



## Occupational Profile of *Senior Dairy Managers*

COMPETENCY AREAS												
TASKS												
<b>A. STRATEGIC PLANNING</b>												
	<b>A-1</b> Establish and advise a board of directors Develop mission statement and philosophy	<b>A-2</b> Develop and implement long-term strategy for business	<b>A-3</b> Develop marketing and sales plan	<b>A-4</b> Develop financial plan and budgets	<b>A-5</b> Develop human resource plan including succession plan	<b>A-6</b> Develop a herd management plan	<b>A-7</b> Develop a land management program	<b>A-8</b> Develop a Crop management plan	<b>A-9</b> Develop an Operations management plan	<b>A-10</b> Develop information management plan	<b>A-11</b> Develop a risk management and exit plan	<b>A-12</b> Negotiate legal issues
<b>B. PURCHASING, SALES AND MARKETING</b>												
	<b>B-1</b> Develop marketing plan	<b>B-2</b> Identify customers and quality and quantity expectations	<b>B-3</b> Identify vendors and suppliers and quality and quantity expectations	<b>B-4</b> Check and compare commodity prices, milk, corn, SBM etc.	<b>B-5</b> Negotiate sales contracts	<b>B-6</b> Negotiate purchase contracts	<b>B-7</b> Market and sell excess cows and crops	<b>B-8</b> Market TMR's	<b>B-9</b> Investigate other sources of income			
<b>C. FINANCIAL PLANNING</b>												
	<b>C-1</b> Select and meet with accountant	<b>C-2</b> Set up and review financial plan and budgets	<b>C-3</b> Make purchase, lease and investment decisions	<b>C-4</b> Develop tax strategies	<b>C-5</b> Purchase and track inventory and supplies	<b>C-6</b> Evaluate financial performance	<b>C-7</b> Develop strategies to improve financial performance	<b>C-8</b> Oversee financial record keeping	<b>C-9</b> Maintain financial relationships	<b>C-10</b> Review insurance needs and costs	<b>C-11</b> Compile and review monthly and quarterly reports	<b>C-12</b> Compare performance to peer benchmarks
<b>D. HUMAN RESOURCE MANAGEMENT</b>												
	<b>D-1</b> Develop human resource plan, staffing plan and position descriptions	<b>D-2</b> Recruit and staff operations	<b>D-3</b> Administer fulltime and custom employee contracts	<b>D-4</b> Administer employee compensation and benefits packages	<b>D-5</b> Coordinate actions of management team	<b>D-6</b> Supervise middle managers/assistants	<b>D-7</b> Train, educate and develop employees	<b>D-8</b> Establish employee schedules	<b>D-9</b> Build employee trust, confidence and morale	<b>D-10</b> Develop communications with and between managers and employees	<b>D-11</b> Evaluate employee performance	<b>D-12</b> Develop protocols and employee manual



**E. HERD MANAGEMENT**

<b>E-1</b> Select and meet with veterinarian	<b>E-2</b> Establish and maintain milking program	<b>E-3</b> Maintain purebred registration certificates	<b>E-4</b> Manage breeding program	<b>E-5</b> Coordinate feed needs with crop production	<b>E-6</b> Monitor milk production and quality records	<b>E-7</b> Develop and manage nutrition program	<b>E-8</b> Track herd inventory	<b>E-9</b> Review culling recommendations	<b>E-10</b> Deliver calves	<b>E-11</b> Manage youngstock program	<b>E-12</b> Review progress with heifer grower
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**F. HERD HEALTH MANAGEMENT**

<b>F-1</b> Select and meet with veterinarian	<b>F-2</b> Develop and manage mastitis control program	<b>F-3</b> Develop and manage vaccination program	<b>F-4</b> Develop and manage hoof care program	<b>F-5</b> Maintain health certifications	<b>F-6</b> Maintain hospital pen	<b>F-7</b> Examine fresh cows					
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**G. LAND MANAGEMENT**

<b>G-1</b> Develop land management plan	<b>G-2</b> Select and meet with agronomist and crop advisor	<b>G-3</b> Determine land need and inventory land	<b>G-4</b> Secure acreage for crops. Make real estate purchase/sale decisions	<b>G-5</b> Review and update leases with landlords	<b>G-6</b> Manage marginal areas and identify and evaluate other uses of land	<b>G-7</b> Make improvements to real estate	<b>G-8</b> Maintain and review records	<b>G-9</b> Develop water run off control plan	<b>G-10</b> Develop soil erosion control plan	<b>G-11</b> Control air quality and maintain records	<b>G-12</b> Control water quality and maintain records
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**H. CROP MANAGEMENT**

<b>H-1</b> Develop crop management plan	<b>H-2</b> Establish crop rotation plan and schedule	<b>H-3</b> Develop pesticide program	<b>H-4</b> Select and purchase crop seeds and supplies	<b>H-5</b> Plan, schedule and plant crops	<b>H-6</b> Schedule field operations	<b>H-7</b> Test forage quality	<b>H-8</b> Schedule and harvest crops	<b>H-9</b> Maintain and review records	<b>H-10</b> Explore alternatives to conventional cropping systems	<b>H-11</b> Find replacement feed for drought emergency	
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**I. OPERATIONS MANAGEMENT**

<b>I-1</b> Develop operations plan	<b>I-2</b> Conduct regulatory inspections and file required reports	<b>I-3</b> Monitor and control inventories	<b>I-4</b> Schedule field and farm equipment inspection and maintenance	<b>I-5</b> Schedule parlor and herd equipment inspection and maintenance	<b>I-6</b> Schedule property, buildings, and roadway inspection and maintenance	<b>I-7</b> Transport crops and milk sold and feed and supplies purchased	<b>I-8</b> Schedule contract services	<b>I-9</b> Develop emergency response procedures	<b>I-10</b> Network all areas of the business		
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**J. COMMUNITY SERVICE/PUBLIC RELATIONS**

<p><b>J-1</b> Serve on local, regional, and state cooperative boards</p>	<p><b>J-2</b> Serve on local, regional and state dairy industry boards and organizations</p>	<p><b>J-3</b> Serve on local, regional and state farm industry boards and organizations</p>	<p><b>J-4</b> Work with local, regional and state legislature</p>	<p><b>J-5</b> Support local organizations (youth, schools, civic, fire, government, etc.)</p>	<p><b>J-6</b> Support local, regional, state environmental actions</p>	<p><b>J-7</b> Improve communications between farmers and consumers</p>	<p><b>J-8</b> Maintain good public relations</p>	<p><b>J-9</b> Manage conflict resolution between business and public</p>	<p><b>J-10</b> Improve communications between farmers and non-farmers</p>		
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## Occupational Profile of *Middle Dairy Managers*

COMPETENCY AREAS	TASKS											
<b>A. HUMAN RESOURCE MANAGEMENT</b>												
A-1 Interview applicants and make hiring recommendations	A-2 Administer employee benefits	A-3 Schedule employees, work and tasks	A-4 Communicate to and with employees	A-5 Assist with personal problems of employees	A-6 Monitor and track employee performance	A-7 Evaluate employee performance and recommend for raise or incentive	A-8 Manage conflict	A-9 Communicate with and for Hispanic employees	A-10 Schedule sub-contractor labor	A-11 Plan and coordinate summer intern program	A-12 Attend and conduct meetings with employees	
A-13 Manage incentive program	A-14 Inspire and motivate employees	A-15 Discipline and terminate employees	A-16 Develop systems for employee input									
<b>B. EMPLOYEE DEVELOPMENT</b>												
B-1 Interact with employees on a regular basis	B-2 Communicate company mission, vision, core values to employees	B-3 Provide training/education on opportunities for employees	B-4 Train new and current employees	B-5 Challenge employees about their technical proficiencies	B-6 Develop systems for employee feedback	B-7 Train employees to set goals and create plans to achieve them	B-8 Build a culture of discipline - focused, goal-driven action by all employees					
<b>C. QUALITY CONTROL AND STANDARD OPERATING PROCEDURES (SOP)</b>												
C-1 Identify and communicate problems to senior management	C-2 Work with advisors and employees to implement SOP's and protocols	C-3 Monitor milk quality	C-4 Insure correct operation of equipment	C-5 Identify problems and recommend improvements and new procedures	C-6 Test for antibiotics before the milk leaves the farm	C-7 Inspect and change milk trailers	C-8 Work with inspectors and resolve issues					
<b>D. REPRODUCTIVE MANAGEMENT</b>												
D-1 Setup breeding program	D-2 Record and observe cows for heats	D-3 Breed heifers and cows	D-4 Manage semen inventory	D-5 Artificially inseminate cows and heifers	D-6 Administer hormone breeding program	D-7 Administer pregnancy checks	D-8 Evaluate reproductive performance	D-9 Prepare weekly herd check list				



**COMPETENCY  
AREAS**

**TASKS**

<b>E. YOUNGSTOCK MANAGEMENT</b>											
<b>E-1</b> Consult with veterinarian as needed	<b>E-2</b> Monitor health and growth of new calves	<b>E-3</b> Interact with calf grower	<b>E-4</b> Identify, move, group and treat heifers	<b>E-5</b> Feed and care for new calves including all prescribed health procedures	<b>E-6</b> Measure growth and maintain records	<b>E-7</b> Dehorn calves	<b>E-8</b> Wean calves	<b>E-9</b> Consult with nutritionist if needed			
<b>F. HERD MANAGEMENT</b>											
<b>F-1</b> Collect and maintain data on cows	<b>F-2</b> Walk through the barns observing cows and facilities	<b>F-3</b> Find, evaluate, and purchase heifers and cows	<b>F-4</b> Recommend culling decisions	<b>F-5</b> Move cows from far away dry pen to close-up dry pen weekly	<b>F-6</b> Schedule bedding	<b>F-7</b> Setup milk pickup with milk hauler	<b>F-8</b> Coordinate cattle handling and movement	<b>F-9</b> Observe close-up cows and assist with calf delivery as needed	<b>F-10</b> Evaluate emergencies and call veterinarian as needed		
<b>G. HERD HEALTH MANAGEMENT</b>											
<b>G-1</b> Consult with veterinarian	<b>G-2</b> Observe cows for health problems and provide treatment	<b>G-3</b> Record cow treatments and health records	<b>G-4</b> Administer vaccination program	<b>G-5</b> Administer mastitis program	<b>G-6</b> Administer hoof trimming program	<b>G-7</b> Administer foot bath program	<b>G-8</b> Monitor and adjust feeding program	<b>G-9</b> Dry off cows weekly	<b>G-10</b> Complete postpartum health check daily of fresh cows	<b>G-11</b> Supplement BST injections and exclusions	
<b>H. FEED MANAGEMENT</b>											
<b>H-1</b> Consult nutritionist	<b>H-2</b> Project current and future needs and develop feed plan	<b>H-3</b> Coordinate feed needs and order feed	<b>H-4</b> Inspect and maintain feed and feed inventories	<b>H-5</b> Develop feeding schedule and feed cows	<b>H-6</b> Monitor feed intake and maintain records	<b>H-7</b> Communicate feed changes to feed technicians	<b>H-8</b> Test forages	<b>H-9</b> Evaluate particle length	<b>H-10</b> Analyze manure samples	<b>H-11</b> Consult with herd health manager	
<b>I. MILKING MANAGEMENT</b>											
<b>I-1</b> Develop standard operating procedures for milking	<b>I-2</b> Develop milking schedule	<b>I-3</b> Maintain and monitor milk production records	<b>I-4</b> Check milk pad after milking	<b>I-5</b> Check parlor supplies	<b>I-6</b> Clean and maintain parlor	<b>I-7</b> Provide proper identification of cows in parlor	<b>I-8</b> Monitor herd somatic cell count	<b>I-9</b> Monitor herd fat and protein levels	<b>I-10</b> Consult with herd health manager		



**J. INFORMATION MANAGEMENT**

<b>J-1</b> Maintain computers, office network and information systems	<b>J-2</b> Develop records and data systems (entry, collection, forms, reports, analysis, etc)	<b>J-3</b> Collect daily, weekly, monthly information on production, reproduction, culling, feed data, etc.	<b>J-4</b> Maintain records for all herd and business needs	<b>J-5</b> Analyze data for information and to support decision making	<b>J-6</b> Send collected information to employer, veterinarians and consultants	<b>J-7</b> Access and report financial and operational information requested by management						
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**K. OPERATIONS MANAGEMENT**

<b>K-1</b> Provide on call support for operation	<b>K-2</b> Maintain cleanliness of facilities - inside and out	<b>K-3</b> Develop equipment maintenance plan and schedule	<b>K-4</b> Contract for maintenance services	<b>K-5</b> Plan and coordinate maintenance service for equipment	<b>K-6</b> Keep service records on equipment	<b>K-7</b> Prepare maintenance reports	<b>K-8</b> Monitor and adjust environment for cow comfort	<b>K-9</b> Monitor manure removal system	<b>K-10</b> Control pests	<b>K-11</b> Identify and evaluate areas that need to be upgraded	<b>K-12</b> Provide information to management, employees, and resource people
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**L. FINANCIAL MANAGEMENT**

<b>L-1</b> Meet with accountant as needed	<b>L-2</b> Develop and monitor financial budgets	<b>L-3</b> Prepare financial reports	<b>L-4</b> Prioritize spending decisions	<b>L-5</b> Purchase and track inventory and supplies	<b>L-6</b> Present cost analysis on equipment	<b>L-7</b> Evaluate and purchase insurance	<b>L-8</b> Evaluate risk management opportunities	<b>L-9</b> Evaluate return on investment for new products and opportunities	<b>L-10</b> Inventory and order feed, herd and farm supplies, services, and medications	<b>L-11</b> Develop vendor relationships	<b>L-12</b> Explore ways to increase purchasing power, buying group, combining purchases etc
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**M. PROFESSIONAL DEVELOPMENT**

<b>M-1</b> Read industry trade journals	<b>M-2</b> Stay informed on dairy market information	<b>M-3</b> Stay current on technology, research, etc (continuing education)	<b>M-4</b> Interact with the larger industry (professionals, consultants, advisors, contacts, etc)	<b>M-5</b> Learn Spanish	<b>M-6</b> Participate in industry conferences, seminars, other events	<b>M-7</b> Participate in dairy industry organizations (PDMP, etc)					
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**N. COMMUNITY SERVICE/PUBLIC RELATIONS**

<p><b>N-1</b> Support local organizations (youth, schools, civic, fire, government, etc.)</p>	<p><b>N-2</b> Create a good public image</p>	<p><b>N-3</b> Improve communications between farmers and consumers</p>	<p><b>N-4</b> Keep neighbors informed</p>	<p><b>N-5</b> Present positive picture of milk quality being produced</p>	<p><b>N-6</b> Create a positive image for agriculture in general and dairy in particular and our farm specifically</p>	<p><b>N-7</b> Instruct employees how to interact with the community (catch-phrases, expected activity, etc)</p>	<p><b>N-8</b> Schedule manure hauling with respect to neighbors and local activities</p>				
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