

# Millogram



**OUR MISSION:** Providing Quality Feed for Quality Food.

## An Update from the CEO

Phil Rohrbaugh, Vice Chairman and CEO

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**Although we have come into this year with great anticipation of the operating challenges of 2021 being in the rear-view mirror, there has been a continuation in the first quarter of 2022 of the same issues we all experienced last year, and now new developments are further challenging everyone in our industry.**

The overhang of the pandemic and policy changes of a new administration have driven inflation and energy costs to new highs that is virtually impacting most areas of any company's operations from the supply chain to the production and delivery of products. When you couple that with the continuing supply chain challenges of getting products from other countries, very high grain costs, and continuing labor shortages, every day requires very hard work by all our Team Members to deliver cost effective solutions to our customers.

More recently, on top of this environment, you now have two new developments that will further introduce complexity and costs for our industry. One of those is the Ukraine war that is impacting a number of different areas relative to the supply chain. Additionally, there has been a recent outbreak of Avian

Influenza (AI) in a very large commercial poultry operation just below the southern border of Pennsylvania, triggering more stringent bio-security procedures for all of us today.

As you know, biosecurity is something we focus on with vigilance every day, and with this recent nearby AI outbreak and depopulation, we will be issuing a special edition of the Millogram just on this topic, which will be released at about the same time as this quarterly edition. We have provided in this newsletter information on our continuing enhancements on our controls and risk mitigation around the African Swine Fever that is a continuing threat to the US.

Like most other companies today, we are spending much more time on talent management due to labor shortages, and this area will likely continue to challenge most companies. In that context, we have provided a summary in this edition of the practices we and other companies have been endeavoring to employ to attract and retain team members. We hope you find this summary to be of interest in evaluating how your business is responding to this key business issue.

As a Company, we continue to look at how to improve our operations to better serve our customers and continue to improve production efficiency. Accordingly, highlighted in the following pages is a summary of our expansion at the Hempfield Mill and the installation of a roller mill at our Shippensburg facility.

US Grain prices continue to rally, and due to our current national supply, we have become the go-to seller for grain deficit areas of the world currently. The conflict overseas translates into the world having less supply available to fulfill the growing demand for protein production. Current price volatility in the grain markets is a challenge for our customers as it translates into a higher cost of production. Furthermore,

the futures market structure today is inverted. An inverted market describes a market structure where the futures market price today is higher than the prices for future months. We can expect that price relief will come after we receive good news about future plentiful growing seasons. Any leading factor such as weather, production challenges, geopolitical changes, or industry growth will impact how much the world is willing to pay for US grain right now.

Looking forward, to back off these current prices, we will need to see another great US crop as well as another very good South American crop. If the conflict in Ukraine subsides, feed customers will see some price relief sooner rather than later.

However, there is the risk that if the US or other grain surplus countries have a less than desirable crop, we could see the current prices sustain or climb higher. In the short term, if you have any questions about how to best navigate through the market this year, please contact a member of Nutrify leadership by working with your Relationship Manager.

In closing, we want to thank all of our customers for the opportunity to continue to serve you, our Team Members for their continuing commitment, hard work and dedication, and suppliers for helping us deal with the challenging environment we find ourselves in today.

## WENGER'S WELCOMES DR MARY COPE AS RESEARCH ASSISTANT

Wenger's is pleased to welcome Dr. Mary Cope as Research Assistant.

Dr. Mary Cope received her Bachelor of Science in Avian Biology before continuing on to earn a Doctor of Philosophy (Ph.D) in Poultry Science with a focus in monogastric nutrition from the University of Georgia. Her research focused on using Near Infrared Reflectance spectroscopy (NIRS) to determine the nitrogen corrected true metabolizable energy (TMEN) of feed ingredients used in poultry diets. She also has several years of experience in both broiler and laying hen research as well as metabolic studies in roosters.

Dr. Cope will be working with the Nutrition and Research team on developing and conducting trials. The Company operates four research houses—cage layer, cage-free layer, pullet,

and swine—and partners with

universities to improve farm

efficiency through diet and

management techniques. The

Company develops a hypoth-

esis while also seeking outside

input from customers and part-

ners to test the latest ingredients and

management techniques, and Company

research interests are consistent with university and industry

trends. This allows Wenger's to test the latest ingredients in

real-world conditions and bring those innovations directly to

customers.

Welcome, Dr. Cope!



## THE WENGER DAIRY BUSINESS UNIT WELCOMES ROSS ROBINSON AS DAIRY SALES AND NUTRITION MANGER

The Wenger Group is pleased to announce Ross Robinson as Dairy Sales & Nutrition Manager. A native of Landisville, PA, Ross brings to the pool of Wenger Dairy Business Unit experience his 20+ years of proven dairy nutrition, sales, and people management experience. He earned a

Master's Degree in Ruminant Nutrition from Southern Illinois

University—including three years of teaching and research experience and multiple peer reviewed publications at the institution—before embarking on a commercial dairy nutrition career. In his last assignment with Purina Animal Nutrition, Ross built a productive network of dealers and commercial dairy producers in and around the Lancaster County with his expertise in nutrition programs, ration formulations, and farm management. Ross will be responsible for developing the business in the Gordonville Mill geography and will support three of the team's dairy nutritionists.





## IMPROVING FOR YOU

### NEW LOADOUT AT HEMPFIELD

The new automated conventional loadout at the Hempfield Mill is scheduled to open in late March.

The Hempfield location is one of two Wenger facilities that makes both conventional and organic feeds. The additional loadout will separate both products, further controlling the risk of feed contamination.

The new structure consists of 20 bins that will be used for conventional feeds. The team has also implemented new technology to decrease loading times and to enhance truck driver safety through automatic feed sampling. The new loadout has automatic sensing high speed doors, a light curtain for proper truck positioning, and laser alignment for the shuttle placement above the truck pockets. The truck and trailers serving Hempfield will have radio frequency identification (RFID) technology that will be scanned when the truck enters the loadout so it can be matched with the proper work order associated with the load(s) it will haul. It also has an integrated auto flush system and an automatic feed sampling system.

### ROLLER MILL AT SHIPPENSBURG

In December 2021, a roller mill was added to the Shippensburg Mill so that all coarse corn chop will be processed using the new equipment.

“We had some requests from customers for this new equipment that should improve flowability for mash diets,” noted Brad Wagner, Senior Vice President and Chief Operating Officer.

Roller mill ground corn has more uniform particle sizes when compared with hammer mill ground grains. This tighter standard deviation means less fines, so feeds will not pack as tightly together. These characteristics make them ideal for mash feeds reducing the occurrence with feed hang-ups on the farm. The new capacity may also allow some customers using pellets for flowability reasons to switch to mash.

Our engineering team is currently evaluating the performance of this new equipment. If feasible and advantageous for customers, the new equipment could be installed at other locations.



# African Swine Fever Update

Lauren Cichocki, Sales and Marketing Coordinator

In the October issue of the Millogram, we provided an update on the African Swine Fever (ASFv) threat to the United States. To keep our customers informed, we will continue to provide insights into the current domestic and international situation, including how Wenger Feeds is responding to the looming threat.

## GLOBAL UPDATE

African Swine Fever continues to spread in the Dominican Republic and Haiti on mainly small swine operations. Additionally, ASFv has spread to countries such as Italy and Thailand.

## DOMESTIC UPDATE

- ASFv has not been detected in the U.S. at this time.
- USDA has committed \$500 million in federal funding for ASFv prevention.
- A \$513,000 grant has been awarded to Kansas State for continued ASFv research.
- RABapp, a portal where producers can upload Secure Pork Supply biosecurity plans for review by state officials and create maps to outline biosecurity infrastructure of farms has been established in Pennsylvania as a biosecurity tool for producers. This application will expedite USDA outbreak processes by providing quick access to plans and recorded swine movements.
- The U.S. Swine Health Improvement Plan (US SHIP), modelled after the National Poultry Health Improvement Plan (NPIP), is progressing.
- Purdue University recently released an ASFv Risk Assessment Tool for producers in the Dominican Republic called BioPorc-RD.



## WENGER RESPONSE UPDATE

In October 2021, The Wenger Group (TWG) constituted an in-house African Swine Fever Action Committee (ASFAC) with the following objectives:

- Explore, identify, assess, and analyze risks. Develop and implement preventive controls and mitigating strategies as they pertain to African Swine Fever virus to TWG business and its customers.
- Ensure that sound policies, procedures, and practices on preventive responses and action measures to safeguard TWG business are developed and implemented across the enterprise.
- Report on a monthly basis with current status, developments on risk mitigation strategies and recommendations to the Operations Committee.
- Constantly update the customers on TWG preparedness against ASF virus and instill confidence.

The ASFAC consists of representatives from each department within The Wenger Group. As of September, we have held 3 ASFAC meetings and 3 ASFAC sub-committee meetings. We have also interacted with outside experts from Pennsylvania Department of Agriculture, United States Department of Agriculture, North Carolina State University, and multiple technical experts from nutrition companies that produce viral mitigants. Additionally, we have continuous interaction with pork producers and industry representatives. We will continue to grow this list of outside contacts.

We continue to gather extensive literature regarding pathology, transmission, biosecurity practices, feed additives, and global methods of ASFv eradication. Our committee has a dedicated communication stream to share disease and industry updates so that we may prepare and react accordingly. Relevant information is then organized and presented during the meetings.

The committee has completed the first draft of an enhanced prevention plan and is now in the process of organizing the action plan, which will involve additional collaboration with outside resources. We are developing a virtual training for all employees and will continue to educate customers on the latest ASFv information.

Stay tuned for more information. For questions, please reach out to your Relationship Manager.



# Good Grief...it's the Great Resignation, Charlie Brown!

Genise Wade, Chief Human Resources Officer

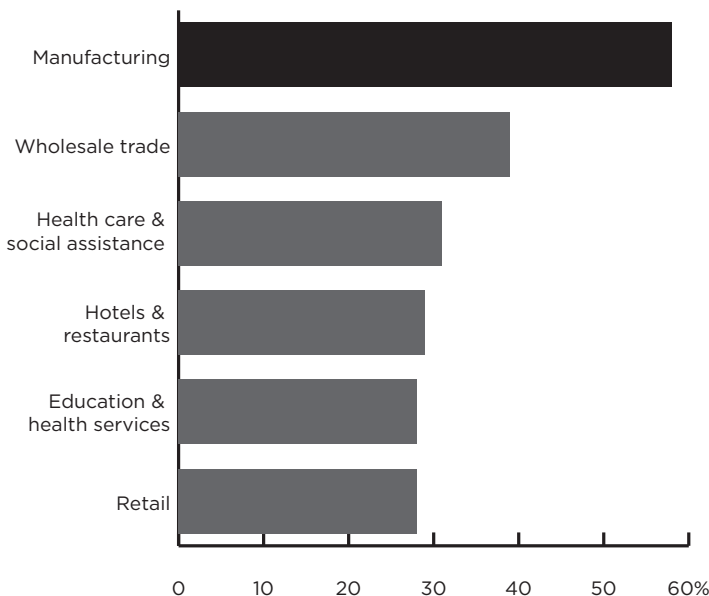
Last year, an average of more than 3.95 million workers quit their jobs each month, meaning 2021 holds the highest average on record (shrm.org). This phenomenon, dubbed “The Great Resignation,” has seen more than 45 million Americans leave their jobs in the past year, and it shows no sign of slowing.

People are no longer competing for jobs; companies are competing for people. In fact, according to a Microsoft survey, 41% of the global workforce are considering resigning from their current roles, and Monster is reporting that 95% of workers are considering a job change (dochangeright.com).

Many factors have led to this condition. The pandemic caused millions of workers to reassess their lives and the cost of working (e.g. transportation, day care, etc.) and make the choice to walk away from low-paying jobs. Strong personal opinions about vaccine mandates or that employers aren't doing enough to keep them safe have people turning in their notice. Others have found new passions and are looking to make a career transition. Some just simply need a change as they are facing burnout or feeling unappreciated by their current employer. Many are getting hired quickly elsewhere for more money, better hours, or the ability to work remotely.

## MANUFACTURING HAS SEEN THE BIGGEST GROWTH IN JOB QUITTING

Source: Washingtonpost.com



The publication “The Great Resignation Update: Limeade Employee Care Report” lists the top reasons job changers were attracted to their new position:

- Ability to work remotely according to personal preference: 40%
  - Better compensation: 37%
  - Better management: 31%
  - Better company reputation: 29%
  - Better work-life balance: 26%
  - Flexible work schedule: 24%
- (nationalhogfarmer.com)

In addition, Baby Boomers who have seen huge gains in their 401(k) numbers in recent years realize they can afford to retire.

It's difficult to find an industry that hasn't been impacted by the historic quit rate, albeit some have been hit harder than others. Industries such as transportation, manufacturing, healthcare, and hospitality, were struggling to fill open positions before the pandemic, and the factors stated above have exacerbated the issue as seen in the chart below left.

*“If you're operating in North America today, I think one of the biggest challenges a distributor has — and it doesn't matter what kind of distribution you're in — is a war for talent, especially in light of a strong virtual labor environment.” – John Stegeman, CEO of White Cap*

Employees leaving doesn't just mean an open job...it means the company is faced with lower productivity and a decline in morale with the remaining colleagues struggling with increased workloads.

## SO, WHAT'S AN EMPLOYER TO DO?

The costs of finding and training a new employee can be high. It has been estimated that the cost to the employer of replacing a departing employee is, on average, 122 percent of that employee's annual salary in terms of finding and training a replacement (inddist.com).

Retaining your employees is the most productive and cost-effective way of ensuring business continuity. There are several strategies you can use to retain your top talent.

**Corporate Culture** – Create a corporate culture that is honest and open. Balance employee needs with operational efficiency and profitability. Employees need to be able to trust in their employer, believe in their purpose, and feel their own

health and well-being is as important as the bottom line.

**Communication** – Let employees know their opinions matter. Open the lines of communication and be available to listen to them. You won't make all employees happy all the time, but allowing your employees to feel heard can make all the difference. Employee engagement surveys are one way to glean overall feedback and can be effective if employees know what actions are being taken as a result of their feedback. However, nothing beats direct engagement and good relationships with leadership.

**Celebrate employees' accomplishments** – Make your employees feel appreciated by saying "thank you" regularly. This can be as easy as verbal recognition or as formal as a recognition program. Let them know their efforts are appreciated and be genuine in your recognition efforts.

**Provide a comprehensive total rewards package** – Regularly assess your compensation and benefit offerings as well as your workplace flexibility and career opportunities against the market to ensure you are able to compete for retaining your best talent.

**Improve leadership** – Gallup found that "it takes more than a 20% pay raise to lure most employees away from a manager who engages them, and next to nothing to poach most disengaged workers" (gallup.com). Teach your leaders good leadership practices, how to build and develop good teams, and how to engage employees.

**Provide opportunities for growth** – New skill development can occur through additional responsibilities, coaching, and training. If your employees feel they have lateral or promotional opportunities in your company, they are less apt to consider going somewhere else to grow.

**Improve job quality** – This can be tough, particularly in jobs that deal with harsh climates, dirty conditions, heavy physical labor, etc. When you can't control the environment for your employees, look for other things you can control such as predictable work schedules, the right tools and training, a welcoming environment, etc.

**Promote diversity, equity, and inclusion (DEI)** – These are not corporate buzzwords. According to a January 2022 study published in the MIT Sloan Management Review, the failure to promote diversity, equity, and inclusion is contributing significantly to the perception of a "toxic" work culture, which the study concludes is the strongest predictor of turnover during the Great Resignation (jacksonlewis.com).

**Consider remote work** – Unlike employees in other sectors, blue-collar workers typically cannot work remotely because they need to be physically present to do their jobs. But, to the extent that remote work or hybrid or flexible work arrangements are possible, especially for front office employees, companies should consider offering that flexibility.

*"Not every company can afford to increase wages or offer a gold-tier healthcare package. The key is implementing policies and compensation plans that contribute to your employees' sense of self-worth and well-being. If a wage hike isn't feasible, establish policies that protect the mental health of your workforce. Promote from within whenever possible to build a sense of trust and urgency amongst your team." (nationalhogfarmer.com)*

Even the best companies with most engaged employees experience some turnover, so while it's important to have these retention efforts in place, it's equally important to execute good hiring practices in order to protect your recruiting investment by retaining your new hires.

**Hire well** – Don't compromise on the quality of candidates just to get help. A survey by talent life cycle management platform Beamery finds that skills gaps and compromises related to recruitment can have dramatic business consequences. A third of U.S. respondents feel that 25% to 49% of their current employee base holds their organization back due to a lack of skills or appropriate mindset (armstrongtransport.com).

**Simplify hiring** – The hiring process can often be slow and bureaucratic. Once you've posted a job, be prepared to move through the interview process efficiently, especially if there are multiple interviews needed. Competitive offers should be made in a timely manner as it's likely you are not the only company pursuing the candidate. When there are multiple openings for similar jobs, consider holding an on-site job fair with decision makers present that can make offers on the spot, pending the necessary pre-employment checks.

**Be real with candidates** – There is nothing worse than an employee coming on board only to find out the job wasn't what they expected, accepting their resignation, and starting the hiring process again. Learn how to sell the positive aspects of the job and your company while still being realistic about the challenges and conditions. A candidate who accepts the offer with a realistic view of what the job entails is more likely to stay.

**Have a good social media presence** – Today’s candidates can do a lot of research on your company prior to applying or interviewing. Make sure your website and job postings are up to date and represent your company well. Search on your own company to see what current and former employees have said about you (e.g. Google, Indeed, Glassdoor). Make the investment to manage those employee reviews and respond to both positive and negative reviews. This shows candidates you are engaged and care about their opinion.

**Reach a wider audience** – Advertise jobs more creatively by building partnerships with multicultural professional associations, nonprofits, trade associations, technical and trade schools, and universities. If possible, consider working with nonprofits that specialize in work-ready programs for underserved populations such as the differently-abled.

**Improve onboarding** – As the saying goes, you don’t get a second chance to make a first impression. Make sure your onboarding processes serve your new hires well. Set up a buddy system and an orientation plan to ensure new hires are happy, know where to find key information, and meet management expectations during this transition.

**Think creatively** – An article in National Hog Farmer cites even broader hiring solutions such as automation and robotics as well as considering the whole family when hiring and helping with large family issues such as childcare solutions and child educational assistance. “Just imagine the loyalty we would create in our immigrant labor force by just investing in

their children’s future and truly bringing the family back into the business ...” (nationalhogfarmer.com).

In summary, candidates know their talents are in demand, and they are interviewing you at the same time you are interviewing them. Your recruiting and onboarding processes create a first impression during which your new hires will determine if they want to work for your company long-term. Candidates currently have a lot of options available to them. Investing time, money, and energy in your retention and recruiting processes as well as improving your leadership and culture will pay off with lower turnover and higher engagement.

Sources:

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## STEWARDSHIP: COMPANY LEADERS SERVING THE COMMUNITY

Vice President and Chief Sales and Marketing Officer Eric Miller was recently appointed to the Board of the Lancaster County Agriculture Council.

The Lancaster County Agriculture Council was established to promote and advocate for Lancaster County agriculture. Eric will serve along with leaders in agribusiness, producers, and interested community members.

Sales and Marketing Coordinator Lauren Cichocki was elected to the 2022 Pennsylvania Pork Producers Board. Lauren will serve as one of the four industry representatives along with Tony Bender, Scott Bailey, and Barry Geib.

The Board executes specific programs in the areas of promotion, research, and education. Check-Off funded promotions are designed to increase domestic pork sales through consumer,

retail, and food service outreach.

Vice President and Corporate Secretary Melissa Falk was recently appointed to the Board of Directors of Lancaster Farmland Trust. Their mission is, “to preserve and steward the beautiful, productive farmland of Lancaster County that reflects our heritage, supports our economy, protects our environment, nourishes our health, and enhances our quality of life.”

Stewardship is one of our core values, and we’re happy to support our team members who choose to serve the community and the industry.

You can find out more about these important organizations at their web sites: [lancasteragcouncil.com/](http://lancasteragcouncil.com/), [papork.com/](http://papork.com/), and [lancasterfarmlandtrust.org/](http://lancasterfarmlandtrust.org/)



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