



**OPEN AND CLEAR COMMUNICATION** between partners about goals, finances, and operations is a key part of having a successful business relationship.

## MAKE PARTNERSHIPS WORK FOR ALL PARTIES

by Katelyn Allen

**N**AVIGATING relationships is part of being a human, but that doesn't mean it is easy. Miscommunications, unclear expectations, and unaligned priorities can all throw a wrench into how we build bonds with other people. If we don't handle those setbacks appropriately, they can even cost us the relationship.

This is just as true in a business setting as it is in our personal lives. The relationships we have with our bosses, co-workers, and suppliers often determines what the company can achieve.

The interconnected spider web of relationships that exists on any dairy farm means that paying attention to how we communicate and work with others makes a tremendous difference in the success of the business. While every relationship matters, the center string of the web on larger dairy farms is often some form of partnership, whether between family members or unrelated individuals.

### Get aligned

Without the legal connotation, a partnership simply refers to multiple people or groups with a common goal. In a business such as a dairy farm, it joins people together to contribute to the operation and share in the profits or losses.

There are various types of partnerships dairy farm ownership may take on, such as a general partnership, limited partnership, or limited liability partnership. Before entering into any kind of partnership, though, it is crucial to get on the same page as your potential partners. In a University of Wisconsin-Madison Division of Extension webinar, food entrepreneurship specialist Jessica Jane Spayde highlighted what questions to ask of possible business partners.

A good place to start is by establishing goals and expectations. Talk to any potential partners about your ambitions for the business. How do you hope to grow the operation? This could encompass milking more cows, but it could also mean exploring value-added oppor-

tunities or branching into other enterprises, such as genetics or cropping. Then, ask about and listen to their ambitions for the farm.

Those goals can then lead to a discussion about both parties' expectations on the size of the business and how many employees they want to manage. This is also the time to talk about what you want your role in the farm to be.

"Think about what your role is now and how you hope that changes over time," Spayde described. How does that fit in with what a potential partner hopes to be doing then?

Similarly, be upfront about any ownership changes you may expect, such as bringing a child or other family member into the operation. "It's important to talk sooner rather than later about how you expect ownership to change over the years," she said.

### Talk money

Finances can be a difficult subject to discuss, but if you are considering entering into a partnership with a person, Spayde encouraged being realistic about risk, salary, business expenses, and accounting. "Be as explicit as possible when talking about money," she stated.

Everyone has different levels of risk tolerance, so it is important to be clear about what you are investing in the business — and thus, what you stand to lose if things do not go well. In the volatile dairy industry, it is a good idea to discuss a potential partner's perspective on managing financial risk.

Have an honest conversation about what you and potential partners need to draw to make a living, Spayde continued. Also, discuss what the

company can purchase for owner and employee use, such as vehicles or supplies, and at what quality. Asking these questions up front and addressing the business' reality can help limit challenges down the road.

It is also a good idea to have a formal agreement about who does the farm's accounting, even if it is one of the partners. Make sure all parties agree on how you will communicate about finances and how often. Know how owners and employees will be paid and if this will change over time.

### Nail down the details

If potential partners agree on the goals and financial operation of the business, it is time to tackle the day-to-day operations. In other words, how will you get tasks done as co-owners?

"There are a lot of decisions to be made about how you make decisions," Spayde began. Who handles which topic areas? Which can be handled independently, and who has the final say if you disagree? Spayde also advised thinking about how you will handle conflicts when they come up.

Similarly, consider how you want to communicate. Determine what format works better for ease of use; for example, is email, a phone call, or texting better? Be honest about what is most convenient for you, Spayde emphasized. If communication becomes a chore, you or your partners won't do it, and that can lead to mistakes and missed opportunities.

Many jobs on a farm will be done independently, but there are also times when collaboration is necessary or helpful. To help determine which approach to take, Spayde said to think about what you want to do alone or together, what you enjoy doing alone or together, and what has to be done either alone or together. This is also the time to discuss what kind of work environment you thrive in; that covers physical needs as well as structural or cultural requests.

Among Spayde's final recommendations was to get on the same page about what kind of documentation you want to have and what level of quality you are aiming for. For example, do you want to have standard operating procedures (SOPs) in place for certain tasks in the next year? What are the farm's goals for milk quality, reproduction, calf care, or other areas, and how will you track progress? When farm owners come to an agreement, perhaps with the assistance of farm consultants, communicating those goals clearly to employees helps them do their job better and move the farm forward.

There is no handbook for developing successful business partnerships, but the basics are intuitive. All partners must be open about what they need and expect as well as how the farm will get there. If consensus can't be reached, the person might not be a good fit for the business. But if partners can find a way to work together toward the same vision, all of the relationships on the farm have a better chance of thriving, too. **1000+**

■ The author is the senior editor for *Hoard's Dairyman*.

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# GROWTH MEANS TAKING OPPORTUNITIES AS THEY COME

by Kathryn E. Childs

**C**HANGE doesn't happen overnight, and what's worthwhile isn't always what's easy. Big changes require big effort — and lots of planning.

“You have to be patient,” said Penn England Farms partner Yvette Longenecker on the Center for Dairy Excellence’s “Cow-Side Conversations” podcast. “Putting projects on hold is a part of business, especially in the agricultural industry. My team waited until we were at the right place, at the right time, and now we can get it done and be more efficient.”

Longenecker was referring to the facilities upgrade and satellite operations consolidation project she and her team began conceptualizing for their business 10 years ago. Penn England Farms near Williamsburg, Pa., has been a three-location operation since 2009, when they incorporated their second and third properties — dairies run by relatives who were soon to retire — within three months of each other. They went from one milking facility to three in three months — an opportunity Longenecker called “quite the growing experience.”

The Penn England team is now working on consolidating Farm 3 into the main farm (Farm 1) to improve efficiency and limit costs, as well as to make management more streamlined across operations. Since Farm 2 is solely a milking facility, whereas Farms 1 and 3 house heifers, dry cows, and fresh cows, Longenecker sees it staying as-is.

## A long journey

Even though the plan from the beginning of Penn England’s acquisition of Farm 3 was to incorporate it into the home farm, various financial setbacks forced the team to wait. It took eight years before they were able to put the plan to paper, and another two to break ground. Now, they’re full-speed ahead on the project and highly aware of the challenging year to come.

“Our team gets together every morning to talk about what needs to get done that day,” Longenecker said. “We communicate with each other often and talk about this being a long, hard project.”

The renovation is not only aimed at making possible the housing of an extra 500 cows, but it is also an opportunity to build updated, modern facilities. Projects included an upgraded milking parlor, a new direct load shed

and milk house, renovations to the freestall barns, and a new manure pit.

## Reproduction for growth

In terms of prioritization across Penn England’s operations, Longenecker and her team emphasize cow care and conservation above all else.

“Good cows make good business,” Longenecker said. “We believe in taking care of our herd and improving genetics.”

Penn England Farms started flushing cows in 1978 — a practice in which a cow receives a series of hormonal injections to help it produce extra eggs, which are then fertilized by artificial insemination and “flushed out” to either be planted in a surrogate or frozen for later use. Penn England exports their embryos to countries around the world, including Japan, France, and Germany. These embryos may be planted in surrogates with desirable qualities, such as an easy time calving.

“In 2023, we transferred over 1,700 embryos within our own herd,” Longenecker said. “We concentrate on a select number of cow families and produce as many offspring from those as we can.”

Playing around with bull genetics is a key factor for Penn England, too. Genomic information about semen makes possible the selection of qualities a dairy farmer may want in their herd.

Though it’s a pricey endeavor, Longenecker believes it to be crucial for the betterment of the herd.

“We want to grow a good herd with good cows,” she said.

Doing so creates a return on investment, anyway. Quality genes make for desirable animals, and Penn England is able to regularly market theirs.

As for their 3,600 acres of crop land, Longenecker said they are intentional about every step from plant to harvest, ensuring the



**ADDING ANOTHER BARN OR FACILITY** to your farm may be an option down the road, or you may be contemplating other expansion opportunities into new enterprises. Recognizing when the right time is to make that change, and working with your trusted advisers and employees to make that a reality, will help the process succeed.

ration the cows receive is nutritious and sustainably sourced.

## Working together

Anything is possible if you have the right people in management.

At least, that’s how Longenecker accounted for her dairy’s success so far.

To her, the biggest factor in staying afloat and balancing growth and profitability is planning ahead — and doing so with a team.

“Know where you need to be and how to get there, and communicate with each other often,” said Longenecker. “We all talk to one another. Each facility is just as important as the other.”

Also included in regular communication are outside advisers, nutritionists, veterinarians, and bankers. Such a well-rounded group of voices makes the farm’s efforts to “watch production, control costs, and make investments where efficiency can be gained” that much more manageable.

Moving from three to two facilities — thus making most decisions under one roof — will be a huge benefit for the working environment, too. All employees will be able to more easily engage in production goals, have a say in improvements, and employees and management alike will be able to move seamlessly back and forth between needs.

Longenecker said one of her favorite parts about Penn England Farms is this collaborative nature. It makes the kind of massive business transition she and her team are tackling possible.

## Looking ahead

In the coming months, Longenecker and her partners will

oversee the remaining renovations of the farm her parents purchased in 1978, when no barn graced the property.

As for the next generation, Longenecker admitted they are still figuring that out. But if Penn England’s track record of growth and profitability is any indication of the operation’s future, odds are that whoever takes it over will be walking into something truly spectacular.

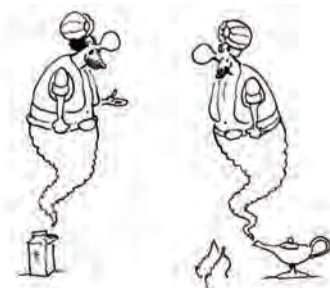
Still, working with family has its ups and downs. “Sometimes we have to take a deep breath, remember we all love each other, and know that we are all there for the same outcome at the end of the day.”

Longenecker sees value in “taking opportunities as they come, because you never know when or if they’ll come again.”

And isn’t that what dairying is all about — taking the daily opportunities of land, weather, climate, and animals to create beautiful, rich, and nutritious products to be put on shelves around the world?

Penn England Farms is on their way to a new era of operation, and they’re taking all who pioneer with them. **1000+**

■ The author is a freelance writer based in Rockford, Ill.



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# PUT PEOPLE FIRST FOR BEST RESULTS ON YOUR FARM

by Kathryn E. Childs

**C**ULTURAL environments can make or break an experience. Take study groups, classrooms, and social circles, for example. Each involves attention to culture. A group leader will navigate behaviors to ensure optimal learning; a professor will consider student capabilities when designing their lecture; and friendships may peter out or strengthen depending on shared or differing values.

Should a work environment not see the same cultivation? If we are as strong and effective as the balance of individual energies around us, why not be intentional about those energies during the hiring process and beyond?

A well-defined, operationally sound company culture can secure well-fitted candidates and strengthen already-there relationships. Once you determine what your individual farm or business culture is, what its core elements are, and what you may need in a new employee to nurture that culture and fill vacancies, you will not only begin to hire those who add to the growth of your workplace, but the workplace as a whole will flourish.

On a recent episode of the Professional Dairy Producers' "The Dairy Signal" podcast, Kwik Trip district leader Ryan Levendoski and Kyle Achord, vice president of team sales at Marucci Sports, discussed how to build and keep an optimal team by cultivating workplace culture. During the conversation, they emphasized the following:

1. Define core values
2. Practice a people-first approach
3. Maximize skill sets (empowerment)
4. Provide honest and consistent feedback

## Values are vital

When hiring, Levendoski said he looks for character traits that will fit well within the company rather than strictly assessing work experience. Of course, a good résumé goes a long way, but what pulls the weight nowadays for Levendoski and others are soft skills.

"Everything in the store, we can teach," he said. "I look for great people first. People who are honest, who have integrity, and who show up and work."

For Achord, value identification looks a little bit different. As a sports company that provides equipment for softball and base-

ball teams, Marucci's priority is to "honor the game." This means looking at how potential employees embody teamwork in their athletic endeavors rather than at their individual performance as an athlete, along with making sure customers have good experiences with



**LOOK FOR SOFT SKILLS**, provide appropriate opportunities for growth, and find other ways to invest in your team to build a strong culture and retain employees.

their products. The company further emphasizes setting goals, being service-minded, and celebrating the rich history of sports.

If an employer takes the time to recruit and invest in the right people who fit the company's specific needs and reflect its values, growth for the individuals and the team will naturally follow and the workplace culture will thrive.

## Prioritize the person

Being people-first as an operation is a balance between showing employees they are valued and actively working toward efficiency and productivity. It's about providing opportunities for growth, building relationships, and seeing the whole person, including life outside of work, all while creating conditions for performance excellence.

According to Achord, Marucci's hiring process includes a third party "culture index" of how an applicant best takes instruction,

if they prefer working alone or in a group, and more. This helps employers know where an employee will best fit within the company, thereby making their overall experience — and that of the company — as enriching as possible.

But putting people first goes beyond simply asking them a set of questions.

"I have people come up with personal goals, and then I ask how I can help them get there," Achord said. "It's about investing in employees, not just seeing what we can get out of them."

"Get to know them and talk to them as a person," Levendoski

of instances in which a worker fails because their skill sets may be better applied elsewhere and instances in which they fail because they are ill-suited to be a part of the team at large. If it is the latter, further steps will need to be taken toward determining their future at the company.

Either way — good fit or poor fit — it's important to be able to communicate relevant, direct feedback. Both Levendoski and Achord were coaches at one time, which means they are adept at providing both positive and corrective instruction. Not everyone will be thus inclined, but feedback is a must when it comes to maintaining workplace culture.

"Correction helps people grow," Levendoski described. "Be honest. But also treat them with dignity and respect."

By paying attention to what each person is best at, putting them in an associated role, and making corrections when needed, you will set your employees up for success and — assumedly — improve growth and retention. The better the fit, the more empowered both employer and employee will feel.

## Part of the team

What's the biggest challenge associated with hiring new employees?

"Assimilating to the culture," Achord and Levendoski agreed.

Much like traveling to a foreign country, there are a series of adjustments that happen when a person joins a new company, especially if that workplace has already made strides toward creating a unique culture. If the person is ultimately someone who will positively add to the present environment, it will show in their gradual adjustment to the team's dynamics, core values, and communication.

If a listener were to take away just one thing from the discussion, it would invariably be this: A company that prioritizes its people is a company sure to see growth and success.

"Invest in your employees. They're your most important asset," Achord reiterated near the end of the webinar. "Stick to what your culture is, hire people that fit, and show them how to be great." 1000+

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# BE A GOOD CUSTOMER

by Gerald R. Anderson

**WE ALL** want good customer service. Whether we are calling the local Farm Service Agency, buying chemicals from our cooperative's agronomy center, ordering parts from our nearby machinery dealers, or conveying information to our dairy cooperative, good customer service can make dairy farming more enjoyable.

On the flip side, being a good customer can improve customer service. I put together some tips to benefit your customer service experience.

## It's in the details

When you begin a phone call, start by saying your name and phone number slowly and clearly. If a customer service representative has to refer to the recorded phone call, they don't need to listen to the end of your message to find this information.

If you have to leave a message, outline what your problem is and the issue you need help solving. Remember to treat others as you would want to be treated yourself. Follow the Golden Rule. Be polite and courteous.

Whatever you do, don't make threats in your message. Being a bully won't help your situation and could potentially harm it. Even if you are exasperated, try to stay level headed and on point with your message. Be realistic about the time it might take to solve the problem and give the company ample time to respond. Respect the rules. If the sale has ended, the sale has ended. And be polite; say please and thank you. This can go a long way into get-

ting quicker customer service.

After you have finished leaving your message, state your name and phone number once more. If you have voicemail on your phone, be sure that it includes your name and phone number. Otherwise, the customer service representative might not be sure they are calling the right place.

## Survey results matter

Some companies will ask you to fill out a survey concerning their service right before the call ends. There has been a big change in the last several years in how customer service representatives are evaluated in their jobs, and surveys are weighed heavily. This new emphasis on surveys seems to be the current rage.

Many companies, for example, will not rehire support representatives unless they get at least 15 surveys, and several negative surveys can slash an employee's bonus. Even a medium rating can count as a negative and affect an employee's status.

Emily Bailey, a registered nurse with a Midwest Health Care Agency, explained the importance of surveys in her line of work as well. She said if a patient doesn't like a nurse, they will always send in a bad survey, but if a patient likes a nurse, they usually don't send in a survey at all. This can lead to some rather skewed results.

Knowing this, you might put aside a little time to fill out some surveys and help the good employees you encounter keep their jobs. That's part of being a good customer! **1000+**

■ The author is a dairy farmer from Brainerd, Minn.



"Wonka heads up the chocolate milk division."



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# KEEP YOUR CALVES FREE FROM BRD

by Jim Quigley

**B**OVINE respiratory disease (BRD) is a major cause of death among calves and one of the largest health challenges facing our modern-day dairy industry. We are also experiencing an all-time high cost for replacement heifers — averaging \$2,300 or more — and as a result, replacement heifer inventories may struggle to recover in the coming years. Understanding and managing BRD is necessary to raise and keep calves healthy for the sake of your replacement herd.

Vaccines and antibiotics have been the most common methods for preventing and treating BRD, respectively. Still, vaccine effectiveness has not been consistently achieved, and growing concern over antibiotic resistance leaves the door open for alternative prevention and treatment options. Such research is studying the use of essential oils, plant extracts, antioxidants, and probiotics to prevent and treat BRD and improve overall disease management. Nevertheless, consistent work to reduce pathogen load and exposure is a critical part of preventing BRD.

## The background on BRD

A 2021 meta-analysis study shows that calves diagnosed with BRD have a higher likelihood of dying or leaving the herd before their first calving. Affected calves and heifers that stay in the herd had lower average daily gain (ADG) and produced less milk during their first lactation.

Incidence of disease in early life is consis-

tently associated with reduced growth, production in the first lactation, and productive life. Research from Jud Heinrich's laboratory at Penn State University reported that each day of a preweaning disease resulted in a loss of 278 pounds of milk production in the first lactation. This contributes to the estimation that the U.S. loses \$1 billion every year due to treatment costs and production loss attributed to BRD.

BRD is a complex illness because multiple factors can play a role in its development. Obvious ones include exposure to a combination of viruses, bacteria, and parasites, while not-so-obvious factors include poor nutrition, genetic susceptibility, suppressed immune system, stress, and sudden weather and temperature shifts.

Detecting the disease before it becomes serious is also challenging. Calves are prey species and naturally try to hide signs of illness. One of the earliest signs to look for in group housing is a calf lagging or isolating itself. In hutches, visual



**SUFFICIENT VENTILATION** is among the measures dairy farmers use to prevent BRD issues.

signs can include discharge from the nose and eyes, coughing, a tilted head, reduced appetite, and an unwillingness to stand. In auto feeder systems, milk feeding rate and feed refusals can serve as alarms to calves developing BRD. As symptoms worsen, the disease can ultimately lead to pneumonia and permanent lung damage.

General symptoms of BRD include:

- Fever greater than 104°F
- Watery nasal discharge to a thick, cloudy, pus-filled discharge
- Depression and lethargy



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- Lack of appetite
- Cough
- Rapid, shallow breathing
- Unwillingness to move, standing with neck extended
- Droopy ears
- Discharge from the eyes and mouth

By the time these symptoms are noticeable, the calf has likely been sick for a few days. Detecting the first signs of BRD before the pathogens have reached the lungs gives treatment practices a greater chance of working. Still, it's even better if we can prepare a calf's immune system and body to fight off the disease independently.

### More immunity, less stress

While there are many unknowns with BRD, there are also several known precautions we can take to reduce the risk to our calves. The first of these can start as soon as birth.

A clean, high-quality source of colostrum has tremendous benefits for health, growth, and longevity. Most data suggests the effect colostrum has is because it provides the necessary immunity and nutrients to fight disease. Additionally, colostrum provides antioxidants to reduce oxidative stress, essential nutrients for development, hormones for growth, and fat and lactose critical for early life energy.

It's recommended that calves receive 10% of their body weight in colostrum within the first few hours of life. As calves grow, their immunity can be boosted further with vaccines, dewormers, and adequate nutrition.

Stress is the underlying issue we face when trying to better our herd's health and production. The most practical way to approach it is to ask, "What is causing my calves stress?"

In just the first four months of life, a calf undergoes numerous stressful events. Birth, transportation, feed changes, disease challenge, vaccination, weaning, and grouping can all induce stress. Each event can have an impact on feed intake, nutrient absorption, metabolism, and so forth.

As mentioned previously, more researchers are studying supplemental and supportive treatments. Calf studies are measuring the effects of feeding essential oils, plant extracts, antioxidants, and probiotics on factors like boosting ADG, lessening lung damage during BRD, lowering oxidative stress in the body, and providing immune support.

In addition to these supportive treatments, making practical environmental and nutritional improvements should not be overlooked. These include:

- Proper ventilation
- Fewer pen movements
- Low-stress handling
- Clean bedding
- Sanitizing feeding equipment and housing surface areas
- Free access to feed and water
- Clean, high-quality feed, free of mold and dust
- Offering electrolytes before and after stressful events

BRD is hard to pin down. What causes it and how to prevent and treat it changes on a herd-to-herd basis. Having the proper understanding and using practical management is still key. With greater scrutiny on antibiotic use, alternatives to traditional treatments may also be an opportunity to satisfy consumer demands while not compromising animal well-being and production. **1000+**

## WHAT WE KNOW ABOUT BRD AND PRODUCTIVE LIFE

Also known as shipping fever or bronchopneumonia, bovine respiratory disease (BRD) is one of the largest health challenges dairy producers face. A 2021 meta-analysis on the topic found that calves diagnosed with BRD have a higher likelihood of dying or leaving the herd before their first calving.

### MAJOR FACTORS

**Age:** Calves are more vulnerable to BRD after maternal antibodies decline, which varies between 1 and 3 months of age.

**Hydration:** Dehydration during transport, processing, and handling can affect the respiratory tract and immune system, making it harder for calves to stay healthy.

**Trace minerals:** Not having enough or the right balance of trace minerals reduces immune function and can lower vaccine effectiveness.

**Colostrum:** Low intake and/or poor-quality colostrum can highly impact calfhood immunity.

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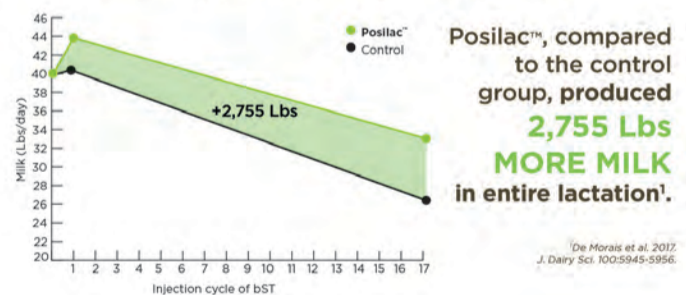
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■ The author is a researcher, writer, and consultant with CalfNotes.com and Calf Notes Consulting LLC, and technical lead for Cargill.

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# CREATE CONSISTENCY WITH YOUR SOPs

by Katelyn Allen

**B**OTH cattle and farm team members appreciate consistency — animals benefit from a regular routine, and employees can streamline their tasks and decisions. Developing consistent operations on a farm begins with having thorough, useful standard operating procedures (SOPs).

When SOPs are well-written, they provide direction for all employees, improve communication between management and staff, reduce training time, and improve work consistency and accuracy, Penn State Extension explains. Farm managers know that SOPs are a set of procedures, but what may be overlooked is that they need to be tailored to your farm's operations. General industry guidelines can be a good

starting place. Then, review your farm's needs and personnel to find the best fit.

There are three main components to an SOP. First is the overall system addressed by the task, such as feeding, milking, or reproduction. From there, identify the smaller procedures that make up the system. For example, milking is made up of sanitization, preparation, and clean up. Finally, the steps outline

directions for completing these procedures. They must be precise and easy to follow.

## Crafting the message

There are seven steps to work through while developing effective SOPs for your farm. Begin by planning for the specific results you want to achieve. This is where aiming for consistency comes into play to help you determine what the outcome of the SOP needs to be.

Next, determine the format that will be most effective by asking yourself how many decisions the user will have to make during the procedure and how many steps it will contain. If the task will entail just a few decisions and steps, use a simple steps format. If there will be few decisions but more than 10 steps, it is a good idea to set up the SOP with numbered steps. No matter the number of steps involved, if the task will involve many decisions, use a flow chart.

Whichever format is adapted, make it easy to follow, include a clear and descriptive title, and use a logical numbering scheme to keep track of revisions so the most up-to-date protocol is always being followed.

Determine what needs to be in the SOP by watching someone perform the task and writing down everything they do. From there, you can formulate the steps or flow chart decisions.

To create an effective SOP, focus on writing short sentences in the form of a command. Use as few words as possible, and also keep abbreviations and acronyms to a minimum. Include enough detail to address common concerns, but don't try to address every possible issue, or the procedure will become long and confusing.

Once you have your draft SOP, give it to everyone who currently performs that job for their review. Ask for feedback on making it easier to understand or more accurate. Then, with any internal feedback incorporated, share the draft with your advisers, such as a veterinarian or nutritionist. They will be able to provide perspective on the task from other farms they work with or industry best practices.

Next, test the procedure. If the person going through the steps is hesitant or confused about any part, consider making revisions. You could have someone who is familiar with the task do this, or you could have someone who has never done the job go through the procedure to simulate a new employee's perspective.

After all revisions have been made, place the final version of the SOP in an appropriate place where team members can access it. If it is located in the work environment, ensure it is large enough for employees to reference as they are doing the job. Keep all SOPs in a central location, too, for reference. These copies should be reviewed regularly and updated as needed.

While it is great to have SOPs made, they are useless if employees are not trained with them. Explain and practice each step so that they feel comfortable completing the task on their own. Giving feedback that reflects the standards of the SOP provides clarity and helps ensure jobs are being done consistently.

Following this process to develop SOPs takes time, but having a system that all employees understand and follow will make a significant difference in performance and farm operations. Even the process of creating the procedures allows employees, managers, and consultants to come together to address challenges on the farm, fostering collaboration that develops consistency for animals and people. **1000+**

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