BIRCHIP, VIC
TUESDAY 6TH
HORSHAM, VIC
WEDNESDAY 7TH
BORDERTOWN, VIC
WEDNESDAY 8TH
JUNE 2023

FARM TO PROFIT
FARM BUSINESS UPDATE

GRDC
GRAINS RESEARCH & DEVELOPMENT CORPORATION

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FARM TO PROFIT
FARM BUSINESS UPDATE

GRDC
GRAINS RESEARCH & DEVELOPMENT CORPORATION

Birchip – Tuesday 6th June 2023
Birchip Community Leisure Centre

Horsham – Wednesday 7th June 2023
Horsham Golf Club

Bordertown – Thursday 8th June 2023
Bordertown Town Hall

#GRDCUpdates

2023 Birchip, Horsham & Bordertown GRDC Farm Business Update planning contributors:

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GRAINS RESEARCH & DEVELOPMENT CORPORATION

GRDC Farm Business Update proudly convened by ORM Pty Ltd.

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Contents

Choose all products in the tank mix carefully, which includes the choice of active ingredient, the formulation type and the adjuvant used.

Understand how product uptake and translocation may impact on coverage requirements for the target. Read the label and technical literature for guidance on spray quality, buffer (no-spray) zones and wind speed requirements.

Select the coarsest spray quality that will provide an acceptable level of control. Be prepared to increase application volumes when coarser spray qualities are used, or when the delta T value approaches 10 to 12. Use water-sensitive paper and the Snapcard app to assess the impact of coarser spray qualities on coverage at the target.

Always expect that surface temperature inversions will form later in the day, as sunset approaches, and that they are likely to persist overnight and beyond sunrise on many occasions. If the spray operator cannot determine that an inversion is not present, spraying should NOT occur.

Use weather forecasting information to plan the application. BoM meteograms and forecasting websites can provide information on likely wind speed and direction for 5 to 7 days in advance of the intended day of spraying. Indications of the likely presence of a hazardous surface inversion include: variation between maximum and minimum daily temperatures are greater than 5°C, delta T values are below 2 and low overnight wind speeds (less than 11km/h).

Only start spraying after the sun has risen more than 20 degrees above the horizon and the wind speed has been above 4 to 5km/h for more than 20 to 30 minutes, with a clear direction that is away from adjacent sensitive areas.

Higher booms increase drift. Set the boom height to achieve double overlap of the spray pattern, with a 110-degree nozzle using a 50cm nozzle spacing (this is 50cm above the top of the stubble or crop canopy). Boom height and stability are critical. Use height control systems for wider booms or reduce the spraying speed to maintain boom height. An increase in boom height from 50 to 70cm above the target can increase drift fourfold.

Avoid high spraying speeds, particularly when ground cover is minimal. Spraying speeds more than 16 to 18km/h with trailing rigs and more than 20 to 22km/h with self-propelled sprayers greatly increase losses due to effects at the nozzle and the aerodynamics of the machine.

Be prepared to leave unsprayed buffers when the label requires, or when the wind direction is towards sensitive areas. Always refer to the spray drift restraints on the product label.

Continually monitor the conditions at the site of application. Where wind direction is a concern move operations to another paddock. Always stop spraying if the weather conditions become unfavourable. Always record the date, start and finish times, wind direction and speed, temperature and relative humidity, product(s) and rate(s), nozzle details and spray system pressure for every tank load. Plus any additional record keeping requirements according to the label.

Program

9.30 am	**Announcements**	
9.35 am	**GRDC welcome**	
9.45 am	**Making good decisions – analysing contributions to profit ready for new opportunities**	***John Francis,*** *Agrista*
10.25 am	**Communicating your workplace expectations with Employees – the induction roadmap**	***Denise McLellan,*** *Denise McLellan Consulting*
11.05 am	***Morning tea***	
11.30 am	**Carbon emissions – a case study for the grains industry**	***Craig Hurley,*** *Federation University*
12.10 pm	**Tax Update – SMSF Proposed changes and the world after Instant Asset Write off**	***Special Guest Presenter***
12.50 pm	***Lunch***	
1.50 pm	**Panel discussion: Industry responds to labour supply challenges.**	***Facilitated by ORM***
2.30 pm	**KEYNOTE: Highway to the weather zone, – ready for new opportunities**	***Natalee Johnston,*** *Skilful Decisions*
3.10 pm	**Wrap up and feedback**	
3.15 pm	**Event close**	

The WeedSmart Big 6

Weeding out herbicide resistance in winter & summer cropping systems.

The WeedSmart Big 6 provides practical ways for farmers to fight herbicide resistance.

How many of the Big 6 are you doing on your farm?

We've weeded out the science into 6 simple messages which will help arm you in the war against weeds. By farming with diverse tactics, you can keep your herbicides working.

Rotate Crops & Pastures

Crop and pasture rotation is the recipe for diversity

- Use break crops and double break crops, fallow & pasture phases to drive the weed seed bank down,
- In summer cropping systems use diverse rotations of crops including cereals, pulses, cotton, oilseed crops, millets & fallows.

Mix & Rotate Herbicides

Rotating buys you time, mixing buys you shots.

- Rotate between herbicide groups,
- Mix different modes of action within the same herbicide mix or in consecutive applications,
- Always use full rates,
- In cotton systems, aim to target both grasses & broadleaf weeds using 2 non-glyphosate tactics in crop & 2 non-glyphosate tactics during the summer fallow & always remove any survivors (2 + 2 & 0).

Increase Crop Competition

Stay ahead of the pack

Adopt at least one competitive strategy (but two is better), including reduced row spacing, higher seeding rates, east-west sowing, early sowing, improving soil fertility & structure, precision seed placement, and competitive varieties.

Double Knock

Preserve glyphosate and paraquat

- Incorporate multiple modes of action in the double knock, e.g. paraquat or glyphosate followed by paraquat + Group 14 (G) + pre-emergent herbicide
- Use two different weed control tactics (herbicide or non-herbicide) to control survivors.

Stop Weed Seed Set

Take no prisoners

- Aim for 100% control of weeds and diligently monitor for survivors in all post weed control inspections,
- Crop top or pre-harvest spray in crops to manage weedy paddocks,
- Consider hay or silage production, brown manure or long fallow in high-pressure situations,
- Spray top/spray fallow pasture prior to cropping phases to ensure a clean start to any seeding operation,
- Consider shielded spraying, optical spot spraying technology (OSST), targeted tillage, inter-row cultivation, chipping or spot spraying,
- Windrow (swath) to collect early shedding weed seed.

Implement Harvest Weed Seed Control

Capture weed seed survivors

Capture weed seed survivors at harvest using chaff lining, chaff tramlining/decking, chaff carts, narrow windrow burning, bale direct or weed seed impact mills.

WeedSmart Wisdom

Never cut the herbicide rate – always follow label directions
Spray well – choose correct nozzles, adjuvants, water rates and use reputable products,
Clean seed – don't seed resistant weeds,
Clean borders – avoid evolving resistance on fence lines,
Test – know your resistance levels,
'Come clean. Go clean' – don't let weeds hitch a ride with visitors & ensure good biosecurity.

www.weedsmart.org.au

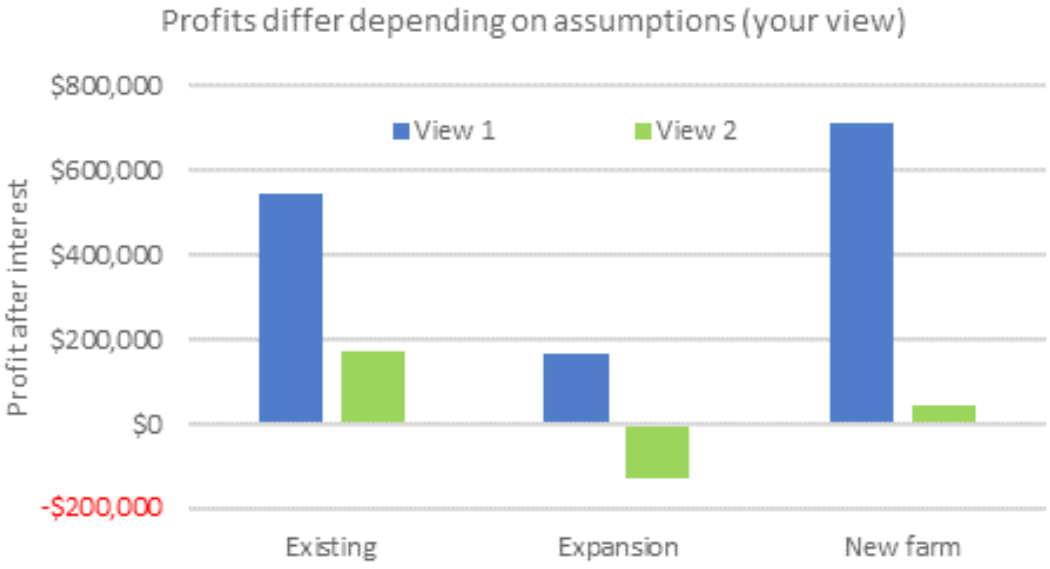
What is the impact of high asset values on expansion decisions?

John Francis

Agrista

Key Messages:

- The fundamentals for making a well-informed expansion decision have not changed.
- Economies of scale differ by business and by circumstance.
- Understand the business needs beyond interest costs.
- Form a rational view of the future.
- Develop an executable exit strategy and treat it as an insurance policy.



Introduction

While the factors influencing the outcomes of farm expansion investment analyses (interest rates, costs, commodity prices) are always changing, the principles for making a well-informed expansion decision have not.

Key considerations for expansion irrespective of whether land prices are considered extreme, follow.

- Economies of scale differ by business and by circumstance.
- Understand the business needs beyond interest costs.
- Form a rational view of the future.
- Develop an executable exit strategy and treat it as an insurance policy.

The aim of a well-informed decision about farm expansion is not to predict the future. Rather it is to consider all the possibilities (good and bad), weight them based on your views and to have a risk management plan that minimises the impact of disasters and allows for business continuity even in the most extreme of circumstances.

Expansion and intensity generate economies of scale – but not in every case

Economies of scale are the business efficiencies resulting from additional production generated at a lower marginal cost, when compared with the business in its existing state. To understand how economies of scale are achieved it helps to understand the concept of a partial budget. A partial budget is a decision framework that measures the change in business performance by comparing alternative business activities with existing activities. This change in performance is known as the "marginal benefit" and requires a marginal thinking, rather than an average thinking approach.

Consider the following situation. A crop-only business generates $690 per hectare gross income, $400 per hectare in enterprise costs and $150 per hectare in overhead costs. The operating profit (before lease) of that business is $140 per hectare. This was calculated by deducting enterprise and overhead costs from income. The output of this business performance is shown in figure 1a.

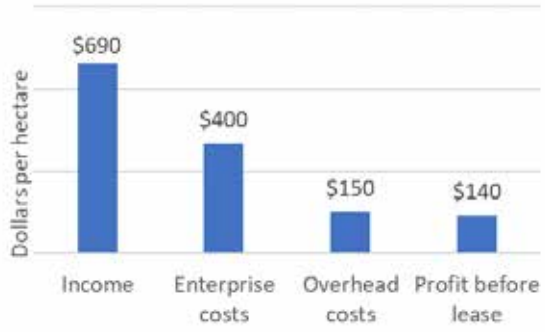
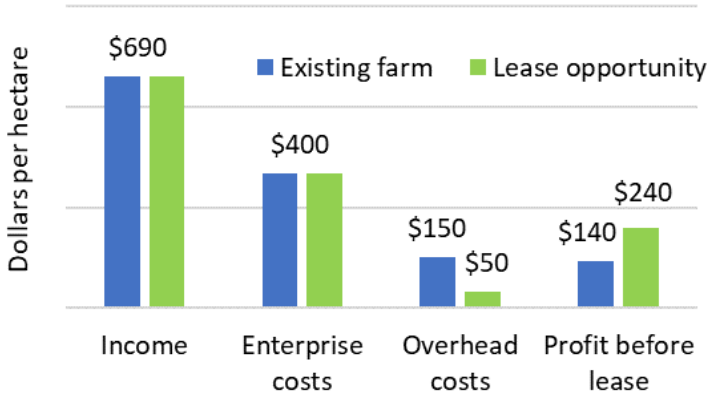


Figure 1a. Crop business performance example.



1b. Marginal thinking compares performance differently.

You are provided with an opportunity to lease 250 hectares next door at $140 per hectare – should you take it? The immediate inclination is to decline the offer on the basis that your existing profit, replicated over the additional area would be sufficient only to cover the lease thus there would be no net benefit after lease payments are made. The issue with this line of thinking is that it is average thinking rather than marginal thinking.

Now, for context, consider that the existing business is not running labour and machinery optimally, so this opportunity requires no more machinery, labour or insurance costs and only results in slight increases in administration, motor vehicle and repairs and maintenance costs. These additional costs total $12,500, equivalent to $50 per additional hectare cropped.

Now reconsider the opportunity for expansion in the context of the change in overhead costs. The change in overhead costs delivers a cost saving on every additional, or marginal, hectare cropped. This cost saving of $100 per hectare flows to the profit line - delivering a marginal profit of $240 per hectare before lease on every additional hectare cropped, or $100 per hectare after lease costs of $140 per hectare, on every additional hectare cropped.

Table 1 shows the importance of taking a marginal thinking (or partial budgeting) approach when analysing investment opportunities, as returns are dependent on the methodology used in investment decision-making. The aim of this exercise is not to promote the virtues or otherwise of leasing, but rather to demonstrate the importance of understanding partial budgeting as an important first step in assessing business growth opportunities.

Table 1. Comparison of financial analysis of an investment using average and marginal thinking. Marginal thinking is required in investment analyses.

		Average thinking	Marginal thinking
Profit before lease	($/ha)	$140	$240
Lease cost	($/ha)	$140	$140
Profit after lease	($/ha)	$0	$100
Area	(ha)	250	250
Return on operating capital	(%)	0%	17%

Economies of scale – doing more with less

Economies of scale are efficiency gains achieved by producing more at a lower marginal cost. Economies of scale can be achieved by producing:

- more with the existing cost structure
- more with a slightly higher cost per production unit, but lower than in the business as it is
- the same, with less cost.

Economies of scale are typically achieved by spreading an overhead cost structure of the existing business, over more productive units. Overhead costs are the costs of doing business and include administration, depreciation, electricity and gas, insurance, general repairs and maintenance, motor vehicle expenses, rates and wages and on-costs. Labour and machinery costs are two areas that typically have the biggest influence on contribution of costs to economies of scale.

The value of the economies of scale that can be achieved when increasing production depend on:

1. The extent to which you are already optimising machinery and labour efficiency.
2. The change in scale between the existing business and the expansion.
3. The extent to which the additional production improves machinery and labour efficiency.
4. The efficiency gained by increasing production (proximity to existing, similarity to existing).
5. Assess the extent to which economies of scale will provide benefit in your business as follows;

Create a table with four columns.

1. First column - list broad expenditure categories into which you can group all of the individual overhead costs of the business.
2. Second column - sum the overhead costs in each category applying to the existing business.
3. Third column - sum the overhead costs expected for each category for the proposed expansion.
4. Fourth column - calculate the relative difference between costs by item, by dividing the proposed expansion overhead cost (column 3), by the existing business overhead cost (column 2).

The output of these steps is shown as Table 2.

Table 2. Categorising overhead costs helps to understand the extent of economies of scale that can be expected when expanding.

Area (ha)	2000	400	20%
Overhead line item	**Existing farm overhead costs**	**Proposed expansion overhead costs**	**Relative difference**
Administration	$12,000	$1,000	8%
Depreciation	$70,000	$5,000	7%
Electricity and gas	$5,500	$0	0%
Fuel & lubricants (non crop)	$5,000	$500	10%
Insurance	$12,000	$2,000	17%
Lime/gypsum	$30,000	$6,000	20%
Motor vehicles	$5,000	$200	4%
Rates & rents	$12,000	$2,400	20%
Repairs & maintenance (general)	$28,000	$5,000	18%
Wages	$120,000	$0	0%
Total overhead expenses	**$299,500**	**$22,100**	**7%**
Total overhead expenses ($/ha)	**$150**	**$55**	**37%**
Marginal benefit of scale ($/ha)		$95	

Points to note;

The example shown in Table 2 shows the overhead costs for an existing farm of 2,000 hectares with a proposed acquisition representing 20% of area relative to the existing business. In this example, no additional labour and no additional machinery is required to manage the additional area. This is shown in the proposed overhead cost structure (column 3) as no additional wages and very little additional depreciation in the respective lines. Other line items increase but not necessarily in a pro rata alignment with the increase in scale.

The relative difference in overhead costs between the existing farm and the proposed acquisition are shown in column 4. In total, a 20 percent increase in scale resulted in a 7 percent increase in overhead costs, with both of these represented as a relativity when compared with the existing business.

At a productive unit (per hectare) level, the marginal, or additional, overhead costs incurred as a result of expansion equate to $55 per hectare, compared with $150 per hectare in the existing business. The benefit of scale therefore equates to the difference between these two – that is $95 per hectare. This flows straight through to operating profit and represents the extent to which profits of the expansion will be superior to profits of the existing business, assuming no difference in production or enterprise cost structure between the two.

While economies of scale add considerable value to a business when expanding it is also possible for a business to achieve diseconomies of scale. This occurs where the marginal overhead costs are higher in the expansion than in the existing business. This leads to an operating cost inefficiency in operating the additional land.

Diseconomies of scale typically occur where:

- labour or machinery are not well matched to the scale of the business
- the expansion is located a considerable distance from the existing business
- there are operational inefficiencies in operating the additional area.

Consider a situation where the expansion required an additional labour unit costing $60,000 per annum. In this case, the overhead cost structure in the expansion would increase to $82,000, or $205 per hectare. This would deliver a diseconomy of scale equating to $55 per hectare. In other words, every additional hectare would deliver profit $55 lower than in the existing business.

Leveraging equity

Over the last ten years the financial leveraging of equity has created a lot of wealth in agriculture. Those who used their increased equity from capital growth to further grow their businesses have been handsomely rewarded. Some farm asset owners have increased their net asset value by a magnitude of 10 times on the back of financial leverage. The key drivers of the extreme rates of wealth creation over the ten years from 2012 to 2022 are:

- extremely low interest rates
- reasonable operating returns
- exceptional capital growth on land.

A physical lever, such as a pair of fencing strainers, or a spanner, is a tool that magnifies force. The magnification of force delivers value by making the job easier. Financial leverage, put simply, is the use of existing equity to secure debt and magnify wealth.

Financial leverage achieves the goal of magnifying wealth where the returns from the debt exceed the cost of the debt (interest). The greater the positive disparity between return on the investment and the interest cost on the debt, the greater the rate of wealth creation.

The cautionary tale of using debt when leveraging equity is that just as financial leverage can magnify wealth creation, it can also magnify wealth destruction. Where investment returns on debt accumulated exceed the costs of that debt, then wealth is destroyed at a greater rate than in an unleveraged investment scenario.

This is why the use of debt requires a very good business case and a solid understanding of the risks presented to the business if things don't go according to plan.

Business and personal needs - asking the right questions

One of the questions that should be asked prior to expanding is: "What are the annual financial demands on the business after interest is paid?" This is important because it ensures that additional interest costs of debt funded expansion don't consume all of the business surpluses. The business should have adequate funds after all interest payments to:

- repay the principal in a timely manner
- pay for annual capital costs such as machinery
- fund future liabilities such as retirement and succession plans.

Take a view

It is important to clarify and quantify your view prior to expanding, because this view will form the assumptions in an analysis. Your view is unique to you and your circumstances, but should be weighted on evidence, or formed based on some sort of rationale. Given that a decision about expansion is about the future, there is no way of guaranteeing an outcome - however the aim of forming a view based on evidence, is to weight the probability of the outcome in your favour. The view, or opinion, of individuals in the market varies widely and this often explains the wide range in perceived value of land.

When forming your opinion, or view, of the future, consideration needs to be given to the following factors:

- rate of capital gain
- Interest rate
- commodity prices
- cost structure
- changes in production.

Irrespective of your view, it is important to run sensitivity analyses to ensure that you have valued the upside and costed the downside. Exit strategies are developed to assist in isolating losses to the expansion investment and prevent impacts over the whole asset portfolio.

Table 3 shows two different views (1 & 2), while Figures 2 and 3 show the extent of the difference in financial projections based on the views formed for an investment in 33 percent more land. The scale (2,500 hectares), debt (15% asset value), and asset values of the existing business ($3,825/ha) and proposed expansion do not change between views.

Table 3. Assessment of two different future views. View 1 and view 2 differ widely.

	View 1	View 2
Rate of capital gain	10%	1%
Interest rate	2%	8%
Commodity prices	High	Low
Cost structure	Low	High
Changes in production	Low	Low
Profitability	6%	3%

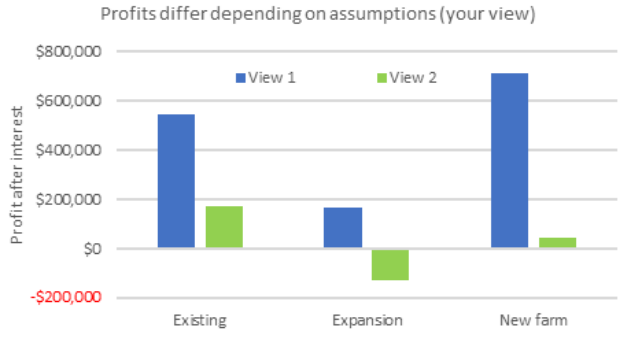


Figure 2. Profit after interest for Views 1 and 2.

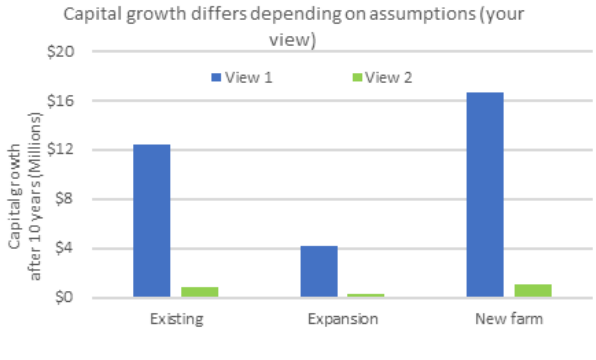


Figure 3. Capital growth for Views 1 & 2.

View 1 projects post-expansion profits after interest of $700,000, with capital growth of over $16 million while View 2 projects post expansion profits after interest of $40,000 and capital gain of only $1.1 million. It is easy to see how the manager with View 1 may offer more for the land. It is important to note that if more is offered for the land then the projections in this analysis also change.

Exit strategies

One of the keys to a solid expansion plan is the exit strategy. In other words - don't get in without considering how to get out. The cost of execution of the exit strategy is typically the transaction costs incurred at purchase and again on liquidation of the assets, plus any loss of capital value which occurs between purchase and disposal of the assets. It can help to think of these costs as an insurance policy. It is undesirable to have to execute the policy, but execution prevents a financial loss of a far greater magnitude than the cost of the policy itself.

Consideration could also be given to alternatives such as leasing the assets if this delivers a more desirable outcome.

Conclusion

The aim of a well-informed decision about farm expansion is not to predict the future. Rather, it is to give consideration to all of the possibilities (good and bad), weight them based on your views and to have a risk management plan that minimises the impact of disasters and allows for business continuity even in the most extreme of circumstances.

My follow up questions for the speaker.

Why working on this could be great for your farming business

- This process can assist in decision making.
- Provides a process that can be followed for success.
- Assists in managing expectations and risk.

Self-evaluation

- Do you have a historical record of your key financial ratios? Y / N
- How would an expansion of varying scale impact economies of scale in your business?

- What is your view on interest rates, capital gain, commodity prices and costs?

We want to work on this in our business, what should we do next?

- Run an expansion analysis for a fictitious expansion so you are prepared when the time is right.
- Consider the extent to which you will achieve economies of scale when expanding.
- Start forming your view on interest rates, commodity prices, production and costs.

Our First Action _____

Our Second Action _____

Want to learn more, here are some suggestions;

- GRDC Farm Business Management resource and publication links. https://grdc.com.au/resources-and-publications/all-publications/farm-business-management-manuals
- Krause, M. (2015). Farming the Business Manual. GRDC Publication. https://grdc.com.au/resources-and-publications/all-publications/publications/2015/01/farming-the-business-manual

ORM. (2013). Making effective business decisions. GRDC Fact Sheet. https://grdc.com.au/resources-and-publications/all-publications/factsheets/2013/07/orm-fbm-making-effective-business-decisions

- Hudson, T. (2013). Key financial ratios. GRDC Fact Sheet. https://grdc.com.au/~/media/documents/resources/publications/fact-sheets/8116-key-financial-ratios-fs-pdf.pdf
- Nicholson, C. et.al. (2020). Farm decision making. GRDC Publication. https://grdc.com.au/resources-and-publications/all-publications/publications/2020/farm-decision-making

More about John . . .

John Francis is farm business management consultant with over fifteen years' experience in agricultural consultancy and a further fifteen years' experience in production agriculture (agronomy). John holds a Bachelor of Applied Science (Agriculture) and a Certificate IV in workplace training and assessment.

John is the owner of Agrista, an agricultural consultancy business based in Wagga Wagga in southern NSW. Agrista provides farm business management advice to farm asset owners and managers, the finance sector, government, industry and the agricultural services sector. John's expertise generates value for clients by identifying opportunities to improve productivity and profitability.

John is passionate about improving financial literacy in farm managers as he sees this as key to improving business performance. His detail-oriented personality type and ability to think critically, rationally, and objectively underpin John's development and delivery of courses designed to improve business skill and identify the factors influencing farm growth investment outcomes.

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john@agrista.com.au
Twitter: @Agrista_au

Notes

Notes

LOOK AROUND YOU.

1 in 5 people in rural Australia are currently experiencing mental health issues.

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The GRDC supports the mental wellbeing of Australian grain growers and their communities. Are you ok? If you or someone you know is experiencing mental health issues call *beyondblue* or Lifeline for 24/7 crisis support.

beyondblue
1300 22 46 36
www.beyondblue.org.au

beyondblue
Depression. Anxiety.

Lifeline
13 11 14
www.lifeline.org.au

Lifeline 13 11 14

Looking for information on mental wellbeing? Information and support resources are available through:

www.ifarmwell.com.au An online toolkit specifically tailored to help growers cope with challenges, particularly things beyond their control (such as weather), and get the most out of every day.

www.blackdoginstitute.org.au The Black Dog Institute is a medical research institute that focuses on the identification, prevention and treatment of mental illness. Its website aims to lead you through the logical steps in seeking help for mood disorders, such as depression and bipolar disorder, and to provide you with information, resources and assessment tools.

www.crrmh.com.au The Centre for Rural & Remote Mental Health (CRRMH) provides leadership in rural and remote mental-health research, working closely with rural communities and partners to provide evidence-based service design, delivery and education.

Glove Box Guide to Mental Health
The *Glove Box Guide to Mental Health* includes stories, tips, and information about services to help connect rural communities and encourage conversations about mental health. Available online from CRRMH.

www.rrmh.com.au Rural & Remote Mental Health run workshops and training through its Rural Minds program, which is designed to raise mental health awareness and confidence, grow understanding and ensure information is embedded into agricultural and farming communities.

www.cores.org.au CORES™ (Community Response to Eliminating Suicide) is a community-based program that educates members of a local community on how to intervene when they encounter a person they believe may be suicidal.

www.headsup.org.au Heads Up is all about giving individuals and businesses tools to create more mentally healthy workplaces. Heads Up provides a wide range of resources, information and advice for individuals and organisations – designed to offer simple, practical and, importantly, achievable guidance. You can also create an action plan that is tailored for your business.

www.farmerhealth.org.au The National Centre for Farmer Health provides leadership to improve the health, wellbeing and safety of farm workers, their families and communities across Australia and serves to increase knowledge transfer between farmers, medical professionals, academics and students.

www.ruralhealth.org.au The National Rural Health Alliance produces a range of communication materials, including fact sheets and infographics, media releases and its flagship magazine *Partyline*.

ifarmwell growing farmers' wellbeing
Black Dog Institute
Centre for Rural & Remote Mental Health
CORES™
Rural & Remote Mental Health
Heads up Better mental health in the workplace
NATIONAL CENTRE FOR FARMER HEALTH
NATIONAL RURAL HEALTH ALLIANCE LTD

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Communicating your workplace expectations with employees – the induction roadmap.

Denise McLellan

Denise McLellan Consulting

Key messages

- A good induction goes a long way to making sure your people go home safe every day.
- No two farm businesses are the same and no two employees are the same. To attract and retain quality employees, farm businesses need to be able to easily share information about how they operate, what they value, and their expectations of employees.
- Every farm business or work team has a culture. Defining and enhancing a business's culture is important is creating an environment where people want to work for you.
- A thorough induction process is critical to setting the scene for employees. Taking the time to get it right from the start saves hassles 'down the track'!
- We cannot assume people know what we're thinking and how things are done on our farms. Good bosses speak up – and often – and don't leave their people guessing!

"People don't do what we **expect**,
They do what we **accept**."

"If you have a problem:
You employed it, or
You created it, or
You allowed it!"

(Source: House Paddock Training)

Introduction

The national labour shortage is affecting all sectors, including farm workers. Now, more than ever, its important for farm businesses to stand out from the crowd when it comes to attracting and retaining workers. Workers have moved on from just wanting a job that pays well, they want to feel valued at work and be recognised for having interests outside of work. A solid induction process is a critical tool that farm businesses can use to show their workers that they run a professional business, that they value and look after their people, and want to keep them safe.

Content

A good induction is a 2-part process. The first is sitting down with your workers and going through and discussing the required paperwork. The second part is out of the office or away from the kitchen table: it requires a tour of your farm, meeting people and highlighting key areas of your business important to both daily work and keeping people safe.

To undertake a solid induction, your business should take some time first to reflect on business culture, how it operates, your values, dos and don'ts of daily work, and so on. No two farm businesses are the same. From the outside, 2 businesses may appear similar in terms of size, produce grown, equipment used, people involved, however usually they operate quite differently. It's these points of difference that we need to be able to recognise and then articulate to our workers. If we don't clearly communicate to our workers "how things are done around here" then they are left to fall back on what they already do or don't know. This can be good in some situations, irritating in others, and potentially dangerous in some circumstances.

Every farm business has a culture even if they don't focus on it. A great culture starts at the 'top' and it's about your values and what is important to you.

- How do we treat people?
- How do we want to be treated?
- How do we address issues?
- Communication – what's the go here?

A meaningful induction meets all the requirements of employing a worker and keeping them safe, but it does more – it enlightens the worker on the culture and values of the business and some of the day to day "stuff."

- How important is punctuality?
- Do we post "stuff-ups" on social media?
- How often do we have meetings, celebrate birthdays?
- Do we have a beer after work on a Friday?
- What are the expectations around working longer hours during busy periods?
- How do we reward our people?

A farm business that has a clear position on who they are and how they operate, how they treat their workers, and their expectations of their workers is farm business that people will want to work for. A solid induction process that articulates all this information, is one that a worker will walk away from, thinking, I know this business. I have understanding of how they operate. I know how they will treat me and I know what they expect of me. It's a very strong position for the commencement of a successful working relationship.

Why working on this could be great for your farming business.

- People want to work for businesses that are professional and have a reputation for treating their people well, a good induction is part of that.
- Inductions mean that employees know what is required of them from the start.
- A good induction means that employees have a clear picture of the business: the people, the culture and how things are done "around here."
- A good induction makes it easier to address issues as they arise, because they have already been discussed at the start of employment.

Self-evaluation

- What is the culture of our business?

_____

_____

- What are we doing well and what can we improve on?

_____

_____

- Are we good at explaining to our workers how we want things done in terms of both operational efficiency and safety? How can we do it better?

_____

_____

- Where are we at with farm safety? What are some of the basics that we can start with right now?

_____

_____

_____

We want to work on this in our business, what should we do next?

- Download an induction checklist.
- Put together an employment "pack."
- Create a basic emergency information sheet
- Develop a list of key rules for your farm – safety and other. Communicate this to employees, contractors, visitors - everyone!
- Do an induction!

Want to learn more, here are some suggestions;

- People in Ag - https://www.peopleinag.com.au/
- GRDC – www.grdc.com.au
- People in Dairy - https://thepeopleindairy.org.au/

More about Denise . . .

Denise has worked in farming and agriculture for over 25 years. After commencing her career focusing on the production side of farming, Denise has transitioned over the last decade to the people side of farming.

What does it take to be a good employer? What do we need to do to attract and retain good people? How can we build a great team where our people love their work and feel valued?

These questions have been Denise's focus with the farm businesses she works with to improve their people and safety management.

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Notes

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Looking towards the future – carbon emissions – a case study for the grains industry.

Craig Hurley

Federation University

Key messages

- Carbon calculators are useful tools to help farmers analyse greenhouse gas emissions
- Carbon calculator tools vary – there is a trade-off between ease of use and accuracy
- Inputs such as chemical and fertiliser are substantial contributors to cropping emissions
- Reducing farm greenhouse gas emissions to Net Zero is 'doable'
- Technology development may play an important role in helping farmers achieve Net Zero

Introduction

This presentation provides a summary of the findings-to-date of a collaborative research project undertaken by Federation University and Wimmera Development Association; the Wimmera Broadacre Farming Net Zero Emissions Project.

This project has collected farm data from three seasons at three Wimmera farms (broadacre cropping and livestock) and applied carbon calculator tools to calculate the estimated greenhouse gas (GHG) emissions from each operation.

This presentation begins with the rationale for measuring farm GHG emissions, introduces the gases involved and commitments to reduce emissions of these gases, and provides an overview of the research project's methodology. This includes brief discussion of the carbon calculator tools used, data collection processes, entering data into the carbon calculators and analysis of the results.

We then look at two case studies and their GHG emissions profiles, as well as some scenarios for these farms to reduce their GHG emissions to zero within ten years. The presentation concludes with a summary of the key observations and learnings from the research project; what these might mean for broadacre farming stakeholders, and the role for carbon calculators in supporting farmers to measure and reduce their GHG emissions.

Content

A copy of the presentation will be provided.

Why working on this could be great for your farming business

- Improving farm sustainability is critical to market access in a carbon-constrained world
- Applying carbon calculators to your farming activities is a useful way to identify, understand and measure your farm's GHG emissions profile

Self-evaluation

- What does the GHG emissions profile of your farm look like?
- Where is the 'low-hanging fruit' on my farm in terms of carbon abatement strategies?

We want to work on this in our business, what should we do next?

- Develop your familiarity with carbon calculator tools
- Identify the GHG emissions data you are already have, and where your farm's data gaps might be
- Explore suitability of adopting low-carbon farming strategies for your farm

Want to learn more, here are some suggestions;

- Primary Industries Climate Challenges Centre (University of Melbourne): https://piccc.org.au/
- Agriculture Victoria – Understanding carbon and emissions: https://agriculture.vic.gov.au/climate-and-weather/understanding-carbon-and-emissions

References and/or acknowledgements (if applicable);

- This research is supported by the Department of Agriculture, Water and the Environment, through funding from Australian Government's **National Landcare Program: Smart Farms Small Grants Round 4** & the Wimmera Development Association.
- I would also like to acknowledge the contributions to this research of Chris Sounness, Ash Brooks, Dr Paul McPhee and Associate Professor Abdel Halabi.

More about Craig . . .

Craig Hurley is a Federation University Business Management lecturer and researcher, with a wealth of experience in the development and delivery of effective sustainable development and responsible business education and research programs.

Craig's research interests centre around bioenergy and agribusiness applications for organic waste-to-energy technologies, low-carbon farming and the embedding of sustainability principles and Sustainable Development Goals into Business Education curricula.

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Notes

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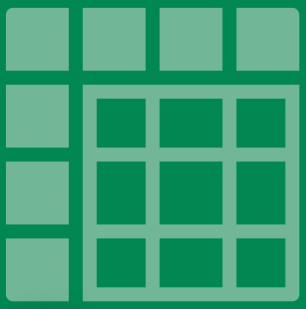

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Tax Update – SMSF proposed changes and the world after Instant Asset Write off.

Local Presenters

My follow up questions for the speaker.

Notes

Panel discussion – industry responds to labour supply challenges.

Panel discussion with Lachie Cole and Jack Rudd (Swarm Farm) facilitated by ORM.

My follow up questions for the speaker.

Self-evaluation

- Do you currently feel like you have capacity limitations due to labour shortage? YES / NO
- Has labour turnover been an issue? YES/NO

We want to work on this in our business, what should we do next?

- Develop an action plan that suits your daily routine
- Evaluate where peak labour demands exist

Our First Action _____

Our Second Action _____

Notes

Understanding human performance and risk to improve resilience

Natalee Johnston

Assimilated Safety

Key messages

- Defining human performance, risk and resilience.
- Outline what limits or impacts our ability to mentally and physically perform at our best.
- Understanding human performance limits for both you and your workforce, can enhance outcomes and reduce risk.
- The importance of managing risks to future resilience.

Introduction

Our behaviours (actions and decisions) are driven by the interactions we have with the world around us. How well we perform and can recover are a result of those behaviours. It is important to understand which interactions influence us and what risks they contribute to. Without understanding, our ability to recover and improve post adversity is significantly impacted.

So much energy and money is invested into ensuring your equipment is operating at peak performance and into purchasing the right products for your farm, whether that be seed, livestock, fertiliser, machinery etc. But how often do you take the time to look at what makes you operate at peak performance, what risks the humans in the system can add and importantly successfully manage and overcome.

Resilience

Understanding your own ability to perform, what are the key drivers impacting your performance and the resulting risks of suboptimal performance, creates an opportunity to improve resilience. If we expand the definition of resilience beyond the ability to quickly recovery from adversity, we should look to learn from the experience – for example, what happened, what decisions were well handled, what decisions added to stress or were not well made. Resilience includes not just the ability to bounce back but to also planning to reduce the likelihood of it happening again.

What is Human Performance?

Human performance can be defined as

"the human contribution to systems performance with respect to how people perform their work."

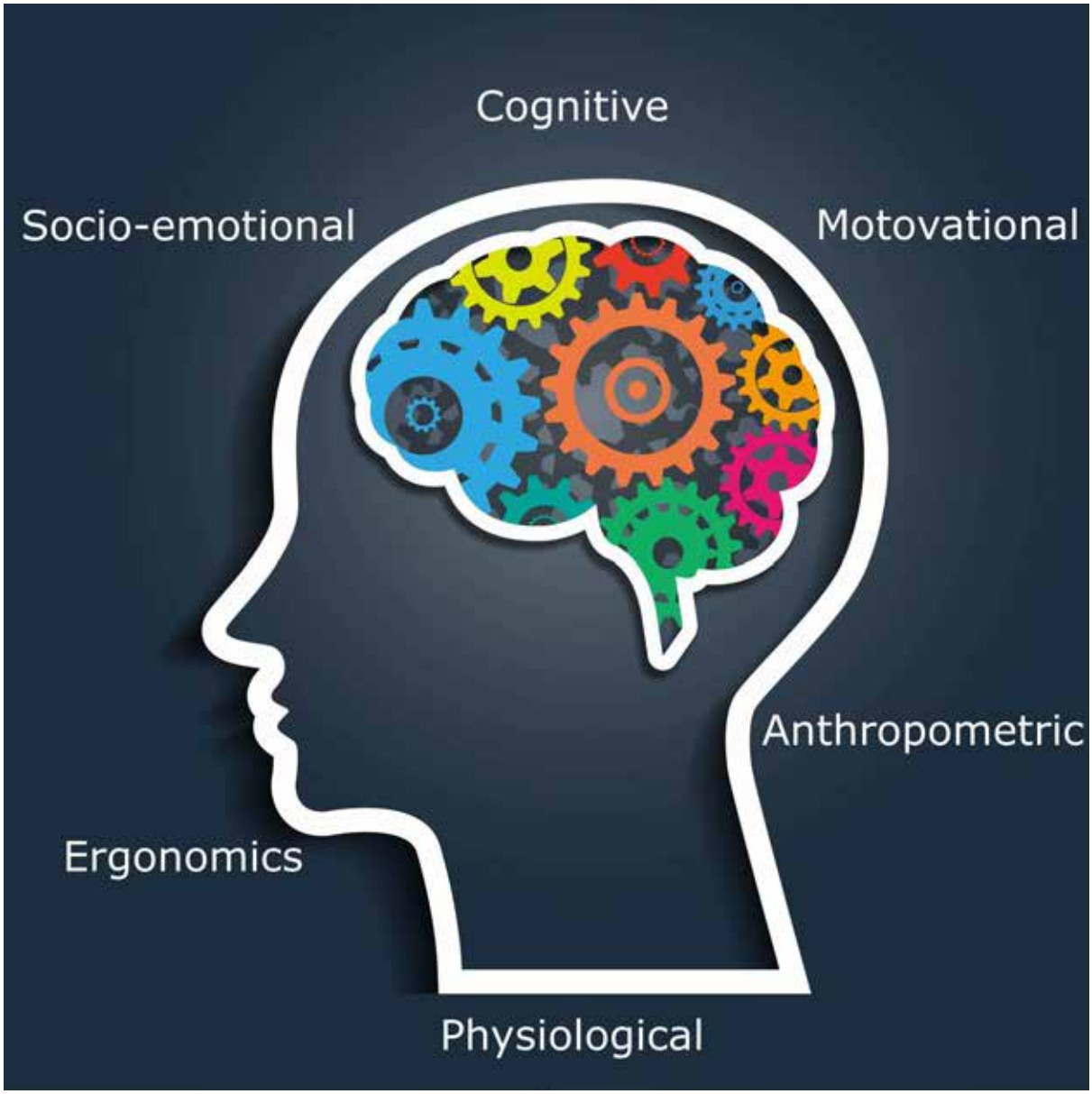


Figure 1. Mental and physical performance can be impacted by factors classified in distinct categories.

Human performance describes the potential of any person using their skills, knowledge, capability and capacity minus the anything that interferes with that potential being applied. To help understand how interferences impact your mental and physical performance, it is important to understand that interferences can be either constructive or destructive. It can help to consider interferences broken into the following categories:

Cognition: Your ability to think or process information is impacted by fatigue, drugs, alcohol and illness as well as emotions, biases and mental shortcuts (heuristics). The process is linear and at the first step our brains filter out "unnecessary" information so it only processes what it perceives as important. This can have benefits in speeding up decision making in emergencies, but also can create decisions based on bias formed through previous experiences, and inadequate or false information.

Motivation: Understanding what motivates you can help you to improve your performance. You can be motivated by external or internal influences, and how you behave for any given task or decision will differ based on these influences.

Socio-emotional: Awareness of your own emotions and how they impact your behaviours (and particularly decisions) can enhance outcomes. Once you are aware of your own emotions, you can then progress your ability to see your emotional impact on others.

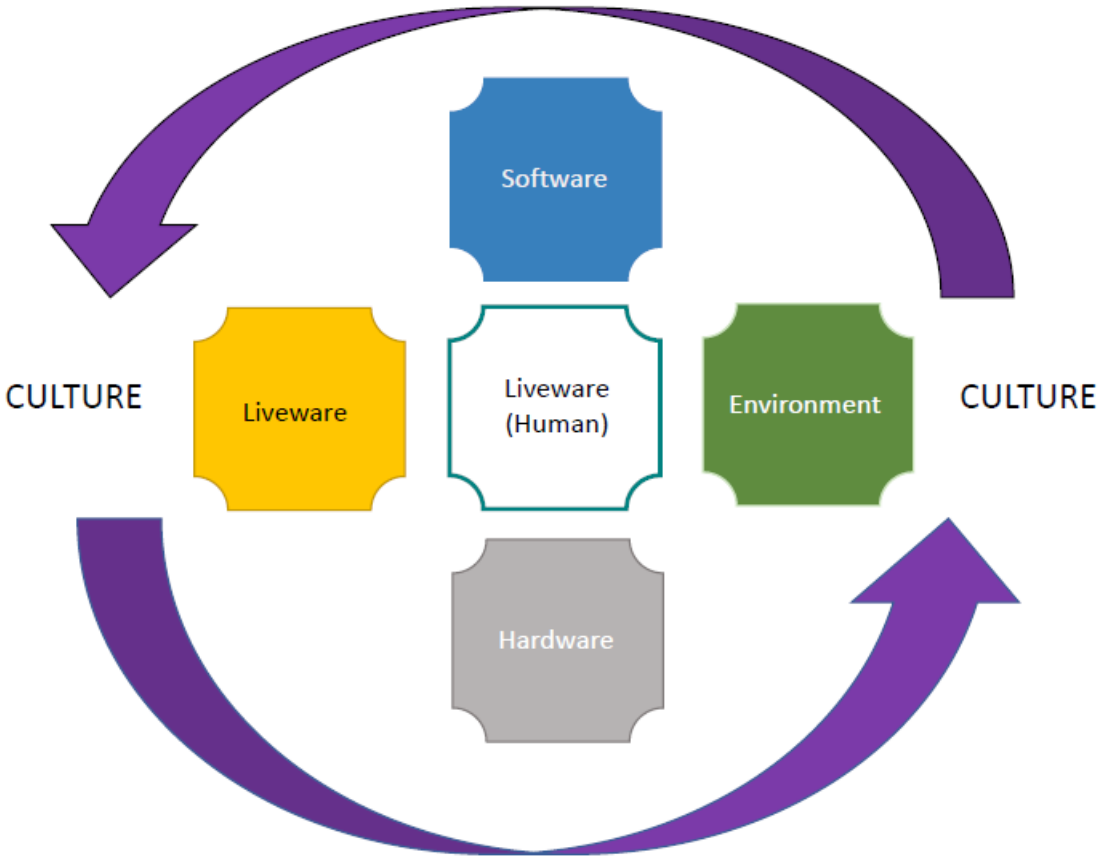
Physiological: Limitations of the human body impact our ability to be successful. Consider the impact of lack of sleep (fatigue), stress, drugs, alcohol, illness or poor diet on our physical body to perform the tasks we are asking of it.

Ergonomics: Ergonomics is the interaction between you and the hardware and software you use. It describes how well your tools enable you to carry out your task and whether they are fit for purpose or create risk.

Anthropometric: Anthropometric interference goes hand in hand with ergonomics - it describes how well you fit into a space and includes consideration of your proportions. Are you physically suited to the task? Do you recognise limitations? Do you have tools to overcome limitations (e.g. hardware)? Poor anthropometric fit can lead to physical injury.

Human Interactions

You can also consider interference(s) as how we interact with the world around us, and how it impacts our behaviours. Some factors you will be able to influence or change, others you will not.



Liveware = Humans (in farming you may put livestock here or into Hardware),

Software = process, procedure, rules, regulation,

Hardware = the tools we need to achieve the activity that is being undertaken,

Environment = both in the immediate physical sense and the broader climate/weather sense,

Culture = how it has always been done, what is accepted/expected and what is not.

Figure 2. Factors affecting us, humans, with the potential to impact our behaviours.

These interactions (Figure 2) significantly impact and influence our behaviours, which defines our ability to perform both physically and mentally.

Understanding Risk

Being able to understand the interactions and interferences can help you recognise the risk they can present around your ability to perform. We, as humans, are often both the cause and the solution to overcoming errors, adversity and managing risk.

What is Risk? To define risk we must start with defining a **Hazard,** which is simply a source of potential harm. **Risk** describes the probability of exposure to that hazard. The hazard does not have to be physical but could be related to anything that can result in a loss or reduction in performance (financial, mental health, stress). Risk provides an understanding of how **likely** you are to be exposed to the hazard and its **consequence**.

Looking at the interactions and interferences above can help you identify risks both to yourself and your team. Using those headings can also aid in finding the tools to mitigate and control risk. For example during harvest and seeding, fatigue might be a hazard, which can result in either poor task completion or damage to hardware and injury to liveware. Making change, adjustments to work patterns can then reduce the risk, improve outcomes and therefore in the event of something else adverse happening, you are better placed to adapt and recover i.e., it enhances resilience.

Questions to consider:

- Of those things you interact with, what do you have influence over?
- How can you improve the interactions to reduce interference? Perspective
- How does your emotional state change your behaviours?
- How does your physical health impact your ability to perform tasks and make decisions?
- Have you identified your main risks and have you managed them?
- What can you learn from the past year? Is there anything you can change to reduce impact if it happens again?

My follow up questions for the speaker.

Why working on this could be great for your farming business

- Understanding interactions and interferences can help you identify risks both to yourself and your team.
- In turn, making change, or adjustments to work patterns can reduce the risk and improve outcomes. Resilience is enhanced in the event something else adverse happens - you are better placed to adapt, and recover.

Our First Action _____

Our Second Action _____

More about Natalee . . .

Natalee Johnston has 24 years of military experience as a qualified helicopter instructor, operations and safety leader. Natalee is passionate about safety and how an organisation's culture and resilience can positively contribute to the welfare of all employees, their families and the community as a whole.

Natalee has been part of the Royal Australian Navy's and the wider defence forces' cultural transition from an operational and a personnel perspective. As the first female naval helicopter pilot she understands the challenges of trying to break into an established organisational culture. Being part of a minority for her entire career, she has a personal insight into how people change to fit in and the difficulties in trying to break this evolution.

As the first woman in the RAN to return to flying duties post having children, she understands the stressors of modern life, the challenges and strain on managing time and responsibilities between work, family, friends and yourself and the guilt that can accompany it. Having sacrificed time with her children to continue on her career and gain qualifications in accident investigation and piloting the MRH90 Maritime Support helicopter she knows the importance of support networks and developing resilience, understanding and a sense of what can be achieved in her children.

Natalee grew up in the Western Australian wheatbelt and is the second daughter to a farming family. Her parents struggled through with little to start with and high interest rates, moving around the locality to save before they could buy their own. They taught Natalee a key lesson that has stayed with her throughout her extensive career that is persistence and a good work ethic. The ability to not give up in the face of adversity, to use the deifier's words to spur you on was something that she needed from the start of her career with her own extended family expressing negativity towards her joining the military and trying to become a pilot.

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IMPROVING TIME MANAGEMENT AND LABOUR EFFICIENCY

Effective farm business managers use a range of tools to complete important tasks efficiently and in a timely manner.

PHOTO: ISTOCK

KEY POINTS

- Learn how to manage your time better to achieve your business goals.
- Record, monitor and assess how time is spent.
- Get comfortable using to-do lists, whether they are daily, weekly or monthly.
- Develop a consistent way to rank and prioritise tasks.
- Learn to delegate tasks to other employees or contractors where appropriate.
- *"The key is not to prioritise what's on your schedule, but to schedule your priorities."* Stephen Covey

Time is the only resource every person has in equal amounts, however some people achieve more in a given time frame compared to others. Time management and timeliness are skills that can be learned and improved upon.

A starting point is to create task lists and use tools to help prioritise and complete tasks.

The benefits of effective time management include achieving goals within timeframes and reducing time spent on tasks that are not not a priority.

From a farm business point of view, this means ensuring everything is in order so

FIGURE 1 An example annual calendar outlining labour hours allocated to each task for a 2000 hectare cropping farm.

Job/Task	Hours per month											
	J	F	M	A	M	J	J	A	S	O	N	D
Management and planning	20	20	20	20	20	20	20	20	20	20	20	20
Spraying	70	-	70	50	50	35	35	35	35	-	-	-
Cultivation	-	-	-	30	-	-	-	-	-	-	-	-
Sowing/seeding	-	-	-	50	120	30	-	-	-	-	-	-
Crop inspections	5	5	5	5	5	10	10	10	10	10	10	5
Spreading/top dressing	-	-	-	-	-	-	60	60	-	-	-	-
Windrowing	-	-	-	-	-	-	-	-	-	50	-	-
Harvesting	-	-	-	-	-	-	-	-	-	-	100	150
Grain cartage, storage and handling	-	-	10	10	10	-	-	-	-	-	100	150
Machinery maintenance	10	10	20	20	20	10	10	10	20	20	20	10
General farm maintenance	10	10	10	10	10	10	10	10	10	10	10	10
Purchasing supplies	10	10	10	10	10	10	10	10	10	10	10	10
Total hours per month	125	55	145	205	245	125	155	155	105	120	270	355
Number of FTE per month	0.8	0.3	0.9	1.2	1.5	0.8	0.9	0.9	0.6	0.7	1.6	2.2
Difference in FTE per month	-0.2	-0.7	-0.1	0.2	0.5	-0.2	-0.1	-0.1	-0.4	-0.3	0.6	1.2

Key: orange indicates there are more hours of work than one FTE; yellow indicates there are less hours of work than one FTE; and green indicates a similar amount of work to one FTE.

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FIGURE 2 **An example weekly task list.**

Week commencing: **Monday 11th February**

Task	Who	Expected time to complete	Completion date	Priority level
Book seed cleaner	FB	30 minutes	11/02	A
Complete paddock plans for Block B	FB	12 hours	15/02	A
Check paddocks for weed emergence	JT	1.5 hours	12/02	A
Clean out and organise workshop	JT	3 hours	14/02	B
Change gate into paddock 15	JT	1 hour	15/02	C

critical jobs such as sowing or harvest can be completed in a timely and efficient manner.

Task lists

Task lists provide a documented reminder and can be used to help schedule workloads. Task lists can be annual, seasonal, monthly, weekly and daily. They can also be broken down by enterprise, farm/block or person/labour unit.

Where to begin?

Think of the farm tasks at an annual or seasonal level and group them on a general timeline. Figure 1 provides an example of an annual calendar which gives an overview of the tasks and budgeted hours across the year.

Larger tasks can be broken down into main actions or jobs and be allocated to a weekly task list. This can help plan ahead and ensure the major tasks are completed in a timely manner.

For example, seeding is one of the major tasks for grain growers. Tasks such as maintenance and preparation of seeding equipment; purchasing seed treatments and other inputs; booking the seed cleaner; and allocating and storing seed, can be allocated to weekly task lists well ahead of time.

Creating a task list

Before prioritising different tasks, begin by developing a working task list. Write down all the tasks that need to be completed on a piece of paper or on the computer. There are numerous task list templates available through operating software such as MS Office, or that can be downloaded from the internet.

FIGURE 3 **Time management matrix.**

1. IMPORTANT AND URGENT	**2.** IMPORTANT BUT NOT URGENT
'Critical activities' > Crises, such as getting grain into storage. > Pressing problems, such as fixing a machinery breakdown mid-harvest. > Deadline-driven jobs, such as post-sowing pre-emergent herbicide applications.	**'Important goals'** > Reviewing business plans and budgets, and developing a commodity marketing plan. > Crop and livestock monitoring. > Preparation and prevention activities, such as machinery maintenance. > Annual holidays. > Kid's sport.
3. NOT IMPORTANT BUT URGENT	**4.** NOT IMPORTANT AND NOT URGENT
'Interruptions' > Pulling neighbours or visitors out when bogged. > Lending equipment or supplies to neighbours. > Some phone calls, emails and mail. > Some field days and meetings.	**'Distractions'** > Time wasters such as company representatives whose products are not applicable. > Attending clearing sales without the need to purchase items. > Some phone calls, emails and mail. > 'Escape' activities, such as mindless web-browsing or paddock cruising.

ADAPTED FROM: STEPHEN COVEY, *FIRST THINGS FIRST*

It is important not to fall into the trap of just listing the urgent jobs. List the important ones, both long and short-term jobs.

When scheduling weekly or daily tasks group jobs together based on location or similarity of tasks. For example, if there are three jobs to be done on an 'out-block' 20 kilometres away, group them together on the task list. Then all the tools, equipment and materials for the three jobs can be taken initially preventing toing and froing for things that may have been forgotten.

Tip: Don't overload the task list, be realistic.

Prioritising tasks

Adopting the use of some simple tools to help prioritise or categorise the jobs on the task list can help improve time management and labour efficiency.

One way to prioritise tasks is to allocate the letters A, B and C against each task, where A's are the most important tasks, B tasks are of medium importance and C's are those that are not important.

There is often a temptation to do all the C tasks and get them out of the way first, but this may mean never getting to the A tasks.

Another way to prioritise is to use a time management matrix, as outlined in Figure 3. This focuses time on the on the important jobs that contribute to business results and goals. The quadrants in Figure 3 are used to prioritise tasks or activities into four categories:

1. Important and urgent
2. Important but not urgent
3. Not important but urgent
4. Not important and not urgent

Good managers spend most of their time on tasks in Quadrant 2, commonly referred to as 'quality time', where outcomes lead to the achievement of important goals. Focusing time in this quadrant will help keep things in control, avoid crises, and lead to higher performance and better time use. Activities include planning ahead and and completing tasks prior to peak times so periods such as harvest and sowing are are completed efficiently. This quadrant also includes time for yourself and family.

Jobs in Quadrant 1 are those that cannot necessarily be planned for and result in crisis management or time spent 'putting out fires'. Other jobs in Quadrant 1 are

those that have been left to the last minute and have consequently become urgent. Good planning and time management can help avoid some jobs reaching crisis point.

Jobs in Quadrant 1 need to be actively managed, and those in Quadrant 2 should be focused on.

There are plenty of interruptions in Quadrant 3 that need to be monitored to ensure the tasks and activities don't take up too much precious time. Generally speaking, if too much time is spent on tasks in this quadrant, time is often spent trying to please others by agreeing to do tasks that are not a high priority.

Finally, Quadrant 4 is where the least time should be spent. Some of these tasks can be delegated or simply eliminated. This quadrant includes time wasting and distracting tasks or jobs of little or no actual value.

Both Quadrant 3 and 4 need to be avoided where possible.

Make an effort to record time use for a few weeks and estimate how much time is spent in each quadrant. Then, after recording time use, compare the actual percentage of time spent in each quadrant and work out where improvements could be made.

Tip: It is important to use time management and task tools until they become part of daily or weekly habits. Try different approaches to find the best one for your situation. Don't give up.

FIGURE 4 **Pareto's 80:20 rule.**

The 80:20 rule

The 80:20 rule is commonly applied to many aspects of daily and business life. It was Vilfredo Pareto, an Italian economist, who applied the law stating the first 20 per cent of items generally represent 80 per cent of the total value. For example seeding and harvesting account for 22 per cent of the total time in Figure 1. It could be considered that completing these two activities in a timely and efficient manner may result in 80 per cent of value in this example.

Pareto also discussed that when creating task lists, things should be listed in descending order of priority or significance, helping complete important tasks first.

Applying the law to time management shows that 20 per cent of effort will result in 80 per cent of reward. If time is spent trying to polish and finalise work, it typically results in a 20 per cent gain. Time should be focused on doing the tasks that yield the most value to the business, such as Quadrant 2 tasks illustrated in Figure 3.

Tip: Test Pareto's law by listing 15 tasks associated with a larger job or project such as sowing or harvesting. Observe if the top 20 per cent of the tasks result in 80 per cent of the value of the overall job.

Good time management habits

There are some important things to remember when integrating time management skills on farm.

Firstly, people who plan well generally manage their time well and have better control over their business.

Tip: Manage your time, don't let time manage you. It is important to be able to manage your own time before you can effectively manage others'.

Good systems and procedures are valuable, and must be able to adapt. When something unexpected pops up, consider where it fits into the time management matrix and deal with it accordingly.

Being conscious and aware of when a plan changes, or when something happens out of your control, can help to manage the task list. Aim to delegate some tasks during these times. Consider who's time is best spent on the urgent–important tasks and which tasks can be delegated. This may also involve saying no to some tasks and eliminating others.

Learning to say no can be particularly difficult. It is an important skill for both work and personal life. Saying no can help make sure you don't end up with too many tasks that are interruptions – not important but urgent.

Tasks should be scheduled at appropriate times of the day or week to suit energy

FIGURE 5 **An example timesheet for recording and allocating time.**

Month	CROPS			REPAIRS & MAINT		LIVESTOCK		TRUCK	GENERAL		OTHER	HOLIDAYS		TOTAL
	Spraying &	Seeding &	Harvesting	Machinery	Fencing &	Husbandry	Feeding &	Driving	Office &	Training		Day off /	Public	Total
Date	Monitoring	Spreading			Impr.		Droving		Admin			Leave	Holiday	Hours
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
11														
12														
13														
14														
15														
16														
17														

Good time management habits

- *Group similar tasks or jobs and do them concurrently.*
- *Tackle the high priority jobs first.*
- *Start important tasks immediately – no matter how much you don't like doing them.*
- *Delegate and develop others to be competent at completing tasks.*
- *Learn to use idle time wisely.*
- *Avoid a cluttered workspace.*
- *Learn to say no.*

(Adapted from: The Ohio State University fact sheet – *Tips on effective time management*)

and concentration levels and required conditions. For example, schedule office work early in the day and checking stock or loading grain later in the day. Everyone works differently, so consider how scheduling tasks throughout the day or week might improve efficiency or productivity.

Timesheets

Assessing and recording the use of time is a useful step in determining how time is spent. Without actually recording time use, it is easy to make assumptions about where and what time is spent on.

Be honest about how time is spent, and remember that bad habits have to be identified first before they can be overcome.

When employing staff it is important to track where time is going and review time allocation periodically. Figure 5 provides an example timesheet for daily recording of time across a month.

Employees are commonly required to fill in daily time sheets. Employee timesheets can help identify where time is being 'sapped' and how down time is impacting on efficiency.

Tip: Timesheets should be filled out or completed daily, or at least weekly, to ensure they are as accurate as possible.

FREQUENTLY ASKED QUESTIONS

Why should I care about time management?

We all have the same hours available. Time management provides structure so we can achieve more with less stress. The use of these hours determines efficiency and timeliness of operations for key tasks such as seeding, spraying and harvest.

Is there one time management system that works for everyone?

No, you need to adapt a system to suit your management and personality style. You know your time management is working for you when you come home at night feeling good about your day and knowing the important tasks have been completed on time.

Should I spend my time working or planning to work?

There needs to be a balance between both. Do your most important work during your most productive hours. Planning increases your capacity to work efficiently. We fire on all cylinders at different times of the day.

Should I focus on daily tasks or weekly planning?

Daily tasks are necessary to achieve the weekly plan. The weekly plan contributes to the monthly targets, which builds towards achieving seasonal and annual goals.

Which jobs should I do first?

Set A, B and C priorities, and focus on the A tasks; or use the time management matrix and focus on tasks in Quadrant 2 (Figure 3). Avoid being distracted when busy, however, when key jobs are done, some non-urgent tasks, such as talking to the neighbour, can be beneficial and provide lifestyle balance.

Everyone's time has a dollar value. By assessing how each person spends time, a dollar value can be used to help determine the most effective use of a persons' time or whether some of the tasks should be undertaken by other people. For example labouring work might be allocated at $30 per hour, and management at $80 per hour.

Once time is recorded, allocate tasks and activities into different time use categories, such as those in the time management matrix in Figure 3. Reflect on the percentage of time spent in each category and consider: is there is a good balance between work, family and social time?

Rest and refresh: 'sharpen your axe'

An important part of managing time effectively includes allocating time to yourself, family and others. There are times when the best use of our time is not to be at work, not to think about work and to have a total break so you are fully refreshed and ready for work.

Make sure to schedule regular time to 'sharpen your axe'.

This is particularly difficult and potentially even more important for farmers and other people who work from home.

Good time management habits are contagious and a classic case of 'do as I do'.

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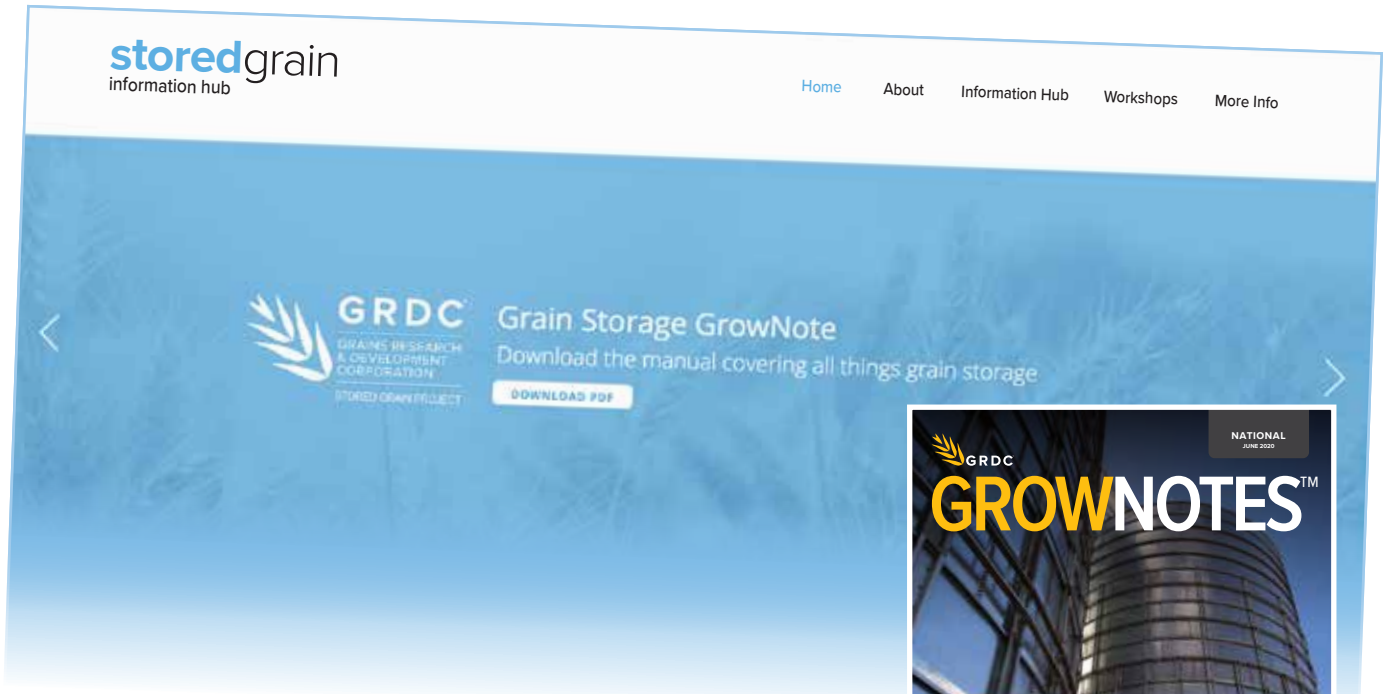

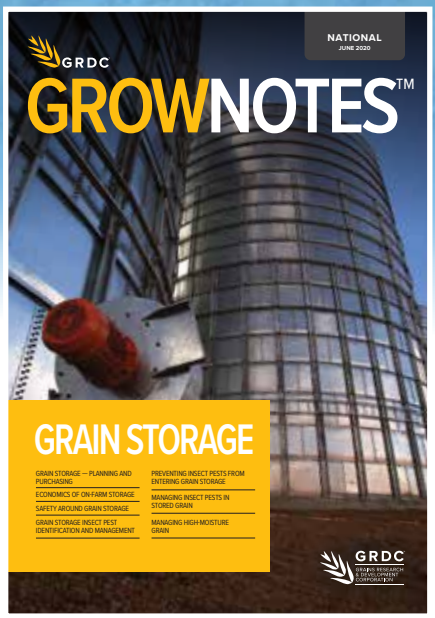

The complete manual for on-farm grain storage

Call the National Grain Storage Information Hotline **1800 WEEVIL** (1800 933 845) to speak to your local grain storage specialist for advice or to arrange a workshop.

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2022–2023 GRDC SOUTHERN REGIONAL PANEL

November 2022

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Rutherglen, Vic

Andrew is the managing director and a shareholder of Lilliput Ag, and a director and shareholder of the affiliated Baker Seed Co, a family owned farming and seed cleaning business. He has served on GRDC's medium-rainfall zone RCSN (now National Grower Network) and has held many leadership roles with Riverine Plains Inc, Victorian Farmers Federation and the Rutherglen Group of fire brigades.

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Tim farms with his wife, father and aunt on a 6500ha mixed property. After completing his Bachelor of Agriculture and Commerce at the University of Melbourne in 2006, he took on work at Advisor Edge, Birchip Cropping Group (BCG) and RMCG. In 2011, Tim moved back to Birchip and continued his role with BCG and commenced his formal involvement with the family farm.

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- The local GRDC Farm Business Update planning contributors
- Birchip Cropping Group.
- Mackillop Farm Management Group
- Southern Farming Systems

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Provide your feedback electronically;

1. scan the QR with your phone camera

2. leave feedback as you go – click 'Next' to save responses before exiting the survey.

Or use the form on the next page – please tear it out of your book and leave it at the registration desk as you exit the venue. Thank you!

2023 Birchip/Horsham/Bordertown Farm Business Updates feedback

Name

ORM and/or GRDC has permission to follow me up in regards to post event outcomes.

1. Location of Update

❑ Birchip ❑ Horsham ❑ Bordertown

2. Industry role? *(choose one only)*

❑ Grower
❑ Agronomic adviser
❑ Farm business adviser
❑ Financial adviser
❑ Communications/extension
❑ Grain marketing
❑ Farm input/service provider
❑ Banking
❑ Accountant
❑ Researcher
❑ Student
❑ Other* (please specify)

Your feedback

Please rate each presentation you attended in terms of relevance and quality
(10 = totally satisfactory, 0 = totally unsatisfactory).

3. Making good decisions – Analysing contributions to profit. ***John Francis***

Content relevance /10 Presentation quality /10

Have you got any comments on the content or quality of the presentation?

4. Communicating your workplace expectations with Employees – the induction roadmap. ***Denise McLellan***

Content relevance /10 Presentation quality /10

Have you got any comments on the content or quality of the presentation?

5. Carbon Emissions – a case study for the grains industry. ***Craig Hurley***

Content relevance /10 Presentation quality /10

Have you got any comments on the content or quality of the presentation?

6. Tax Update – SMSF Proposed changes and the world after Instant Asset Write-off. ***Local Accountant***

Content relevance /10 Presentation quality /10

Have you got any comments on the content or quality of the presentation?

7. Panel discussion: Industry responds to labour supply challenges. ***Facilitated by ORM***

Content relevance ☐ /10 Presentation quality ☐ /10

Have you got any comments on the content or quality of the presentation?

8. Highway to the weather zone. ***Natalee Johnston***

Content relevance ☐ /10 Presentation quality ☐ /10

Have you got any comments on the content or quality of the presentation?

Your next steps

9. Please describe at least one new strategy you will undertake as a result of attending this Update event

10. What are the first steps you will take?
e.g. seek further information from a presenter, consider a new resource, talk to my network, start a trial in my business

Your feedback on the Update

11. This Update has increased my awareness and knowledge of farm business decision-making

Strongly agree	Agree	Neither agree nor Disagree	Disagree	Strongly disagree
❑	❑	❑	❑	❑

12. Do you have any comments or suggestions to improve the GRDC Update events?

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