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University of Reading

Department of Agricultural Economics

# THE FARMER AND HIS TIME

AN AGRICULTURAL EXERCISE IN 'ACTIVITY SAMPLING'

By

D. J. Ansell

A. K. Giles

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### Preface

While a large body of labour requirement data exists for most manual tasks in farming, little or no comparable information exists about the requirements of management. How, in fact, do managers of farm businesses - be they self-employed farmers or salaried managers - allocate their time? This report begins to answer that question.

### Acknowledgements

The authors especially wish to thank the sixteen farmers and farm managers who exposed themselves to the rigours of the time sheets on which this report is based. All of them are members of the Berkshire Branch of the Farm Management Association, and it is hoped that in return for their trouble they have information about their activities that will help them in the future management of their businesses. In addition they have the knowledge that they are amongst the first, if not the first, farmers to take part in such an exercise.



"Everybody has the problem of time; for of all resources it is the scarcest, the most perishable and the most elusive."

Drucker.

## I. INTRODUCTION

### The Problem of the Manager's Time

The attempts, in recent years, to analyse and describe the objectives and functions of 'Management' have been legion. There are probably as many different versions as there are exponents of the subject - but the one point on which there is perhaps most general agreement is that management has the unique function of being concerned with the whole of an organisation. Individual workers and sub-managers may be responsible for particular operations of particular sectors within an organisation but 'top' management must be concerned with them all. It is the task of management to combine a variety of resources and people into a successful unity.

Two important and related issues arise from this co-ordinating function. Firstly, any manager will be needed and consulted by many other persons from both inside and outside his organisation; time to himself, therefore, will usually be at a premium. Secondly, an important aspect of a manager's work will therefore be managing his own time so that his energies can be successfully divided between the demands that others make on his time and the time that he needs to himself to guide his organisation in a chosen direction.

This report is primarily concerned with the second of these two issues which may be especially serious in a small business organisation where the opportunities for the delegation of responsibility are limited, if not non-existent, and where circumstances dictate that the manager must be something of a jack-of-all-trades. The majority of farmers (and farm managers) come very much into this category with sole responsibility for planning, decision making and for control in the various areas of their business which, in larger organisations, would constitute specialised areas of management (e.g. production, marketing, personnel).

Because of this many farmers - and they are by no means alone in this matter - will confess that whole days pass by during which they seem to have achieved little or nothing but have not had a moment to

spare! Communicating with others is, of course, a vital aspect of management, but must not be allowed to so dominate a manager's time that other equally important aspects of management, demanding uninterrupted time, are neglected. Most people, however, are victims of a natural tendency to be able to find time for what they wish to do, and not always for what they ought to do. For this reason, dealing with the events and interruptions of the day, which may at the time seem to be the most pressing problems, can too often take precedence over identifying and doing what ought to be done in the longer term interests of an organisation. In such circumstances it becomes essential for a manager to know what is happening to his time and to be able to control it.

In his book "The Effective Executive" Peter Drucker has suggested that "knowing where their time goes . . . . and managing the little of their time that can be brought under their control" is one of the essential habits of mind that have to be acquired in order to become an "effective executive".<sup>(1)</sup> He suggests that this habit of mind can, in fact, only be acquired by a systematic attempt :-

- (a) to record how ones time is spent,
- (b) to analyse such records with a view to minimising time wasting activities, and
- (c) to effectively use the residual time that is one's own.

#### The Measurement of Managerial Time

Whilst few managers might quarrel with the value of self-analysis of the type suggested above, management literature offers very little empirical evidence of how managers do in fact spend their time, and this is as true of the industrial field generally as it is of agriculture in particular. The absence of such data might be explained by the problems of its measurement, or by the painfulness of the exercise to the individuals concerned, or simply by an understandable failure of managers, generally, to realise that one of the resources they control is their own management.

The information presented in this report has therefore been collected and analysed with the following objectives in mind:-

- (i) Simply to provide a measured account of how some farmers and farm managers utilise their time.

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(1) The Effective Executive. Peter F. Drucker. Heinemann. London 1967.



- (ii) To explore the problems involved in making this type of measurement.
- (iii) To encourage the individuals concerned to look critically at their own activities and possibly to stimulate others to embark on a similar exercise.

The technique that has been used is an unsophisticated form of 'Activity Sampling'. This is a technique which in its stricter form is used in Work Study when the heterogeneous nature of a particular job - such as management - does not permit more direct and continuous methods of work measurement to be used. By making an appropriate number of observations at random intervals, activity sampling can establish, within defined limits of accuracy, what proportion of a person's time is being devoted to the different type of activities that make up his total job.

It was not feasible on the sixteen scattered farms which make up this study for measurements to be made by visiting recorders; the managers concerned were therefore invited to complete time sheets according to certain instructions. Neither were the activities sampled in a random way; in fact a specified period in each month over a twelve month period was deliberately selected, partly for reasons of practical ease and partly in order to reflect possible seasonal variations in the pattern of managerial activities. The study does not represent an attempt to use 'activity sampling' in its formal sense, but it is an attempt to apply the general approach of the technique to the task of managing a farm business. The details of how this was actually done are outlined in the next section.

## II. DESIGN OF THE SURVEY

This survey began in May 1967 when a group of farmers and farm managers, all members of the Berkshire Branch of the Farm Management Association, agreed to co-operate in a project designed to clarify the nature and range of the duties involved in managing a farm.

The methodology of the survey has been simple and was specifically designed to be such. The co-operating farmers and managers were each asked to complete a time sheet recording their activities every day for the first week\* in each month, for an entire year. Hence the last recording took place in April 1968. Where holidays or sickness interfered then the time sheets were completed for the first full week of work in that particular month.

It is appreciated that by choosing the first week in each month as the measuring period certain duties which are undertaken on end of month days only were not revealed in the time sheets. Similarly if certain tasks are associated particularly with the beginning of a new month, their importance might be exaggerated in the results, compared with the total time per month actually devoted to them. However, conversations with managers suggested that the distortions were unlikely to be substantial because of these possibilities, while the difficulties of organising the survey would have been significantly increased by varying the recording week in each month.

A copy of the specimen time sheet that was sent to managers appears opposite, dividing the day into fifteen minute intervals. It was not thought feasible to be more precise in the allocation of time than this, especially as the nature of a manager's work means that a time sheet is much more likely to be completed at the end of the day, rather than after each individual task. As guidance to the co-operators in classifying their work the following headings were suggested:

- Manual
- Trading - buying and selling
- Issuing instructions
- Clerical
- Inspection
- Supervision
- Gathering information
- Planning
- Other work (not connected with the farm)

In some cases managers preferred merely to record what they had

---

\* In fact the week beginning with the first Monday in each month.

SPECIMEN

WEEK COMMENCING

DAY:

7 a.m.	↑ Issuing instructions to workers & organising days work.	3 p.m.	↓ With owner
8 a.m.	↑ Checking livestock & treating sick pigs Dealing with correspondence	4 p.m.	↑ Meet rep. - buying checking temperatures of sick pigs - examine sows due to farrow inspect jobs done during day
9 a.m.	↑ Meal Telephone calls	5 p.m.	↑ Meal
10 a.m.	↑ Transporting pigs to Slaughterhouse	6 p.m.	↑ Not working
11 a.m.	↑ Buying - spares etc. & travelling	7 p.m.	↑ Travelling
12 noon	↓ Meal	8 p.m.	↑ N.A.A.S talk on Grassland Management
1 p.m.	↑ Issuing Instructions to workers	9 p.m.	↑ Travelling
2 p.m.	↑ Discussion of valuation & trading account.	10 p.m.	↑ Not working

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2 p.m.	↑ Discussion of valuation & trading account.	10 p.m.	↑ Not working

done, leaving the authors to classify the jobs according to these categories, a brief description of which follows:-

#### Manual work

There is little problem in defining manual work in the farm situation, except to add that it includes driving, the maintenance of machinery and most of the physical operations concerned with livestock.

#### Trading

This term covers the meetings and transactions conducted between the manager and his suppliers and those he supplies. It includes meeting representatives, and telephoning local merchants etc. e.g. in an attempt to finalise a grain sale. It covers, in fact, all decisions relating to the amounts, types and prices of inputs coming on to the farm, and the destination, time of sale and price at which outputs leave the farm.

#### Issuing Instructions

The manager has to transmit his decisions to employees in order that they will be implemented. On larger farms, with large labour forces, this task of delegation might be a major one, and its importance will decline as the size and complexity of the farm business is reduced. The task itself can be described as the transmission of decisions from the point at which they are made to the point at which they are carried out.

#### Clerical Work

Running a business requires administration, and administration must be backed by clerical services - involving such tasks as the keeping of physical and financial records, the handling of correspondence and the calculation of wages due. In some cases the manager has to be his own clerk, and the extent to which this will happen again depends on the size and complexity of the farm business. The larger the business, the greater the need for clerical services and the systematic storage of information, and ultimately the presentation of this information in a manner that assists the decision making process. At the same time, the larger the business the more likely it is that specialist clerks can be efficiently employed to remove this burden of work from the manager's shoulders, although even the smaller businesses are increasingly served by part-time secretarial agencies or help.

#### Inspection

Since the manager decides what work has to be done, at what time

and in what way, he has also to check that the work has been completed in a satisfactory way. Also, in order to take decisions, he has to know what the existing 'status quo' is - the state of crops, the condition of livestock etc.. Farming is concerned with the economic production of growing organisms; growth implies change, and change implies the need for managers to be constantly aware of the direction and amount of those changes. A substantial amount of manager's time, therefore, is devoted to checking jobs done, and checking the farm for what needs to be done. This general body of duties has been called Inspection.

### Supervision

Some tasks are complicated or require the co-operative work of several employees. In circumstances such as these it may not be possible for the manager to give his instructions and then to pass on to other tasks. He may need to stay to direct and control the way in which a particular task is carried out. The amount of a manager's time devoted to the supervision of others in this way will again depend on the scale and type of the business involved as well as on the reliability of those who can undertake supervision in the absence of the manager.

### Gathering Information

The process of decision-making involves judging the economic implications of various courses of action. This judgement will be sounder and more likely to lead to success if the manager has as much relevant information at his disposal as possible. It is therefore necessary for the manager to gather this information together. He may attend evening lectures, he may call in specialist advisers, he may evaluate the performance of new machinery, and he may devote some time to studying those journals and publications which increase his knowledge of the economic and technical environment in which he works. It is these activities which have been classified as Gathering Information.

### Planning

Planning involves consideration of the future development of the business - deciding both the direction in which the business should head, the speed with which it proceeds and the method of locomotion. It is not always easy even for a manager to know when he is planning. Planning will draw from his various other activities and relatively little time may be spent on planning in the formal sense as opposed to other tasks. Planning, however, is characterised by its concern with the future. By contrast, the present is historic; it cannot be changed, but it is only by reference to the present and to the past that the uncertainties and problems of the future can be overcome.



For the purposes of this survey, the farmers' or farm manager's total time has been allocated to one of these eight activities, together with the time when he is either not working or when he is working at other tasks which have been described under the heading of Other Work. Many managers for instance have substantial interests in the community life of their village or devote themselves to other political, welfare type or professional activities.

It must be emphasised however that it is not the case that everything a manager does falls indisputably and naturally into one of the categories mentioned above, and some jobs have of course been difficult to allocate. The temptation has been to have an additional entry for residual jobs that are difficult to classify. This device has not in fact been used for two reasons. Firstly because such an entry would not add to our knowledge of how a manager spends his time, and secondly because the evidence collected suggests that every task that a manager undertakes embraces some aspects at least of the categories which have been listed above. Allocation in these more difficult cases, therefore, has been based on which element of the described job seems to have been most important.

Finally one other difficulty should be mentioned which arises from the fact that certain jobs overlap or are carried on at the same time. This may particularly apply to mental tasks such as planning. Thus, a manager may be feeding livestock (and the entry on the time-sheet will read 'manual') but at the same time, as a result of the stimuli of seeing the animals, may be planning his feeding policy for the forthcoming months. A time sheet cannot track these processes of thought and again entries record the activity that each manager has said he was principally engaged in at the time.

### III A COMMENTARY ON THE RESULTS OF THE SURVEY

This section does not pretend to offer conclusions. The survey has been based on a relatively small number of case studies, representing a fairly wide range of farming situations. In no way do these sixteen farms correspond to a 'sample' in a statistical sense and definite conclusions based on them about the activities of farm managers generally must be avoided. It is possible, however, to comment on and to summarise some of the information that has been collected, and (quite apart from the physical difficulties of where in the report to place large broadsheets of individual farm results) it was felt that it would be to the convenience of the reader to place this commentary before, and not after, the individual farm data. The latter is thus left to form the final and main section of the report.

#### THE FARMS

The sixteen farms range in size from 134 to 4,092 acres. Where reference is made to the influence of farm size on the pattern of managers' activities, data has been assembled in four different size groups: Group I comprising 3 farms between 134 and 207 acres; Group II, 3 farms between 303 and 337 acres; Group III, 9 farms between 963 and 2,387 acres and Group IV, 1 farm of over 4,000 acres.

All of the farms have an arable acreage, and in no case is it less than one third of the total farm area. On ten of the farms it is more than a half, and on three, more than three quarters of the total acreage. Twelve of the sixteen farms have a dairy herd, the smallest being 69 cows. On no less than seven of these twelve dairy farms, the herd is over 100 cows. All of the farms have at least one major livestock enterprise; four of them have two, seven have three and one has four.

On the larger farms, the number of employees is well above the number usually associated with farming in this country. The nine farms in Group III, for instance, have an average of 12 employees per farm.

The estimated average level of tenant-type capital employed is £55,500 per farm, embracing a range from £10,000 at the lowest end up to a maximum of some £180,000.

### LENGTH OF THE WORKING WEEK

The average length of the 'managers' working week, calculated in respect to farm-work on all sixteen farms, was  $59\frac{1}{2}$  hours. Added to this was an average of 2 hours per week on non-farm work (i.e. community type work) making an average for all work of  $61\frac{1}{2}$  hours. Included in this total was an average of  $6\frac{1}{2}$  hours work on Saturdays and 4 hours work on Sundays. The broadsheets of individual results show how these averages vary both between farms and between the months on any one farm. The tendency for longer hours to be worked on the smaller farms is indicated by the following list of average hours worked per week per farm, arranged in ascending order of acreage: 74,  $58\frac{1}{2}$ ,  $54\frac{1}{2}$ ,  $72\frac{1}{2}$ ,  $84\frac{1}{4}$ , 53,  $66\frac{1}{2}$ , 57, 62, 56,  $62\frac{1}{4}$ , 43,  $59\frac{1}{4}$ , 48,  $56\frac{3}{4}$ , 42. The fact that the only two farmers in the survey (as opposed to salaried managers) had the second and third longest working week is of note, but may simply reflect the fact they occupy the smallest and the fourth smallest farm in the survey.

### THE PATTERN OF WORK

Not surprisingly, the type of work undertaken by 'managers' varies greatly depending on the size and complexity of their businesses. Table I illustrates this variation, with manual work ranging from 83% of the total, to none at all. Where, on the larger farms, manual work becomes a small (or non-existent) proportion of the total, other activities such as 'issuing instructions', 'clerical', 'inspection' and 'supervision' assume importance.

TABLE 1 THE PATTERN OF TOTAL FARM WORK ON EACH FARM, IN ORDER OF SIZE AND BY TYPE OF WORK

Code No. Acres	N 134	F 157	D 207	R 303	S 325	O 337	C 963	I 1090	G 1400	J 1440	K 1876	A 1949	M 2003	H 2082	B 2387	E 4092
Type of Work	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Manual Work	71	73	82	79	61	83	5	32	5	15	12	5	27	16	20	-
Trading	2	3	1	3	2	1	10	6	5	6	4	13	10	7	7	6
Issuing In- structions	1	4	1	1	3	4	7	4	14	9	4	10	5	7	6	6
Clerical	12	8	6	5	19	2	29	16	22	8	17	15	15	13	13	23
Inspection	2	5	2	2	3	4	17	13	14	29	33	24	21	18	20	15
Supervision	1	-	1	6	5	2	7	2	17	26	10	14	8	24	12	6
Gathering Information	7	2	5	3	1	3	11	11	13	3	10	15	9	2	12	24
Planning	4	5	2	1	6	1	14	16	10	4	10	4	5	13	10	20
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Average hours per week per farm (to nearest hour)	74	58	54	72	84	53	66	57	62	56	62	43	59	48	57	42

The influence of farm size on the pattern of activities which is illustrated on page 10, is brought into even sharper focus in Table II below, where the information contained in Table I has been re-assembled in the four size groups referred to earlier.

TABLE II THE PATTERN OF TOTAL FARM WORK BY SIZE GROUPS AND BY TYPE OF WORK

Type of Work	Group I	Group II	Group III	Group IV	TOTAL
	3 'small' farms	3 'medium' farms	9 'large' farms	1 'very large' farm	
	%	%	%	%	
Manual Work	75	73	15	-	39
Trading	2	2	5	6	5
Issuing Instructions	1	2	5	6	5
Clerical	9	10	18	23	14
Inspection	4	3	23	15	13
Supervision	1	5	14	6	9
Gathering Information	5	2	10	24	7
Planning	3	3	10	20	8
Total	100	100	100	100	100

The way in which the patterns of work vary seasonally within any one size group is shown both in the Appendix, and, individually for each farm, on the broadsheets which make up Section IV. With a few obvious exceptions, such as the increased manual work undertaken by managers on the larger farms at harvest time, there is a remarkable degree of consistency in the distribution of time as between different types of activities in each month of the year. It should be stressed here, however, that no account has been taken of the type of enterprise to which manual or any other type of work is related. Manual work, for example, irrespective of enterprise and season, has simply been categorised as 'Manual Work' thus disguising an aspect of seasonal variation which obviously exists.

#### A MANAGEMENT PROFILE?

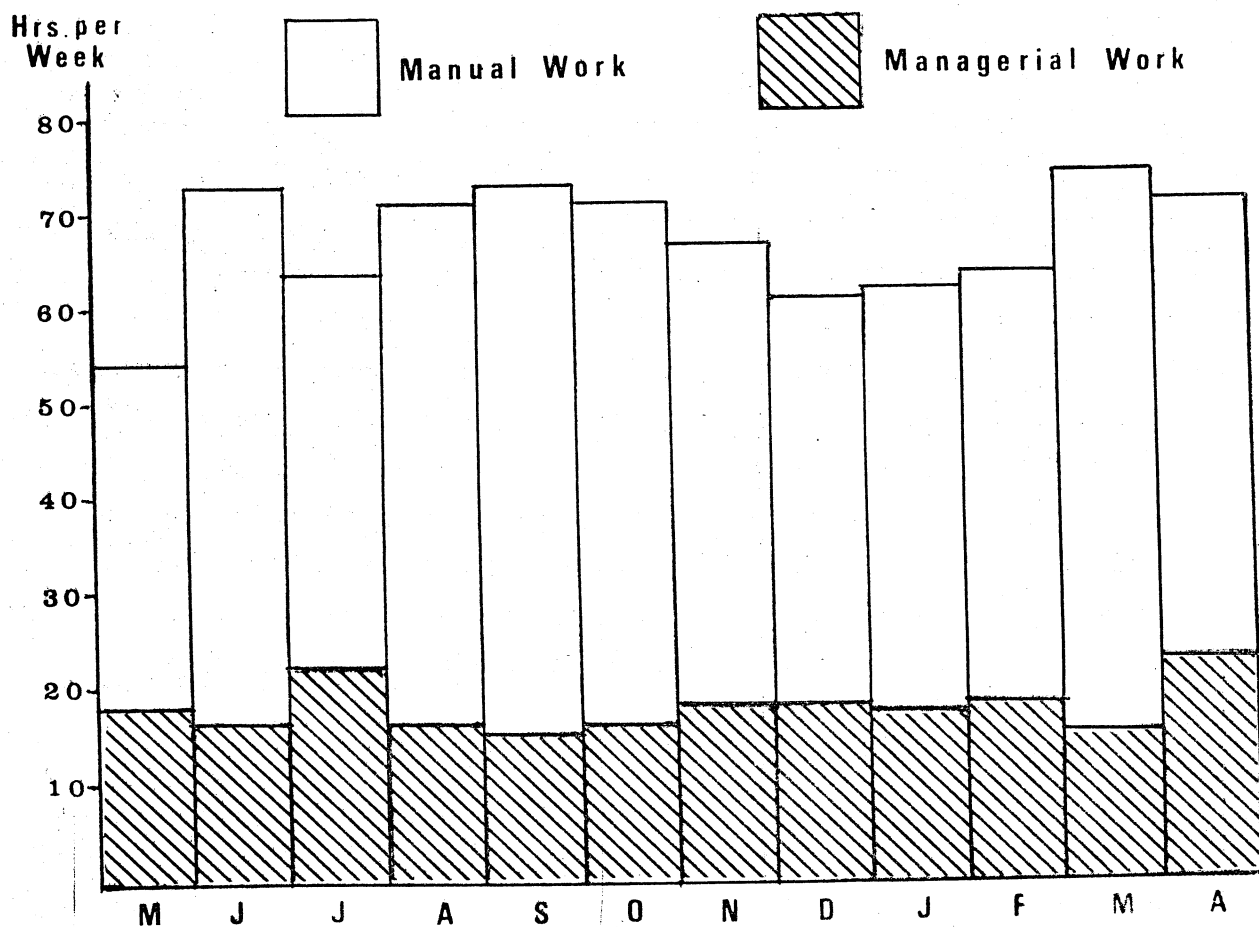
In recent years, techniques have been developed by advisers - using diagrammatic 'profiles' - in an attempt to match the labour requirements of a particular farm system with labour availability. These techniques have been a considerable advance upon earlier and cruder measures of labour efficiency (e.g. labour efficiency index) which took no account of the seasonal difficulties of matching labour supply and demand. Even in the construction of the more sophisticated labour profiles, however, no very exact attempt is made to fit the farmer or the manager into the scheme of things.

Perhaps, in practice, it is not necessary to do so in that, depending on the circumstances, it can be assumed either that the manager is available virtually as a full time manual worker; or that he can assist whenever required, rather like a constantly available casual worker; or that he should never or seldom be thought of as a manual worker at all.

Perhaps, on the other hand, no exact attempt is made to fit the 'manager' into a profile because so little is really known about the possible demands that will be made on his time. It is certain, however, that demand on his time there will be, and that demands for managerial time are as real and unavoidable, if not as inflexible, as the more physical demands of crops and livestock. Possibly, because management is such a personally developed art and because each farm is to some extent a separate entity, each manager will have his own 'management profile'. Bearing in mind, however, the similarity in the pattern of work undertaken by managers in Group I and Group II, and the contrast between those two groups taken together and Group III, two management profiles are shown below, based on the above groupings: i.e. one profile derived from the data recorded on the six small and medium sized farms (ranging from 134 to 337 acres), and the other derived from 9 larger farms (ranging from 963 to 2,387 acres).

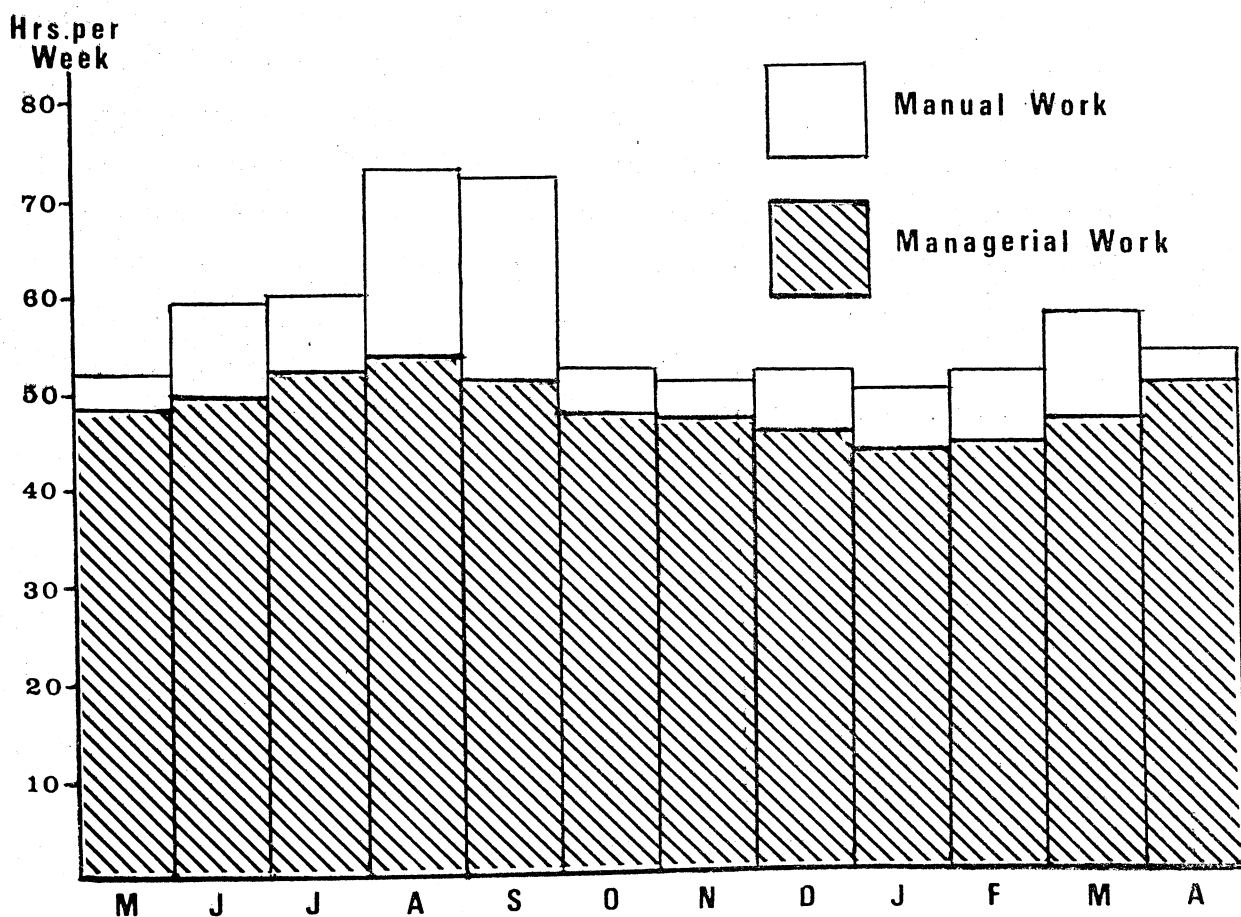
MANAGEMENT PROFILE I

Six Small and Medium Farms, 134 — 337 acres



MANAGEMENT PROFILE II

Nine Large Farms, 963 — 2387 acres





The obvious difference between the two profiles is the extent to which manual work on the smaller farms and non-manual work on the larger farms dominates the total work-load; and this contrast has been emphasised here by combining all activities other than manual work into a single category described simply as 'managerial' work. A similarity between the two profiles, however, lies in the fact that, although managerial work constitutes a very different proportion of the total in each, the time spent on this type of work is remarkably constant within each of the profiles from month to month. This suggests that, in contrast to manual work which has noticeable seasonal peaks, there are a given number of managerial-type tasks to be undertaken on a farm irrespective of the season. To the extent that those more fully occupied with managerial work (Profile II) 'top up' with the manual work that is demanded from them at certain critical times (e.g. at harvest), they are less successful than the managers represented in Profile I in working regular hours throughout the year. On the other hand it is true to say that the average length of the working week of the smaller and more manually engaged farmers approximates to the peak working hours of those in Profile II, with little or no variation around the average.

#### FRAGMENTATION OF THE DAY

Reference is made on each broadsheet to the fragmentation of the 'managers' day in terms of the number of different jobs that he undertakes in an average week-day. In this context, two similar jobs undertaken at different times of the same day have been regarded as two different jobs. In other words, fragmentation implies a turning from one job to another - and possibly back again. The average number of jobs per day on the sixteen farms was 9. Arranged in ascending order of acreage the average number of jobs per farm per day was: 5, 6, 5, 7, 11, 4, 15, 8, 7, 8, 12, 9, 9, 10, 11, 7.

Whilst these figures no doubt reflect something of the individuals concerned and of their ability and opportunity to delegate, they also seem to suggest that fragmentation is less of a problem on the smaller farms than it is on the larger ones; this probably stems from a pre-occupation on the smaller farms with manual work, which is less easily interrupted than managerial work centred on the farm office.

### MANAGEMENT CAPACITY

Without losing sight of the danger of generalising from these few case studies, they do suggest two fairly clear-cut situations. On the one hand there is the manager with some 300 acres or less, manually employed for about three quarters of his time and managerially employed for the other quarter. At the other extreme is the manager with 1000 acres or more, working in almost the reverse proportions. Regrettably, because of the voluntary and therefore chance selection of farms, this survey cannot indicate where the dividing line between these two extremes exists.

Clearly, however, Management Profile I suggests that managerial work on the smaller farms is insufficient to employ fully the managers concerned, even assuming that they wished to be so employed. In these cases the opportunity cost of their own manual labour probably means that they are well employed, but with a depressingly long working week, and it is perhaps worth reflecting here on the fact that 86% of all the holdings in England and Wales that are over 50 acres are also under 300 acres. On the larger farms, in Profile II, the working week is shorter, although still fairly long; it is mainly non-manual in character, and the typical day is well fragmented.

These facts immediately pose a number of important questions. If the farmer or manager on relatively small acreages appears to be under-employed in the management sense, what of his counterpart on larger acreages? Does the apparent length of his working week and the fragmentation of his day mean that his capacity as a manager is fully employed or even over employed? Or, alternatively, have the interruptions and the ad hoc events of a day, based primarily in or around the farm office, become so expected that they are in fact allowed to dominate the manager's time resulting, possibly, in some degree of under-employment in the strictly managerial sense? These questions are often discussed openly by farmers and farm managers themselves, and this survey has attempted to add to this discussion. They are not easy questions to answer but they are important at a time when structural changes towards larger farm units are seen as a major solution to the problem of farm incomes in this country.

#### IV THE INDIVIDUAL FARMS

Separate broadsheets for each of the sixteen farms represented in this survey are contained in this section.

In each case the main table shows the work undertaken during one week for each month of the year, analysed according to the category of work involved. In order to draw attention to the seasonal differences in the pattern of work the raw measurements of time in each month are accompanied by percentage figures. The percentages in the extreme right hand column suggest the annual distribution of time. Time worked on Saturdays and Sundays is shown separately, but is also included in the 'TOTAL ALL FARM WORK' immediately above it. Non-farm work is also shown separately and has been added to 'TOTAL ALL FARM WORK' to arrive at 'TOTAL ALL WORK'.

In each case, also, this analysis is accompanied by two other types of information:

First, on the left-hand side of each broadsheet certain details are shown in order to indicate the type and size of the business, and the role of the 'manager' within that business, to which the summarised time-sheets relate. These details include stocking and cropping, size of labour force, estimated level of tenant-type capital, extent of clerical help, degree of responsibility (for salaried managers only) and the chain of command.

Secondly, towards the bottom right hand corner, two short statements appear: one, by the authors, relating to the degree of 'fragmentation of the day' and the extent to which this appears to vary seasonally; and the other, which each co-operator has been invited to draft stating briefly his own view of his objectives and job as manager of a farm business. As already stated, where in the note on fragmentation, reference is made to the number of jobs undertaken in a day, this reflects the number of times the person concerned moves from one type of job to another. Thus a particular category of work undertaken at two different times of the same day, would qualify here as two different jobs. In the notes prepared by each co-operator the balance between profit-making and non profit-making motivations is of particular interest.

Although some comment has been made on these farms viewed collectively in Section III, it is stressed that the study has been seen by the authors, as primarily about sixteen independent case studies. It is for this reason that as much information as possible about each farm has been concentrated on to each broadsheet and allowed to speak for itself.

CODE NO. MS. N.

### CHAIN OF COMMAND

Owner  
|  
Herdsman  
|  
Relief Milker

This is the smallest farm which was surveyed and typically the Manager (in this case owner) had a large burden of manual work. The average number of jobs per day was five. Long periods of manual work contributed towards a low average number of activities per day.

"I farm with the object of making the maximum profit, with the way of life I wish to lead. In trying to achieve this goal, I endeavour:-

To collect and make use of the necessary physical and financial records in order to formulate a policy which will make the best use of capital, land and labour; to arrange finance with which to implement this policy; to keep myself informed of technical developments and other trends which may have a bearing on future policy and to provide reasonable working conditions for those that work on the farm and to keep them informed of the objects at which we are aiming and any technical developments which may have a bearing on their work."

CODE NUMBER MS.F.

UTILISATION OF TIME, AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.F.

GENERAL DETAILS

GENERAL DETAILS				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	acres	Manual Work	Hrs./Mins.	33.45	40.30	45.45	33.45	55.15	44.15	43.45	44.00	46.30	38.30	46.15	41.15	513.30
Wheat	25		%	62	64	71	69	84	73	74	80	88	67	78	68	73
Barley	35	Trading	Hrs./Mins.	6.30	1.45	3.30	3.00	1.30	0.30	-	-	0.30	1.30	0.30	4.15	23.30
			%	12	3	5	6	2	1	-	-	1	3	1	7	3
Temp.Grass	17	Issuing Instructions	Hrs./Mins.	1.45	2.30	2.30	2.30	2.30	2.00	2.15	-	2.30	2.15	2.30	2.30	25.45
TOTAL ACREAGE	77		%	3	4	4	5	4	3	4	-	5	4	4	4	4
Buildings	10	Clerical	Hrs./Mins.	9.45	7.00	5.15	5.00	1.30	5.15	2.45	4.45	1.15	6.00	3.45	4.45	57.00
Woods and Lakes	70		%	18	11	8	10	2	9	5	9	2	11	6	8	8
	157	Inspection	Hrs./Mins.	3.00	4.00	4.00	2.00	2.45	2.45	2.15	2.00	2.15	3.15	2.30	2.45	33.30
			%	5	6	6	4	4	4	4	4	4	6	4	4	5
LIVESTOCK No <sup>s</sup> .		Supervision	Hrs./Mins.	-	-	-	-	-	-	-	-	-	-	-	-	-
Poultry: Hens & Pullets	11,000		%	-	-	-	-	-	-	-	-	-	-	-	-	-
LABOUR FORCE		Gathering Information	Hrs./Mins.	-	1.00	-	1.00	-	4.00	4.00	-	-	2.30	-	3.00	15.30
Full time	2		%	-	2	-	2	-	7	7	-	-	4	-	5	2
TENANT CAPITAL CATEGORY		Planning	Hrs./Mins.	-	6.30	3.30	2.00	2.30	2.15	3.45	4.00	-	3.00	4.15	2.30	34.15
			%	-	10	6	4	4	3	6	7	-	5	7	4	5
£10,000 - £15,000		TOTAL ALL FARM WORK	Hrs./Mins.	54.45	63.15	64.30	49.15	66.00	61.00	58.45	54.45	53.00	57.00	59.45	61.00	703.00
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
POSITION		Hours worked Sat.*	Hrs./Mins.	5.15	6.00	6.15	4.30	6.00	5.30	4.45	5.00	4.30	4.15	5.30	6.15	
Farm Manager,full time		Hours worked Sun.*	Hrs./Mins.	2.00	3.30	4.15	1.00	4.00	3.45	6.15	4.00	4.15	3.30	4.15	2.00	
CLERICAL ASSISTANCE		Other non-farm work	Hrs./Mins.	2.30	-	-	-	-	-	-	-	-	-	-	-	2.30
None																
		TOTAL ALL WORK	Hrs./Mins.	57.15	63.15	64.30	49.15	66.00	61.00	58.45	54.45	53.00	57.00	59.45	61.00	705.30

\* Included in Total All Farm Work.

RESPONSIBILITIES

	Solely	Partly	Not at all
Changes in farming system	✓		
Selection and dismissal of employees	✓		
Trading policy (buying and selling)	✓		
Purchase of machinery, equip. etc.	✓		
Long-term Investments (Buildings etc.)		✓	
Day-to-day organisation and control.	✓		

CHAIN OF COMMAND

Owner  
|  
Manager  
|  
Men (2)

Fragmentation of the day

The average number of jobs per day on this farm, performed by the manager was six. This number increased during the early summer months to eight or nine jobs per day and was at its lowest during the Autumn.

Manager's view of his objectives and job.

"My object is to maximise profits by careful cost control.

To make fullest use of the farm buildings, land and machinery, using contractors in addition when lack of equipment or shortage of manpower makes this necessary. In short, to make the farm an efficient and profitable unit."

CODE NUMBER MS.D

## UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.D

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	acres	Manual Work	Hrs./Mins.	41.0	73.15	58.00	56.15	54.30	48.00	35.00	26.45	54.15	18.30	27.30	36.15	529.15
			%	80	100	95	96	86	84	80	64	83	49	67	61	82
Barley	60	Trading	Hrs./Mins.	-	-	-	-	-	2.15	-	1.45	-	-	-	2.15	6.15
Oats	17		%	-	-	-	-	-	4	-	4	-	-	-	4	1
Temp.Grass	130	Issuing Instructions	Hrs./Mins.	1.15	-	-	-	-	-	1.30	1.15	-	2.30	1.15	1.30	9.15
TOTAL ACREAGE	207		%	3	-	-	-	-	-	3	3	-	7	3	3	1
LIVESTOCK NO's		Clerical	Hrs./Mins.	3.30	-	1.30	1.45	3.00	1.45	5.30	7.45	4.00	3.00	4.30	6.15	42.30
			%	6	-	3	3	5	3	13	19	6	8	11	11	6
Dairy: Cows	100	Inspection	Hrs./Mins.	-	-	-	-	1.15	-	-	1.15	-	7.30	1.45	4.00	15.45
Y. Stock	80		%	-	-	-	-	2	-	-	3	-	20	4	7	2
Poultry: Hens		Supervision	Hrs./Mins.	-	-	-	-	2.00	0.30	0.45	-	-	-	-	-	3.15
& Pullets	50		%	-	-	-	-	3	1	2	-	-	-	-	-	1
SIZE OF LABOUR FORCE		Gathering Information	Hrs./Mins.	5.15	-	-	-	-	3.15	-	-	7.00	5.00	4.30	6.45	31.45
			%	10	-	-	-	-	6	-	-	11	13	11	11	5
Full time	4	Planning	Hrs./Mins.	0.30	-	1.15	0.45	2.30	1.30	1.00	2.45	-	1.00	1.45	2.00	15.00
Part time	0		%	1	-	2	1	4	2	2	7	-	3	4	3	2
TENANT CAPITAL CATEGORY		TOTAL ALL FARM WORK	Hrs./Mins.	51.30	73.15	60.45	58.45	63.15	57.15	43.45	41.30	65.15	37.30	41.15	59.00	653.00
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
£60,000 - £65,000		Hours worked Sat.*	Hrs./Mins.	7.15	10.45	-	9.15	9.00	9.00	-	-	7.30	-	9.15	4.30	
POSITION		Hours worked Sun.*	Hrs./Mins.	7.15	10.45	-	9.15	9.00	9.00	-	-	8.30	-	9.00	6.00	
Farm Manager** full time		Other non-farm work	Hrs./Mins.	-	-	-	-	3.00	8.30	-	3.00	-	2.30	1.00	-	18.00
CLERICAL ASSISTANCE		TOTAL ALL WORK	Hrs./Mins.	51.30	73.15	60.45	58.45	66.15	65.45	43.45	44.30	65.15	40.00	42.15	59.00	671.00
None																

\* Included in Total All Farm Work.

## RESPONSIBILITIES

Changes in farming system  
Selection and dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip.etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation and control.

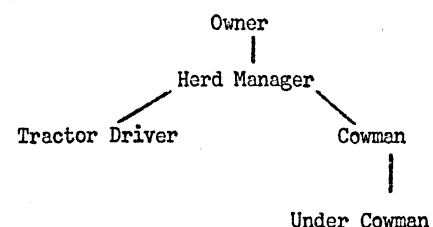
Solely      Partly      Not at all

✓  
✓  
✓  
✓  
✓

## Fragmentation of the day

The average number of jobs per day was calculated at five, but this figure shows a substantial degree of variation not particularly associated with seasonal work patterns. Manual work at 82% of total farm-work time dominates the manager's disposable time.

## CHAIN OF COMMAND



\*\* Manager of one unit of a larger agricultural complex.

## Manager's view of his objectives and job.

Not available.



# UTILISATION OF TIME, AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

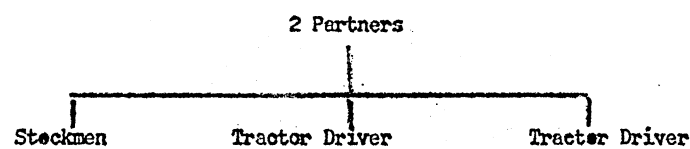
CODE NUMBER MS.R.

CODE NUMBER MS.R.

GENERAL DETAILS				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins.	44.45	68.15	43.30	64.30	56.00	55.45	62.15	46.00	43.45	67.30	69.30	61.30	683.15
			%	88	83	67	74	72	68	84	76	78	84	91	82	79
Barley	160	Trading	Hrs./Mins.	2.00	2.00	2.15	0.45	1.45	4.45	0.30	2.00	2.30	5.15	-	-	23.45
			%	4	3	3	1	2	6	1	3	4	6	-	-	3
Temp.Grass	120	Issuing Instructions	Hrs./Mins.	-	-	0.15	0.30	-	6.30	-	-	-	-	0.15	1.00	8.30
			%	-	-	-	1	-	8	-	-	-	-	-	1	1
Perm.Grass	23	Clerical	Hrs./Mins.	0.30	2.45	4.00	2.30	4.00	3.00	4.45	3.30	5.00	4.30	1.45	5.15	41.30
			%	1	3	6	3	5	4	6	6	9	6	2	7	5
TOTAL ACREAGE	303	Inspection	Hrs./Mins.	-	2.15	1.15	-	6.00	3.30	1.00	1.15	2.15	0.15	1.30	1.45	21.00
			%	-	3	2	-	8	4	1	2	4	-	2	2	2
LIVESTOCK No <sup>s</sup> .		Supervision	Hrs./Mins.	2.45	4.30	1.45	19.00	4.45	3.15	0.30	5.30	2.45	-	3.45	6.15	54.45
			%	5	5	3	21	6	4	1	9	5	-	5	8	6
Dairy: Cows	71	Gathering Information	Hrs./Mins.	-	0.15	9.00	-	3.00	3.30	5.15	0.30	-	1.30	-	-	23.00
			%	-	-	14	-	4	4	7	1	-	2	-	-	3
Y.Stock	45	Planning	Hrs./Mins.	1.00	2.30	3.15	-	2.00	1.30	-	1.30	-	1.30	-	-	13.15
			%	2	3	5	-	3	2	-	3	-	2	-	-	1
Beef: Fat Cattle	19															
Poultry: Hens & Pullets	1,150															
SIZE. OF LABOUR FORCE																
Full time	2	TOTAL ALL FARM WORK	Hrs./Mins.	51.00	82.30	65.15	87.15	77.30	81.45	74.15	60.15	56.15	80.30	76.45	75.45	869.00
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
Part time	1															
TENANT CAPITAL CATEGORY																
		Hours worked Sat.*	Hrs./Mins.	-	10.45	8.45	13.30	10.45	10.00	8.00	9.45	8.00	9.45	12.45	12.30	
£15,000 - £20,000		Hours worked Sun.*	Hrs./Mins.	-	10.30	-	12.00	10.15	8.30	7.00	3.30	-	9.00	7.45	10.30	
POSITION																
		Other non-farm work	Hrs./Mins.	-	6.00	7.00	-	2.00	3.00	2.00	-	2.00	2.00	5.30	2.00	31.30
Tenant Farmer, Co-Partner		TOTAL ALL WORK	Hrs./Mins.	51.00	88.30	72.15	87.15	79.30	84.45	76.15	60.15	58.15	82.30	82.15	77.45	900.30

\* Included in Total All Farm Work.

## CHAIN OF COMMAND



## Fragmentation of the day

Number of jobs engaged in per day by the manager (in this case junior partner of the business) averaged seven. In August and September the figure rose to ten activities per day as the pressure of corn harvest was added to the routine jobs arising from milk production.

## Farmer's view of his objectives and job.

My aim is to increase the profit of this difficult farm whilst accommodating increases in overheads, rent, labour, machinery etc. To effectively mechanise, so that the family holding will survive without undue drudgery, and give a fair and satisfying reward both financially and recreationally.

CODE NUMBER MS.S

## UTILISATION OF TIME, AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.S.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	acres	Manual Work	Hrs./Mins.	31.30	64.30	44.30	78.00	61.45	55.00	40.15	41.00	37.45	52.00	46.15	58.45	611.15
			%	43	75	55	80	74	69	46	52	51	57	58	60	61
Wheat	30															
Barley	60	Trading	Hrs./Mins.	1.45	0.45	1.15	0.15	0.15	3.30	1.45	1.00	2.15	0.30	1.15	1.45	16.15
			%	2	1	2	-	-	4	2	1	3	1	2	2	2
Oats	25															
Beans	30	Issuing Instructions	Hrs./Mins.	3.45	3.00	1.45	1.15	1.30	1.30	2.45	2.30	2.00	2.15	1.45	2.15	26.15
			%	5	3	2	1	2	2	3	3	3	2	2	2	3
Temp.Grass	180															
TOTAL ACREAGE	325	Clerical	Hrs./Mins.	18.00	11.30	13.45	5.00	9.15	14.00	26.45	24.00	21.30	18.45	16.30	18.00	197.00
			%	25	13	17	5	11	18	31	31	29	22	21	18	19
LIVESTOCK NO'S		Inspection	Hrs./Mins.	7.45	1.15	0.15	1.00	5.15	5.45	1.00	1.45	1.30	2.15	3.30	2.00	33.15
			%	11	1	-	1	6	7	1	2	2	2	4	2	3
Dairy : Cows	70															
Y.Stock	55	Supervision	Hrs./Mins.	1.45	4.00	6.30	5.30	0.15	-	4.30	1.15	1.15	7.30	8.15	12.00	52.45
			%	3	5	8	6	-	-	5	2	2	8	10	12	5
Pigs : Fat	50															
Poultry : Cockerels	500	Gathering Information	Hrs./Mins.	1.45	-	5.15	-	-	-	1.00	0.30	1.15	-	-	0.30	10.15
Turkeys	500		%	3	-	6	-	-	-	1	1	2	-	-	1	1
		Planning	Hrs./Mins.	6.15	2.00	8.15	6.30	6.00	-	9.15	6.45	6.15	8.00	2.15	2.30	64.00
			%	8	2	10	7	7	-	11	8	8	8	3	3	6
SIZE OF LABOUR FORCE																
Full time	4	TOTAL ALL FARM WORK	Hrs./Mins.	72.30	87.00	81.30	97.30	84.15	79.45	87.15	78.45	73.45	91.15	79.45	97.45	1011.00
Part time	1		%	100	100	100	100	100	100	100	100	100	100	100	100	100
TENANT CAPITAL CATEGORY		Hrs.worked Saturday*	Hrs./Mins.	11.30	12.30	9.15	16.45	9.00	10.00	12.00	10.15	8.15	6.30	10.15	9.45	
£20,000 - £25,000		Hrs.worked Sunday *	Hrs./Mins.	8.30	9.15	8.00	14.30	8.15	7.45	12.15	5.15	3.30	4.30	11.30	10.15	
POSITION		Other non-farm work	Hrs./Mins.	-	-	-	-	-	3.30	-	-	1.15	-	2.00		6.45
Farm Manager, full time		TOTAL ALL WORK	Hrs./Mins.	72.30	87.00	81.30	97.30	84.15	83.15	87.15	78.45	75.0	91.15	81.45	97.45	1017.45
CLERICAL ASSISTANCE																

Part time assistance from wife.

\* Included in Total All Farm Work.

## RESPONSIBILITIES

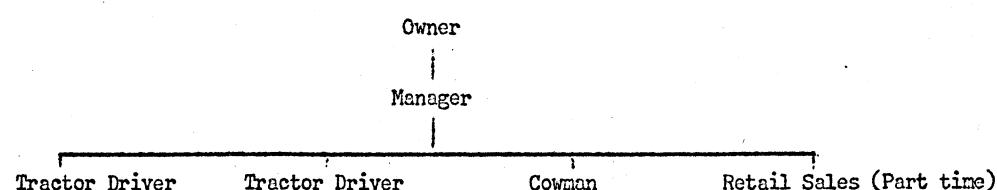
Solely Partly Not-at-all

Changes in farming system  
Selection & dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation & control

✓  
✓  
✓  
✓

✓  
  
✓

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs was eleven, a high figure for this size of farm but this can be partly attributed to the daily occurrence of various routine, discrete operations concerned with milk production, separated by several short pieces of managerial work.

## Manager's view of his objectives and job.

\*To make the farm a viable economic unit whilst at the same time preserving a small piece of Britain for posterity.

To take all decisions personally and delegate only the most minor responsibilities."

# UTILISATION OF TIME, AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS 0

CODE NUMBER MS.0.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins.	17.00	40.45	34.00	42.30	60.00	60.00	39.00	36.15	29.00	34.30	98.00	39.00	530.00
			%	58	76	81	83	92	90	91	83	71	86	94	70	83
Wheat	155															
Barley	70	Trading	Hrs./Mins.	1.15	-	0.15	-	-	1.00	-	1.30	2.30	-	0.30	-	7.00
			%	4	-	1	-	-	2	-	3	6	-	-	-	1
Beans	30															
Temp.Grass	45	Issuing Instructions	Hrs./Mins.	2.45	2.00	2.15	2.30	2.00	2.15	2.15	1.00	2.15	0.45	2.30	1.15	23.45
			%	9	4	5	5	3	3	5	2	6	2	2	2	4
Perm.Grass	36															
TOTAL ACREAGE	337	Clerical	Hrs./Mins.	1.00	1.45	1.00	0.30	-	1.00	-	1.15	4.30	0.30	-	1.00	12.30
			%	3	3	2	1	-	1	-	3	11	1	-	2	2
LIVESTOCK NO'S		Inspection	Hrs./Mins.	5.15	1.00	2.30	2.00	1.30	1.00	1.30	3.00	1.30	1.00	2.30	0.45	23.30
			%	18	2	6	4	2	2	4	7	4	3	2	1	4
Sheep : Ewes	130															
Lambs	200	Supervision	Hrs./Mins.	-	1.00	1.15	-	0.30	1.00	-	-	-	-	2.15	6.00	12.00
			%	-	2	3	-	1	1	-	-	-	-	2	11	2
SIZE OF LABOUR FORCE		Gathering Information	Hrs./Mins.	-	6.30	0.45	1.30	0.30	-	-	0.45	-	3.15	-	8.00	21.15
			%	-	12	2	3	1	-	-	2	-	8	-	14	3
Full time	1															
Part time	1	Planning	Hrs./Mins.	2.30	1.00	-	2.30	0.30	0.30	-	-	1.00	-	-	-	8.00
			%	8	1	-	4	1	1	-	-	2	-	-	-	1
TENANT CAPITAL CATEGORY																
£15,000 - £20,000		TOTAL ALL FARM WORK	Hrs./Mins.	29.45	54.00	42.00	51.30	65.00	66.45	42.45	43.45	40.45	40.00	105.45	56.00	638.00
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
POSITION		Hrs.worked Saturday *	Hrs./Mins.	-	8.00	1.00	1.15	11.00	8.00	1.30	2.00	-	-	17.00	9.30	
Farm Manager, full time		Hrs.worked Sunday *	Hrs./Mins.	1.00	3.30	4.00	9.30	13.30	8.15	1.30	1.30	1.30	-	16.00	9.00	
CLERICAL ASSISTANCE																
Owner does most clerical work		Other non-farm work	Hrs./Mins.	-	1.15	-	-	-	-	1.30	-	-	-	-	-	2.45
		TOTAL ALL WORK	Hrs./Mins.	29.45	55.15	42.00	51.30	65.00	66.45	44.15	43.45	40.45	40.00	105.45	56.00	640.45

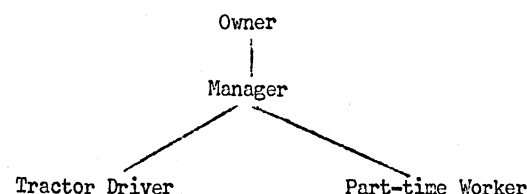
\* Included in Total All Farm Work.

## RESPONSIBILITIES

Changes in farming system  
Selection & dismissal of employees  
Trading policy  
Purchase of machinery, equip. etc.  
Long-term investments (Buildings etc.)  
Day-to-day organisation & control.

	Solely	Partly	Not at all
Changes in farming system		✓	
Selection & dismissal of employees		✓	
Trading policy	✓		
Purchase of machinery, equip. etc.		✓	
Long-term investments (Buildings etc.)		✓	
Day-to-day organisation & control.	✓		

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs per day was four, the lowest figure recorded on any farm. Long periods of manual work are the major cause of this pattern of work. In eight months, manual work contributed over 80% of the manager's activities.

## Manager's view of his objectives and job.

"I see my job as organising, and taking a large part in the day to day running of this farm. To achieve the maximum profit commensurate with improving the cleanliness and fertility of this mainly arable farm.

My objectives are to influence the forward planning so as to achieve a balanced farming policy, making the best use both of capital already invested and of projected investment, so as to see this farm through the next 10-15 years at least."

CODE NUMBER MS.C

## UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.C.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
<b>CROPPING</b>	acres	Manual Work	Hrs./Mins. %	-	0.45 1	-	3.30 5	5.00 7	3.15 5	-	6.45 10	5.00 8	8.00 12	6.00 8	-	38.15 5
Wheat	332½															
Barley	291	Trading	Hrs./Mins. %	11.45 20	1.00 2	9.30 14	5.00 7	2.15 3	5.30 8	9.30 14	2.00 3	5.15 8	7.15 11	12.15 17	5.45 9	77.00 10
Potatoes	3															
Temp.Grass	188½	Issuing Instructions	Hrs./Mins. %	7.15 13	6.15 10	5.45 9	4.15 6	7.00 10	5.30 8	3.00 4	1.45 3	2.15 4	2.30 4	3.30 5	3.45 6	52.45 7
Perm.Grass	100½															
Fallow	47½	Clerical	Hrs./Mins. %	14.15 25	17.00 27	19.15 29	18.00 26	13.30 19	19.45 30	16.15 24	17.45 26	27.45 43	24.15 38	21.15 29	23.45 35	232.45 29
<b>TOTAL ACREAGE</b>	<b>963</b>	Inspection	Hrs./Mins. %	7.30 13	11.00 17	17.15 26	15.15 22	14.30 21	11.15 17	13.30 19	9.45 14	9.00 14	5.45 9	9.45 13	10.30 16	135.00 17
<b>LIVESTOCK NO'S</b>		Supervision	Hrs./Mins. %	-	3.45 6	6.30 9	5.15 8	8.15 12	5.00 8	4.45 7	3.45 6	3.00 5	3.45 6	6.15 9	9.15 14	59.30 7
Dairy: Cows	200															
Y.Stock	150	Gathering Information	Hrs./Mins. %	4.00 7	6.00 9	5.45 8	5.45 9	7.30 11	5.00 8	11.30 16	15.30 23	2.15 4	5.45 9	8.15 11	9.00 13	86.15 11
Poultry: Hens	50															
Broilers 30,000 (Managed by processing firm)		Planning	Hrs./Mins. %	13.15 22	17.30 28	3.30 5	11.15 17	12.00 17	10.00 16	11.30 16	10.45 15	9.15 14	7.15 11	6.00 8	4.45 7	117.00 14
<b>SIZE OF LABOUR FORCE</b>		<b>TOTAL ALL FARM WORK</b>	Hrs./Mins. %	58.0 100	63.15 100	67.30 100	68.15 100	70.00 100	65.15 100	70.00 100	68.00 100	63.45 100	64.30 100	73.15 100	66.45 100	798.30 100
Full time	14	Hours worked Sat. *	Hrs./Mins.	6.00	9.45	9.45	8.30	8.30	8.30	6.45	8.30	8.45	13.00	8.15	8.15	
Part time	3	Hours worked Sun. *	Hrs./Mins.	0.30	4.45	3.15	3.00	2.30	2.00	5.30	4.45	1.45	6.45	3.30	4.30	
<b>TENANT CAPITAL CATEGORY</b>		Other non-farm work	Hrs./Mins.	5.30	7.30	-	-	-	2.45	-	2.30	-	0.30	1.00	4.30	24.15
£50,000 - £60,000																
<b>POSITION</b>		<b>TOTAL ALL WORK</b>	Hrs./Mins.	63.30	70.45	67.30	68.15	70.00	68.00	70.00	70.30	63.45	65.00	74.15	71.15	822.45

\* Included in Total All Farm Work.

## CLERICAL ASSISTANCE

Part time clerk,  
mornings Mon.to Fri.

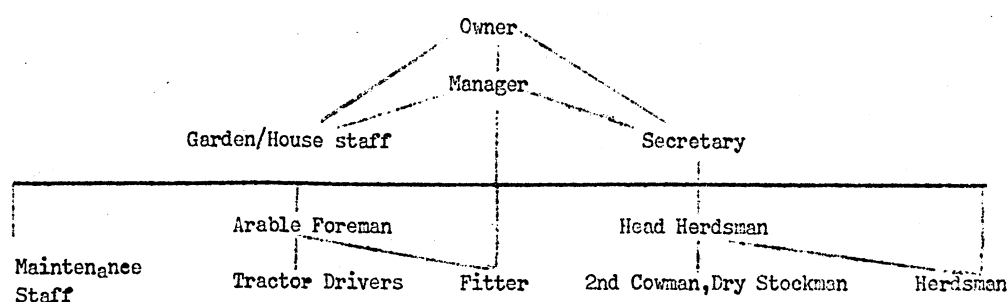
## RESPONSIBILITIES

Changes in farming system  
Selection and dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation and control.

Solely      Partly      Not at all.

✓  
✓  
✓  
✓  
✓

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs was fifteen, the highest in the group of farms, and much higher than the size of farm would lead one to expect. The figures for each month were consistently high, and ranged between nine and nineteen.

## Manager's view of his objectives and job:

1. To represent one's employers and their interests at all times and at all levels.
2. To advise and to implement an agreed policy commensurate with efficient, profitable management and husbandry.
3. To maintain contacts with advisory and research facilities and other media for the improvement of knowledge and techniques in the science, practice and business management of agriculture.

CODE NUMBER MS.I.

## UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS. I

## GENERAL DETAILS

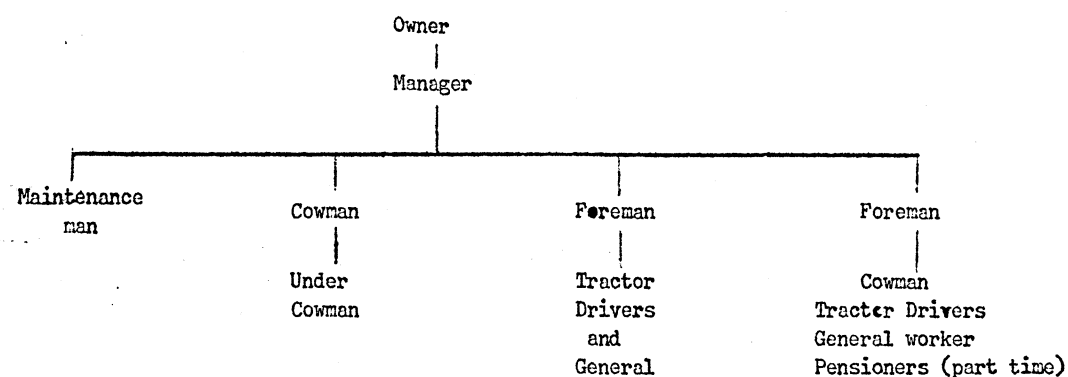
				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins.	4.30	47.30	13.00	34.00	23.45	1.15	3.30	5.30	4.45	28.45	49.00	3.00	218.30
Wheat	250		%	10	69	22	44	34	3	7	10	12	50	74	6	32
Barley	500	Trading	Hrs./Mins.	1.45	0.30	1.45	3.30	3.15	5.15	9.00	2.45	2.00	2.45	1.00	6.30	40.0
Temp.Grass	210		%	4	1	3	5	5	10	19	5	5	5	1	13	6
Perm.Grass	130	Issuing Instructions	Hrs./Mins.	5.30	2.45	2.30	2.00	2.30	1.30	3.15	1.30	2.15	1.00	1.15	1.45	27.45
			%	12	4	4	3	4	3	7	3	6	2	2	3	4
TOTAL ACREAGE	1090	Clerical	Hrs./Mins.	11.45	2.45	5.00	9.30	10.45	10.30	8.00	6.45	9.15	9.30	7.30	15.45	107.00
			%	26	4	9	12	16	21	17	13	24	17	11	30	16
LIVESTOCK NO'S		Inspection	Hrs./Mins.	6.00	10.00	10.30	11.30	15.30	5.00	5.30	3.45	4.15	3.15	4.00	10.30	89.45
Dairy: Cows	130		%	13	15	18	15	23	10	11	7	12	6	6	20	13
Y.Stock	170	Supervision	Hrs./Mins.	-	0.45	2.15	3.45	3.45	-	2.00	2.30	1.30	0.45	-	-	17.15
Beef: Fat Cattle	60		%	-	1	4	5	5	-	4	5	4	1	-	-	2
Poultry: Hens & Pullets	650	Gathering Information	Hrs./Mins.	3.45	3.00	12.15	7.30	2.00	12.15	5.00	8.00	4.45	6.00	3.45	4.15	72.30
			%	8	4	21	10	3	25	10	15	12	11	6	8	11
SIZE OF LABOUR FORCE		Planning	Hrs./Mins.	12.45	1.30	10.45	5.00	7.15	14.15	11.45	23.00	9.45	4.45	-	11.15	112.00
Full time	14		%	27	2	19	6	10	28	25	42	25	8	-	20	16
Part time	2															
TENANT CAPITAL CATEGORY		TOTAL ALL FARM WORK	Hrs./Mins.	46.00	68.45	58.00	76.45	68.45	50.0	48.00	53.45	38.30	56.45	66.30	53.00	684.45
£35,000 - £40,000			%	100	100	100	100	100	100	100	100	100	100	100	100	100
POSITION		Hours worked Sat.*	Hrs./Mins.	5.15	4.30	4.45	7.00	10.15	2.15	3.45	9.00	0.45	7.45	9.15	6.30	
Farm Manager, full time		Hours worked Sun.*	Hrs./Mins.	-	4.30	2.00	9.45	9.00	1.30	-	-	1.30	6.00	5.15	-	
CLERICAL ASSISTANCE		Other non-farm work	Hrs./Mins.	-	-	-	-	-	-	4.00	1.30	1.15	-	2.00	-	8.45
Accounts and book-keeping clerk		TOTAL ALL WORK	Hrs./Mins.	46.00	68.45	58.00	76.45	68.45	50.00	52.00	55.15	39.45	56.45	68.30	53.00	693.30

\* Included in Total All Farm Work.

## RESPONSIBILITIES

	Solely	Partly	Not at all
Changes in farming system	✓		
Selection and dismissal of employees	✓		
Trading policy (buying and selling)	✓		
Purchase of machinery, equipment etc.	✓		
Long-term Investments (Buildings etc.)		✓	
Day-to-day organisation and control.	✓		

## CHAIN OF COMMAND



## Fragmentation of the day.

Average number of jobs per day was eight on this farm, the number being slightly higher in the summer than the winter period. The proportion of manual work is high but very seasonal with hay time, harvest and spring cultivations, making the major contribution.

## Manager's view of his objectives and job.

"To plan, organise and co-ordinate the best use of all the resources available to me in land, labour and capital. To obtain as good a profit as possible, but at the same time to improve the condition of the properties and modernise both the farms and houses. To look after my employer's interests other than profit, e.g. shooting, forestry and flying. To foster and maintain a happy community atmosphere among and between the various sections of the Estate e.g. farm, garden, forestry, maintenance, shooting and domestic staff. To be a help to the village and to be a buffer between my employer and the various staff to the advantage of all concerned.

To enjoy living, being alive, and being able to earn a good living."

# UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER NS.G.

CODE NUMBER MS.G.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual	Hrs./Mins.	0.15	3.00	18.45	8.30	3.15	-	0.30	-	-	1.30	2.30	-	38.15
			%	-	4	27	11	5	-	1	-	-	2	4	-	5
Wheat	200	Trading	Hrs./Mins.	4.00	1.00	3.45	2.30	4.45	4.30	3.00	5.30	4.00	3.45	1.15	1.00	39.00
Barley	600		%	6	1	5	3	7	9	6	13	7	6	2	2	5
Oats	30	Issuing Instructions	Hrs./Mins.	8.30	8.00	9.00	10.15	9.00	9.30	9.00	8.45	9.15	9.00	9.00	7.30	106.45
Roots	10		%	12	12	13	14	14	18	17	20	15	14	14	14	14
Temp.Grass	335	Clerical	Hrs./Mins.	10.15	9.30	5.00	11.30	8.45	11.00	16.30	16.30	20.30	14.15	16.15	21.00	161.00
Perm.Grass	105		%	14	14	7	15	14	21	31	38	34	22	24	39	22
Horticultural	10	Inspection	Hrs./Mins.	13.00	14.30	3.30	8.45	7.00	6.00	6.30	2.00	9.15	12.00	11.00	7.30	101.00
Game Crops	110		%	18	21	5	12	11	11	12	5	15	19	17	14	14
TOTAL ACREAGE	1400	Supervision	Hrs./Mins.	-	11.30	6.45	21.15	25.00	3.30	5.30	8.15	8.45	15.15	16.45	4.45	127.15
			%	-	17	10	28	39	7	10	19	14	24	25	9	17
LIVESTOCK NO's		Gathering Information	Hrs./Mins.	17.15	15.45	13.00	10.15	-	11.15	8.30	-	2.30	6.00	4.00	11.45	100.15
Dairy: Cows	140		%	24	23	19	13	-	22	16	-	4	9	6	22	13
Y.Stock	240	Planning	Hrs./Mins.	18.45	5.15	10.15	3.00	6.45	6.30	3.30	2.00	6.30	2.45	5.45	-	71.00
Beef: Cows	42		%	26	8	14	4	10	12	7	5	11	4	8	-	10
Stores	36															
Poultry: Hens & Pullets	5000	TOTAL ALL FARM WORK	Hrs./Mins.	72.00	68.30	70.00	76.00	64.30	52.15	53.00	43.00	60.45	64.30	66.30	53.30	744.30
Turkeys	525		%	100	100	100	100	100	100	100	100	100	100	100	100	100
SIZE OF LABOUR FORCE		Hours worked Sat.*	Hrs./Mins.	9.30	7.15	8.15	12.00	8.30	1.30	2.00	1.30	1.45	4.30	10.00	3.00	
Farm: Full time	17	Hours worked Sun.*	Hrs./Mins.	7.30	3.45	3.00	8.15	2.30	3.15	4.00	5.00	7.30	3.45	7.15	-	
Other	12	Other non-farm work	Hrs./Mins.	5.30	1.45	-	-	-	11.45	12.00	7.00	7.45	3.15	7.00	-	56.00
Total	29	TOTAL ALL WORK	Hrs./Mins.	77.30	70.15	70.00	76.00	64.30	64.00	65.00	50.00	68.30	67.45	73.30	53.30	800.30
Part time	1															
Casual (Aug-Sept.)	3															

## TENANT CAPITAL CATEGORY

Not available

\* Included in Total All Farm Work

## POSITION

Farm Manager, full time

## CLERICAL ASSISTANCE

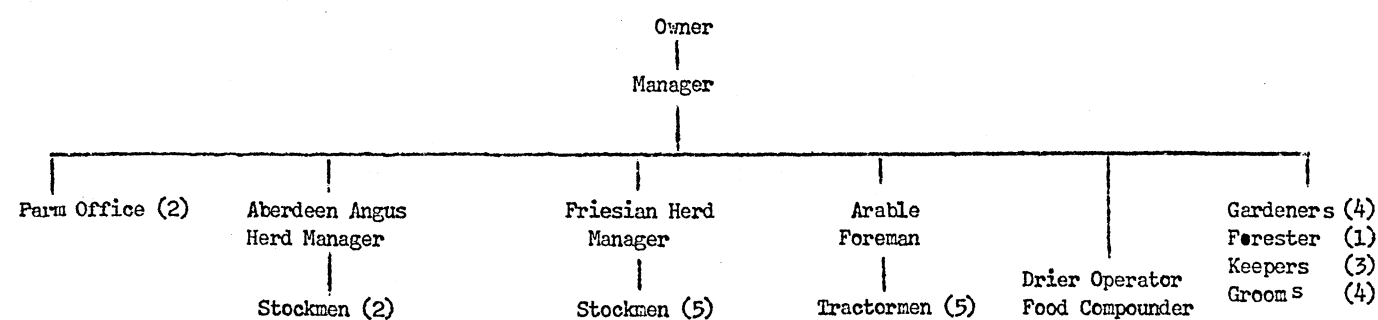
1 Woman Accountant,  
1 Woman Secretary

## RESPONSIBILITIES

Changes in farming system  
Selection and dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation and control.

	Solely	Partly	Not at all
Changes in farming system		✓	
Selection and dismissal of employees	✓		
Trading policy (buying and selling)	✓		
Purchase of machinery, equip. etc.		✓	
Long-term Investments (Buildings etc.)		✓	
Day-to-day organisation and control.	✓		

## CHAIN OF COMMAND



## Fragmentation of the day

The average number of jobs per day on this farm was seven, with relatively little variation around this figure. In only two months was the figure more than eight or less than six.

## Manager's view of his objectives and job

"As planner, co-ordinator and controller, to juggle to the best of my ability the assets of the farm business, namely capital, men and the farm in question, in a changing economic environment, both national and international, so as to produce the best return on investment, short term and long term, combined with the maintenance of such amenities as the ownership wish to enjoy. Much time and thought is given to maintaining the best relationship between management and men and furthering the interests of the staff and their families."



# UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.J.

CODE NUMBER MS.J.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING																
	Acres	Manual Work	Hrs./Mins.	11.30	11.15	6.00	4.45	21.00	8.15	7.45	4.00	6.00	7.45	7.30	2.00	97.45
			%	22	24	9	6	23	16	15	9	17	16	15	3	15
Wheat	330															
Barley	520	Trading	Hrs./Mins.	6.00	5.45	3.15	1.15	2.30	4.30	1.15	2.15	0.30	3.15	2.00	4.45	37.15
			%	12	12	5	2	3	9	3	5	1	7	4	8	6
Potatoes	6															
Kale	42	Issuing Instructions	Hrs./Mins.	5.45	5.30	3.00	4.30	4.30	5.15	5.45	4.00	2.30	4.45	7.30	5.15	58.15
			%	11	12	4	6	5	11	12	9	7	10	15	9	9
Temp.Grass	250															
Perm.Grass	230	Clerical	Hrs./Mins.	3.00	3.00	2.00	2.45	5.00	5.45	7.30	4.15	2.00	7.15	8.30	4.30	55.30
			%	6	6	3	4	6	12	15	9	5	14	17	8	8
Forestry	62															
TOTAL ACREAGE	1440	Inspection	Hrs./Mins.	14.30	14.45	13.00	10.45	9.00	16.45	20.00	29.30	25.00	13.30	21.15	12.30	200.30
			%	28	31	19	14	10	34	40	63	69	27	41	22	29
LIVESTOCK NO'S																
		Supervision	Hrs./Mins.	8.30	2.45	40.30	51.45	45.45	3.45	2.30	1.30	-	2.45	1.30	17.00	178.15
			%	17	6	58	68	51	8	5	3	-	6	3	30	26
Dairy: Cows	3															
Beef: Cows	206	Gathering	Hrs./Mins.	-	-	-	-	0.45	2.00	1.00	-	-	7.00	-	7.30	18.15
Stores	90	Information	%	-	-	-	-	1	4	2	-	-	14	-	13	3
Poultry: Hens	600															
		Planning	Hrs./Mins.	2.15	4.00	1.30	0.30	0.45	3.15	3.45	1.15	0.30	3.15	2.45	4.15	28.0
			%	4	9	2	-	1	6	8	2	1	6	5	7	4
SIZE OF LABOUR FORCE																
		TOTAL ALL FARM WORK	Hrs./Mins.	51.30	47.00	69.15	76.15	89.15	49.30	49.30	46.45	36.30	49.30	51.00	57.45	673.45
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
Full time	9															
Part time	1															
Casuals (April/May)	4	Hours worked Sat.*	Hrs./Mins.	6.30	2.15	5.00	12.30	13.00	3.45	4.45	6.15	6.15	6.45	8.45	4.15	
(Oct.)	4	Hours worked Sun.*	Hrs./Mins.	2.30	2.45	3.30	3.00	8.30	-	3.15	3.00	3.30	4.45	-	2.00	
TENANT CAPITAL CATEGORY																
		Other non-farm work	Hrs./Mins.	-	-	-	-	-	-	-	5.45	17.00	-	3.00	-	25.45
£40,000 - £45,000																
POSITION																
		TOTAL ALL WORK	Hrs./Mins.	51.30	47.00	69.15	76.15	89.15	49.30	49.30	52.30	53.30	49.30	54.00	57.45	699.30

Farm Manager, full time

\* Included in Total All Farm Work.

## CLERICAL ASSISTANCE

Secretarial assistance & wages

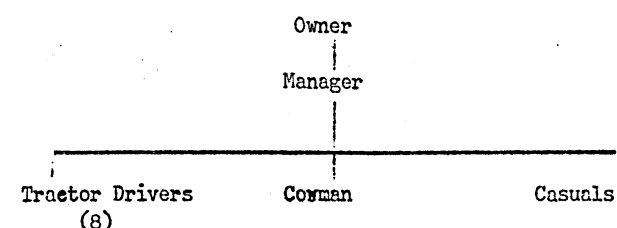
## RESPONSIBILITIES

Changes in farming system  
Selection & dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation & control

Solely      Partly      Not at all

✓      ✓  
✓      ✓  
✓      ✓  
✓      ✓  
✓      ✓  
✓      ✓

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs per day was nine, but this figure was subject to much variation, the figure being almost double this in May. Inspection work occupied a prominent place - particularly during the winter months and seemed to be particularly associated with the livestock kept on the farm.

## Manager's view of his objectives and job.

"To farm, according to good husbandry practice. To make as large a profit as possible so long as it does not detract from the amenities enjoyed by my employer. To maintain the Estate and to provide houses and part-time employment for old retired staff."

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins.	5.30	10.45	7.30	21.15	11.30	3.00	4.30	9.30	1.30	1.15	10.15	4.00	90.30
Wheat	325		%	11	15	11	28	17	5	9	16	2	2	16	7	12
Barley	544	Trading	Hrs./Mins.	7.00	0.45	1.30	2.00	0.45	1.45	3.00	1.30	1.00	1.45	1.00	4.30	26.30
Oats	30		%	13	1	2	3	1	3	6	2	2	3	2	8	4
Potatoes	2	Issuing Instructions	Hrs./Mins.	5.30	2.30	1.15	2.30	3.00	1.30	1.45	2.45	4.00	1.45	1.30	1.30	29.30
Temp.Grass	815		%	11	3	2	3	5	3	3	5	7	3	2	3	4
Perm.Grass	160	Clerical	Hrs./Mins.	7.45	11.30	7.30	6.30	6.15	13.00	12.15	11.00	16.30	11.30	10.15	15.30	129.30
			%	15	16	11	8	9	24	24	18	27	19	16	28	17
TOTAL ACREAGE	1876	Inspection	Hrs./Mins.	12.30	28.15	22.45	19.30	24.30	19.45	16.00	19.30	14.30	15.45	27.15	24.00	244.15
			%	24	38	32	25	37	36	31	32	24	27	43	43	33
LIVESTOCK NO's		Supervision	Hrs./Mins.	2.30	8.00	7.30	14.00	12.00	5.45	3.30	3.00	1.30	6.45	5.00	2.30	72.00
Dairy : Cows	148		%	5	11	11	18	18	10	7	5	2	11	8	5	10
Y.Stock	134	Gathering	Hrs./Mins.	1.30	8.00	15.30	8.45	2.00	7.30	3.45	5.30	8.00	9.45	2.15	2.30	75.00
Beef: Fat Cattle	30	Information	%	2	11	22	11	3	13	7	9	13	16	4	5	10
Stores	80	Planning	Hrs./Mins.	10.00	3.45	6.45	2.45	6.30	3.30	7.00	8.15	14.15	11.00	5.45	1.00	80.30
Sheep: Ewes	1232		%	19	5	9	4	10	6	13	13	23	19	9	1	10
Lambs	1650															
SIZE OF LABOUR FORCE		TOTAL ALL FARM WORK	Hrs./Mins.	52.15	73.30	70.15	77.15	66.30	55.45	51.45	61.00	61.15	59.30	63.15	55.30	747.45
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
Full time	12	Hours worked Sat.*	Hrs./Mins.	5.30	7.45	8.30	14.30	8.45	9.00	3.30	5.45	7.45	5.00	11.00	5.00	
TENANT CAPITAL CATEGORY		Hours worked Sun.*	Hrs./Mins.	3.00	5.30	3.15	7.30	2.30	2.30	4.30	5.45	5.00	5.00	3.00	3.00	
£70,000 - £80,000		Other non-farm work	Hrs./Mins.	-	-	-	1.00	-	12.15	3.45	-	-	2.15	-	-	19.15
POSITION																
Farm Manager, full time		TOTAL ALL WORK	Hrs./Mins.	52.15	73.30	70.15	78.15	66.30	68.00	55.30	61.0	61.15	61.45	63.15	55.30	767.00
CLERICAL ASSISTANCE																
Full time Estate Secretary																

\* Included in Total All Farm Work

## RESPONSIBILITIES

Changes in farming system  
 Selection & dismissal of employees  
 Trading policy  
 Purchase of machinery, equip. etc.  
 Long-term Investments (Buildings etc.)  
 Day-to-day organisation & control

Solely      Partly      Not at all

✓

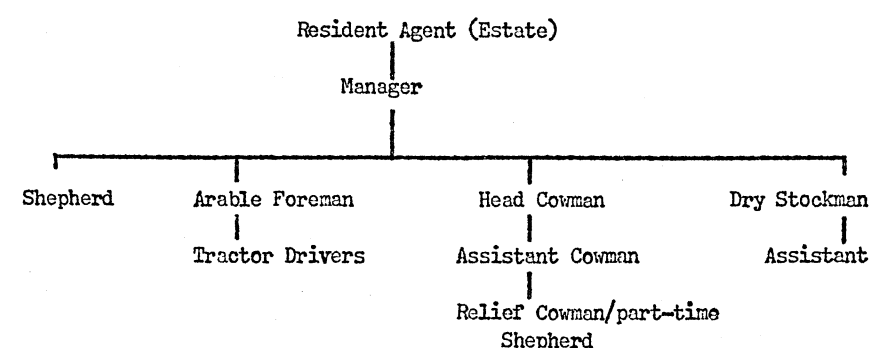
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✓  
✓  
✓  
✓

## Fragmentation of the day

Average number of jobs per day was twelve, the second highest figure for this group of farmers. This figure was not subject to major variation in individual months, but the summer months generally appeared to involve slightly more jobs per day than the winter ones.

## CHAIN OF COMMAND



## Manager's view of his objectives and job

1. To discuss and agree policy with the Agent.
2. To obtain a satisfactory trading profit.
3. To delegate sufficient responsibility to senior members of staff e.g. Arable Foreman, Herd Cowman, Dry Stockman and Shepherd in order to induce keen interest; to make ones-self available as an integral guide and administrator in the various enterprises.
4. To collect and study physical and financial records for present and future decision making.
5. To farm to the best of my ability, within the given conditions, and also taking into account the wishes of my employer."

CODE NUMBER MS.A

UTILISATION OF TIME, AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.A.

GENERAL DETAILS

CROPPING		acres																		
Wheat	260	Manual Work	Hrs./Mins %	-	-	0.45 2	0.45 2	7.00 16	10.15 18	-	-	1.15 3	0.45 2	-	-	3.00 8	-	-	-	23.45 5
Barley	660																			
Oats	35	Trading	Hrs./Mins %	4.30 12	7.45 16	2.15 5	5.00 12	5.00 9	7.00 15	5.30 13	4.00 10	6.30 15	6.00 15	7.45 17	5.45 17			67.00 13		
Potatoes	1																			
Rape	150																			
Temp.Grass	40	Issuing Instructions	Hrs./Mins. %	3.00 8	4.30 10	4.30 11	5.00 12	7.30 13	5.00 11	4.15 10	3.15 8	4.45 11	2.00 5	6.15 14	3.15 10			53.15 10		
Perm.Grass	66																			
Hortic.Crops	2																			
Other	135	Clerical	Hrs./Mins. %	6.30 18	11.30 25	6.00 14	4.45 11	6.00 11	7.45 17	4.45 11	4.45 12	9.45 22	4.45 12	5.30 12	4.30 13			76.30 15		
TOTAL CROPS & GRASS		1343																		
Rough Grazing	546	Inspection	Hrs./Mins. %	10.15 28	12.15 26	9.15 22	11.30 26	8.15 14	10.30 23	10.45 25	7.15 18	11.15 25	8.30 22	13.15 30	9.45 29			122.45 24		
Plantations	60																			
TOTAL ACREAGE		1949																		
		Supervision	Hrs./Mins. %	0.45 2	2.15 5	- -	5.30 13	10.30 18	7.00 15	7.45 18	8.00 20	7.45 17	5.30 14	9.45 21	8.15 24			73.00 14		
LIVESTOCK NO'S																				
Beef: Cows	69	Gathering Information	Hrs./Mins. %	9.00 25	7.30 16	14.30 35	1.15 3	8.30 15	6.45 15	5.00 12	11.30 30	4.15 10	8.45 23	1.30 3	- -			78.30 15		
Fat Cattle	30																			
Stores	42	Planning	Hrs./Mins. %	2.30 7	- -	4.30 11	3.15 7	1.15 2	1.45 4	3.45 8	- -	- -	0.30 1	1.30 3	2.30 7			21.30 4		
Poultry: Hens & Pullets																				
4600																				
TOTAL ALL FARM WORK			Hrs./Mins. %	36.30 100	46.30 100	41.45 100	43.15 100	57.15 100	45.45 100	43.00 100	39.30 100	44.15 100	39.00 100	45.30 100	34.00 100			516.15 100		
SIZE OF LABOUR FORCE																				
Full time	14	Hrs.worked Saturday *	Hrs./Mins.	2.15	0.45	-	6.00	8.30	3.30	0.45	1.30	1.30	-	3.30	1.30					
Part time	2																			
TENANT CAPITAL CATEGORY																				
£35,000 - £40,000			Hrs. worked Sunday *	Hrs./Mins.	1.30	0.45	-	2.00	-	0.45	2.15	1.00	1.30	2.15	2.45	1.30				
POSITION																				
Other non-farm work			Hrs./Mins.	2.30	12.30	-	3.00	3.15	3.00	8.30	3.45	-	2.00	1.45	4.15			44.30		
Farm Manager, full time																				
TOTAL ALL WORK			Hrs./Mins.	39.00	59.00	41.45	46.15	60.30	48.45	51.30	43.15	44.15	41.00	47.15	38.15			560.45		

CLERICAL ASSISTANCE

Clerk 1 day weekly for PAYE Accounts etc.

\* Included in Total All Farm Work.

RESPONSIBILITIES

Changes in farming system  
Selection & dismissal of employees  
Trading Policy  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation & control.

Solely	Partly	Not-at-all.
✓	✓	
✓		
✓		
✓	✓	
✓		

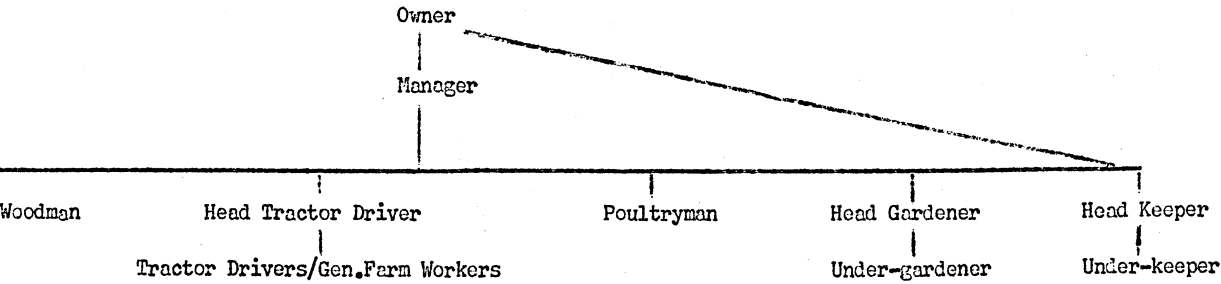
Fragmentation of the day

Average number of jobs per day on this farm was nine, which was the average for the group of farms studied. Monthly variations bore no particular relation to the seasonal work patterns except that the managerial day became substantially more fragmented during September when the harvest was being gathered.

Manager's view of his objective and job.

"My job is to ensure the smooth running of the various departments of this estate, at the same time showing as much profit as is consistent with the owners interests which include the preservation of game, a high standard of amenity, estate maintenance and an adequate standard of husbandry. Also, to ensure that those who work here are given the opportunity to earn as high a wage as possible and that their families are well housed."

CHAIN OF COMMAND



# UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.M.

CODE NUMBER MS.M.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins. %	3.15 6	8.00 13	6.30 12	67.45 71	78.00 81	3.30 8	3.00 6	5.00 10	3.00 6	6.30 14	1.15 3	4.45 8	190.30 27
Wheat	393															
Barley	676	Trading	Hrs./Mins. %	9.45 17	9.15 15	6.00 12	4.15 4	3.30 4	8.30 19	3.30 7	7.30 15	4.15 9	5.00 11	4.00 9	7.30 12	73.00 10
Oats	32															
Rape	100	Issuing Instructions	Hrs./Mins. %	5.00 9	3.00 5	2.30 5	2.15 2	2.00 2	2.45 6	3.45 7	3.00 6	2.30 5	2.30 5	3.15 7	3.45 6	36.15 5
Beans	111															
Temp.Grass	66	Clerical	Hrs./Mins. %	11.30 20	8.00 13	3.00 6	5.15 6	4.30 4	11.30 26	7.30 15	13.15 26	10.15 22	9.30 20	8.15 18	11.00 18	103.30 15
Perm.Grass	625	Inspection	Hrs./Mins. %	14.00 25	11.45 19	8.45 17	5.15 6	6.30 7	10.15 23	14.30 29	17.30 33	14.45 32	13.15 28	16.30 36	14.15 23	147.15 21
TOTAL ACREAGE	2003	Supervision	Hrs./Mins. %	4.15 8	6.30 10	1.00 2	7.00 7	2.00 2	5.30 12	6.00 12	2.30 5	1.30 3	3.30 7	7.15 16	9.00 15	56.00 8
LIVESTOCK NO'S		Gathering Information	Hrs./Mins. %	6.30 11	11.15 18	21.00 41	2.00 2	- -	3.00 6	8.15 16	1.15 2	3.00 7	4.15 9	2.30 5	3.00 5	66.00 9
Dairy: Cows	79	Planning	Hrs./Mins. %	2.00 4	4.30 7	3.00 5	2.15 2	- -	- -	4.00 8	1.30 3	7.30 16	3.15 6	2.45 6	8.00 13	38.45 5
Y.Stock	25															
Beef: Cows	31															
Fat Cattle	22															
Stores	122															
Pigs: Sows	189	TOTAL ALL FARM WORK	Hrs./Mins. %	56.15 100	62.15 100	51.45 100	96.00 100	96.30 100	45.00 100	50.30 100	51.30 100	46.45 100	47.45 100	45.45 100	61.15 100	711.15 100
Stores	615															
Fat	480	Hours worked Sat.*	Hrs./Mins.	5.00	7.45	6.00	15.30	10.30	7.30	4.30	5.00	2.00	8.00	3.00	6.30	
Sheep: Ewes	530	Hours worked Sun.*	Hrs./Mins.	3.30	4.00	4.00	14.00	12.30	-	1.00	3.00	1.00	2.00	3.00	5.00	
Lambs	870	Other non-farm work	Hrs./Mins.	-	-	-	-	-	18.00	2.00	-	-	-	-	-	20.00
SIZE OF LABOUR FORCE		TOTAL ALL WORK	Hrs./Mins.	56.15	62.15	51.45	96.00	96.30	63.00	52.30	51.30	46.45	47.45	45.45	61.15	731.15
Full time	13															
Part time	1															

## TENANT CAPITAL CATEGORY

£70,000 - £80,000

## POSITION

Farm Manager, full time

## CLERICAL ASSISTANCE

Accountant, one day per week.

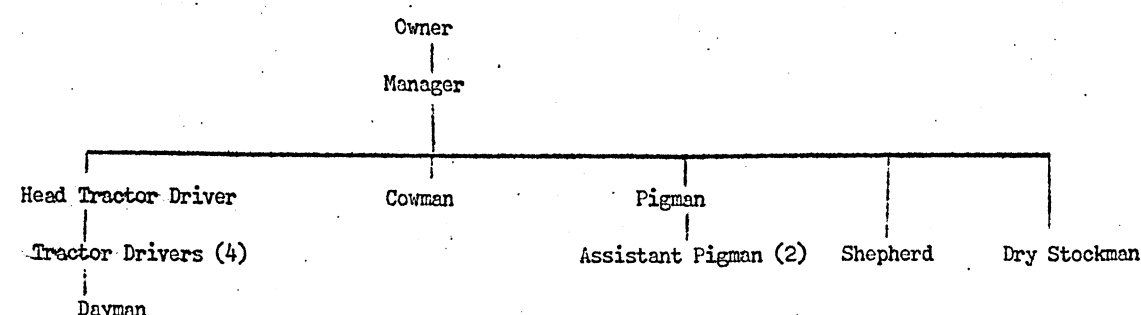
## RESPONSIBILITIES

Solely Partly Not at all

Changes in farming system  
Selection & dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip.etc.  
Long-term Investments (Buildings etc.)  
Day-by-day organisation & control

✓  
✓  
✓  
✓  
✓

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs per day was nine, but there was substantial variations between months. The level of manual work was high for a farm of this size, but was inflated by the very high levels of manual harvest work during August and September. No less than 96 hours per week were worked during these two months.

## Manager's view of his objectives and job.

"My objectives are to make a profit.

This is not easy when tradition takes priority and with a staff of all ages and varying skills.

Capital is limited and priority of use is difficult to decide.

My job therefore is to make the most possible use of both labour and capital, and to attempt to judge where both of these scarce and vital commodities will achieve the best results."

# UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.H.

CODE NUMBER MS.H.

## GENERAL DETAILS

				MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL
CROPPING	Acres	Manual Work	Hrs./Mins.	4.30	2.00	8.00	4.00	7.30	8.00	8.00	16.30	11.45	7.00	11.15	5.45	94.15
			%	10	4	14	6	13	20	19	34	27	19	23	13	16
Wheat	336															
Barley	504	Trading	Hrs./Mins.	7.30	7.00	2.15	2.30	2.00	4.45	1.30	1.30	4.15	1.45	-	6.45	41.45
			%	16	13	4	4	3	12	4	3	10	5	-	16	7
Oats	40															
Potatoes	35	Issuing Instructions	Hrs./Mins.	4.15	4.00	3.00	5.45	3.30	3.00	2.15	3.15	3.15	2.15	4.45	2.30	41.45
			%	9	8	5	9	6	7	5	7	7	6	10	6	7
Tic Beans	45															
Herbage Seeds	24	Clerical	Hrs./Mins.	4.15	4.15	4.45	5.15	11.45	3.45	3.15	8.45	5.30	7.00	7.15	10.45	76.30
			%	9	8	8	8	20	9	8	18	13	19	15	25	13
Temp.Grass	360															
Perm.Grass	358	Inspection	Hrs./Mins.	9.15	14.30	17.30	12.45	5.00	6.15	10.45	4.00	6.30	2.30	9.15	7.30	105.45
			%	21	28	31	20	8	15	25	8	15	7	19	17	18
Kale	74															
Fallow	6	Supervision	Hrs./Mins.	4.00	12.45	19.45	23.30	27.00	3.45	7.45	10.30	8.15	9.45	8.30	4.00	139.30
			%	9	25	35	36	45	9	18	21	19	26	17	9	24
Woods	300															
		Gathering Information	Hrs./Mins.	0.30	-	-	-	-	5.45	5.30	-	-	-	-	-	11.45
			%	1	-	-	-	-	14	13	-	-	-	-	-	2
TOTAL ACREAGE	2082															
LIVESTOCK NO'S		Planning	Hrs./Mins.	11.15	7.30	1.45	11.30	3.00	5.30	3.45	4.30	4.00	6.45	7.45	5.45	73.00
			%	25	14	3	17	5	14	8	9	9	18	16	14	13
Dairy: Cows	164															
Y.Stock	165	TOTAL ALL FARM WORK	Hrs./Mins.	45.30	52.00	57.00	65.15	59.45	40.45	42.45	49.00	43.30	37.00	48.45	43.00	584.15
			%	100	100	100	100	100	100	100	100	100	100	100	100	100
Sheep: Ewes	370															
Lambs	454	Hours worked Sat. *	Hrs./Mins.	3.30	4.00	8.30	9.30	6.45	2.30	0.45	3.15	3.30	2.00	6.15	2.45	
		Hours worked Sun. *	Hrs./Mins.	1.00	3.15	2.30	7.15	-	1.00	-	-	-	-	2.30	2.00	
		Other non-farm work	Hrs./Mins.	-	0.30	-	-	-	-	10.00	-	1.00	9.00	9.00	9.00	38.30
SIZE OF LABOUR FORCE																
Full time	14	TOTAL ALL WORK	Hrs./Mins.	45.30	52.30	57.00	65.15	59.45	40.45	52.45	49.00	44.30	46.00	57.45	52.00	622.45
TENANT CAPITAL CATEGORY																
£70,000 - £80,000																

## POSITION

\* Included in Total All Farm Work.

Assistant Farm Manager, full time

## CLERICAL ASSISTANCE

Complete office staff for farm and estate.

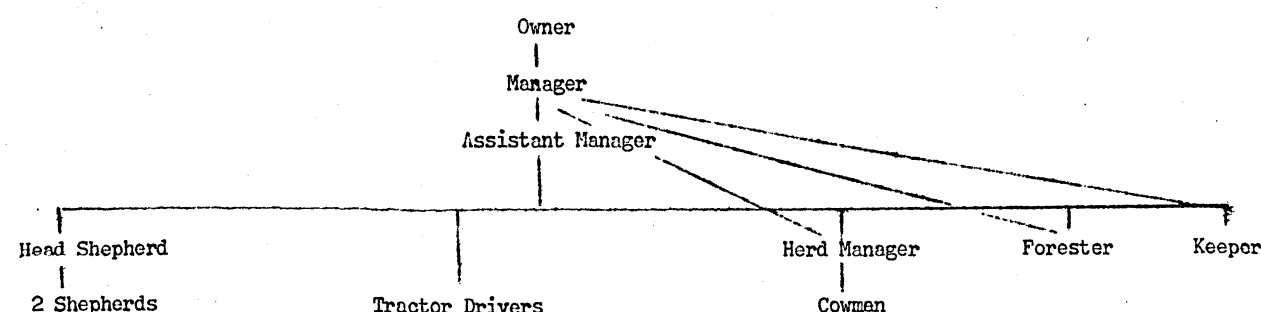
## RESPONSIBILITIES

Solely Partly Not at all

Changes in farming system  
Selection and dismissal of employees  
Trading policy (buying and selling)  
Purchase of machinery, equip. etc.  
Long-term Investments (Buildings etc.)  
Day-to-day organisation and control.

✓  
✓  
✓  
✓  
✓  
✓

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs per day was ten, a typical figure for a farm of this size. This did not vary significantly during the year, but the effect of harvesting operations can be seen from the above figures, where supervision time increases sharply during July, August and September reflecting the need for co-ordination of activities at this crucial time.

## Manager's view of his objectives and job.

This manager has moved from the area since this survey was carried out.

CODE NUMBER MS.B

UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.B

GENERAL DETAILS

			MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL			
CROPPING			Acres	Manual Work	Hrs./Mins.	5.45	2.45	7.45	23.15	30.45	14.00	8.15	9.30	7.30	7.15	8.30	9.00	134.15
Wheat	703		%	11	5	15	32	46	23	15	18	15	16	14	15		20	
Barley	865		Hrs./Mins.	5.00	5.30	1.15	4.00	3.00	3.30	10.30	3.00	4.15	3.00	5.15	4.30	52.45		
Beans	178		%	9	11	2	6	4	6	20	6	9	6	8	7	7		
Oil Seed Rape	53		Hrs./Mins.	3.45	4.00	3.45	3.30	3.15	4.15	2.30	3.30	2.45	2.15	5.00	4.15	42.45		
			%	7	8	7	5	5	7	5	7	5	5	8	7	6		
Grass Seed	207		Hrs./Mins.	9.45	4.00	6.45	9.15	9.30	8.45	7.15	4.00	9.00	10.00	4.45	8.30	91.30		
Temp,Grass	104		%	19	8	13	13	14	14	13	8	17	21	7	14	13		
Perm,Grass	210		Hrs./Mins.	11.00	11.45	9.45	18.15	15.45	10.45	3.45	15.15	12.00	7.45	9.45	10.15	136.00		
			%	21	23	19	26	23	18	7	29	24	17	16	17	20		
Fallow	67		Supervision	Hrs./Mins.	2.45	2.30	4.45	2.45	2.15	14.00	3.00	4.15	3.00	2.15	22.45	14.00	78.15	
			%	5	5	9	4	3	23	6	8	6	5	38	23	12		
TOTAL ACREAGE			2387	Gathering Information	Hrs./Mins.	7.15	16.30	13.15	8.30	1.15	3.30	6.15	4.00	4.15	5.00	2.45	5.30	78.00
LIVESTOCK NO's				%	14	33	25	12	2	6	12	7	9	11	4	9	12	
Pig: Sows	300		Planning	Hrs./Mins.	7.45	3.45	5.30	1.30	2.15	1.45	12.00	9.30	7.30	9.00	3.15	4.45	68.30	
			%	14	7	10	2	3	3	22	17	15	19	5	8	10		
Stores	2000																	
Fat	1000		TOTAL ALL FARM WORK	Hrs./Mins.	53.00	50.45	52.45	71.00	68.00	60.30	53.30	53.00	50.15	46.30	62.00	60.45	682.00	
			%	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
Sheep: Ewes	450																	
Lambs	654		Hours worked Sat.*	Hrs./Mins.	4.15	3.30	5.00	8.30	9.15	7.00	2.15	5.45	2.30	-	8.00	4.00		
SIZE OF LABOUR FORCE			Hours worked Sun.*	Hrs./Mins.	2.30	4.30	4.00	9.15	3.30	3.00	-	1.30	1.45	0.45	6.00	2.30		
Full time	20		Other non-farm work	Hrs./Mins.	-	-	-	-	1.00	-	-	2.00	1.30	1.00	-	2.00	7.30	
TENANT CAPITAL CATEGORY																		
£110,000 - £120,000			TOTAL ALL WORK	Hrs./Mins.	53.00	50.45	52.45	71.00	69.00	60.30	53.30	55.00	51.45	47.30	62.00	62.45	689.30	

\* Included in Total All Farm Work.

POSITION

Farm Manager, full time

CLERICAL ASSISTANCE

Company Secretary for all book and record keeping except pigs.

Fragmentation of the day

Average number of jobs per day was eleven, but this figure was as high as fifteen during August and thirteen during September. During these two months the proportion of manual work undertaken increased sharply. It is interesting to note that on a farm of this size, manual work still constitutes the most important individual activity (together with inspection) in terms of the proportion of the manager's time that it occupies.

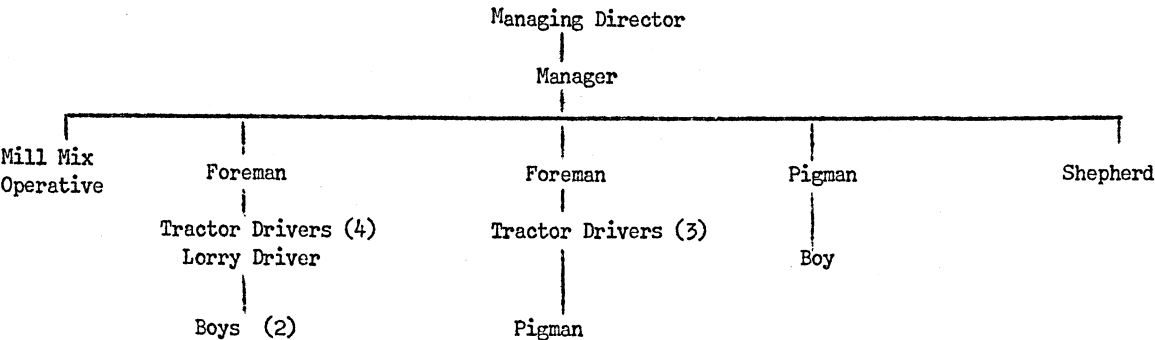
Manager's view of his objectives and job

To run the farms as the owner wishes them to be run, which in my case means profitably, with as high a return on tenant's capital as possible within the long term bounds of good husbandry. To expand the enterprises and bring in new enterprises as capital is made available. To try to employ an efficient and happy labour force, well housed and provided with up to date equipment.

RESPONSIBILITIES

	Solely	Partly	Not at all
Changes in farming system		✓	
Selection & dismissal of employees	✓		
Trading policy (buying and selling)		✓	
Purchase of machinery, equip.etc.		✓	
Long-term Investments (Buildings etc.)		✓	
Day-to-day organisation & control	✓		

CHAIN OF COMMAND



CODE NUMBER MS.E.

## UTILISATION OF TIME AS RECORDED DURING ONE WEEK, PER MONTH, FOR A YEAR

CODE NUMBER MS.E.

## GENERAL DETAILS

GENERAL DETAILS			MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	TOTAL		
CROPPING																	
	Acres	Manual Work	Hrs./Mins.	-	-	-	-	-	-	-	-	-	-	-	-		
Wheat	1115		%	-	-	-	-	-	-	-	-	-	-	-	-		
Barley	1246	Trading	Hrs./Mins.	2.30	2.45	1.30	2.00	4.15	1.30	2.30	4.00	-	0.45	7.45	1.30	31.00	
Oats	62		%	5	5	3	4	11	4	7	13	-	2	16	4	6	
Pears	63	Issuing Instructions	Hrs./Mins.	3.15	2.00	2.00	6.15	5.00	3.00	3.00	-	2.15	0.30	1.30	3.00	31.45	
Temp.Grass	803		%	7	4	5	14	13	8	8	-	5	1	3	7	6	
Perm.Grass	674	Clerical	Hrs./Mins.	9.30	9.30	6.00	7.00	5.30	14.15	11.15	6.30	15.15	11.00	9.30	9.00	114.15	
Kale	129		%	21	19	14	16	15	40	30	22	33	24	19	21	23	
TOTAL ACREAGE		4092	Inspection	Hrs./Mins.	-	7.00	5.30	13.15	8.45	3.15	5.15	2.15	7.00	8.00	6.15	11.30	78.00
			%	-	14	13	30	23	9	14	8	15	17	13	27	15	
LIVESTOCK NO'S																	
Dairy: Cows	550	Supervision	Hrs./Mins.	-	-	4.00	3.30	2.30	1.00	3.00	2.00	2.00	3.30	4.00	4.15	29.45	
Y.Stock	410		%	-	-	9	8	7	3	8	7	4	8	8	10	6	
Pigs: Sows	190	Gathering Information	Hrs./Mins.	25.30	16.00	20.00	4.00	-	4.00	3.30	9.15	10.30	12.15	10.00	7.30	122.30	
Stores	145		%	55	31	46	9	-	11	9	31	23	26	20	18	24	
Fat	637	Planning	Hrs./Mins.	5.30	13.45	4.45	8.30	11.45	9.00	8.45	5.45	9.30	10.30	10.00	5.15	103.00	
			%	12	27	10	19	31	25	24	19	20	22	21	13	20	
Sheep: Ewes	495																
Lambs	750	TOTAL ALL FARM WORK	Hrs./Mins.	46.15	51.00	43.45	44.30	37.45	36.00	37.15	29.45	46.30	46.30	49.00	42.00	510.15	
			%	100	100	100	100	100	100	100	100	100	100	100	100	100	
SIZE OF LABOUR FORCE																	
Full time	51	Hours worked Sat. *	Hrs./Mins.	4.00	6.30	3.00	1.30	1.00	-	1.15	3.00	2.30	1.45	0.45	2.45		
Part time	1	Hours worked Sun. *	Hrs./Mins.	3.00	-	2.00	2.00	-	-	-	-	3.00	4.00	-	-		
		Other non-farm work	Hrs./Mins.	10.00	2.00	5.30	3.00	-	5.30	5.30	8.30	3.00	9.30	5.00	4.15	61.45	
TENANT CAPITAL CATEGORY																	
£170,000 - £180,000																	
POSITION		TOTAL ALL WORK	Hrs./Mins.	56.15	53.00	49.15	47.30	37.45	41.30	42.45	38.15	49.30	56.00	54.00	46.15	572.00	

## CLERICAL ASSISTANCE

- (i) Farm Clerk  
(ii) Secretary

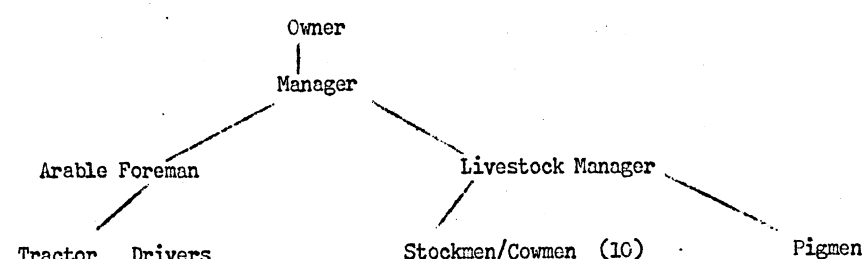
\* Included in Total All Farm Work.

## RESPONSIBILITIES

Changes in farming system ✓  
Selection and dismissal of employees ✓  
Trading policy (buying and selling) ✓  
Purchase of machinery, equip.etc. ✓  
Long-term Investments (Buildings etc.) ✓  
Day-to-day organisation & control. ✓

Solely      Partly      Not at all

## CHAIN OF COMMAND



## Fragmentation of the day

Average number of jobs per day on this farm was seven, an unusually low figure for such a large farm business. It was, however, the only farm where the manager had the support of two full-time deputies who were able to take care of many of the day to day organisational matters. In fact the pattern of activities on this particular farm was substantially different from that on any other farm in the survey.

## Manager's view of his objectives and job.

"As this survey covers the activities of managers only, it would be fair to say that we each endeavour to run the concern we are responsible for according to the wishes expressed by one's principal, initially and from time to time.

In my case, on an old established estate, I am required to produce the maximum profit per £ invested and to keep the systems of farming, buildings and equipment reasonably up to date. At the same time, the traditions of the estate are to be preserved, retired people must be allowed to retain their houses; game, timber and amenities to have their place.

The system of responsibility is that I answer to my employer and decide policy and deal with the finance etc. but the day to day running is in the hands of two bailiffs, one for Arable and one for Stock."

## APPENDIX

## SEASONAL VARIATIONS IN THE PATTERN OF WORK ACCORDING TO FARM SIZE

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL
	%	%	%	%	%	%	%	%	%	%	%	%
GROUP I 3 FARMS : 134, 157 and 207 acres												
Manual Work	73	78	70	79	79	78	79	72	78	66	77	69
Trading	4	5	2	2	1	2	1	2	1	1	1	4
Issuing Instructions	2	1	1	2	1	1	2	1	1	3	2	2
Clerical	11	7	8	8	7	7	10	14	10	9	9	10
Inspection	2	2	2	1	2	3	3	3	3	7	3	6
Supervision	1	-	3	2	1	1	1	1	-	-	-	-
Gathering Information	5	2	12	2	1	6	2	1	7	11	5	6
Planning	2	5	2	4	8	2	2	6	-	3	3	3
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100
Total farm work per week per farm to nearest hour	57	67	62	61	69	65	63	59	64	56	64	63
GROUP II 3 FARMS: 303, 325 and 337 acres												
Manual Work	62	79	65	78	79	76	69	70	67	75	81	70
Trading	3	1	2	1	1	4	1	2	4	2	1	1
Issuing Instructions	4	2	2	2	1	4	3	1	2	1	2	2
Clerical	12	7	10	3	6	8	16	16	18	12	7	10
Inspection	9	2	2	1	6	4	1	3	2	1	3	2
Supervision	3	4	5	10	2	2	3	3	2	3	5	10
Gathering Information	1	3	8	1	1	1	3	1	1	2	-	4
Planning	6	2	6	4	4	1	4	4	4	4	1	1
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100
Total farm work per week per farm to nearest hour	51	75	63	79	76	76	68	61	57	71	87	77
GROUP III 9 FARMS : 963, 1090, 1400, 1440, 1876, 1949, 2003, 2082 and 2387 acres												
Manual Work	7	16	13	26	30	8	8	12	9	16	18	6
Trading	12	7	6	5	4	10	10	7	7	7	7	10
Issuing Instructions	10	8	7	6	7	8	8	7	7	6	8	7
Clerical	17	13	11	11	12	20	19	19	25	21	17	24
Inspection	21	24	21	18	17	21	21	23	24	18	24	22
Supervision	5	10	16	21	21	11	9	9	8	11	15	14
Gathering Information	11	13	18	7	3	12	12	10	7	11	5	9
Planning	17	9	8	6	6	10	13	13	13	10	6	8
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100
Total farm work per week per farm to nearest hour	52	59	60	72	71	52	51	52	50	52	58	54
GROUP IV 1 FARM ONLY : 4092 acres												
Manual Work	-	-	-	-	-	-	-	-	-	-	-	-
Trading	5	5	3	4	11	4	7	13	-	2	15	4
Issuing Instructions	7	4	5	14	13	8	8	-	5	1	3	7
Clerical	21	19	14	16	15	40	30	22	33	24	20	21
Inspection	-	14	13	30	23	9	14	8	15	17	14	27
Supervision	-	-	9	8	7	3	8	7	4	8	8	10
Gathering Information	55	31	46	9	-	11	9	31	23	26	20	18
Planning	12	27	10	19	31	25	24	19	20	22	20	13
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100
Total farm work per week per farm to nearest hour	46	51	44	45	38	36	37	30	47	47	49	42
GROUP V ALL FARMS (16)												
Manual Work	30	41	34	45	48	39	37	36	35	37	46	34
Trading	9	6	4	3	3	7	6	5	5	5	4	6
Issuing Instructions	7	5	5	5	5	6	5	4	5	4	5	5
Clerical	15	11	10	9	10	15	16	17	21	17	13	13
Inspection	14	14	13	12	12	12	13	14	15	12	14	14
Supervision	3	6	11	15	13	6	6	6	5	7	9	10
Gathering Information	10	9	16	5	2	8	8	7	6	10	4	7
Planning	12	8	7	6	7	7	9	11	8	8	5	6
TOTAL	100	100	100	100	100	100	100	100	100	100	100	100
Total farm work per week per farm to nearest hour	53	63	60	70	70	58	56	53	53	56	64	59



