

Deming's Law*

A system always gives you 100% of what the system was designed to do...94% of failures come from systems, not PEOPLE.

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William Edward Deming



- ◆ Raised on Iowa farm
- ◆ Developed process improvement model adopted by Toyota in 1950s

Plan → Do → Measure → Adjust

"If you can't describe what you are doing as a process, you don't know what you are doing."

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Example – Deming's Law

- ◆ Pick number between 1 & 9
- ◆ Multiply answer times 9
- ◆ Add the 2 digits in your answer & subtract 5
- ◆ Pick letter in alphabet that matches order (i.e. 5 = E)
- ◆ Identify single word country name whose 1st letter = last answer
- ◆ Caution: CANNOT use *google*
- ◆ Name a wild exotic animal that starts with last letter of country name?

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Koala



Kangaroo



Kookaburra

Countries starting with D

- Denmark
- Djibouti
- Dominica
- Dominican Republic
- Dhekelia

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Agronomic Areas of Application

- ◆ Nutrient management
- ◆ Integrated pest management (IPM)
- ◆ Access to conservation revenue incentive programs (CSP, EQIP)
- ◆ Input documentation – seed, fertilizer, chemical, field operations
- ◆ Precision Farming–VR Application

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VRA Case Study



- ◆ **Problem:** Excessive reliance on technical support 8 hours away
- ◆ **Analysis/Problem:**
 - Studied process: combine maps → creation of VRA .arm files
 - Timeliness & quality of yield maps unacceptable
 - Poor consistency-soil fertility analysis and yield projections
- ◆ **Solution** → *in-source process with external consulting support*
 - Mapped stages of process; paid consultant to train on process
 - Developed 5 page SOP...VRA prescriptions now done in house
 - Save thousands \$ annually...better process!

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Mapping & Documenting VRA Process



- Pre-harvest yield monitor calibration → in-field validation → download data to field record software → create raw yield maps → clean up yield data → build variability zones →
- Review zone maps with agronomy manager for nutrient level recommendations → integrate soil tests with zone variance & assign rates by zone → enter revised rates & create VRA application files (.arm) → download .arm files to drill control computer → ***go home and have a beer!***

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Food Safety, GAPs, BMPs

- ◆ Dual drivers pushing growers for implementation
 - Defensive (food safety, water quality, etc.)
 - Offensive (market access, premiums)
- ◆ Process for putting GAPs in place
- ◆ Resources available to minimize cost and avoid “re-inventing” wheel

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Certification/Branding Programs – *significant factor in market access & value added premiums*

- ◆ ISO standards – CODEX International Standards
- ◆ Food Alliance – PNW certifier
- ◆ PNW Direct Seed Assn – Farm Smart Program
- ◆ Oregon Country Beef – natural beef markets
- ◆ Carbon Crediting – standards to access carbon offset markets
- ◆ USDA Conserv. Security Prgm. (CSP)–conservation practices
- ◆ SFI – branding of Forestry Practices to access markets
- ◆ IMI Global – Source & Age verification – beef
- ◆ Walmart – Sustainability Index
- ◆ **Who certifies value added milk producers?**

Foundation for certification = SOPs, BMPs, GAPs, Protocols, Audits

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Major Driver – *Food Safety Modernization Act 2010 (FSMA)*

- ◆ Key provisions:
 - FDA authority for recall
 - Shift from detention to prevention
 - Standards for production & harvest
 - Focus on traceability
 - Compensation for growers injured by erroneous recall
 - Registered facilities require HACCP plan
- ◆ Other Provisions
 - Potatoes now covered (**th
 - Exempt: Small operations <\$500,000 & grains
- ◆ Recommendation: Study act and learn how provisions apply

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Terms we need to better understand

- ◆ HACCP – Hazard Analysis Critical Control Points
<http://en.wikipedia.org/wiki/HACCP>
- ◆ ISO – CODEX World Health (see list of ISO categories)

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International Standards

- ◆ ISO 14001 – Environmental impacts
- ◆ ISO 9001 – Product Quality
- ◆ ISO 22001 – Food Safety
- ◆ ISO 65 – Humane Animal treatment
- ◆ OHS 18001 – Occupation Health & Safety

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Questions to Address

- ◆ What processes require documentation?
 - Depends on your commodity
 - Check law and regulation applicable to you
- ◆ How map SOPs?
 - Learn from peers who've DONE IT already
- ◆ Where can I get help...and NOT reinvent the wheel? *(Hint: go to Google.com)*

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GAP Certification Case Study

Large potato/vegetable grower in several states selling to a wide array of suppliers, some fresh market, some canning/processing, and the chip market

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Why they chose to get certified?

- ◆ Suppliers asking for certification – not always the same or sure of what they were asking for
- ◆ Drive toward “sustainability” – companies asking for more information about suppliers to meet consumer demands/interests.
- ◆ Opportunity – by voluntarily going through the process, company hoped to create more differentiation

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Process – Step 1

Investigative: Researched consulting firms providing auditing and training.

Learned:

- A. SOP's = foundation for documenting practices.
- B. Many standards: GFSI, SQF, BRC, USDA
- C. Firm helping to get ready for audit should not be the auditor – independence necessary
- D. Several consulting firms have proven processes
- E. Checklists on the web show what audits will be like – leads to self-prep

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Decision...Cost-Benefit...Results

Decision: Some SOPs/GAPs in place; didn't hire "preparatory" firm
→Used WCS to evaluate SOP's; provide webinar on concepts
→Employed USDA: willing to converse and review materials prior to on-site audit (in essence offering some free training).

Cost: USDA \$90 per hour, 1.5 days on-site: cost approximately \$3,000 + \$5,000 CEO + \$8,000 outside consulting fees = \$16,000 Total

Benefit: No "hard requirement" for certification, but certificate showed suppliers company is proactive.

Conclusions/Issues: Cantaloupe issues in 2011 and food safety problems *even when audited* will bring sharper focus/scrutiny to the audits in the future.

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GAP Elements -

Potato farm selling fresh potatoes to wholesale processor

Plan 12 pages long

- ◆ Traceability procedures
- ◆ Worker health/hygiene training
- ◆ Clothing & jewelry policy
- ◆ Hand-washing techniques
- ◆ Policy on taking breaks
- ◆ Manure
- ◆ Composting Practices
- ◆ Harvesting tools, containers
- ◆ Vehicles in production fields
- ◆ Plant & Storage warehouse
- ◆ Loading delivery trucks
- ◆ Washing line
- ◆ Storage bins
- ◆ Rodent & Pest Control

Farm SOP: "All visitors must sign in & wash hands...all SOPs must be recorded & available to inspectors & buyers."

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Nationally Recognized Organizations in Fruit and Vegetable Industry promoting GAPs

- ◆ Western Growers – CA based; fresh fruit, nuts and veggies
 - <http://www.wga.com>
- ◆ United Fresh Produce Association – Southeast focus; Wash DC headquarters
- ◆ Produce Safety Alliance – Cornell Univ, FDA, USDA
- ◆ Center for Produce Safety – UC Davis
 - www.cps.ucdavis.edu

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GLADES Crop Care Inc.
AGRICULTURE SERVICES FOOD SAFETY GPC FINES FLOWERS PROTECTS

**Glades Crop Care Services
Food Safety**

Glades Crop Care, Inc. (GCCCI) is proud to offer an important service: Food Safety Education and Audits. Our Food Safety Service was developed for our fruit and vegetable clients to meet the stringent Food Safety requirements set by the buyers of their produce. Our complete service is geared so your operation can proactively satisfy buyers' requirements through safe practices and documentation of the growing, harvesting, and packing programs.

Our service provides for a step by step, efficient, and painless implementation throughout the farming organization. Complete policies, procedures, and record-keeping documents are provided. All necessary training is covered. We produce both pre- and post-educational audits.

Our third party auditing staff, certified by Primus Labs, conducts audits of:

1. Harvest crews
2. Farms (franchises) (organic and conventional)
3. Packinghouses
4. Cooling facilities
5. Distribution centers

We also provide HACCP training, HACCP audits, EuropeGap training, and EuropeGap audits.

As part of our Food Safety Education program, we have developed [training videos](#) that are available in both English and Spanish for documenting food safety training of harvest workers and packinghouse workers. These are available in either VCR or DVD format.

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Herd Health/Stock Handling

Areas of application

- ◆ Stock handling
- ◆ Animal identification/traceback
- ◆ Herd Health (BQA – Beef Quality Assurance)
- ◆ Confined Animal Feeding Operations (CAFO)
- ◆ Waste Management

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Herd Health SOPs

- ◆ What happens when SOPs don't exist?
 - Inconsistent procedures
 - Duplicative or unnecessary costs
 - Health problems, losses
 - Jeopardize access to premium markets
- ◆ Sample – [Beef Herd Health SOP.doc](#)

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**Wittman Farms
Beef Herd Health Protocol
Revised 11/26/11**

Date	Action	Purpose/Detail	Products
January	CX Identification tags - Pre-Colors	All ear tags should match shoulder brands	
April	Pre-Breeding exam	CX eyes, teeth, feet, legs, uterus	
Bulls			
Late January	Breeding Soundness Examination	Check eyes, teeth, feet and legs, scrotal test	
January	Leptospirosis	Prevent abortions	Sheephead VLS
	Respirator/Waxing	Prevents severe forming bacteria	Univet B-Formin
	Pinkeye	Prevent eye redness & inflammation	Fligard
	Ulcers and/or Pachymetry	Prevent infertility & abortions	Vibron
	Skin Wound Pre-Breeding exam uterus	Prevent shipping fever	CamelHater-100
	External parasite control	lice and grub control in fall, fly control in summer	Cyflorin (summer), Dectomex (fall)
January - April	Calving (breeds @ birth)		
	Identify	Ear tag should match mother's	
	Debrided navel	Prevent naval disease	HOI # Betadine solution
	Careful watch for calves		Band-Aids
	Vitamins A & E injection		Vertin A&E

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Processing Map Cattle Treatments

- ◆ Keeps crew organized
- ◆ Permanent record of treatment
- ◆ Verification for feedlot to avoid duplicate input
- ◆ Verification to market outlet - consumer

Name	Brand	Lot	Market	Sex	Weight	Condition

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CAFO Elements -

Dairy Spreading Manure in Chesapeake Bay drainage

Plan is 6" thick!

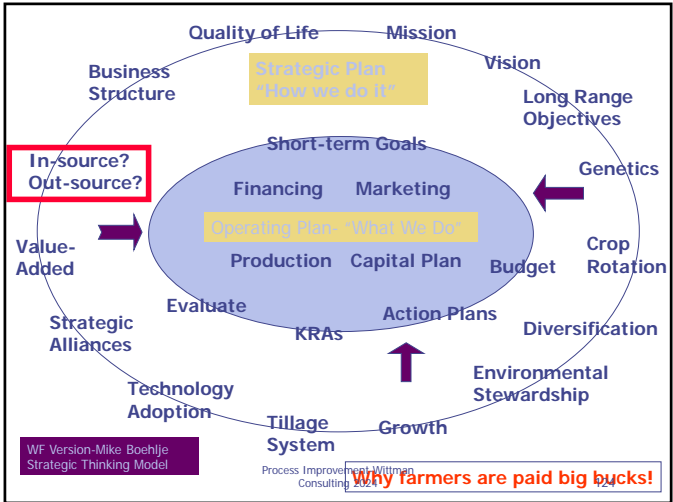
- Farmstead plan-map, water quality plan
- Field plan-solid mgmt, maps, attributes, soil mgmt plans
- Fertility mgmt-nutrients, leaching index, soil tests
- Manure/Waste utilization – annual prodn, analysis, application planning

- ◆ Must have "certified planner"
- ◆ Plan required before you can apply manure to "CAFO compliant field"
- ◆ Annual review mandatory to renew annual permits
- ◆ Plans sets minimum standards on barnyard run-off, lagoons, silage leach

"We are mandated to have GAP, SPCC, CAFO in place...CAFO most complicated regulation on farm."

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Emtman Case Study – Insource or Outsource Herdsman Role?

<p>Problem</p> <ul style="list-style-type: none"> ◆ Needed cattle to maximize resource use ◆ No one in "genetic pool" good at cattle ◆ Unable to retain stable hired herdsman ◆ Poor conception rates ◆ Poor weaning % ◆ Distraction from core strength - farming 	<p>Solution</p> <ul style="list-style-type: none"> ◆ Outsourced management to cousins ◆ Compensated based on \$/live calf weaned ◆ Still furnished herd base and paid all inputs <p>Results</p> <ul style="list-style-type: none"> ◆ Significant ↑ weaning % ◆ Comparable costs to in-sourcing labor ◆ "farmers" much happier!
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Stock Handling

- ◆ **Quiz:** Can you name recent incidents that gave meat industry black eye?
- **Answers:** downer cows; chicken cages; ____?
- ◆ What is your "animal treatment" culture?
- ◆ Do you have an animal care policy & SOPs?
- ◆ Are your food safety protocols "up to snuff"?

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Animal Care – vs. “Agendas”

- ◆ Who won this one?
- ◆ Aired 20-20
- ◆ U-tube hits galore
- ◆ Are “good guys” safe?



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Do you have an animal care statement?

At Aurora Ridge Dairy we strive to provide each animal with the very best individual care possible. All of our actions will be based on this goal. Because of this:

- We will handle all animals in a calm and relaxed manner.
- We will do everything possible to prevent injury, illness and undue stress.
- We will give sick animals immediate and thorough care.
- We will provide all injured or down animals with adequate food, water, bedding and veterinary care.
- We will use all animal-handling equipment like the crowd gate and prod in a reserved and respectful manner.
- We will give appropriate assistance to a freshening cow, treating her as a mother giving birth should be treated.
- We will give newborn calves complete care as soon after birth as possible, following protocols established for their care.
- We will practice clean and calm milking procedures established by the dairy management team.
- We will build facilities with animal comfort and care as the first priority.
- We will employ people who are responsible and who enjoy working with animals.

—Meg Gaige

Source: May 2006, *Dairy Today*, Meg Gaige – Aurora Ridge Dairy

“Never use a gun to herd cattle!” Temple Grandin

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Beef Quality Assurance Assessment

- ◆ 3 tier program—higher tier, more consumer friendly
- ◆ Online certification programs – state specific
- ◆ Be aware of “wannabe” programs
 - Global Animal Partnership—5-step Animal Welfare
 - Board weighted to animal rights extremists
 - Major markets like Whole Foods rely on them!!

“It’s a process of figuring out what could go wrong, planning to avoid it—then validating & documenting what you’ve done...just part of good business.” NE BQA veterinarian, Dee Griffin

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Livestock Resources

- ◆ Beef Quality Assurance - <http://www.bqa.org/>
 - Beef, dairy training manuals and resources
 - Transportation, animal care/handling, use of antibiotic use, etc.
- ◆ Dairy –
 - National Dairy BOA Manual
→ www.bqa.org/CM/Docs/bqa/DairyBQAManual.pdf
 - DairyWorks, Tom Fuhrman
- ◆ AgTexas FCS – Allan Watson, COO
 - process improvement programs
 - Client incentive program-1/3 of 1st year savings
- ◆ Animal Care - FARM Evaluation guide
 - Temple Grandin – CSU – stock handling systems


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Variance Analysis – Key Component of Process Improvement

- ◆ What is your policy re: following SOPs?
- ◆ What variances concern:
 - Cattle foreman?
 - Dairy feed manager?
 - Sprayer operator?
 - Timber harvester?
 - French fry plant?



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Analyzing Variances & Impacts

Statistical Process Control/Influence Diagrams

- ◆ Causes
 - Normal deviations (“noise”)
 - Out-of-bounds: procedural or system process weakness
- ◆ Impacts
 - Cost over-runs
 - Crop damage
 - Product quality damage

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Variance Case Study - Sprayer

- ◆ Situation: Goal is to spray @ specific target/acre
- ◆ Problem – chemical being over-applied based on acreage
- ◆ Consequences: 10% cost over-run; crop damage; envir. issues
- ◆ Analysis/Potential Causes of Problem
 - Overlap
 - Nozzle wear
 - Flow meter calibration

Quiz: (1) What is biggest factor leading to Precision Ag?
 (2) What Preventive Maintenance strategies could be implemented to avoid this problem?

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Milk Cost of Production/cwt

	2007		2012		2016
Income	\$19.24		\$19.39		\$16.00
Feed	\$7.76	52%	10.53	58%	9.28
Labor	1.57	11%	1.70	9%	?
Herd Replmt	1.36	9%	1.29	7%	?
Other*	4.26	28%	4.71	26%	?
Prod Cost	\$14.95	100%	\$18.23	100%	
Interest	.80		.47		
UCOP	\$15.75	82%	\$18.70	96.4%	\$16.00
Net Income	\$ 3.49	18%	\$.69	3.6%	

Source: 2007 Clients-CA, AZ, ID, NM OK Client Data
 Moore Stephens Wurth Frazer & Tarbet, LLP

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U. S. Top Dairies Peer Data

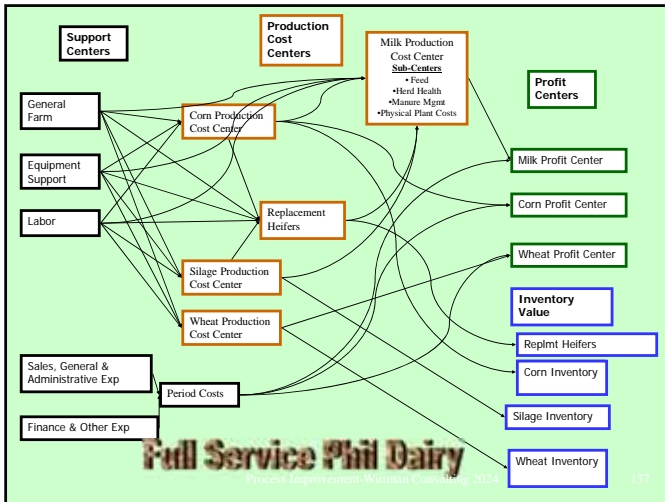
	2014	2015	2016
Income/Cwt	\$23.79	\$16.98	\$14.89
Tot Cost/Cwt	\$16.27	\$15.17	\$13.71
Feed Cost/Cwt	\$ 9.22	\$7.71	\$8.37
Feed as % Tot Cost	56.7%	50.8%	61.1%

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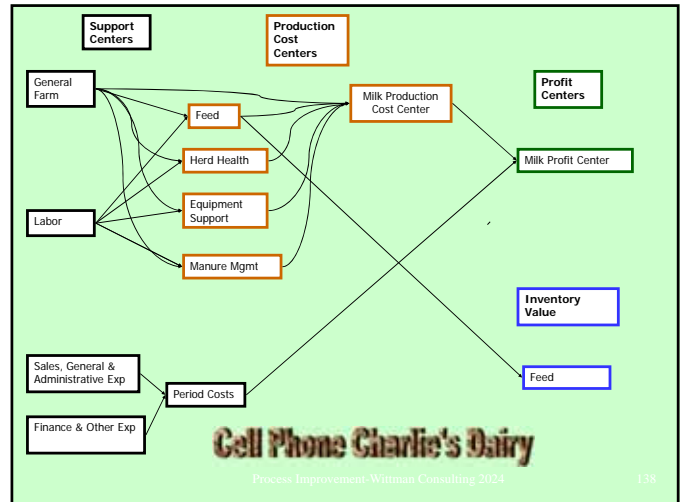
Impact of 5% over-run

- ◆ Assume – breakeven situation
 - Total milk cost/cwt = \$16.00
 - Feed is 58% of total cost → \$9.28/cwt
- ◆ Impact of process improvement
 - 5% cut feed costs → $.05 \times \$9.28 = \0.46
 - Operating Profit Margin (OPM) increases from 0% to 2.9%

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Variance Analysis – Quality Control Timber Applications

- ◆ Timber harvest SOPs
 - Limbing, bucking, trim specifications
 - Defect management
- ◆ Manufacturing and Processing
 - Milling tolerances
 - Quality Control audits
- ◆ Other applications ??




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Telemetrics – New Frontier in Analyzing Efficiency

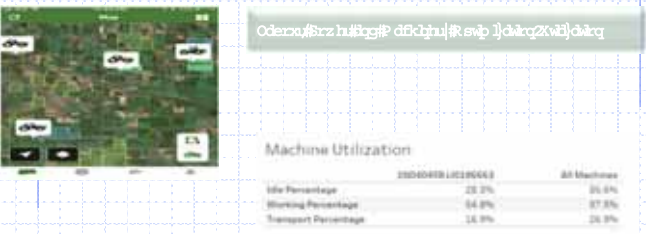
Hubert Grain Ventures - Combine Utilization Calculations



Tracking efficiency: warming up/idling, transport, grain cart delays, Harvest Smart use
 Total Opportunity Costs = \$104, 672; Lost acres = 6,767 (30% of Total)

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Machine Utilization

	20240419 12:19:00	All Machines
Idle Percentage	22.3%	24.6%
Working Percentage	64.6%	67.9%
Transport Percentage	13.0%	7.5%

Star Performer

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What is your governance culture?

“All organizations are hierarchical. At each level people serve under those above them. An organization is therefore a structured institution. If it is not, it is a MOB. Mobs do not get things done, they destroy things.”

Theodore Leavitt – Management for Business Growth

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Environmental Audits

- ◆ Mandated by many value added programs to get certified
- ◆ Great way to "...clean us messes" → "people do what is inspected...not expected!"
- ◆ Cost \$2,500-5,000

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Human Resource SOPs

- ◆ Job announcement, application, interview
20 Interview Questions
- ◆ Job descriptions, training & orientation
- ◆ **Safety Guidelines**
- ◆ Performance Reviews
- ◆ Compensation Policy and Payroll Procedures
- ◆ Employee benefits, vacation, sick leave
- Are these ALL addressed in Employee Handbook/ Management System & Governance Manual?

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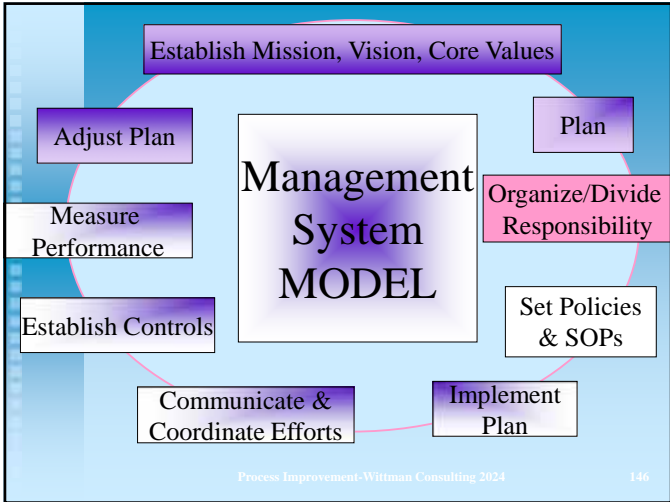
Are Policies Written Down? 36% do!

...Common "Land Mines"

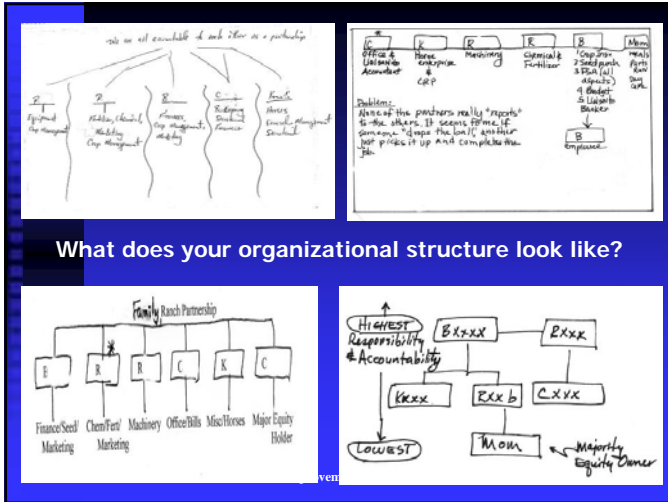
<ul style="list-style-type: none"> ◆ Housing ◆ Company vehicles ◆ Room and board ◆ Expense accounts ◆ Setting compensation ◆ Withdrawals of capital ◆ Insider/inter-entity transactions 	<ul style="list-style-type: none"> ◆ Family Employment Policy ◆ Medical benefits ◆ Retirement plans/pensions ◆ Business benefit continuation ◆ Workdays and holidays ◆ Vacations, sick leave ◆ Buyout understandings ◆ Outside activities
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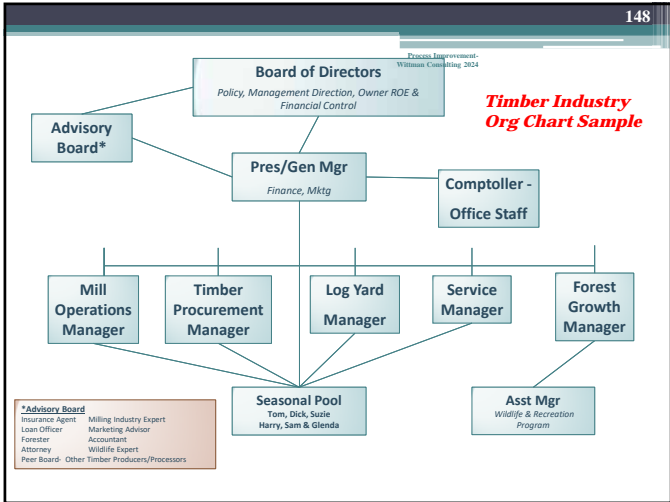
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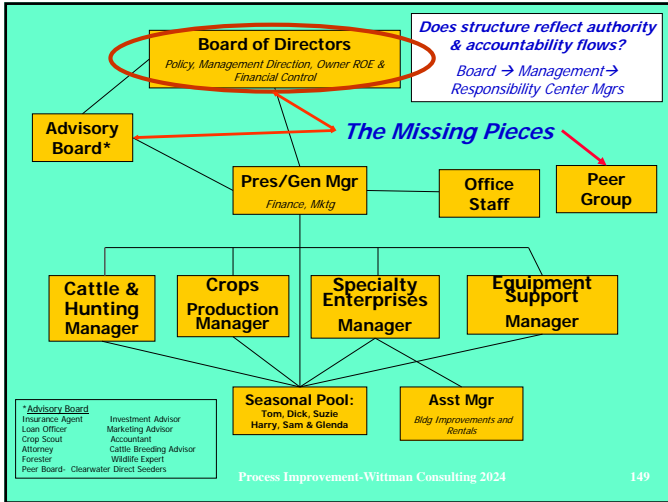
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Do job descriptions clearly define duties and responsibilities?

Responsibilities – Finance (CFO) and Marketing

- Budget preparation and progress review
- Maintain records and circulate to management team
- Arrange loans for operating and capital purposes
- Banking responsibilities
- Capital investment analysis; negotiate purchases
- Market grain commodities
- Preparation of tax returns
- Manage insurance programs
- Liaison with attorney on legal matters
- Supervise investments for pension plan

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Sample Job Description – Precision Ag & Safety Manager

Precision Ag & Agronomy Responsibilities – 7 duty areas

Administrative/Field Staff Support – 4 duty areas

Shop Operations & Safety Responsibilities

- Primary backup to Service Manager in planning, coordination and direction of shop operations
- Assist Equipment Support Manager and other shop personnel in maintaining equipment
- **Develop and maintain maintenance logs for service scheduling and safety compliance**
- **Oversee farm safety program: establish SOPs, stock safety supplies, monitor compliance and ensure training and consistent implementation throughout workforce**
- **Oversee environmental compliance and waste disposition**
- Monitor fuel and lube inventories, and coordinate restocking
- Prepare quarterly fuel and road tax return
- Audit and stock shop supply inventory to perform maintenance and repair activities
- Oversee winterization of equipment and headquarters facilities

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Impact of Personality Styles on Attitudes Toward Safety

◆ DISC Styles

- D's (Dominance) – run the bus; focus on results; impatient with safety SOPs
- I's (Influence) – cheerleaders; team focused; like the idea, but not the discipline of implementation
- S's (Steadiness) - concerned for others; will support safety
- C's (Conscientiousness) – like structure, accuracy and implement methodically

◆ Which personality style is best for a Safety Officer?

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Style	Personality Focus	Behaviors
Dominance	Person places emphasis on accomplishing results, the bottom line, confidence	- Sees the big picture - Can be blunt - Accepts challenges - Gets straight to the point Learn more
Influence	Person places emphasis on influencing or persuading others, openness, relationships	- Shows enthusiasm - Is optimistic - Likes to collaborate - Dislikes being ignored Learn more
Steadiness	Person places emphasis on cooperation, sincerity, dependability	- Doesn't like to be rushed - Calm manner - Calm approach - Supportive actions Learn more
Conscientiousness	Person places emphasis on quality and accuracy, expertise, competency	- Enjoys independence - Objective reasoning - Wants the details - Feels being wrong Learn more

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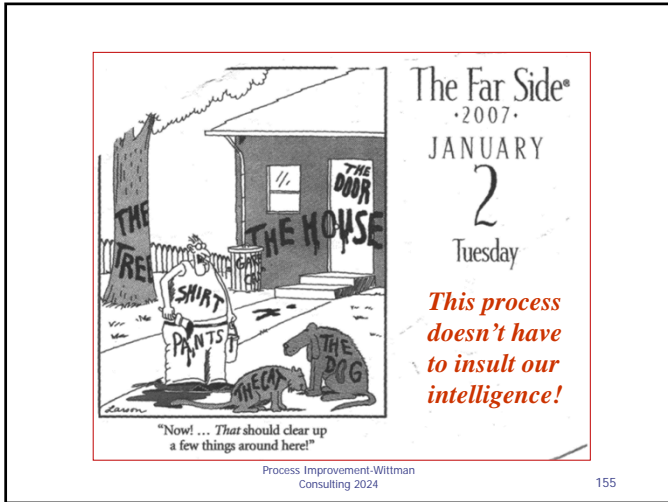
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Job Description – Chairman of Board

- Policy review and refinement
- Investment analysis
- Strategic planning
- Hiring, coaching, grooming successors
- Performance review and feedback
- "Assisting" and "advising" successors in day-to-day operations without telling them what to do

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How avoid "creating concrete"?

- ◆ "Negatives" of SOPs
 - Inflexible, tends to create robots
 - Discourages exercise of judgment & common sense
- ◆ How do you balance micro-managing with efficiency and consistency
- ◆ Should we focus on goal or tactics?
- ◆ Reward consistency vs. creativity...Encourage innovative thinking

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What incentives are you using? "...avoiding concrete"

- ◆ Rewards for clean inspections
- ◆ Share in premiums gained over market
- ◆ Gift/bonus for attending safety meeting
- ◆ Bonuses for days without accidents
- ◆ Recognize more efficient or safe processes
- ◆ Other incentives?
 -
 -
 -

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Remember the "3rd stakeholder"...the Consumer

(excerpts from Taylor's Scientific Engineering)

"...is it fair workers get 60% wage hike while employer gets 3.6x efficiency?

"Consumers pay for the profits of both the employee and employer...they must share in the gain with increased quality and lower cost.

"Greatest impact of P.I. has been introduction of machinery to replace people. Consumers have been greatest beneficiaries."

→ *No better place than agriculture to make this point!!*

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Case Study Introduction

FDA Warning Letter...Sparboe



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Final IQ Test Sparboe Case

- ◆ What happened?
- ◆ Where was breakdown in org chart?
- ◆ How could it have been prevented?
- ◆ What effect did it have on company?
- ◆ What was company response and how will this impact future SOPs ... at Sparboe? ... other competitors?

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5 Steps to Survive Undercover Video

Jeanne Bernick - March 2014 Top Producer

- ◆ Prepare – assume someone taping you
- ◆ Develop solid track records – animal care
- ◆ Accept responsibility – *immediately*; don't blame others
- ◆ Increase transparency – welcome review by customers, experts, media
- ◆ Demonstrate and communicate ethical obligation to provide for animal well-being

Other Resources: www.AgWeb.com/agriculture_challenge

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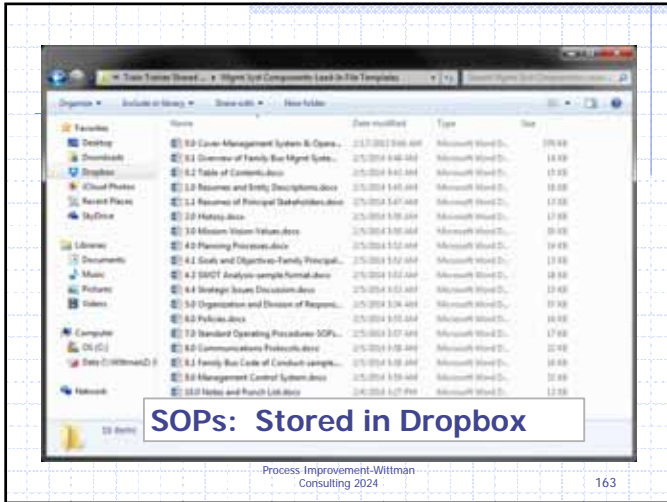
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Where to Start - Implementation Strategy

- ◆ Form in-house team with outside facilitator
- ◆ Review legislation, regulatory requirements; attend training conferences – food safety
- ◆ Research peers who have implemented GAPs, SOPs, BMPs...define scope you need to codify
- ◆ Research audit/certifying organizations
- ◆ Consider engaging auditor/certifier to do "test drive"
- ◆ Develop strategy for getting documentation in place
 - Do your own, outsource
- ◆ Put SOPs where staff can FIND them!

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“Safety Is Not a Management Island...”

- Support based in → Mission, Vision & Core Values
- Creation addressed in → Operational & Strategic Planning
- Responsibility fixed in → Organization chart & role definition
- Criteria for lead role → Communication culture, personality type
- Commitment fixed in → Board Policies
- Execution Platform → SOPs
- Enforcement rests with → Management control system, Performance Reviews, Compliance Audits

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Process Improvement Audit Checklist

This worksheet is designed to assist you in identifying areas in your business where it may be appropriate to standardize process and document SOPs, GAPs, or BMDs. Inventory which of these apply to your business, place an "X" in columns that apply, and note which organizational unit in your business has lead responsibility to initiate and/or administer the topical area.

Process Improvement Area: (Place an "X" in the columns that apply)	Applies to Us	Have it in place	Organization Unit or Person with Lead Responsibility
Management System			
Mission, Vision and Core Values			
Team History			
Goals and Objectives updating process			
Strategic Planning Process			
Organization Chart/Job descriptions			
Policy Handbook			
Contract agreements, documentation, license agreements, lease plans & utility lease agreements			
Human Resource Mgmt			
Job Announcement, Application & interview processes			
Job Descriptions, org charts & performance standards			
Training and orientation			

Time to wrap up...

Have you taken inventory of your Process Improvement elements?

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Mug Full of Change - by Ken Miller

Process Improvement is "...just a piece"

- Great organizations
 - Have great leadership
 - Use strategic planning to focus on short and long term priorities
 - Focus on their customers
 - Use measurements and data to make decisions
 - Develop their workforce
 - Improve their processes
 - Achieve superior results

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Summary – “Good is the enemy of great!”


- ◆ Ag business → LOTS of MOVING PARTS
- ◆ Must excel at **process mapping** and **costing**
- ◆ Promote culture of **100% buy-in** for SOP implementation
 - Will you be “proactive” or “reactive”?
 - Assign “lead role” to accountable party – **Process Improvement Coordinator**
 - Remember – Checking box not the same as living it!
 - Audit for compliance, punish and reward strategically

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Challenge – bringing it all together

- ◆ Array of manuals
 - Office Manual
 - Employee Handbook
 - Management System
 - Shop Manual
 - CAFO, GAP
 - CSP
- ◆ Need manual to describe your manuals!!



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...don't forget to apply Process Improvement to all spokes!




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Guidebook Resource

- Updated 2021 – Online + Hard copy
- 50 editable templates for documenting governance and succession processes
- Templates jump start process with working examples of how to apply to your farm



For free resource downloads, articles & Guidebook order forms, see: www.wittmanconsulting.com

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Our Future

Process Improvement
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Questions?

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What if you were gone tomorrow?

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