

# SEED PLANT NEWS



ALBERTA  
SEED  
PROCESSORS

FALL 2019

## BOARD OF DIRECTORS' REPORT

*Greetings on behalf of the  
Provincial Board of Directors,*

At time of writing, most parts of the province are not enjoying nice dry harvest weather: another testament that farmers are eternal optimists. I trust the weather will turn around, and send well wishes for a safe and prosperous harvest. A federal election shall soon be upon us, with most of the news media getting clogged with various messages with the goal of making another candidate look bad. Regardless of your party stripes, I would encourage you to be an informed voter and reach out to the candidates in your riding to ask questions about their position on important agriculture issues like market access, trade disputes, and research support in the agriculture sector. Probe for detailed answers to ensure the classic 'empty election promises' are not the message du jour. Agriculture matters, and by becoming involved in the election process in a positive, constructive method we CAN send messages to the policy makers. Here's an update on what's happening from the Provincial Board perspective:

### ANNUAL GENERAL MEETING

Work is underway planning the AGM that is scheduled for January 15-17, 2020. We hope to put together an agenda that is not only interactive, but informative and enjoyable. Once again, everyone is encouraged to participate in the pre-AGM workshops focusing on professional development. I hope all member plants view

the AGM as THEIR avenue to network and learn. Sharing ideas, successes and challenges is part of the strength of the co-operative movement.

### REGIONAL ELECTIONS

There will be elections held in Regions 5,6, & 7 this year at the AGM. We have been very fortunate to be operating with very good continuity and participation on the provincial board, with an excellent mixture of new and experienced board members. However, I want to remind everyone that apathy is what kills a lot of really good organizations. I will not be seeking re-election as director for Region Seven, as I have exited the agriculture business. Participating on the Provincial Board has been enriching both on a personal and professional basis. I have had opportunities to make connections and provide leadership as President. Further information on serving on the provincial board can be found on our website under the "WHO WE ARE" tab. Please do not allow apathy to have a negative effect on this great organization.

### CONTINUOUS IMPROVEMENT & TRAINING:

Continuous learning is the key to building our Association into leaders in the industry. The Manager's Association once again held a very successful training session, with many of the Association's operators and staff obtaining mandatory TDG & WHMIS training. Many thanks and congratulations to the planning group of Regional Manager's representatives that were involved in hosting

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VISION: "To create seed and grain processing opportunities for local and global markets."

OUR MISSION STATEMENT: "To strengthen and build upon past accomplishments in seed and grain processing and business diversification focusing on long-term business sustainability."

## ARTICLE

the very successful training session and trade show. The Training session is moving to Region 6 for 2020.

Pesticide Applicator's Tutorial is planned for November 6 & 7 in Lacombe. Registration forms & details are available on our members only website under the EVENTS tab.

## GROUP SERVICES & BENEFITS

### EMPLOYEE HEALTH BENEFITS

After making the change in brokerages from Morneau Shepell to Foster Park in December, scrutiny of the plan and services from Manulife have revealed a few deficiencies. As such, the board of directors are now considering more changes to the benefit program. A scan of coverage is underway, with the possibility of moving carriers. The board goal is to ensure the Association benefit package is competitive with other plans in the industry. Offering a benefit plan is a great way to attract and retain great employees. Group plans are stronger when there are more participants.

### PHYSICAL SITE AND BUSINESS INSURANCE

At our June Board of Directors Meeting, Foster Park indicated that the global insurance business is entering a "hard" market, meaning that some companies have been hit with record payouts due to environmental catastrophes, and some underwriters are actually reducing the amount of business they are willing to underwrite. This leaves a less competitive marketplace in the overall insurance business, regardless the type of insurance. The team at Foster Park ensured the board that they are working on ensuring that any increases to premiums are kept to a minimum. All plants should have received their renewals at the beginning of September.

## MEMBER PERKS

Please refer to the MEMBERS ONLY portion of our website to check out member perks and discounts from various vendors, including St. Johns Ambulance discounts.

## INDUSTRY CONNECTIONS

**CSTA** (Canadian Seed Trade Association): Our General Manager attended the CSTA convention and met with key seed industry players in Canada. The CSTA is the major platform to network with Canada's seed industry.

The SEED SYNERGY project was discussed in conjunction with the Canadian Seed Growers national meeting that was being held concurrently with the CSTA meeting. Seed Synergy is a movement afoot to merge or at very least to improve, modernize and streamline duplication of effort within 6 national seed organizations. At this point, discussions are still ongoing, and the future is unclear; however, one thing is evident; the role of the processor is on the radar and having a seat at the table to craft our destiny is imperative.

### TRAILING ROYALTIES OR SEED VALUE CREATION/CAPTURE

As follow up to the resolution passed at our AGM in January, the Board of Directors has communicated with the Federal Minister of Agriculture on this topic asking for further and detailed financial analysis. The minister responded that our request for financial analysis is underway, and that a government-commissioned survey will be forth-coming.

Industry talks are still underway regarding Seed Value Capture. At the CSTA meeting in July, the 3 Prairie Province Agriculture Organizations (Alberta Federation of Agriculture) have rolled out a version of a farmer and/or industry survey on this topic. Lynn Jacobsen, from the AFA did attend the CSTA meeting as a panel speaker that

was advocating for a "third" model called "Collective Research". The end-point and trailing royalty value capture regimes were also represented on the panel. The survey is open until October 15. If you have not yet participated in the survey, you can access it at [seedroyaltysurvey.com](http://seedroyaltysurvey.com).

**FUSARIUM:** The board and general manager have been active as part of the ad-hoc working group formed by the Alberta Wheat Commission, with the goal of removing Fusarium as a pest within the Agricultural Pest Act of Alberta. Dan Brachmann and Monica Klaas have attended a meeting with the new minister of Agriculture; Hon. Devin Dreshen, as well as a meeting with the Agricultural Service Board Committee. Neither meeting resulted in the desired outcome of an agreement to work together for regulatory reform.

However, please note that the existing regulation still exists, and testing seed whether you are in or outside of a known fusarium infection area is imperative to aid the farmer in making critical decisions about seed quality; regardless of fusarium regulation.

**SEED SMART:** Regardless of what happens with Fusarium regulations, seed testing is a great way for our owners and customers to make the best farming management decisions possible. Right now seed is being sent to seed labs to get a fusarium test. Regardless if that regulation exists or not, seed testing is a critical link in the crop production chain. The Association created the SEED SMART program in an effort to show leadership in the industry, promoting the use of high-quality seed by using seed testing technology beyond the basic germination and fusarium testing. We have to say *thank you to our program partners: 20/20 Seed Labs, BioVision, and Seed Check Technologies* for being part of our SEED SMART program.

## 2018-19 BUSINESS SUMMARY (UNVERIFIED AT TIME OF PRINTING)

100% of the data is NOT in, but preliminary results show that member plants handled the following volumes:

TOTAL SEED	FARM SAVED SEED	PEDIGREED SEED	SEPARATION & EXPORT	TOTAL 2018-2019	TOTAL 2017-2018	TOTAL 2016-2017
33,762,604	27,881,573	5,875,323	7,297,260	41,931,364	42,038,474	43,833,910

Be sure to be a regular visitor to our website and to read the CONNECTIONS e-newsletter that is published on a monthly basis to stay up to date on everything that is happening in the Association.

*Looking forward to seeing everyone in January!*

Hector, Tom, Dan, Ross, Charlie, Todd, Doug, Bill, Hugh, & Greg.



# BUILDER'S RISK COVERAGE

Construction projects, regardless of their size, can present complex insurance issues. Are you confused about your exposures and policy options? If so, it's no surprise—there are no standard builder's risk policy forms covering these types of risks. To help you limit your exposure, here are some helpful builder's risk policy basics.

## THE BASICS

Builder's Risk coverage is a type of property insurance specifically designed to cover property during the course of construction, including renovation and repair. Why do you need it? There are additional risks and responsibilities inherent in this type of work that a typical property policy is not designed to cover. For example, if someone steals contractors' equipment from the job site or if construction materials are damaged, you could be liable for the loss if you do not have builder's risk coverage.

Typically the coverage is purchased by either the property owner or the contractor.

Regardless who purchases the coverage, all parties that have property involved in the project should be named in the policy. This may include the owner, contractor, subcontractors, the financial institution funding the project and, in some cases, the architects and engineers. Once the project is completed and/or accepted by the owner, your regular property policy kicks in.

## POLICY PERIOD

When purchasing builder's risk coverage, one of the issues often overlooked is the policy period – it may not be clear when the coverage begins and ends. As a result, keep the following in mind:

**Commencement of Coverage:** Builder's Risk policies provide coverage for property in the course of construction, renovation or repair. But at what point does construction renovation or repair begin?

- Typically, contracts require that insurance be provided for the duration of the contract period. This means that the policy inception date would be the date the contracts are signed.
- The lender may also specify the inception date.
- However, be sure to review insurance policy provisions to determine whether there are restrictions on when coverage begins. Policies may contain clauses that state coverage begins when construction commences or that the insurance company will pay for losses at the time you become legally responsible for the covered property, either on or after the effective date. Prior to any site preparation, demolition or delivery of materials or equipment, review the policy to ensure there are no restrictions on coverage inception.

**Coverage Expiration:** Determining when coverage terminates can be equally problematic. Builder's Risk policies can contain provisions that terminate coverage prior to policy expiration. The provisions typically state that coverage will end at the earliest of the following:

- The policy expires or is cancelled;
- The property is accepted by the purchaser;

- Your interest in the property ceases;
- You abandon the construction with no intention of completing it;
- Unless specified otherwise in writing:
  - > 90 days after construction is complete, or
  - > 60 days after construction is complete and building described in the declaration is:
    - \* occupied in whole or in part, or
    - \* put to its intended use.

## PROBLEMS AND SOLUTIONS

### Problems

- There is no coverage under the policy if the building is occupied to any extent, for over 60 days, without written consent of the insurance company.
- The policy only provides coverage for up to 90 days after the completion of construction. In the case where the building is completed only two days before policy expiration, there are only two days of coverage available. There are 90 days of coverage available after completion only if there are at least 90 days remaining in the policy period.
- Coverage issues can arise at the end of a project, after construction is complete and the structure is occupied, but a "punch list" and final completion work remains.

### Solutions

- Understand the insurance coverage obligations of the project documents and contracts to ensure the policy period, at a minimum, fulfills the requirements.
- Understand the terms and conditions of the policy and what triggers the coverage to commence and cease.
- When coverage ends make sure permanent coverage is in place so no gaps in coverage exist.

Careful planning is the foundation for a smooth construction project. Many businesses choose to transfer or accept risk through contracts, purchase orders and lease agreements.

However, not all contracts or endorsements are created equal. A broker who understands your business can knowledgeably help you with builder's risk policy language to meet your individual needs.

Contact Foster Park Brokers Inc today to learn more about contractual risk transfer and its place in your overall risk management program.







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# Alberta Seed Guide Member Advertising Opportunities



ALBERTA  
SEED  
PROCESSORS



PRINT RATES		SPRING ISSUE Regular Rate	
1/8 page	<input type="checkbox"/> black & white	<input type="checkbox"/> \$250	
	<input type="checkbox"/> colour	<input type="checkbox"/> \$400	
1/4 page	<input type="checkbox"/> black & white	<input type="checkbox"/> \$800	
	<input type="checkbox"/> colour	<input type="checkbox"/> \$1,000	
1/2 page	<input type="checkbox"/> black & white	<input type="checkbox"/> \$1,500	
	<input type="checkbox"/> colour	<input type="checkbox"/> \$2,000	
Full page	<input type="checkbox"/> colour	<input type="checkbox"/> \$2,500	

DIGITAL RATES	1x Rate	3x Rate	6x Rate
Leaderboard Ad (728x 90px)	<input type="checkbox"/> \$950	<input type="checkbox"/> \$855	<input type="checkbox"/> \$770
Medium Rectangle (300x250px)	<input type="checkbox"/> \$600	<input type="checkbox"/> \$540	<input type="checkbox"/> \$485

**Please choose which months you would like to advertise in:**

Jan  Feb  Mar  Apr  May  Jun  July  Aug  Sept  Oct  Nov  Dec

**Please contact me for a FREE website analysis**

## ADVERTISING DEADLINES

**Regular Booking deadline: November 25 Materials deadline: December 2**

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Website: \_\_\_\_\_

**RETURN COMPLETED FORM AND PAYMENT TO:**

Alberta Seed Guide c/o Issues Ink 403-313 Pacific Avenue Winnipeg, MB R3A 0M2

**Phone: (877) 710-3222 Fax: (204) 475-5247 Email: marketing@issuesink.com**

PRINT ARTWORK	Charge
<input type="checkbox"/> I will submit by email	N/A
<input type="checkbox"/> I will keep the same ad I used in the last issue.	N/A
<input type="checkbox"/> I need a small change made to my previous ad. <i>Alberta Seed Guide</i> will provide 1 proof for sign off.	\$25
<input type="checkbox"/> I would like multiple changes to my previous ad. <i>Alberta Seed Guide</i> will provide up to 2 proofs for sign off.	\$50
<input type="checkbox"/> I need an ad designed. <i>Alberta Seed Guide</i> will provide up to 2 proofs for sign off.	\$100

**Please choose which issues you would like to advertise in:**

**Spring 2020**

**ADVERTISING CHARGES**

*\*Member rates apply for those who are members of the ASG or members of the Alberta Seed Processors*

Print Ad(s):	
+ Artwork:	
+ Digital:	
<b>Sub Total:</b>	
+ 5% GST:	
<b>Total:</b>	

**METHOD OF PAYMENT**

**Payment required at time of booking.**

Visa or Mastercard

Card Number: \_\_\_\_\_

Expiry date: \_\_\_\_\_

Cardholder Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Cheque Enclosed (payable to Issues Ink)

## ARTICLE

# 67TH ANNUAL MEETING - VISION TO THE FUTURE

**TENTATIVE SCHEDULE OF EVENTS** (Subject to change) - January 15, 16, & 17, 2020 | DOUBLE TREE INN - EDMONTON, AB

## Wednesday, January 15th

8am - 12pm Manager's meeting  
1pm - 4 pm Business Development Training  
4pm - 7pm Registration  
7pm - 12am Welcome Reception & Entertainment

## Thursday, January 16th

8am - 4pm Business Meeting  
8am - 4pm Ladies Program  
12-1:30pm Awards Luncheon  
4pm - 5pm Regional Elections for Regions 5, 6 & 7  
6pm - 12am Mayfield Dinner Theatre

## Friday, January 17th

8am - 12pm Business Meeting  
11am Keynote Speaker  
12pm Long Service Recognition Luncheon

## 67TH ANNUAL MEETING

**Wednesday Workshops: Concurrent workshops will be offered at 1-4 pm January 15th.** (When registering, please select one workshop to attend)

### **Better Meetings = Better Boards:**

One of the key methods that boards communicate is through board meetings. Everyone has attended a meeting in which they leave & wonder why they attended, or that herding cats would be more orderly. Directors, and anyone that holds a position (including secretaries) on any Board.

**Critical Conversations:** Communication Skills for the Grass-Roots Agriculture Sector: Communication is king. Whether it's in the form of speaking formally in front of an audience or simply giving a concise board report learning how to communicate more effectively is a skill that most rural Albertans do not have the opportunity to develop. Attend this workshop to learn how to formulate a statement, when to speak and more importantly, when not to speak. Tip & tricks to shake the jitters, and more! **Who should attend:** Everyone!! Regardless of communication skill.

**Insurance 101:** Everything you want to know about insurance and more. FosterPark Brokers will be compiling a team of insurance gurus to discuss all types of insurance. From group benefits to commercial to Directors Liability to Farm Insurance. Who should attend: at least one director from each plant & Group Benefit administrators.



### **GUEST SPEAKER: DR. PIERRE HUCL**

Crop Development Centre,  
University of Saskatchewan

Dr. Hucl is the current senior spring wheat and canary seed breeder at the Crop Development Centre in Saskatchewan. He is an internationally recognized, innovative plant breeder, having released over 50 cultivars of wheat, canary seed and pulse crops. He has been recognized numerous times for his breeding accomplishments. In 2016 he received the Seed of the Year award for co-creating the hard red spring wheat variety CDC Teal.

Earlier this year, he received the Canadian Seed Trade Association's Plant Breeding and Genetics award.



### **KEY NOTE SPEAKER: VIVIANE FOREST**

Gold Medalist, Paralympic Athlete and  
Overcoming Adversity Expert

Viviane Forest is a Triple Gold Medal Paralympian of 2000, 2004 and 2010. Viviane is one of Canada's most decorated Paralympic athletes. After a nine-year career as a member of the national Goalball team, she now competes for Canada in Para-Alpine skiing. Viviane Forest has seven Paralympic medals from three different Paralympic Games.

Viviane was born in Montreal but now calls Edmonton home. She has been in competitive sports since the age of four. Viviane played hockey and ringette, participated in karate, judo, track and field, cycling and provincial level swimming. The one thing that differentiates Viviane from other athletes is that she has only 4% of normal vision. Yet she excels at the highest possible levels. Viviane Forest races down the ski slopes, with her guide, at speeds over 100 km/hr. They use a two-way radio system, trust and confidence to prevail on the slopes of the world. At the Vancouver 2010 Paralympic Winter Games, Viviane won medals in all five alpine race disciplines.

With two Paralympic gold medals won in Goalball at the Sydney 2000 and the Athens 2004 Paralympic Summer Games, Viviane has become one of a few female high-performance athletes in the world to win gold medals in both summer and winter Paralympic or Olympic Games.



## KEY DATES

### • January 15-17, 2020

The AGM will be held at the Double Tree Inn in Edmonton

### • October, 2019

Registration Packages Available with Further Agenda Details, Hotel Reservations Available.

#### Via Telephone

780.484.0821 or  
toll free at 1.800.661.9804  
Quote group code of "ASP"

#### Via Double Tree Website

Quoting Group Code: ASP under the "Special Rate Code"

#### Via Personalized Webpage

[doubletree.hilton.com/en/dt/groups/personalized/Y/YEGNMDT-ASP-20200112/index.jhtml](http://doubletree.hilton.com/en/dt/groups/personalized/Y/YEGNMDT-ASP-20200112/index.jhtml)

### • November 30, 2019

Resolutions will be received until this date.

### • December 1, 2019

Deadline to submit Resolutions - contact us for a resolution form.

#### Via Email

[monica.klaas@cleanseed.net](mailto:monica.klaas@cleanseed.net)

#### Via Call

403.489.9999

### • December 13, 2019

Early Registration Discounts will be available until this date. (\$300)

### • December 13, 2019

Deadline to reserve hotel rooms at group rate starting at \$159.00 (parking included).

### \*\*\*LONG SERVICE RECOGNITION

Please notify the office or your regional director of any staff or director from your plant that is celebrating 20 years of service. Milestones thereafter will be in 5-year increments until the individual no longer holds the board or staff position.



## CHANGES TO ACCREDITED SEED TREATMENT OPERATION STANDARDS

The Accredited Seed Treatment Operation Standards were developed by CropLife Canada and its members in collaboration with industry and government stakeholders as a cooperative effort to safeguard the industry and proactively minimize the environmental, health and safety risks associated with the storage and application of seed treatment products at commercial seed treatment facilities in Canada. On-farm seed treatment is beyond the scope of the standards.

The standards are designed to address and manage identified areas of potential risk that include spill prevention, emergency response preparedness, safe product handling/application, occupational safety and employee training, and education. Additionally, the standards incorporate existing National Fire Code, National Building Code, National Electrical Code and applicable occupational health and safety regulations.

The standards were developed between 2010 and 2013, initially released in 2014, re-issued in 2016 and became mandatory in 2018 for designated seed treatment products applied to corn, canola and soybeans (Phase One).

### EXPANSION OF THE SCOPE OF THE ACCREDITED SEED TREATMENT OPERATIONS - 2021

Phase 2 of the Accredited Seed Treatment Operation Standards will become effective January 01, 2021.

Key information includes:

> Effective January 01, 2021 only commercial seed treatment operations that have successfully completed an audit for the Accredited Seed Treatment Operation Standards with an AWSA auditor will be eligible to receive shipments of seed treatment products from distributors or ag-retailers for commercial application. This means commercial applicators that have not been accredited, will not be able to purchase seed treatment products after January 1 2021.

#### PRE-AUDIT INCENTIVE:

Commercial seed treatment operations, not currently Accredited, that will be impacted by the expanded scope of the Accredited Seed Treatment Operation Standards are encouraged to undergo a pre-audit with an AWSA auditor to gain a better understanding of the standards and what is required to become accredited.

> There is currently a pre-audit incentive deadline of March 31, 2020 where the site operator will receive a \$400 rebate on the cost of a pre-audit. For more information on scheduling an audit contact the AWSA office ([manager@awsa.ca](mailto:manager@awsa.ca) or 877-236-2972) or contact an AWSA auditor directly.

If there are questions about the Accredited Seed Treatment Operation Standards or would like to be added to the program distribution list, *please contact Anthony Laycock at 877-236-2972 or [manager@awsa.ca](mailto:manager@awsa.ca).*

## SEED SMART SCHOLARSHIP: APPLICATION INFORMATION

The Alberta Seed Processors has established the Seed Smart scholarship program to recognize the academic accomplishments of students currently enrolled in agriculture-related studies.

This program consists of two scholarships with a value of \$1,000 each to be granted yearly based on a combination of accomplishments which include; but are not restricted to, academic and non-academic, volunteerism, and personal achievements. Applicants demonstrating leadership in rural communities and/or agriculture-related endeavors will be the preferred candidates.

In order to be eligible for the scholarship award, the applicant must:

- Be a Canadian citizen and a permanent resident of Alberta
- Be enrolled in full-time agriculture related studies at an accredited Post-Secondary Institution in Canada, with preference given to those studying in Alberta
- Preference will be given to students that have finished one full year of post-secondary education relating to agriculture and be enrolled for a subsequent year.

In order to be eligible for the scholarship award, the applicant must submit:

- Official transcript of marks from the institution where they are enrolled
- Two (2) letters of reference that describe the qualities the applicant displays which make them a suitable candidate for this award
- A 500-word essay detailing the applicant's community and non-academic (volunteering/leadership) qualifications and achievements

**The application deadline for the Seed Smart scholarship program is October 15, 2019.**

Submissions must be emailed or postmarked no later than midnight on October 15. The selection is made by a committee which will review only complete application packages. Incomplete packages will not be considered.

Only successful applicants will be contacted.



**APPLICATIONS MUST BE  
SUBMITTED VIA:**



**Email:** C/O Alberta Seed Processors at  
[monica.klaas@seedprocessors.ca](mailto:monica.klaas@seedprocessors.ca)



**Mail** (postmarked no later than October 15):  
Alberta Seed Processors  
5030 50th Street, Lacombe, AB. T4L1W8



# SEED SMART SCHOLARSHIP: APPLICATION FORM

Last Name \_\_\_\_\_ First Name \_\_\_\_\_

Mailing Address \_\_\_\_\_ Town \_\_\_\_\_ Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Phone Number \_\_\_\_\_ Email Address \_\_\_\_\_

Birthdate (dd/mm/yy) \_\_\_\_\_

Are either of your parent(s), direct relatives, or legal guardian(s) a member in good standing with any co-op seed cleaning association? (circle one): **Yes No**

If so, please provide the name of the seed cleaning co-op: \_\_\_\_\_

Are you a Canadian citizen? (circle one): **Yes No**

Are you a permanent resident of Alberta? (circle one): **Yes No**

## Post-Secondary Studies

Name of Institution: \_\_\_\_\_

Entry Date: \_\_\_\_\_

Name of Program: \_\_\_\_\_

Secondary Education:

Name of High School \_\_\_\_\_

Town/City \_\_\_\_\_ Date of graduation \_\_\_\_\_

- I have enclosed official transcripts of my marks for the first year of post-secondary
- I have enclosed a 500-word essay describing my community and non-academic (volunteering/ leadership) qualifications and achievements
- I have enclosed two (2) letters of reference

## Declaration of Applicant:

I have read and understand the instructions and declare that:

- All information provided is true and complete and I understand is subject to audit.
- I will be a full-time student at the institution named for the period stated.
- I will immediately notify the Alberta Seed Processors, in writing, if I withdraw from full-time studies in the semester in which the scholarship was received.
- Should I be a successful applicant, I will submit my SIN to Alberta Seed Processors for Income Tax purposes.

I authorize Alberta Seed Processors to release my name and program of study should I receive a scholarship award.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Date

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# HUMAN RESOURCES

*Kathryn Doan Director, AgCareers.com & CareersinFood.com @kathryndoan*

**AG**  
careers.com

Farmers often focus on the varying daily operations at their farm and neglect one of the most important parts – the people who work on the operation. Managing an effective farm includes the leadership you bring to your team of employees.

The old adage, “People don’t leave jobs; they leave managers,” is actually quite true. We support the research that shows an employee’s relationship with his or her supervisor, boss, or manager can make or break his or her retention.

Motivation is a key component to success. What are key items that contribute to motivation? Motivation is typically thought of as one’s ability and energy to get excited or exert the effort to complete a task, whether personal or work-related.

If employees show a sense of self-motivation or passion for the work they are doing, a less hands-on approach may be needed. If an employee is struggling to get motivated or isn’t particularly interested in a certain task for which he or she is responsible, a more direct approach may be needed.

Key items such as good benefits, competitive wages and decent working conditions, are essential in the role.

## WHAT MOTIVATES AND WHAT DOESN’T

Have you ever thought about what you do on your farm to motivate your team members? Achievement, recognition, responsibility, and the work itself are areas that can impact motivation. These motivators were not only the most frequent causes of motivation, but they had the longest-lasting effect on satisfaction.

Managers need to ensure staff experience achievement on a regular basis, given that achievement is the most frequently occurring motivator. Some staff can relate better to short-term goals (daily, weekly or monthly) or task-oriented goals (i.e., feeding or milking) compared to long-term goals of the farm.

Responsibility is the longest-lasting motivator. It is important to provide staff with the confidence and support for independent tasks where results can be measured, such as milk production or

conception rates. For experienced staff, allowing them to coordinate and delegate tasks also promotes the value of trust.

Did you know that wage is rarely ranked within the top five things that motivate an employee long-term? However, if a wage or salary is completely out of sync, it can be a de-motivator with a long-lasting effect.

Perhaps not common on farms, bonus structures might be worth linking key financial or production metrics to increase employee engagement. As always, have a pulse of the team to continually assess and gauge the staff.

## WHAT YOU CAN DO TO IMPROVE MOTIVATION WITHIN A TEAM

Communication. Ask for feedback on the challenges but also what motivates them to stay with the farming business operation. Recognize good work and do so frequently (e.g., a gift card to say “thank you”).

Review and update farm policies, such as standard operating procedures, and remove any that are unnecessary. Invest in the people and give them opportunities to learn about the entire farm and why their roles matter. Connect them with specific responsibilities that contribute to your operation’s profitability (i.e., something that matters).

Conduct exit interviews that ask questions to help understand why the person is leaving. Use this information to help modify current practices and behaviours on-farm.

## LOOKING AT ACCOUNTABILITY DIFFERENTLY

Accountability presents itself in two forms: the employee’s accountability to the task and farm and the manager’s accountability to the employee. Accountable employees can identify a situation, take ownership, work a plan to solve it, and then follow through. Unaccountable employees may say things like: “It isn’t my job,” “I’ll just wait to see

what happens” or “That is someone else’s responsibility.” How accountable your workforce will be shaped in part by how accountable the manager is.

## ALL LEADERS CAN IMPROVE THE TEAM EFFECTIVENESS

Communicate and provide feedback frequently. We’ve talked about praise, but also constructive feedback is important. Help employees achieve a work-life balance. Distractions outside of the workplace often have an impact.

Ask your staff for feedback on your management style. Listen (without getting defensive) and try to implement suggestions when possible.

Help your employees grow. Invest in your employees and provide them opportunities to get outside training or see another aspect of the operation.

Recognize employees when deserved and as often as possible. Make sure it is warranted and sincere. Recognition in front of peers also often intensifies the motivation response.

Have passion for what you do and lead by example.

## MOTIVATION, LEADERSHIP STYLE AND ACCOUNTABILITY

Great leaders are people who handle changing circumstances with poise and consistency. They know how to communicate, engage and motivate their team and understand how to convey appreciation for their efforts.

Managing people takes a dedicated effort, but the rewards of helping employees grow can be one of the most rewarding aspects of a farmer’s job. Effective leadership has a direct influence on building a solid farm team and the bottom line.



# BOARD GOVERNANCE HEALTH CHECK-UP

An excerpt from BOARD GOVERNANCE GUIDEBOOK - Copies of the guidebook are available at [www1.agric.gov.ab.ca/](http://www1.agric.gov.ab.ca/)

Good governance is the cornerstone of sound sustainable co-operatives. As a Board member, have you ever asked yourself if the Board that you are a member of is meeting or exceeding the fundamental governance principals?

## AWARENESS OF FUNDAMENTAL GOVERNANCE PRINCIPLES

The following key principles are essential to a sound governance system:

### Principle #1: Clarity of Mandate

The presence of a clearly established mandate set in legislation, Board policies and local bylaws.

### Principle #2: Clarity of Authority

The degree of authority must be made clear for the Board and senior staff.

### Principle #3: Public Accountability and Responsiveness

The mandate must be reliant on the endorsement of the shareholders, customers and public. Transparency is now a requirement, with a communication plan for outreach to various stakeholders.

### Principle #4: Clear Sense of Purpose

An organization requires a clear sense of its purpose to be stated in its mandate, goals, objectives, and strategies. Do you have a Mission/Vision statement? Does the Strategic plan reflect the mission and vision?

### Principle #5: Full Disclosure

The governing body must have access to the information necessary to make decisions.

### Principle #6: Sense of Integration

The Board and stakeholders must all be seen to be operating from the same page.

### Principle #7: Sound Relationship between the Governing Body and a Senior Staff Person

The relationship of the Board and its committees to the Senior Staff Person is critical to how well the overall system is run.

### Principle #8: Independence of the Governing Body

While the governing body may receive advice from several sources, the act of governing must remain solely its responsibility.

### Principle #9: Orientation and Succession Planning

The Board should ensure that new and returning members receive an orientation briefing at the beginning of each term and that a succession plan is up-to-date.

### Principle #10: Ongoing Performance Assessment

Any model of governance must include a system with steps to ensure that it is performing as expected.

# Work-Life Balance



Creating a balance between work demands and the healthy management and enjoyment of life outside work

Healthy workplaces make good business sense



Attract new employees



Help retain staff



Reduce sickness and absenteeism



Improve morale



Increase production and satisfaction

The Average Worker spends **50.2 hours** work-related activities per week

Just over half take work home to finish outside regular hours.

2012 National Study on Balancing Work and Caregiving in Canada

**10** Tips for Employers



Treat all employees in a fair and respectful manner



Allow workers to have control and input as much as possible



Recognize workers' results and skills



Provide workers with the training, skills and resources they need



Clearly define roles and responsibilities



Set schedules that work with life outside the job

- Assess the risks of work-related stress and take action
- Match the workload to workers' capabilities
- Design meaningful jobs that allow workers to use their skills
- Provide opportunities for social, wellness and volunteering activities

What workers can do



Take breaks, even small ones



Make to-do lists



Unplug from technology once in a while



Build downtime into your schedule



Choose activities that positively impact your work or personal life



Work factors



Negative workplace culture



Lack of control



Relationships with colleagues



Lack of clarity about roles and responsibilities



Poor match of skills to the job

• Unreasonable demands • Uncomfortable physical environment



3.7 million workers in Canada go through a regular day feeling a high level of stress. Statistics Canada, General Social Survey, 2010.

CCOHS.ca  
Canadian Centre for Occupational Health and Safety



# SEED TREATMENT PESTICIDE APPLICATOR LICENSING TUTORIAL NOVEMBER 6 & 7 LACOMBE, AB

(AGRICULTURE OFFICE 5030 50<sup>TH</sup> STREET,  
MAIN FLOOR MEETING ROOM)

**Required Text Book:**  
Home study course  
including the CORE, and  
Seed Treatment Lessons  
from Lakeland College

**November 6<sup>th</sup>:**  
**Core Lesson Tutorial:**  
This is required for all  
classes of Alberta  
Pesticide Applicators:  
Covers General  
Knowledge Areas;  
including non-seed  
treatment applications.

**November 7<sup>th</sup>:**  
**Seed Treatment Tutorial:**  
Covers topics like  
diseases, microbiology,  
application methods,  
safety pertaining to seed  
treatments.  
(Lessons 802 & 203)

**COST: \$100/day (incl gst)**

**TO REGISTER:**  
**Email Form to:**

[monica.klaas@seedprocessors.ca](mailto:monica.klaas@seedprocessors.ca)

**FAX FORM TO:**  
**888 446 5853**





# Pesticide Applicator Licensing Tutorial Registration Form

Submit to Monica Klaas  
by email [monica.klaas@seedprocessors.ca](mailto:monica.klaas@seedprocessors.ca) (preferred)  
or send registration forms to FAX: 1 888 446 5853

### Remit payments no later than October 15th, 2019 to:

Make cheques payable to: Association of Alberta Co-op Seed Cleaning Plants  
Mail to: Monica Klaas, Alberta Seed Processors 5030 50<sup>th</sup> Street, Lacombe, Ab T4L 1W8

REGISTRATION				
Plant Name				
Address				
Phone				
Email				
First Name	Last Name	DAY 1 (\$100) (\$95.24 + 4.76gst)	DAY 2 (\$100) (\$95.24 + 4.76gst)	TOTAL
<b>TOTAL OWING</b>				\$

- A minimum of 7 attendees is required to run course
- Refunds only for medical reasons

**IMPORTANT INFORMATION:**

1. Participants should be familiar with the contents of the home study course prior to attending this tutorial.
2. It is **HIGHLY RECOMMENDED** that tutorial participants check critical information regarding the exam process by visiting the Lakeland College Website: [lakelandcollege.ca//Pesticide-Certification/forms-fees-exams/](http://lakelandcollege.ca//Pesticide-Certification/forms-fees-exams/) or by calling the college directly at 1 866 853 8646.
3. The tutorial is designed to assist participants in gaining necessary knowledge necessary to successfully PASS the exam; but does NOT replace on the job skill building.

**ACCOMMODATION:**

For those wishing to stay overnight in Lacombe, a room block has been set up at the LACOMBE BEST WESTERN: phone (403) 782-3535, toll free at 1-844-782-3535 quote "Alberta Seed Processors" to reserve at the group rate is \$139.00 +taxes, fees. Deadline to book a room is October 7<sup>th</sup>, 2019



# 10 COMMANDMENTS FOR FUSARIUM MANAGEMENT

## 1. EDUCATE AND COMMUNICATE

You can't control what you don't know. Go to all of those information meetings, read all the articles, and call your local agronomist. Understanding the disease triangle is key to fighting fusarium. If you don't understand the disease life cycle, what conditions favor the disease, and why a multi-pronged approach to control is required, you'd best find out!

## 2. TEST YOUR SEED

Now that most areas of Alberta have fusarium, seed testing should be used as a tool to select the best seed possible to ensure a healthy uniform crop. Request a seed health report including disease screening to assist in selecting the best seed treatment to control seed borne disease beyond and including fusarium. Using disease-free seed only slows the spread of the disease. Fusarium can spread by a spore in the wind or by infected crop residue in feed/bedding, hence why disease-free seed on its own is not a strong defense mechanism.

## 3. TREAT

Prior to planting, treat all cereal and corn intended for use as seed in Alberta with a registered fungicide that includes the genus fusarium on the label list of fungi that are controlled.

## 4. ROTATE

Continuous or short rotation cereals or corn allow for a build-up of *F. graminearum* on infested residues. Leave at least two years between host crops (e.g. all small grain cereals, corn) and avoid corn in rotation with small grain cereals. Corn is also a host of *F. graminearum*, where it causes seed rot, seedling blight, root rot, stalk rot, and ear rot.

## 5. SEGREGATE

Field location can be an important consideration as *F. graminearum* can move from one field to the next. If practical, avoid planting small grain cereals immediately adjacent to cereal or corn fields where elevated levels of *F. graminearum* are known or suspected to occur.



## 6. COMPENSATE

Increase seeding rates to promote a more uniform stand, reduced tillering, and a shorter flowering period for the crop. This approach helps reduce the period the crop is flowering, which is the growth stage most at risk for infection. Moreover, more uniform flowering of plants may help improve fungicide performance because most, if not all, of the crop will be at the key growth stage for application.

## 7. MANAGE RISK

Stagger planting dates to avoid having all cereals on the farm flowering synchronously and potentially being exposed to weather that is conducive to disease development at the same time. Humid weather during flowering (anthesis) in wheat or heading in barley favours infection.

## 8. SELECT VARIETIES WITH CARE

Grow varieties with the best available levels of resistance; however, this practice will not completely eliminate the risk of FHB. Consult annual variety guides (ALBERTA SEED GUIDE MAGAZINE) for more information.

## 9. PROTECT WITH FOLIAR

When an elevated risk of FHB is suspected, growers should consider the use of a well-timed fungicide application for FHB management. Consult the current edition of Alberta Agriculture's Crop Protection guide, Agdex 606-1, for more details. Factors related to an elevated FHB risk include the following: short intervals between successive cereal crops, planting into or next to fields with the presence of *F. graminearum*-infested cereal or corn residue, use of a susceptible cereal variety, and/or where irrigation is being used or where weather conditions favour inoculum production and host infection. Disease forecasting systems that are available in other parts of Western Canada are forecasted to be launched in Alberta soon: stay tuned for the launch of yet another tool.

## 10. SANITIZE

Same as washing your hands! Remove any loose crop residue from all equipment before leaving an infested field. Control volunteer cereals and grassy weeds on infested land, including headlands. Remove feed and/or livestock bedding from fields to reduce the risk of spreading the pathogen through infected straw/feed.



# SEED SMART

## HARVEST TIME = SEED TESTING TIME

### WHY SEED TEST? "LOOKS CAN BE DECEIVING."

Face it, farming is big business! No longer is it responsible to visually 'judge' the quality of seed, when arguably hundreds of thousands or even millions of dollars can be riding on whether or not seed is of the highest quality.

Seed testing takes the guess work out of determining seed quality, as there are many seed quality parameters that are only detectable by a laboratory analysis. The Seed Smart program promotes the testing of every lot of seed that is destined for planting. Harvest time is a great time to remind your customers to collect representative samples. The sampling document can be found on the Alberta Seed Processors website under SEED SMART: Resources. Another good idea is to contact the lab or labs that you work with to ensure you have the proper sample envelopes and shipping supplies. (A fun SEED SMART seed sampling photo contest was launched in the September Connections e-newsletter.. consult the newsletter for further details.)

Regardless of your plant's fusarium policy, testing seed for fusarium is critical in disease surveillance and an important link in integrated pest management. Knowing whether or not the pathogen is present is a critical factor when making other decisions regarding fusarium management.

## SEED VALUE CREATION: YOUR OPINION COUNTS

Since the AGM back in January, there have been a few developments to the Value Creation Conversation. The Alberta Federation of Agriculture (AFA), the Agricultural Producers Association of Saskatchewan (APAS), and the Keystone Agricultural Producers (KAP) of Manitoba have proposed a third model of "collective research" and have launched their own online survey. This is NOT a government sanctioned, online engagement that has been promised by the Federal Minister of Agriculture in a letter to our Association in March. However, every producer is encouraged to complete the survey that the three agriculture organizations have launched.

A model comparison that has been prepared by the seed synergy group (Canadian Seed Trade Association, Canadian Seed Growers Association, Canadian Seed Institute, Canadian Plant Technology Agency, and the Commercial Seed Analysts Association of Canada) can be found at [seedvaluecreation.ca/en/media/](http://seedvaluecreation.ca/en/media/) (note that there are four pages).

*PLEASE be informed prior to completing the survey and note the sources of the information that you may or may not help form your opinion.*

### BELOW IS AN EXCERPT FROM THE SURVEY

[seedroyaltysurvey.com/](http://seedroyaltysurvey.com/)

This survey is hosted by the Alberta Federation of Agriculture (AFA), the Agricultural Producers Association of Saskatchewan (APAS) and the Keystone Agricultural Producers (KAP) of Manitoba. Recent proposals on seed royalties have generated a great deal of interest and discussion amongst Western Canadian farmers. Last winter, Agriculture and Agri-Food Canada and the Canadian Food Inspection Agency launched consultations on the future of crop breeding in Canada. A series of public meetings were held across Canada where federal officials sought feedback on new models to collect royalties on saved seed. An online phase of the consultations is expected later this year.

The purpose of this Producer Survey is to gather feedback directly from farmers, to gauge awareness of the proposals and seek your initial viewpoints. We want to keep the discussion going on seed royalties to help shape our input into the next round of consultations.

We want to hear directly from producers on this important issue. Space is provided under each question for respondents to submit written comments and suggestions. There is an opportunity at the end of the survey to enter your contact information to win a prize and receive updates on the consultations and how our organizations are responding on behalf of members.

Participate in the survey: [seedroyaltysurvey.com/](http://seedroyaltysurvey.com/)



# HOW TO

## Take a Representative Sample of Your Grain

*Stream sampling while unloading a truck, cart or transferring bin to bin*



SEED  
SMART

### Here's what you'll need to get started:

- ▶ Four identical pails, holding a minimum of 20 litres each, two labeled 'A,' two labeled 'B'
- ▶ A large grain scoop or Pelican sampler
- ▶ Sealable sample containers
- ▶ Permanent marker

*To make a sample representing the entire contents of a grain bin, you will need a composite sample of each truck filling the bin.*

### Here's how to build a composite grain sample representing one truckload of grain:

▶ **Safety First!** Ensure all guards are securely in place on all grain handling equipment. Moving augers & belts can be deadly.

1

Let the grain flow for a few seconds before taking your first sample. Use a scoop that you can pass through the entire stream of grain such as a pelican sampler. It should be deep enough so that the seed does not bounce out.

2

Start unloading the grain truck and pass the sampler through the entire grain stream. Pass it through quickly enough that it does not overflow.

3

Continue to sample at regular intervals throughout the entire unload or transfer process. A representative sample is key.

▶ *For a tandem truck, about 10-15 samples are required. For a Super B, about 35-40 samples are required. This may sound like a lot, but keep in mind that sampling error is responsible for unreliable testing results.*

4

Place all the scoop samples for the truck in one of the pails labeled A to create a representative composite sample.

▶ *Scooping a sample from the door of a bin does not create a representative sample of the bin; rather it is just a sample of the grain in the bin door.*

5

Continue this procedure for each and every truck for a particular field or lot.

▶ *Limit field or lot sizes to fields estimated to be "uniform." Remember that field conditions vary, so larger lots or fields create a larger probability for sample variance.*

▶ *Using permanent markers to label your sample containers is recommended. The date and lot reference can be crossed off or removed with acetone for container reuse. If the label fails, the sample fails.*





Photos courtesy of the Canadian Grain Commission

# SEED SMART

## Reduce your composite grain sample

Next, use this procedure to reduce your composite sample into a smaller sample that stays representative of the grain in the bin. This will make the sample easier to handle and store. Keep in mind that you may need multiple samples for different purposes.

► Plastic buckets with lids or Rubbermaid® containers with tight fitting lids secure your sample and protect from foreign objects/rodent damage.



1

Mix the contents of pail A thoroughly by hand



2

Place the two empty pails labeled B side by side and touching on a level surface



3

Pour the contents of pail A at the point where the pails touch, ensuring that half the stream flows into each pail labeled B



4

Pour one of the pails labeled B back into pail A



5

Pour the contents of the other pail labeled B back into the grain bin



6

Repeat this process with the remaining sample until you have the amount you need for your seed testing purposes. Consult with your lab regarding how much seed is required. Typically 1-2 kilograms of seed is required



7

Place the final sample into the second pail labeled A



8

Place the final composite sample or samples in sealed containers and label each container to show the bin or lot it represents

For more information on submitting a sample for testing, visit [seedsmart.ca](http://seedsmart.ca)





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GROWING  
IS YOUR  
POTENTIAL

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<sup>1</sup> 2019 STRATUS Report - Seed Treatments  
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C-52-10/27-11101196-E





## TWO VALUABLE BUSINESS PLANNING TOOLS: MANAGEMENT DASHBOARD AND BENCHMARKING

*An excerpt from: [bdc.ca/en/articles-tools](http://bdc.ca/en/articles-tools)*

Having clearly defined goals and measuring your progress as you move toward them is essential to making your business a success. But how do you determine what's realistic to achieve in a given amount of time?

Two important planning tools can help: a management dashboard keeps track of your performance so you can see how it evolves, and benchmarking helps you compare your performance to that of other industry players. Both tools will help you keep moving forward as you take your business to the next level.

### 1. MANAGEMENT DASHBOARD

A speedometer and gas gauge give you critical information that helps you get where you're going safely and on schedule; you wouldn't drive a car without them. In the same way, all businesses should monitor certain types of information to ensure that they stay on track. The management dashboard gives you current, objective data about your business, which you can use to make informed decisions.

This tool is also known by many other names, including executive or performance dashboard, key performance indicator (KPI) summary and business scorecard.

Essentially, it is a way for managers to get an at-a-glance view of the most important aspects of their business. It brings together, in a single place, a summary of data collected from various sources across your business. It can include an overview, spreadsheets and graphics such as bar charts or pie charts.

The management dashboard can be created using specialized software packages that give you real-time information updates. But it can also be designed with simple tools like spreadsheet or word processing software, which help you manually track important data on a regular basis.

The benefits of a dashboard are many. It translates goals into measurable data and provides speedy access to objective information. Graphics make quick assessment easy and allow early identification of negative trends or problems in projects or departments.

#### **Make the most of your dashboard**

To maximize the benefits you get from your dashboard, it must be customized for your business. To decide what aspects of your business you should monitor, review your key business goals. These should be as specific as possible. For example, do you want to increase the number of repeat clients or find more new customers? Is improving cash flow a priority? Maybe you want to fill orders faster or reduce the number of returned products? Based on your business goals, determine which KPIs you want to measure frequently to track progress on these goals. These KPIs should be SMART: Specific, Measurable, Achievable, Realistic and Time-bound.

#### **Monitor your data**

The data for the dashboard should be collected constantly and reviewed regularly. Studying the dashboard is best done as part of your schedule. Over time, you will be able to spot new trends or anomalies quickly.

- continued on next page -

### What you could monitor

If improving your number of repeat customers is important, you could measure the number who submit a second order within a specific period of time (3, 6 or 12 months). If finding new customers is a goal, you might measure the proportion of leads and referrals that turn into orders within 12 months. If your priority is improving your business's cash flow, you can start tracking the number of accounts that have an excess of 30 days payable. You will quickly notice any increase in unpaid accounts. By acting immediately and doing some collection work, you can correct the situation before it affects your cash flow.

### E-dashboard

Dashboard software usually presents your data in easy-to-understand formats, such as charts, gauges or warning lights. You can also download dashboard widgets—graphic tools that collect information and display it on your desktop. Like any desktop icon or window, each widget can be moved around your desktop, rearranged or deleted. Some people use a simple spreadsheet and color code KPI's with green/yellow/red to indicate progress on any item.

If you are considering buying software, know your business requirements. Determine if it accommodates the KPIs you want to track and if you need additional software to collect the data. Verify whether it spans several business areas or is specific to one (e.g., human resources). And ensure that as well as being flexible and easy to customize, it integrates with your other systems, such as client relationship management (CRM) and accounting software. Finally, see if you can change how the reports are created, e.g., by region, by sales rep or by product.

When you have determined what you need, budget for the costs of purchase, installation, training and yearly maintenance. Factor in the costs of updates or additional components. You may also wish to develop a purchasing plan to spread the costs over time.

## 2. BENCHMARKING

Knowing how other companies in your industry are performing will help you develop insight into your own business practices. Financial ratios are often available that allow comparisons to industry averages and medians.

Leading and innovative firms can also act as models for other companies. Benchmarking means identifying the best practices (achieved results) of industry leaders and then comparing your own business performance with them.

A benchmark can help in virtually all areas of your business and be a useful tool in a business's program of continuous improvement.

### Benefits of bench marking

Comparing your performance with other businesses also allows for enhanced strategic planning, more efficient operations and improved products and services.

### Benchmarking steps

There are 6 basic steps to successful benchmarking.

1. *Identify the area you want to improve*
2. *Measure your performance in that area*
3. *Decide which companies or industry you would like to benchmark*
4. *Determine how you will collect the data on your target*
5. *Compare data collected to your performance*
6. *Develop an action plan to close any gaps you may discover*

The Association collects business volume data on a yearly basis for the purposes of benchmarking. This data is available on-line, as well as hard copies are distributed at the AGM.

### Make comparisons

Benchmarking and best practices should be viewed as a means to gain insight into your own business processes. Make sure you understand why your target was successful before emulating it. Practices that work for one company may not necessarily work the same way for others.

Therefore, you should carefully evaluate whether a best practice can work for your business, which may be a different size or have different markets or strategic orientation. Practices should act as a source of inspiration. You can then adapt them to reflect your own realities and needs.

## Do you have an idea for a Seed Plant News story?

Is there something you would like to see featured in this publication? Please send your ideas, submissions or feedback to **Monica Klaas**.

**MONICA KLAAS - GENERAL MANAGER**

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