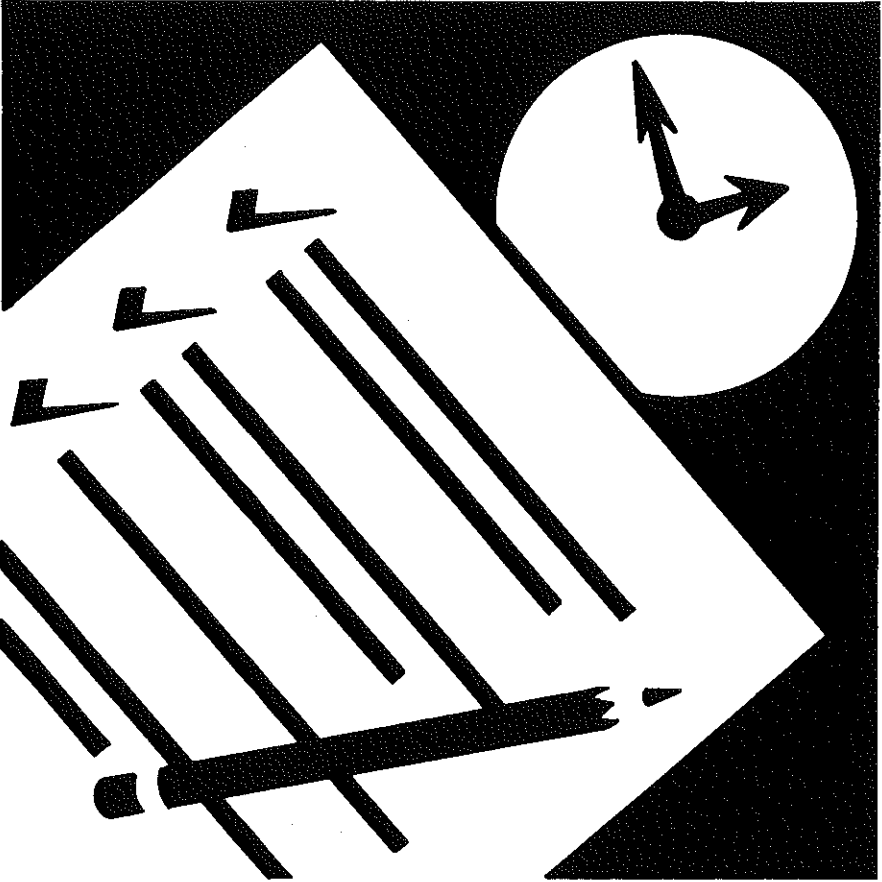
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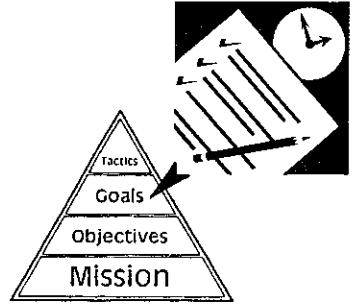


OBJECTIVES

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook or legal pad style.

GOALS





GOALS

are Specific, Measurable, Attainable, Rewarding and Timed (SMART) statements of what is to be done en route to the accomplishment of an objective.

Objective to be realized: Build Net worth

GOALS

- Reduce debt to asset ratio by 5% by January 1, 1990.
- Reduce somatic cell count to 250,000 by year end
- Improve the condition of cows at all stages of lactation by October 1, 1989: specific body condition score goals are to average 4- at freshening, 3 at 150 days in milk, and 4- at dry off



Objective to be realized: _

GOALS

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



Objective to be realized: _____

[illegible]

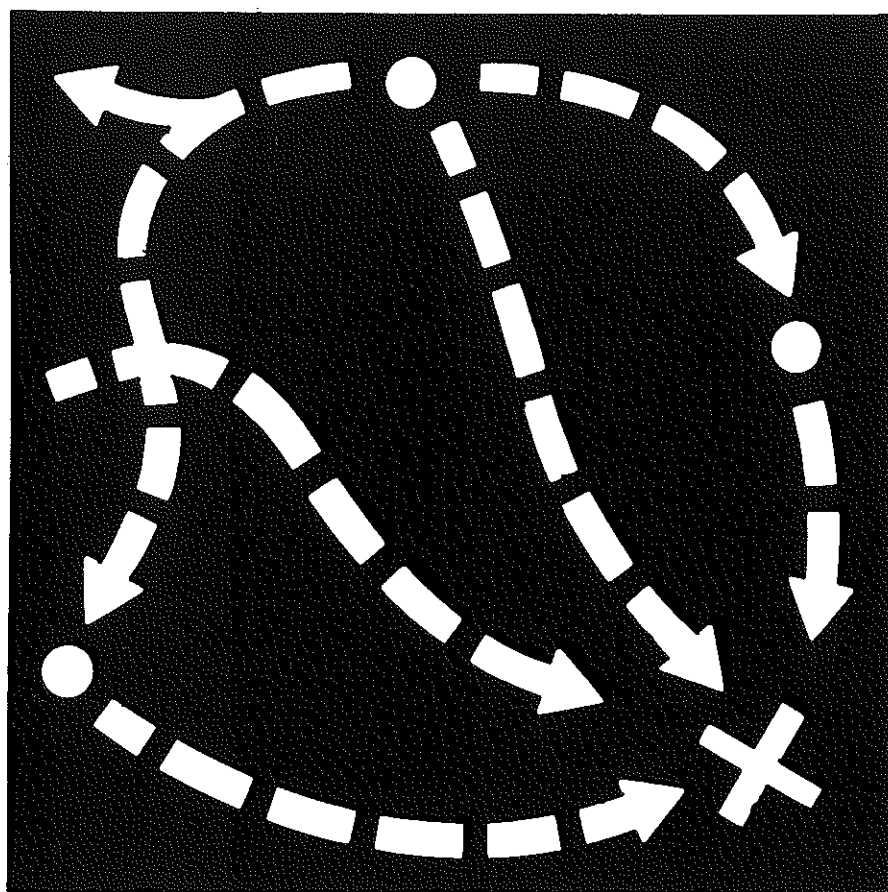


Objective to be realized: _

GOALS

[illegible]

TACTICAL PLANS





TACTICS

are precise, individually itemized plans for action. Tactics describe exactly who, what, when, where and how activities will take place in order to accomplish a goal.

Goal to be actualized: Reduce debt to asset ratio by 50% by 1.1.90

What: Sell 2 old tractors at next weeks auction.

Who: Self and Bill.

How/where: town Auction Barn

When: Next week tuesday at 10:00

TACTICS



are precise, individually itemized plans for action. Tactics describe exactly who, what, when, where and how activities will take place in order to accomplish a goal.

Goal to be actualized: _____

What: _____

Who: _____

How/where: _____

When: _____



TACTICS

are precise, individually itemized plans for action. Tactics describe exactly who, what, when, where and how activities will take place in order to accomplish a goal.

Goal to be actualized: _____

What: _____

Who: _____

How/where: _____

When: _____

TACTICS



are precise, individually itemized plans for action. Tactics describe exactly who, what, when, where and how activities will take place in order to accomplish a goal.

Goal to be actualized: _____

What: _____

Who: _____

How/where: _____

When: _____

CONTROL PLANS



CONTROL PLAN

CONTROLLING



is measuring and reporting actual performance at prescribed intervals, comparing that performance to set standards, and taking appropriate corrective action when events are not conforming to plans.

Plan for Controlling: The Dairy Ration

Input or Output to Monitor	Balanced ration report from the nutritionist.
Monitoring Procedure including measuring, reporting and (who)	Personally note on the planner calendar when ration report is received from the nutritionist.
Monitoring Time Interval	On the first of every month, check to see that report has been received.
Control Standards	New ration balancing report completed by the 1 st day of each month.
Corrective Actions to Bring System Back to Standard	Phone call to nutritionist requesting the report and a phone call from him every day until it's mailed.

CONTROL PLAN

CONTROLLING



is measuring and reporting actual performance at prescribed intervals, comparing that performance to set standards, and taking appropriate corrective action when events are not conforming to plans.

Plan for Controlling: _____

Input or Output to Monitor	
Monitoring Procedure including measuring, reporting and (who)	
Monitoring Time Interval	
Control Standards	
Corrective Actions to Bring System Back to Standard	

CONTROL PLAN

CONTROLLING



is measuring and reporting actual performance at prescribed intervals, comparing that performance to set standards, and taking appropriate corrective action when events are not conforming to plans.

Plan for Controlling: _____

Input or Output to Monitor	
Monitoring Procedure including measuring, reporting and (who)	
Monitoring Time Interval	
Control Standards	
Corrective Actions to Bring System Back to Standard	

CONTROL PLAN

CONTROLLING



is measuring and reporting actual performance at prescribed intervals, comparing that performance to set standards, and taking appropriate corrective action when events are not conforming to plans.

Plan for Controlling: _____

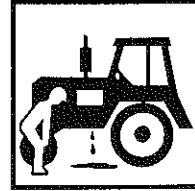
Input or Output to Monitor	
Monitoring Procedure including measuring, reporting and (who)	
Monitoring Time Interval	
Control Standards	
Corrective Actions to Bring System Back to Standard	

PROBLEM DIAGNOSIS



PROBLEM

DIAGNOSIS



is determining the causes of the problem. It involves looking for the technical as well as the management reasons as to why a problem has occurred.

Problem stated in terms of unmet, conflicting, or unset, objectives or goals: Un met goal for cows body condition at 150 days in milk

List *technical causes* for the problem ("TECHNICAL WHY"):

(X)

- ☐ - Low dry matter intake
- ☒ - Unbalanced ration
- ☐ - not enough bunk space
- ☒ - poor bunk feed condition
- ☒ - Insufficient quantity of feed

In the left hand column above, identify with an "X" the most significant technical causes for the problem.

List *management causes* for the problem ("MANAGEMENT WHY"):

(X)

- ☒ - No Plan developed for ration balancing or bunk feeding techniques.
- ☐ - Individuals feeding the cows
- ☐ - do not have adequate
- ☐ - direction or Motivation

In the left hand column above, identify with an "X" the management cause which you feel is the root cause of the problem.

PROBLEM

DIAGNOSIS



is determining the causes of the problem. It involves looking for the technical as well as the management reasons as to why a problem has occurred.

Problem stated in terms of unmet, conflicting, or unset, objectives or goals: _____

List *technical causes* for the problem ("TECHNICAL WHY"):

(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the most significant technical causes for the problem.

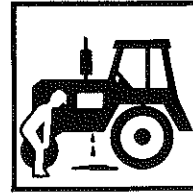
List *management causes* for the problem ("MANAGEMENT WHY"):

(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the management cause which you feel is the root cause of the problem.

PROBLEM DIAGNOSIS



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Problem stated in terms of unmet, conflicting, or unset, objectives or goals: _____

List *technical causes* for the problem ("TECHNICAL WHY"):

(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the most significant technical causes for the problem.

List *management causes* for the problem ("MANAGEMENT WHY"):

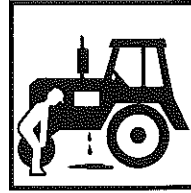
(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the management cause which you feel is the root cause of the problem.

PROBLEM

DIAGNOSIS



is determining the causes of the problem. It involves looking for the technical as well as the management reasons as to why a problem has occurred.

Problem stated in terms of unmet, conflicting, or unset, objectives or goals: _____

List *technical causes* for the problem ("TECHNICAL WHY"):

(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the most significant technical causes for the problem.

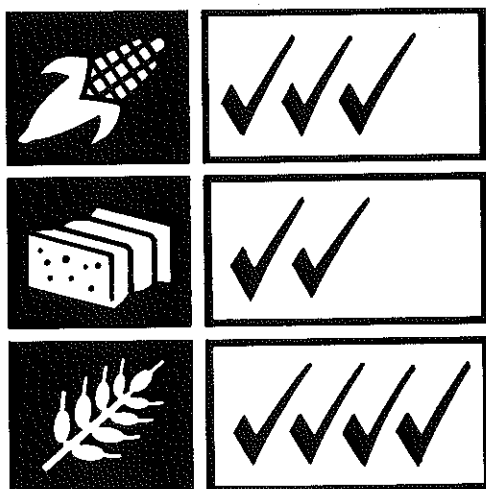
List *management causes* for the problem ("MANAGEMENT WHY"):

(X)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

In the left hand column above, identify with an "X" the management cause which you feel is the root cause of the problem.

DECISION MAKING GRIDS



DECISION MAKING GRID



Ratings: 3 — Good rating for criterion ☺

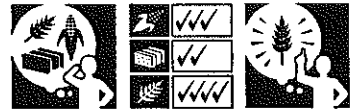
2 — Fair rating for criterion ☹


1 — Poor rating for criterion ☹


Problem: Unmet goal for body condition
of cows at 150 days in Milk.


Rating Criteria	Alternatives					
	Feed More grain	Balance ration	Expand feed bunk	Keep off pasture	Improve bunk feed- ing techniques	
Low cost	1	3	1	2	3	
Least labor	2	3	1	2	3	
positive impact on body condition	2	3	2	2	3	
easy	3	3	1	2	2	
fast results	2	3	2	1	3	
(Totals)	10	15	7	9	13	
Ranking (order 1- to 6)	3	1	5	4	2	

DECISION MAKING GRID



Ratings: 3 — Good rating for criterion 

2 — Fair rating for criterion 

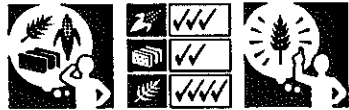
1 — Poor rating for criterion 




Problem: _____

Alternatives

Rating Criteria							
(Totals)							
Ranking (order 1- to 6)							

DECISION MAKING GRID



- Ratings: 3 — Good rating for criterion 
- 2 — Fair rating for criterion 
- 1 — Poor rating for criterion 

Problem: _____

	Alternatives						
Rating Criteria							
(Totals)							
Ranking (order 1- to 6)							

DECISION MAKING GRID



Ratings: 3 — Good rating for criterion



2 — Fair rating for criterion



1 — Poor rating for criterion



Problem: _____

Alternatives

Rating
Criteria

(Totals)							
Ranking (order 1- to 6)							

DAILY ROUTINE



PLANNED DAILY ROUTINE

	12:30
4:30	1:00 <i>Feeding</i>
5:00 <i>Milking</i>	1:30
5:30	2:00
6:00	2:30
6:30	3:00
7:00 <i>Feeding + Bedding</i>	3:30
7:30	4:00
8:00 <i>Breakfast</i>	4:30
8:30 <i>Management time</i>	5:00 <i>Milking</i>
9:00	5:30
9:30	6:00
10:00	6:30
10:30	7:00 <i>Feeding</i>
11:00	7:30
11:30	8:00 <i>dinner</i>
12:00 <i>Lunch</i>	8:30

PLANNED DAILY ROUTINE

	12:30
4:30	1:00
5:00	1:30
5:30	2:00
6:00	2:30
6:30	3:00
7:00	3:30
7:30	4:00
8:00	4:30
8:30	5:00
9:00	5:30
9:30	6:00
10:00	6:30
10:30	7:00
11:00	7:30
11:30	8:00
12:00	8:30

PLANNED DAILY ROUTINE

	12:30
4:30	1:00
5:00	1:30
5:30	2:00
6:00	2:30
6:30	3:00
7:00	3:30
7:30	4:00
8:00	4:30
8:30	5:00
9:00	5:30
9:30	6:00
10:00	6:30
10:30	7:00
11:00	7:30
11:30	8:00
12:00	8:30

MONTHLY CALENDARS



OCTOBER 1989

PRO-DAIRY

SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



NOVEMBER 1989

PRO-DAIRY

SUN	MON	TUES	WED	THUR	FRI	SAT
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		



DECEMBER 1989



SUN MON TUES WED THUR FRI SAT

					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						



JANUARY 1990



SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



FEBRUARY 1990

PRO-DAIRY

SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			



MARCH 1990



SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31



APRIL 1990

SUN MON TUES WED THUR FRI SAT

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					



MAY 1990



SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



JUNE 1990



SUN	MON	TUES	WED	THUR	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30



JULY 1990



SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



PRO-DAIRY

AUGUST 1990

SUN MON TUES WED THUR FRI SAT

			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



PRO-DAIRY

SEPTEMBER 1990

SUN MON TUES WED THUR FRI SAT

							1
2	3	4	5	6	7		8
9	10	11	12	13	14		15
16	17	18	19	20	21		22
23	24	25	26	27	28		29
30							



PRO-DAIRY

OCTOBER 1990

SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			



PRO-DAIRY

NOVEMBER 1990

SUN	MON	TUES	WED	THUR	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



DECEMBER 1990

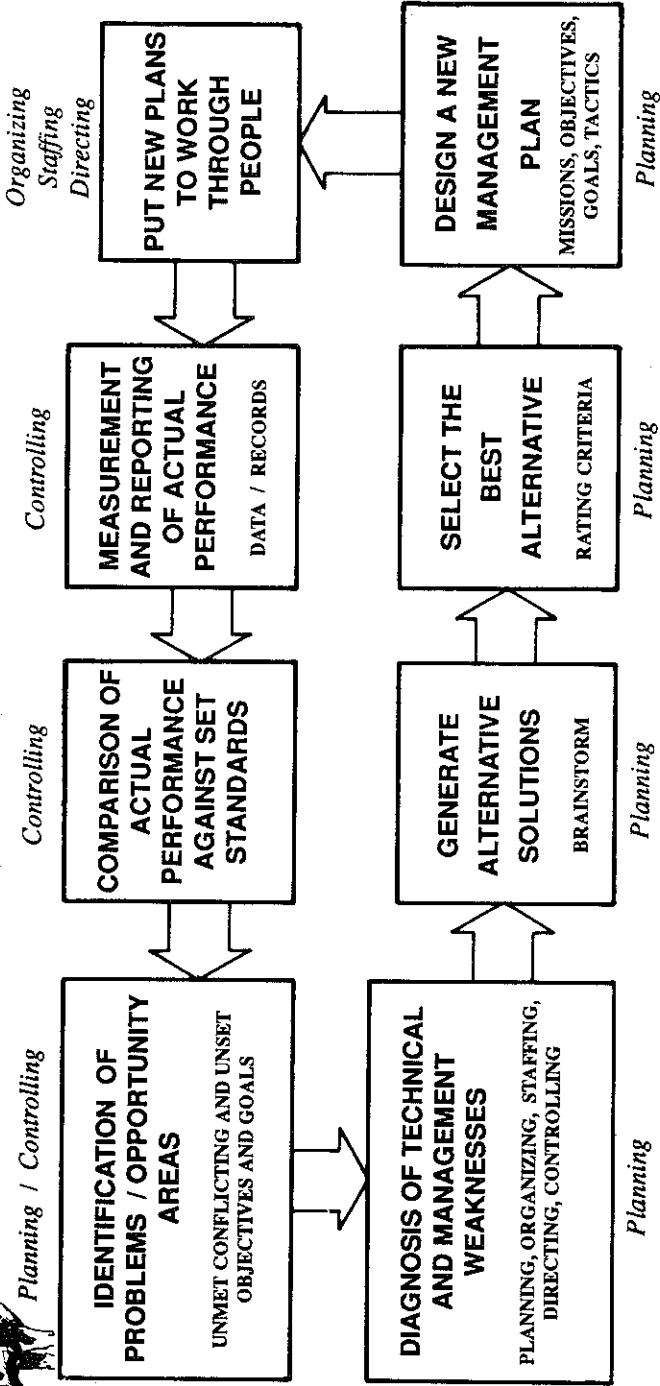


SUN MON TUES WED THUR FRI SAT

						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					



IMPORTANT ACTIVITIES and Functions of Management




DAILY TO DO LISTS

Example TO DO List

Generate activities to be done from:

1. Brainstorming
2. Tactical plans
3. Prior TO DO lists
4. Previous day's notes



TO DO List

Month
Day
Year

Importance
(A,B,C)

Urgency
(1,2,3)

Status
Done ✓
Delegated (name)
Moved ahead →

Activities

A	2	Take forage samples	✓
B	4	clean out feed bunk	✓
B	1	inventory haylage	Bill H.
A	1	call C.E. for list of consultants	✓
C	1	pick up kids after baseball practice	✓
A	3	design or get a dry matter intake chart	Sarah
B	3	buy microwave and scales	→
B	2	set date to meet with Bill & Sarah	✓
C	2	send #777 to Sale Barn	Bill H.
B	5	call Vet for appt. for monthly Preg. Test.	→

Reorder through Cooperative Extension. These To Do Lists can be made for others as well as yourself.