

THE INCUBATOR COMPANY

JAMESWAY



Practical Hatchery Management

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Practical Techniques

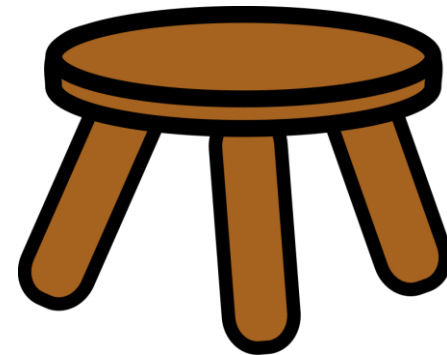
- To leave you with some thoughts and ideas on ways to help improve your management style, training of staff, and your maintenance program.



Ingredients for a successful hatchery

Much like a 3 legged stool a hatchery needs

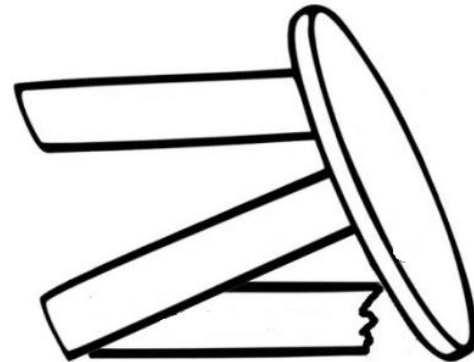
1. Effective Management
2. Well trained staff
3. Good Preventative Maintenance





A struggling hatchery

- When one or more of these elements are not functioning well. Hatcheries struggle in a variety of areas
 - Hatchability
 - Turn over
 - Poorly trained staff
 - Poor maintenance
 - Hatchery hygiene
 - Safety
 - Biosecurity





Good Management – the 1st leg

- Good Management is key and the first leg to the success of the hatchery.
 - Without it the hatchery will struggle
 - Poor management will impact the other two legs as well.
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Importance of good hatchery management

- Hatchery runs smoothly and efficiently
 - Reduced turnover
 - Reduced labor costs
 - Improved hatchery performance
 - Improved chick, poult, duckling quality
 - Reduced maintenance costs
 - Improved staff morale
-



Why Employees leave

- Employees join companies but leave Managers.
 - A Gallop poll of more than a million US workers concluded that the #1 reason they quit their jobs is because of a bad boss or supervisor.
 - 75% of employees who voluntarily left their jobs was because of a bad boss and not the company.
 - Turnover is mostly a Manager issue.
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- A culture of blaming, punishment, inflexibility, and insensitivity only pushes people away.
 - Employees want Managers who are leaders. Managers who will inspire them, who are fair, honest, and will stand up for them and the team.
 - Too many times employees become discouraged, stop caring and just go through the motions until they find another job.
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Treat Employees well

- Managers – please use a human to human approach when dealing with employees. It's people you are dealing with.
 - Get to know your staff meet them where they are and be flexible.
 - You can't buy loyalty but you can earn it.
 - If you want **loyal employees – treat them well!**
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Listening

*"Leaders who don't listen will eventually
be surrounded by people who have
nothing to say." ~Andy Stanley*



Listening

The **biggest**
communication problem
is we do not listen to
understand.
We listen to reply.



**THE SINGLE
BIGGEST
PROBLEM IN
COMMUNICATION
IS THE ILLUSION
THAT IT HAS
TAKEN PLACE.**

- George Bernard Shaw



Communication

“Communication must be
HOT. That’s Honest, Open,
and Two-way.” - Dan Oswald



Good Communication

- Good communication is essential for your staff to know what is going on. This should occur daily.
 - This daily feedback is essential for your staff
And believe me your crew craves this feedback.
 - Need to have a positive attitude even when things are not going well.
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Skill in the art of communication
is crucial to a leader's success.
You can accomplish nothing unless
you communicate effectively.

Norman Allen



Boss Vs Leader

Boss & Leader

Drives employees

Depends on authority

Inspires fear

Says, "I"

Places blame for the breakdown

Knows how it is done

Uses people

Takes credit

Commands

Says, " Go "

... Coaches them

... On goodwill

... Generates enthusiasm

... Says, " We "

... Fixes the breakdown

... Shows how it is done

... Develops people

... Gives credit

... Asks

... Says, " Let's go "



Poor Manager

20 most common traits of bad managers



The Predictive Index surveyed 5,103 employees from 22 industries about their direct managers. Get the full report at trypi.com/managers

PEOPLE
MANAGEMENT
SURVEY 2018

Source: *The Predictive Index People Management Survey 2018*

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Bad Manager

A **bad manager** can take a good staff and destroy it, causing the **best employees** to flee and the remainder to lose all motivation.



Pay Attention to details

- Simply put we need to pay close attention to the details and ALL of the basics.
 - All of these little things will make a difference.
 - I've found by paying attention to the details your staff will begin to pay closer attention as well.
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- In order to pay close attention to the details
 - You need to walk the hatchery throughout the day.
 - You can not effectively manage a hatchery from in an office looking at a computer screen
 - I know hatchery managers are busy but you **NEED** to find time to walk your hatchery. To interact with employees and see what's going on.
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- Walking the hatchery to use your senses of hearing, seeing, feeling, and smelling.
- If you don't walk the hatchery you will miss the small details and early indicators of potential problems.



SOP's

- A **process in control** is also vital to the hatchery, this is accomplished through detailed SOP's
- If you don't have or use SOP's We have you covered, our Operations manuals have many written processes that you can use to develop your own SOP's

JAMESWAY 



Jamesway Incubation Systems

Platinum Single-Stage
Operations Manual for Chicken





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- Don't let things go, or cut corners within your SOP's/ process even if its just every once in awhile.
 - Don't fall into this trap because it creates confusion with your staff.
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Inspect what you Expect

- You need to walk the hatchery to **Inspect what you Expect**
 - Are staff following your programs and SOP's if you never walk around how do you really know what is truly going on
 - Are staff wearing the proper PPE's
 - Are staff cleaning and sanitizing properly
-



- **A word of advise** here- if you're walking around and you see something not right or someone not doing something properly.
 - You **NEED** to address it right then and there if you don't and you walk away you have just told your staff- it's okay that behavior is acceptable.
-



Don't confuse your staff

- Don't confuse your staff
 - You need to **walk the talk** if you have a program or policy you and your management team need to follow it as well.
 - If you have a program/policy/SOP it needs to be followed 24/7/365 without exception. If you make an exception you are telling you staff its okay to do things this other way.
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Staff training and development

- The next leg of the stool is a well trained staff.
 - This is also essential to a properly functioning hatchery.
 - Without a good staff to get the work done the hatchery will suffer.
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Importance of a well trained staff

- Improved hatchery performance
 - Reduced labor costs
 - Improved safety
 - Improved animal welfare
 - Improved biosecurity
 - Improved Hatchery hygiene
-



Staff

- The #1 problem in most hatcheries is finding staff do this this type of work.
 - So what are some things we can do to help improve this?
 - Training
 - Effective communication/ listening
 - Proper on-boarding
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Training

- Over the years I've found a simple 3 step process to improve training.
 1. Tell me (what, why, how, when, and where)
 2. Show me
 3. Let me
 - If they don't understand retrain
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Training

"The only thing worse than training your employees and having them leave is not training them and having them stay."

Henry Ford

 commellus







On-Boarding

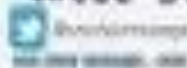
- On Boarding is a process by which new employees acquire the necessary knowledge, skills and behaviors to become effective members of the team.



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- The process of integrating a new employee into the work place can be done in many ways.
 - The goal is to get the new hire immersed into the work place and it's culture as swiftly as possible.
 - These socialization techniques lead to positive outcomes such as higher job satisfaction, better job performance, greater Company commitment and reduced work place stress.
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New hires tend to decide within the three months of starting a new job whether or not they will stay with the organisation.







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- This younger generation wants to hear they are doing a good job.
 - They want the warm and fuzzy
 - If they don't get this feedback they will leave to find someone who will appreciate them. Remember this group has been brought up hearing they are awesome, they are doing great. They Need this type of feedback daily.
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**“GOOD WORDS
ARE WORTH
MUCH, AND
COST LITTLE.”**

George Herbert



MAINTENANCE IS TERRIBLY IMPORTANT

NEWTON, D. J. & J. A. DICK.

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Two types of hatchery maintenance

- Reactive Maintenance
- Preventative Maintenance (pro-active)



Reactive maintenance

- Reactive Maintenance
 - Performs maintenance as a reaction to a breakdown or problem.
 - Waits until the equipment stops working properly before maintenance begins
 - Lowers the life expectancy of equipment
 - At this point the equipment is having a negative effect on performance
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Preventative maintenance

- Preventative Maintenance
 - To perform regularly scheduled maintenance to prevent equipment breakdown
 - This maintains the consistency of machine/equipment operation
 - Improves the life expectancy of equipment
 - Optimizes equipment operation and therefore optimizes performance
-



- Preventative Maintenance is so important, and yet so many people just neglect it.
 - People will only react when things don't work.
 - Once things are not working, now we really have a problem.
 - This mentality in a hatchery can and will have devastating consequences.
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- Many hatchery managers tell me they would like to have a preventative maintenance program
 - BUT they don't have time.
 - If you don't find time nothing will change and you will never get to a preventative maintenance program.
 - You need to find time and you need to start
-



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- So how do we go from a reactive maintenance program to a preventative maintenance program.
 - 1st – You and your maintenance staff must want to make the change and are 100% committed.
 - 2nd – begin a PM program on the equipment that is giving you the most problems and taking up most of your time Continue this process of starting a PM program on each piece of equipment
-



- 3rd – use the owners manual from each piece of equipment to develop a PM program.
 - Document what has been PM and by whom.
 - This process will take awhile to accomplish but once completed you will have a great PM program
-



Benefits of good hatchery maintenance

- Improves the efficiency of the machines/equipment
 - Equipment and Parts last longer
 - Lower power usage
 - Improved chick quality
 - Fewer un-expected breakdowns
 - Improved labor savings
 - More time available for other things
-



Good Maintenance





Bad Maintenance





- What makes a good maintenance team/program
 - A good PM program is a must
 - Following the troubleshooting guides in the operations manual is also a must. This will save you time and money by not changing out parts that do not need changed out
 - **5 minutes** to check out the troubleshooting guide will save you so much more
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Key areas of focus

- Incubators and Hatchers
 - HVAC
 - Physical structure and components
 - Controls
 - Room conditions
 - Calibrations
 - Processing equipment
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Example of Jamesway PM Guide

MAINTENANCE SCHEDULE FOR PLATINUM INCUBATORS AND HATCHERS

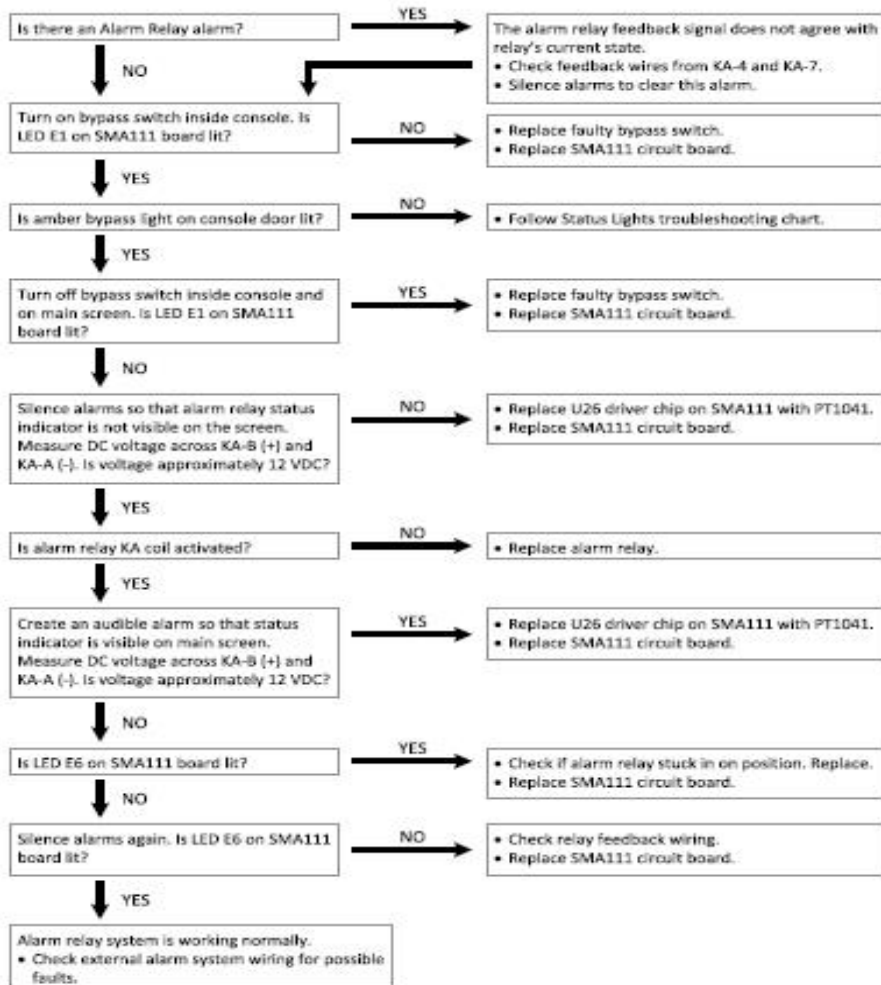
All of the items mentioned below should be checked, as scheduled.
Actual readings should be recorded and compared with the optimum.
All other items should be assessed as to their operating condition – either satisfactory or unsatisfactory.
Unsatisfactory would include not operating properly, excessive wear, dirt or any potential problem.
Items, not in satisfactory condition, should be repaired or replaced, and/or cleaned prior to further use.

Items to be Checked	Time Schedule			
	Incubators After Every Transfer/ Wash	Hatchers Monthly or status weekly	Both, Every 3 Months	Both, Every 6 Months
Temperature Calibration				
1. Display reading	°F or °C	○	○	
2. Check reading	°F or °C	○	○	
3. Setpoint	°F or °C	○	○	
Humidity Calibration				
1. Setpoint	RH %FWB or %CWB	○	○	
2. Display reading	RH %FWB or %CW	○	○	
3. Check reading	RH %FWB or %CWB	○	○	
Carbon Dioxide Calibration				
1. Setpoint	% or ppm	○	○	
2. Display reading	% or ppm	○	○	
3. Check reading	% or ppm	○	○	
Compressed Air				
1. Reading		○	○	
2. Water build up?		○	○	
3. Tank - drain		○	○	
General Machine				
1. Doors seal properly				●
2. Doors latch properly				●
3. Door gasket condition	○	●		
4. Door sweep condition			●	
5. Caulking - all joints			●	
6. Damper zero position			●	
7. Damper operating properly. See page 105.			●	
8. Damper slides not binding			●	
9. Damper openings equal	○	○		
10. Hatcher fan (if equipped) operating properly			●	
11. Water hose connections	○	○		
12. Water hose couplings	○			



Example of Jamesway Troubleshooting Guide

TROUBLESHOOTING CHARTS ALARM RELAY





Summary

- Work to become a great LEADER.
 - People leave bosses not jobs.
 - Turnover is mostly a Manager issue.
 - Appreciate and Treat your employees well.
 - Need good communication and listening skills
 - Have an On- Boarding process
 - Have a Training and development program
 - Good PM maintenance program
 - Use Troubleshooting guides
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Questions?



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**YOUR PARTNER
FOR A WORRY FREE HATCHERY**