

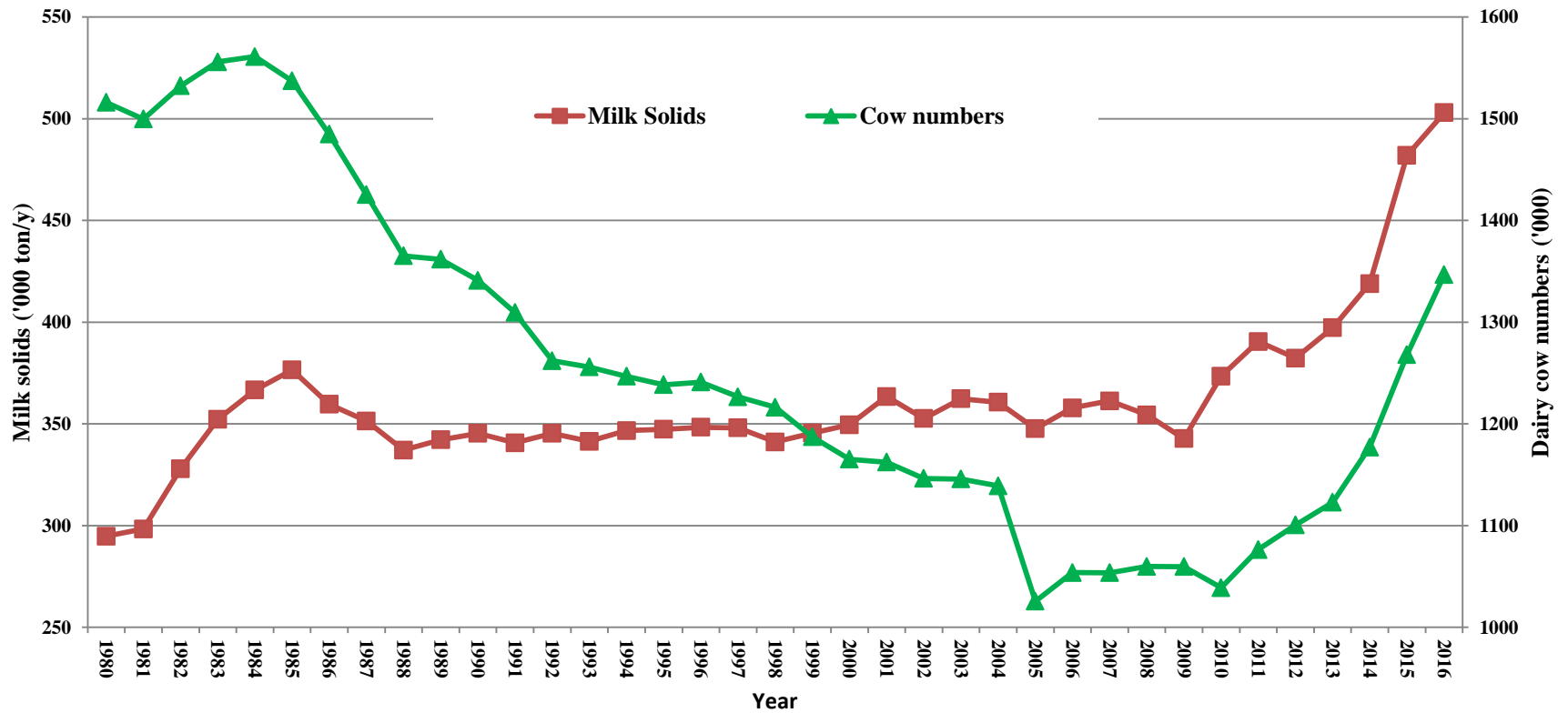


My Philosophy on Being an Employer

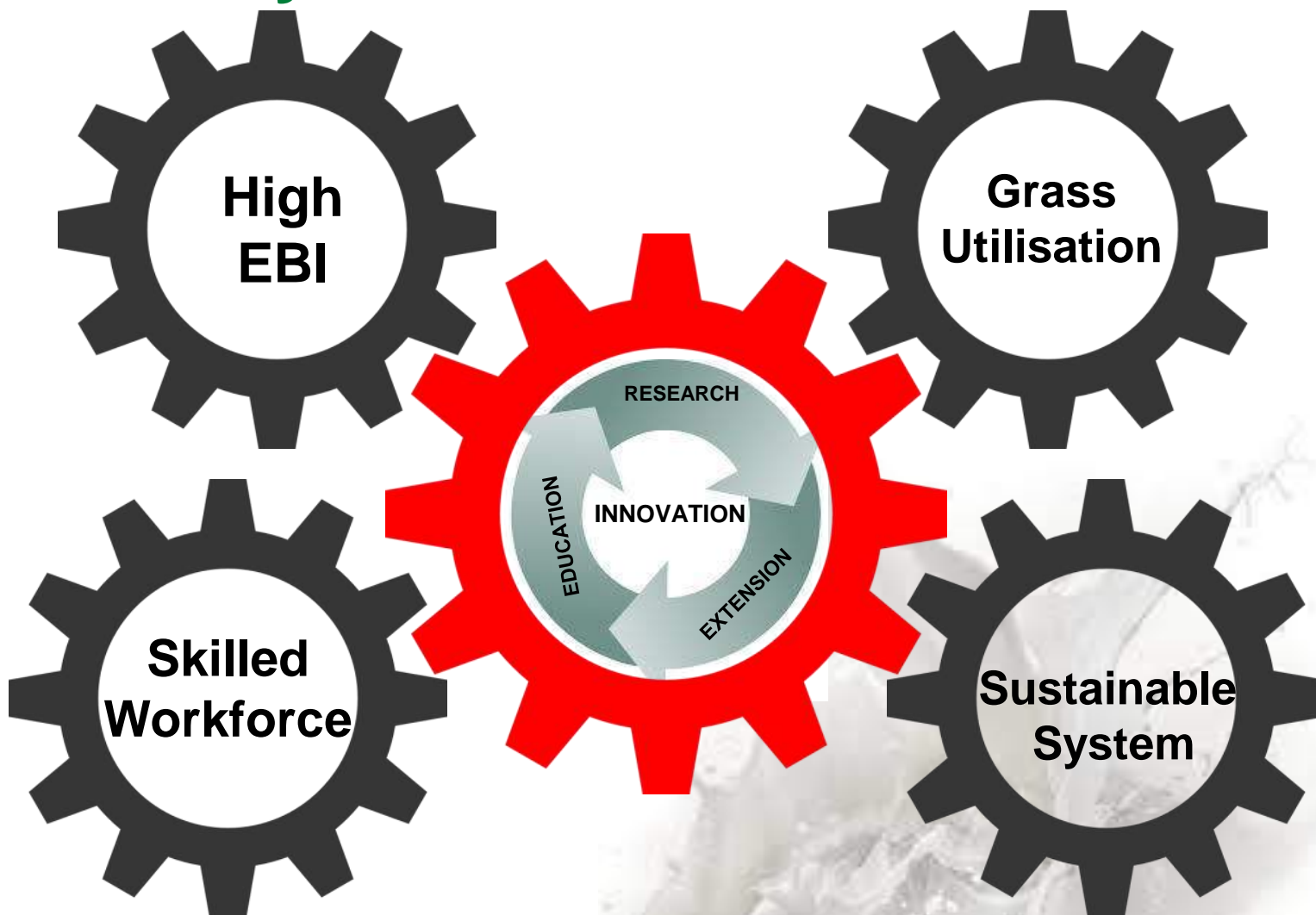
Pat Dillon, Paidi Kelly and Marion Beecher

*Teagasc, Animal & Grassland Research and Innovation Centre, Moorepark,
Fermoy, Co. Cork*

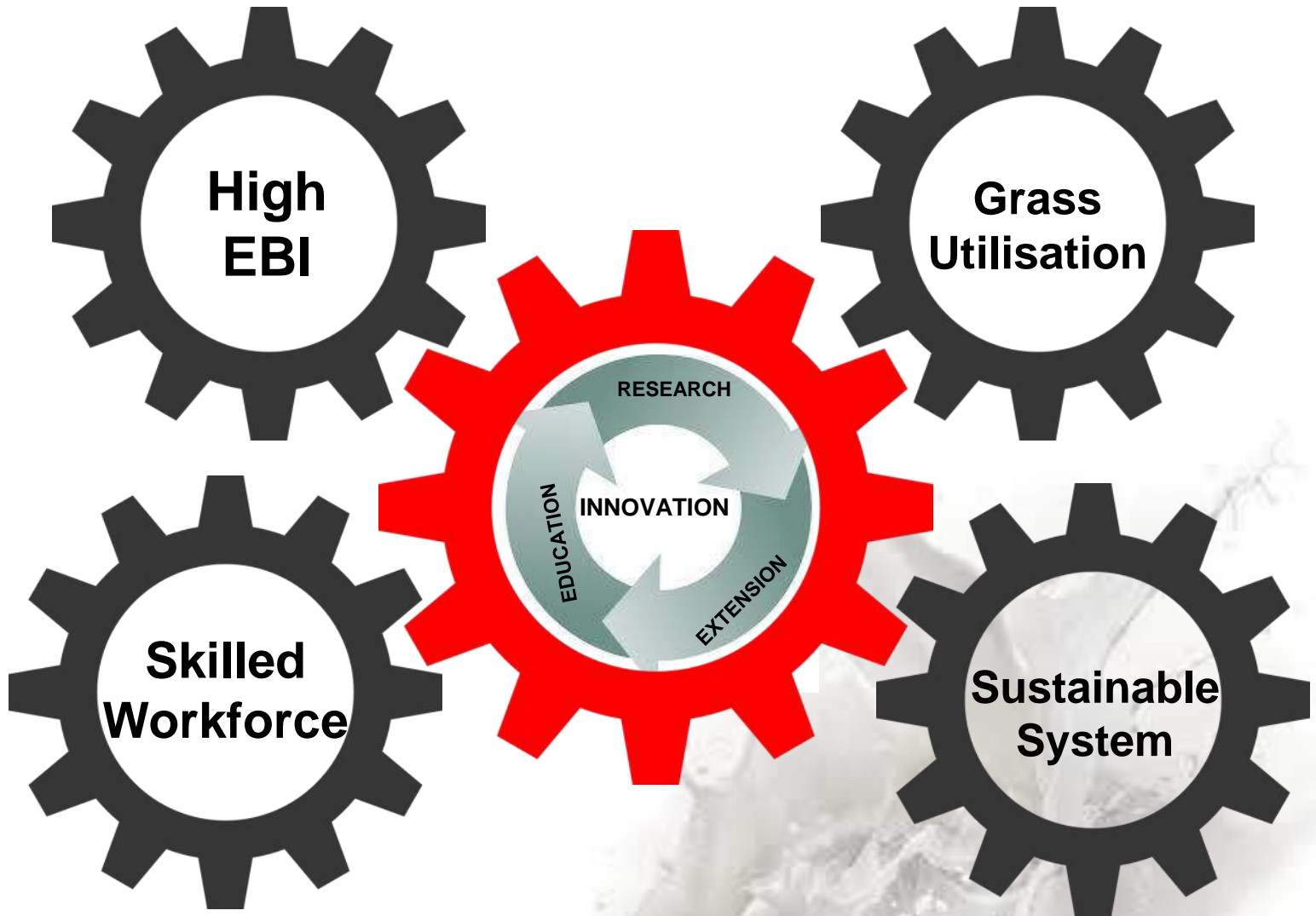
Trends in Milk Solids Production and Dairy Cow Numbers (1980-2016)



Key Drivers of Innovation



Key Drivers of Innovation



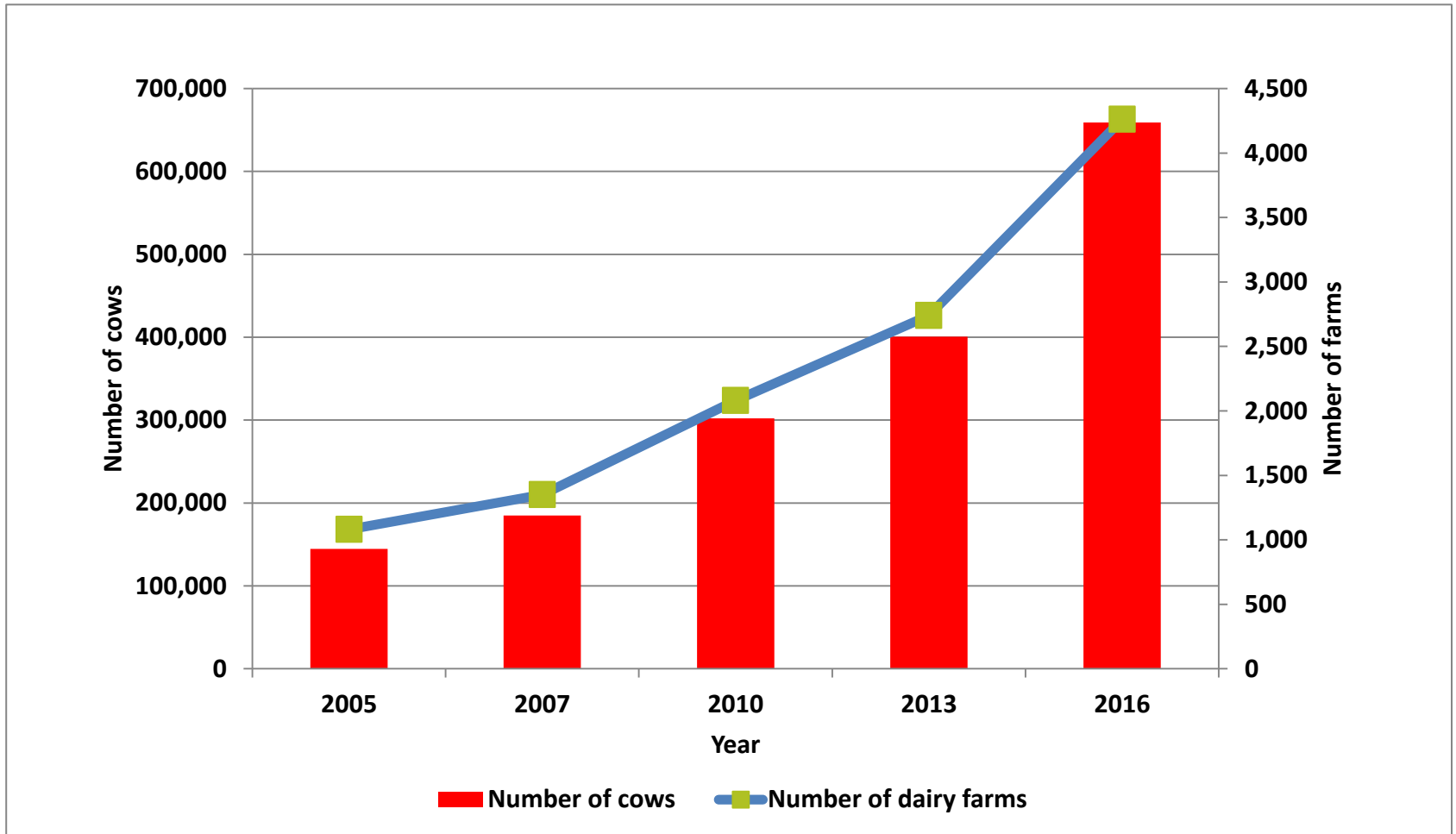
Number of Dairy Cows by Herd Size 2005 to 2016

Herd size	2005	2007	2010	2013	2016
1 to 2 cows	-	-	-	-	-
3 to 9 cows	-	-	-	-	-
10 to 19 cows	35,180	24,640	30,780	25,290	20,595
20 to 29 cows	78,120	65,270	56,720	47,480	38,828
30 to 49 cows	294,100	252,750	194,450	171,640	142,922
50 to 99 cows	523,400	525,900	486,850	518,110	536,390
Greater than 100 cows	144,620	184,910	302,060	400,690	659,149
Average herd size-cows	48	52	58	64	76
Total	1,075,410	1,051,660	1,070,860	1,163,200	1,397,884

Number of Dairy Farms by Herd Size 2005 to 2016

Herd size	2005	2007	2010	2013	2016
1 to 2 cows	-	-	-	-	-
3 to 9 cows	-	-	-	-	-
10 to 19 cows	2,390	1,700	2,110	1,730	1,437
20 to 29 cows	3,230	2,680	2,310	1,930	1,575
30 to 49 cows	7,550	6,480	4,910	4,330	3,589
50 to 99 cows	8,080	7,960	7,050	7,420	7,488
Greater than 100 cows	1,080	1,350	2,080	2,740	4,262
Total	22,330	20,170	18,460	18,150	18,351

Changes in Structures of Dairy Farms with Greater than 100 cows – 2005-2016



Overall requirements...

- +4,300 2013-2016 (2,600 & 1,700) full time people needed to manage the extra 300,000 cows currently on farm – largely absorbed by existing labour force
 - But now we have reached capacity?
- Projecting +200,000 cows by 2025
 - +2,300 full time equivalents needed to manage increased workload
 - +3,900 successors needed to replace retiring farmers
- Increased demand when supply is likely to reduce? Unemployment rates dropping/ alternative careers increasing

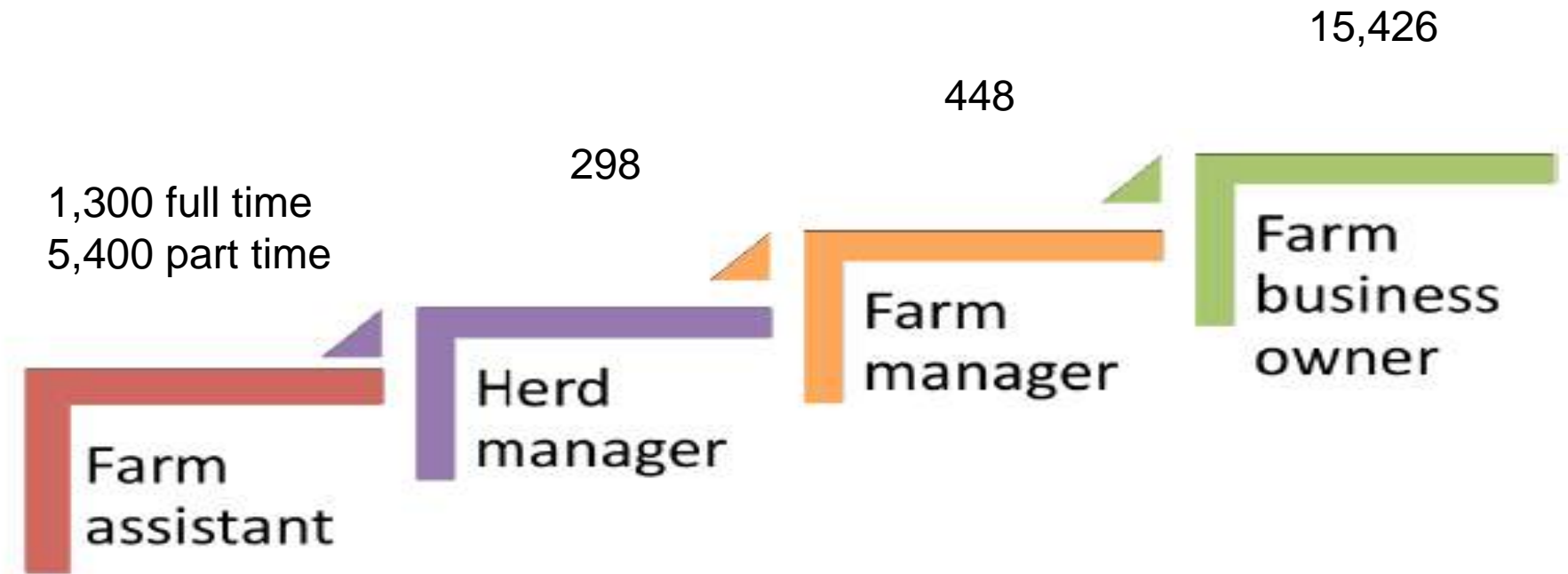
Specific skills requirements... (Projected 2025 numbers)

- Operatives (1,300 full time and 5,400 part time)
 - Seasonal operatives during calving and breeding...
 - Part time operatives as relief on farms during the year...
 - Full time operatives on larger scale farms - >150 cows

- Herd managers (298)
- Farm managers (448)
- Successors/ collaborative farmers
- Farmers (15,426)
 - 1.6 million cows – 104 cows per farm

Skills projection – 2025 Herds >30 COWS

- Projection – 15,426 farmers milking 1.6 million dairy cows
- What type of people are needed?

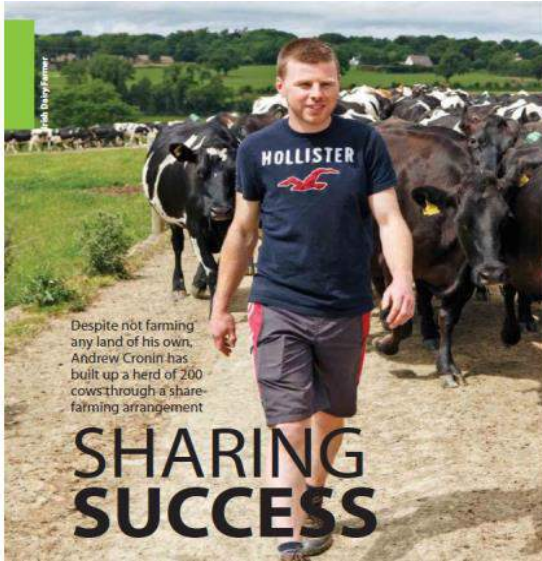


Challenges to attracting people into dairying

- Expanding faster than predicted combined with change of structure to herds >100 cows
- Attractiveness of a career in dairying? Survey results...
- Training e.g. for career changers
- How enjoyable are farms to work on?
- Unsustainable workloads of farmers
- How good are farmers as employers?
- Career progression happening but more support needed

Suggestion – co-ordinated industry action plan to address all of these issues together, comprehensively – similar approach to other countries e.g. Australia, Canada, New Zealand

Career Progression – New examples



Andrew Cronin: Share farming in Cork – 300 of his own cows!



Kevin Moran: Leasing in Galway – 250 of his own cows!



Colm O'Sullivan: Partnership in Kilkenny – 100 of his own cows!

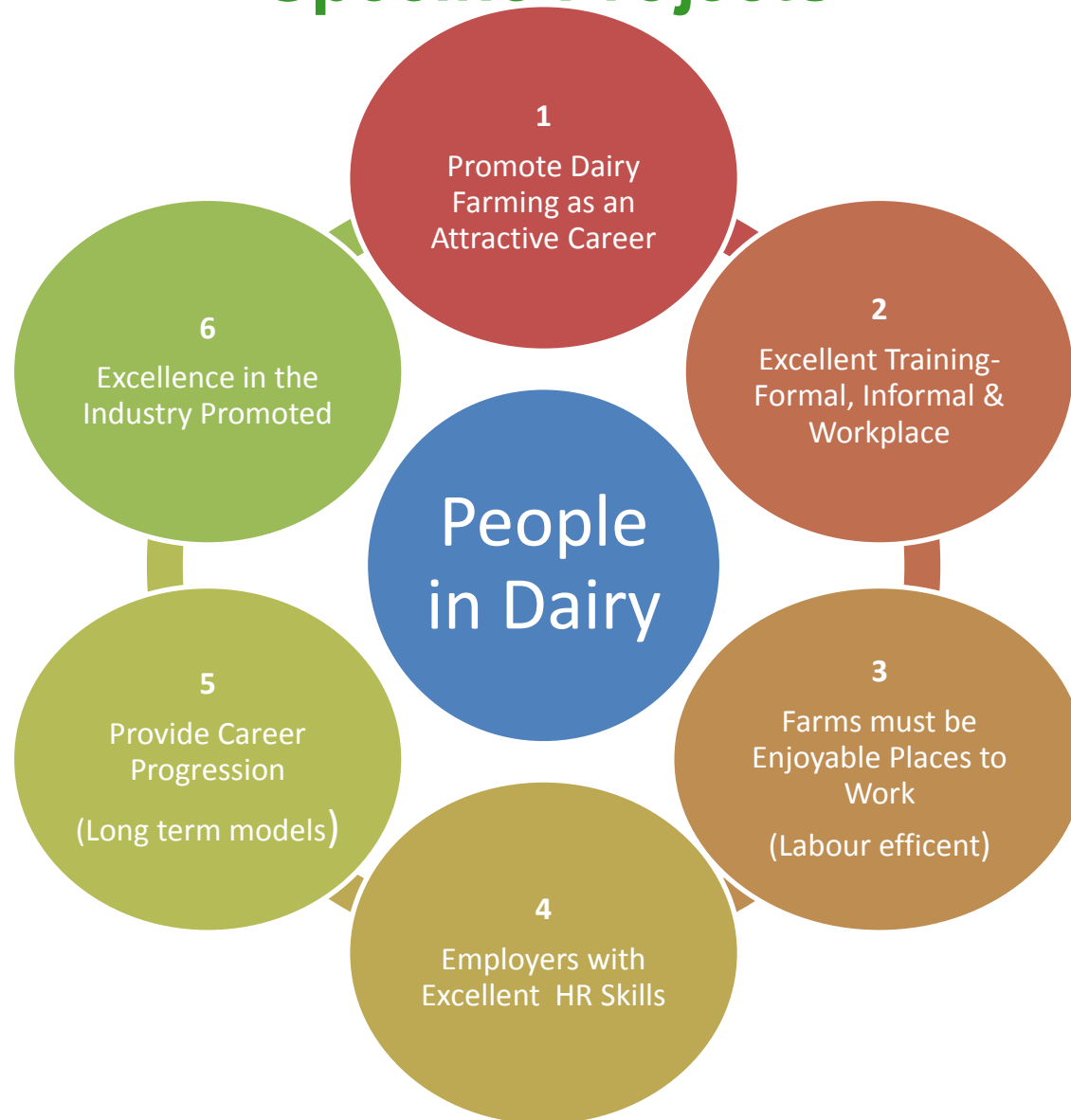


LEFT: Noel McCall
Leasing in Wicklow – 120 of his own cows!

RIGHT: Diarmuid Scannell and Briege Corkery
Share farming in Cork – 50 of their own cows!



The People in Dairy Overall Programme and Specific Projects



Recommendations

- 1. Promote dairy farming as an attractive career**
- 2. Expand the number of participating in dairy farm managements training**
- 3. Promote labour efficient practices on dairy farms**
- 4. Provide new training programmes for existing employers, with special emphasis on HR skills**
- 5. Facilitate career pathways for those employees wishing to progress to farm business owners**
- 6. Develop initiatives which recognise excellence in dairy farming**

Measures Being Taken to Address the Labour Shortage on Dairy Farms in 2017

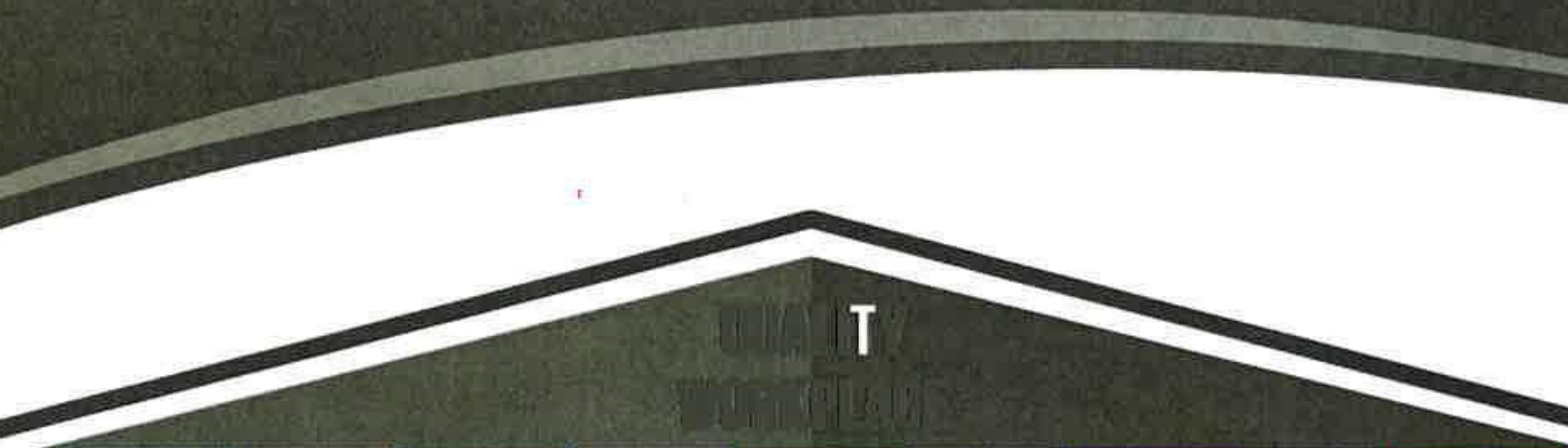
- Working group set up by the Minister of Agriculture under the chairmanship of Tom Moran
- Teagasc published 'Teagasc Farm Labour Manual'.
- Teagasc developed a QQI Level 6 "Supervisory Skills" course for dairy farmers
- Teagasc held a one day conference "Employing People: getting the basics right"
- Teagasc-FRS initiative have trained over 30 dairy operatives in the Waterford/Kilkenny area
- A new agency has been set up to enrol dairy farmer operatives from eastern Europe
- In the last 12-months Teagasc employed two new research scientists - one on labour productivity and one on career progression in dairying
- Teagasc published the 'The People in Dairy Project' report

Update on Irish dairy expansion

- FH2020 target +50%
 - 2016 update - +35% achieved
 - 1.05 million to 1.35 million cows
 - Heifers in place for future growth
 - Milk supplier surveys predicting continued growth
- Exports from €2 billion in 2009 to €3.4 billion in 2016
- Total debt per kgMS has reduced
- 2016 cost of production lowest in a number of years
 - » Improved farm viability – 37% of all farms viable in 2015
- Irish dairying in a very positive position

Will human capital be the limiting factor?

A GUIDE FOR DAIRY FARMS



UNIT
FOUR



EFFICIENT AND
PRODUCTIVE WORK TIME



COMMUNITY
RELATIONSHIPS



HEALTH, WELLBEING,
AND SAFETY



POSITIVE
CULTURE



PROFITABILITY

