

# Using Lean principles to improve labour efficiency

Pat Ryan, Captal Farms.

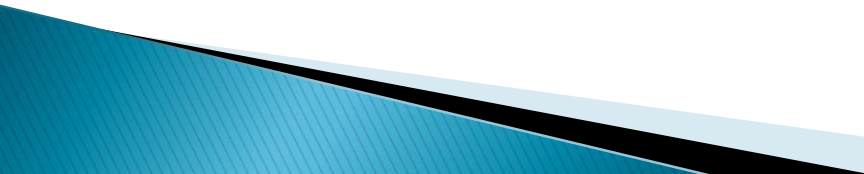


# Background

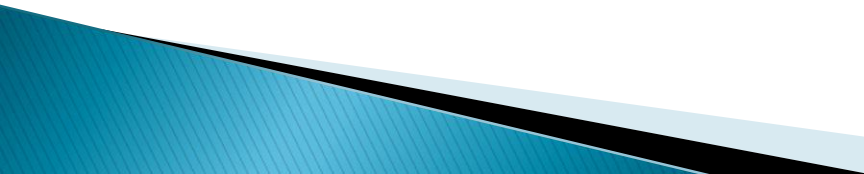
- 470 cows on home farm
- Involved in 4 partnerships Dairy farms
- Key drivers of production
  - Grassland
  - Cows
  - Capital/infrastructure
  - Labour



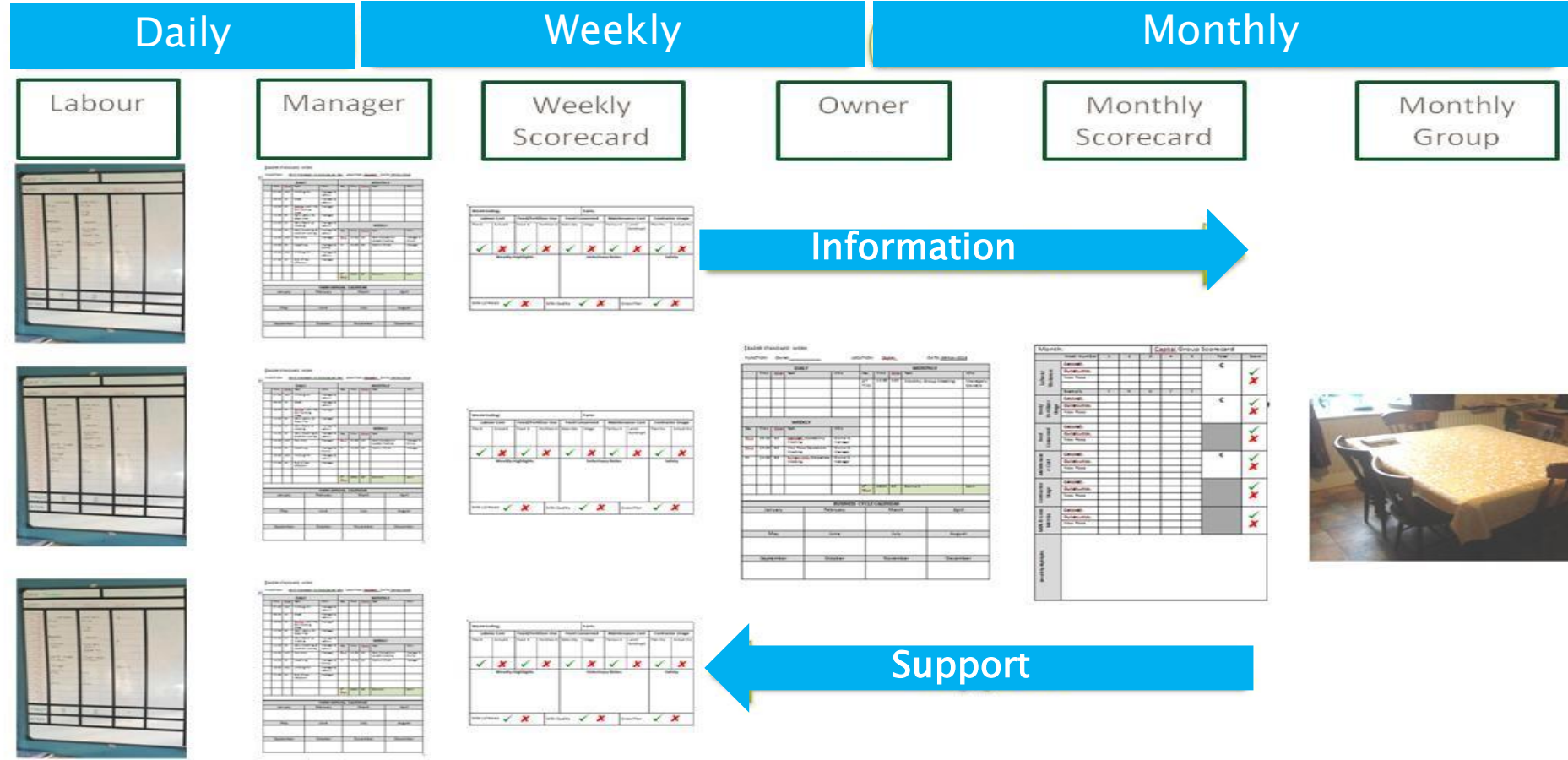
# Why I choose to implement Lean

- Start of journey
    - Not an exact science
    - Harder to implement than some of the other technologies e.g. grassland management
    - Benefits will be slower to be seen but may be greater
    - “People and how you manage them will be the life-blood of farming going forward”
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# What was implemented?

- ▶ Analysed the areas where the greatest cost savings could be made – cost/benefit analysis
    - People management
    - Direct labour and indirect labour
  - ▶ Better communication structure
    - Better clarity around standards and expected outcomes
  - ▶ More consistent use of daily, weekly, monthly whiteboard
  - ▶ Plan Do Review
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# Whiteboards examples



# Weekly scorecard

Week Ending: April 22 <sup>nd</sup>				Farm: LAURAGH					
Labour Cost		Feed/Fertilizer Use		Feed Conserved		Maintenance Cost		Contractor Usage	
Plan €	Actual €	Feed €	FERTILISER €	Bales Qty	Silage	Parlour €	Land/ Building €	Plan Hrs	Actual Hrs
150 hrs	162 hrs	2 kg/hd	On target 2 bags plus high out	0	0				Sherry Dung
✓	✗	✓	✗	✓	✗	✓	✗	✓	✗
Weekly Highlights				Veterinary Notes				Safety	
Cows out Full Time Cows all Calved No Calves for Feeding				368 - LDA				✓	
Milk Lt/Week		Milk Quality		Grass Plan					
✓	✗	✓	✗	✓	✗	✓	✗		

23.46  
MS = 1.96

F 4.54  
P 3.73  
SCC 104

Cover on Monday

# Safety Calendar

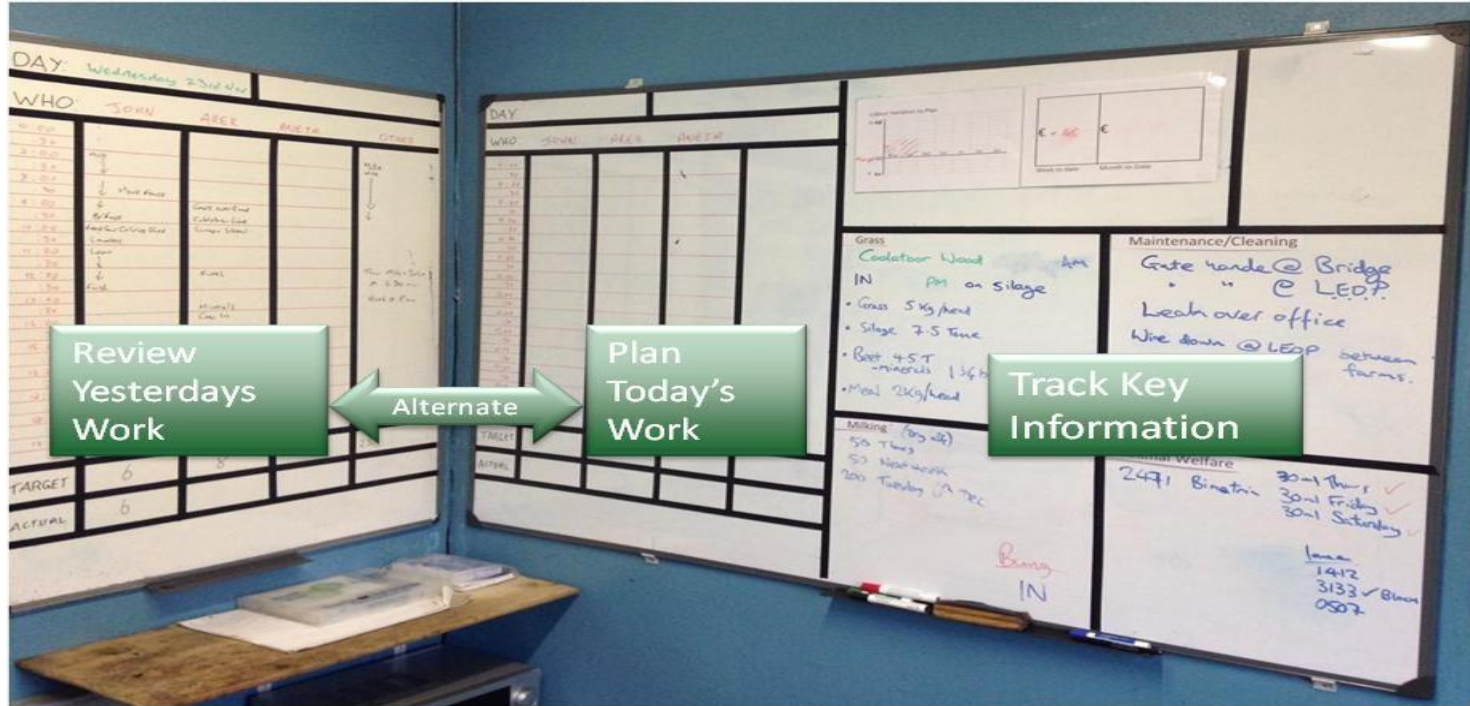
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			1	2				
			3	4				
			5	6				
7	9	11	13	15	17	19	21	
8	10	12	14	16	18	20	22	
			23	24				
			25	26				
			27	28				
			29	30				
			31					

Month  
February


Incident Free Day
Incident Day

# Whiteboards






# Challenges

- ▶ Different personality types – one size doesn't always fit all
  - ▶ New technology so limited support available
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# Benefits to implementing Lean

- ▶ What's measured gets managed
    - More awareness
  - ▶ Increased clarity daily, weekly on what needs to be done
    - More task focussed
  - ▶ Better communication structure with non-English speaking employees
  - ▶ Ability to better predict problems before they occur
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# Recommendations to others

- ▶ One size doesn't fit all – need to tailor techniques to your farm
  - ▶ Education programme needed
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