

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 liaison 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**

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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, broad-leaved 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.

CALENDAR YEAR	SEASONS OF THE YEAR	NURSERY SEASONS	PLANT OPERATIONS	PERSONNEL (LABOR)
March	SPRING	Harvest and Production	Digging	Spring Fever
April			Shipping	
May			Planting Propagation Sales	
June	SUMMER	Maintenance and Production	Cultivation	Trade Shows
July			Irrigation	
August			Trimming	
September			Staking Fertilizing Insecticides Herbicides Propagation Sales	
October	FALL	Harvest and Production	Digging	Thanksgiving
November			Shipping	
December			Planting Trimming Pruning Sales	
January	WINTER	Maintenance	Planting	Christmas and New Year's vacations, Trade Shows
February			Trimming	
Constant every year	Constant	Constant with seasons	Constant with seasons	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.

