

On The Record

Dick Barth

PA DHIA General Mgr.



reviews of supervisor performance by staff and members, and (2) annual salary reviews for all employees with salary increases based on merit and seniority.

It also requires a hiring system based on a uniform set of qualifications to be a supervisor, promotional opportunities within the staff structure, and a training system that is reliable, effective and on-going. All of these elements are under development now to be in place by 1992 when the entire reorganization is to be completed.

Members (or their county board representatives) generally express two concerns about not having DHIA supervisors to manage. One is usually termed a loss of control over who will test individual members. Our approach is to strive for a competent service force of well-trained supervisors across the state so that if the regular supervisor is not available this month, his or her replacement is just as qualified and acceptable.

The other concern is usually over service costs and the fear that costs will escalate after reorganization. The truth is that costs will escalate no matter what happens because the association is affected by inflation like your farm is. As your costs increase due to inflation, so do the association's. The real issue to deal with is how to assure that service improves as costs increase so that members have a better opportunity to improve the returns on their DHIA investment.

employees.

Senior supervisors, of which 10 are now in place, spend about half their time testing herds and the other half supervising supervisors.

Senior supervisors report to our five region managers who are currently in place. The region managers (RM's) report to the director of field services who in turn reports to me.

RM's are responsible for all field services in their regions. They eventually will hire, train, evaluate and promote all field service personnel within their regions, and will be accountable to management staff and members for service quality and costs. They are backed up by staff in State College who provide technical assistance, training and personnel support.

But changes in the organizational structure alone do not mean members services will improve. Achieving that goal requires top notch people who are motivated by fair and impartial treatment. Thus, all field staff will be managed under the same pay and benefits system that is partly designed now and will be completed within the next six to 12 months.

It is composed of: (1) annual

DICK BARTH
General Manager, PA DHIA

My last article dealt with the changes to Pennsylvania DHIA member control that will be brought about by reorganization. This time I want to discuss the employee side of the picture and explain how the 245 DHIA supervisors in the state will be managed within a uniform management structure.

Before starting, let's recap the main purpose of reorganization, which is improved service quality.

The desired characteristics of DHIA service from a member's point of view are:

- (1) a competent, professional DHIA supervisor who can explain the records system to members;
- (2) reliable service that is accurate and provided when needed;
- (3) uniformity of services from county to county;
- (4) a variety of optional services that allow members to choose the combination that best meets their needs.

A reorganized PA DHIA places the responsibility for DHIA supervisors on field management staff. Therefore, each supervisor reports to a senior supervisor who is responsible for six to eight

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There is no longer any doubt that reorganization is an absolute necessity in order to achieve the goals listed at the beginning and for the long term health of both PA DHIA and its members.

ELITE COW LIST BY L.W. SPECHT

The July 1990 USDA-DHIA elite cow evaluations are available. To be eligible for the elite list, cows must be registered, alive and have calved since April 1, 1988, and have adequate lactation comparisons with other cows in the same management group.

This table indicates the minimum Predicted Transmitting Ability (PTA) values for protein dollars (PRO \$) that cows must have to make the elite list. Pro \$ is calculated from the formula: Pro \$ = \$0.02744 (PTA milk) + \$1.48 (PTA fat) + \$1.43 (PTA protein).

Breed	PRO \$	# Elite Cows
Ayrshire	112	266
B. Swiss	143	440
Guernsey	121	571
Holstein	179	7945
Jersey	153	1050
M. Shorthorn	127	92
Red & White	78	143

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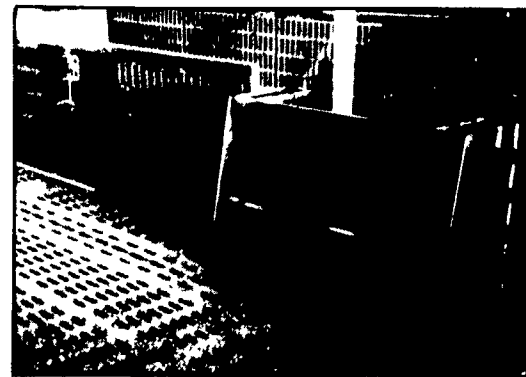
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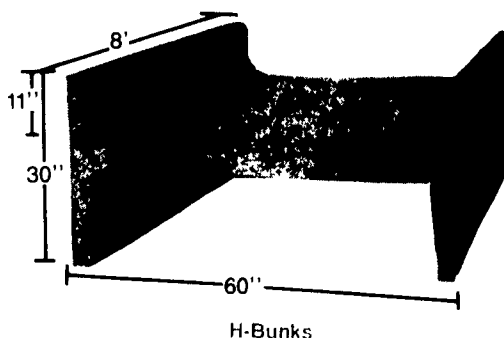


Waffle Heifer Slats

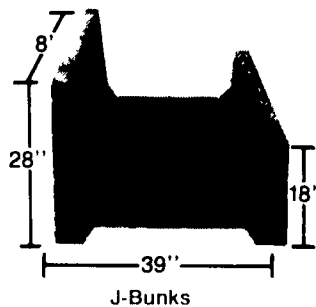


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