

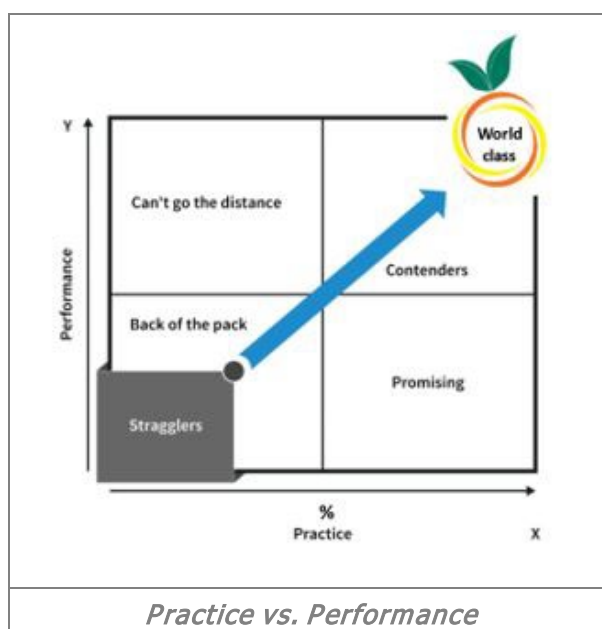
Workflow: Introduction

Toolkit 0.1

Introduction to the Citrus Production Best Practice Handbook

The Citrus Production Best Practice Handbook (Handbook) is a practical resource for farmers and their teams to continually improve their business and operational performance.

The intention of the handbook, as is the intention of a continuous improvement journey, is clear – sustainable commercial success! There is a direct correlation between your business/operational practices and your commercial performance.



The handbook consists of 14 workflows or themes (chapters) each with several toolkits, totalling 50 toolkits. In short, each toolkit contains a description of the topic (an area of the business), key success factors, execution guidelines, assessment questions, and a resources table with links to relevant, detailed and more technical resources.

Using the Handbook

You as a farm owner and/or manager should lead and your team should own the improvement process. NOTE: Do not approach the handbook and its assessment questions like an audit; rather use the handbook to honestly assess and action those priority areas of improvement which will result in the biggest benefit.

The handbook workflows and toolkits are not in an order of priority and it is not mandatory to start with the first and end with the last. Whilst there is some logic in the sequence of the workflows and toolkits, it is up to you and your team to select what your business needs most at a given time. Eventually you would aim to demonstrate a level of professional maturity and competence in all the areas covered in the handbook but approach your improvement journey selectively and step for step.

You can use the toolkit in 4 ways, each progressively more in-depth and detailed:

1. **High-level overview and information** – The toolkits are generally quite short and to the point, and they provide a very useful overview of a business or operational area with a description and key success factors. This enables you to read the toolkit(s) quickly to gain an overview, and from there you can select areas you may wish to focus on in greater detail.
2. **Team talk** – Most toolkits are short and sharp enough to use as a quick check list or team talk with your team, i.e. reminding yourselves of the key success factors of an area of the business and quickly reviewing whether you are addressing them adequately.
3. **Assessment, reflection and action** – At a more detailed level, the toolkit includes assessment questions which you and your team can honestly answer and assess, as well as reflecting on what improvements and actions you may need to take in each case. This is a more rigorous exercise which should result in a concrete plan of action.
4. **Detailed research** – Each toolkit includes a list of resources (checklists, links to detailed documents, research papers, learning materials, or technical fact sheets etc). This enables you to do research or access more technically specific information on a certain topic.

Assessment

The handbook forms only one part of a continuous improvement journey. It is a resource that can be used or not. To truly embark on a continuous improvement journey, you need to assess and measure progress.

Each toolkit includes assessment questions that reflect the key success factors for that area or activity. Ideally, you should do the assessment to establish a baseline (your status) and then measure regularly as you implement improvements. The easiest approach is to give yourself a % per assessment, e.g., 4 out 8 questions positive = 50%. Honest measurement/assessment on a regular basis will result in data showing your progress and highlight areas that still require attention.

Additionally, you should track your business and operational performance (KPIs) and correlate your practices with business performance (yield, quality, production costs etc). These two elements should be measured and viewed as a cause-and-effect relationship.

The handbook itself does not provide the continuous improvement system one would need to do this properly; such a system is the next step. However, you can still do and record the assessments and your KPIs and develop your own data and information.