well as the construction of new pieces of non-commercially available equipment in our welding shop.

Construction Supervisor. He is responsible for the construction and maintenance of all improvements on the property. He builds new propagation structures, shade areas, new growing blocks, and all other improvements other than major buildings.

Quality Control/Inventory Control Supervisor. He functions as liason person between production and sales. He inspects all loads that leave the nursery and sees that the loads are assembled as required. He supervises the grading of all plants for shipment and handles all field counts, inventory adjustments and planting reports in order to maintain an accurate, up-to-date perpetual inventory system.

## **NURSERY ORGANIZATION**

CARL FLETCHER FLEMER, III Ingleside Plantation Nurseries, Inc. Oak Grove, Virginia 22443

Nursery organization is a broad and very encompassing subject. Nursery owners, managers, and propagators have to be organized in order to be successful. Nurseries which produce and grow plant materials are complex, complicated operations because of the hundreds of details which must be constantly monitored and managed.

How we organize on a daily basis may be completely different from your operations since organization is determined by goals, business philosophy, size, location, product mix, and personnel.

How is our nursery organized? My father started our nursery operation in 1948 and since then our business philosophy has been the same. Ingleside Plantation Nurseries, Inc. is a general line nursery. We produce and grow vines, broadleaved evergreens, conifers, and shade trees in containers, B&B, or bare-rooted for sale to garden centers, landscape contractors, and governmental agencies.

In Oak Grove, Virginia, we have 4 distinct seasons of the year — spring, summer, fall, and winter. Plant growth and development are determined by these seasons. You cannot run a successful nursery operation and fool with Mother Nature. Nurserymen have to let the seasons of the year dictate what

they are going to do and when. Each season of the year influences plant development in such a way that there are specific functions that have to be done during specific times or they might as well not be done at all. By specific functions I mean budding; grafting; propagating; trimming; and applying fertilizer, herbicides and insecticides, just to name a few.

I have made a chart to help illustrate this concept (Table 1). As this chart shows, nurserymen and plant propagators have little control over the seasonal organization of their work schedules. Almost everything which influences plant development is constant from year to year. Our one big variable is labor! Our success as nurserymen is determined by how well we can manage and organize our personnel on a daily and seasonal basis.

Table 1. Seasonal organization of nursery work schedules.

March April SPRING May  Maintenance August  September October FALL November  March April SPRING  Harvest Shipping Spring Fever Shipping Sales  Cultivation Irrigation Trade Show Staking Fertilizing Insecticides Propagation Sales  Digging Staking Insecticides Propagation Sales  November Harvest Shipping Thanksgiving Planting Propagation Sales  November Sales								
April SPRING  May  Harvest Shipping Spring Fever and Planting Production Propagation Sales  Cultivation Irrigation Trade Show Staking Staking Insecticides Production Herbicides Propagation Sales  September  October FALL  November  Harvest Shipping Fishing Fishing Fishing Fishing Trade Show Staking Insecticides Propagation Sales  Harvest Shipping Thanksgiving Thanksgiving Production Propagation Froduction Propagation Sales					PERSONNEL (LABOR)			
June    Cultivation   Irrigation     Maintenance Trimming Staking     July SUMMER   and Fertilizing   Insecticides     Production Herbicides     August   Propagation     Sales     September   Digging     Harvest Shipping Thanksgiving     October FALL   and Planting     Production Propagation Hunting Seas     November   Sales     November   Sales     Cultivation   Irrigation     Maintenance Trimming     Irrigation     Irrigation     Irrigation     Irrigation     Irrigation     Irrigation     Irrigation     Production     Production     Production     Propagation     Sales     Cultivation     Irrigation     August   Trade Show     Staking     Insecticides     Vacations     Propagation     Production     Propagation     Production     Propagation     Sales     Irrigation     Irr	April	SPRING	and	Shipping Planting Propagation	Spring Fever Fishing			
JulySUMMERand Insecticides ProductionFertilizing Insecticides Herbicides Propagation SalesSeptemberDigging Harvest and Propagation ShippingThanksgiving ProductionOctoberFALL ProductionPropagation Propagation Sales			Maintenance	Irrigation Trimming	Trade Shows			
August Propagation Sales  September Digging Harvest Shipping Thanksgivin and Planting Production Propagation Hunting Sea Sales	July	SUMMER		Fertilizing	Vacations			
October FALL and Planting Production Propagation Hunting Sea November Sales	August		Production	Propagation				
October FALL and Planting Production Propagation Hunting Sea November Sales	September		Harvest	00 0	Thanksgiving			
November Sales Sales	October	FALL	and	Planting	Hunting Season			
December Planting Christmas a	November							
Trimming New Year's	December				Christmas and New Year's			
		WINTER	Maintenance	•	vacations, Trade Shows			
February								
Constant Constant with Constant with Variable every year seasons seasons		Constant			Variable			

This concept should be used in establishing a Master Production List for every nursery operation. A Master Production List is essential for nursery organization and planning. Prior planning is necessary for successful nursery organization.

However, this success is never complete until nursery managers see that seasonal tasks are performed in an efficient, timely manner.

I find it is easy to develop an annual Master Production Plan but that organizing the actual daily and weekly tasks for employees can be a problem. You know the old saying — if we did not have people problems we would not have any problems at all! This is certainly true in our labor-intensive industry.

A Master Production List should give you an overall look at your entire nursery production. You can then use this plan to organize on a seasonal, monthly, weekly, and daily basis. The Ingleside Plantation Nurseries' Master Production List is shown in Figure 1.

			CONTAINER PRODUCTION				FIELD PRODUCTION FOR									
TY TY	VARIETY	slening (	Fo.	1i.	Grow for or Spec Project	2.20	Maye po	fron	OF E.	Sec. 3.	€τ.:		क्षिराज \$3 10'	LES	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	13
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Figure 1. Master production list used at Ingleside Plantation Nurseries, Inc.

## GENERAL ORGANIZATION OF NURSERIES

R. OWEN BLACKWELL, III

Blackwell Nurseries, Inc. Semmes, Alabama 36575

Blackwell Nurseries was started in August, 1938, by my father, Owen Blackwell, Jr., after gaining experience at other nurseries in the area. The nursery was originally in general ornamentals with azaleas and camellias as the lead crops. This evolved into lining-out stock, especially magnolias, and then into container production. The azalea, always a mainstay of our production program, is now our sole crop. These plants are grown in various-sized pots for the florist and nursery trade as either growing-on or budded plants. The majority of our sales are to other growers, and all plants are graded according to head size, not pot size.

## PRODUCTION AND PROPAGATION

The production organization is built on the idea of responsibility for each area, though one person may have to cover