



FARM MANAGER POSITION DESCRIPTION

PURPOSE

The Farm Manager is responsible for the day-to-day management of the farm with a focus on leading the team to deliver results in line with Southern Research and Demonstration Farm's (the "Hub") values and management policy in a way that maximises shareholder benefit and supports a culture that achieves shareholders values.

In conjunction with the senior leadership team (the "SLT") (including the senior research teams from DairyNZ and AgResearch, the Research Liaison Manager and the DairyNZ extension partner tasked with Hub extension) the Farm Manager will be expected to drive the business and deliver against targets that meet both research and Hub requirements. This role will also include responsibility for recruiting, managing and leading the farm team and supporting the research on site.

REPORTING

The Farm Manager reports to the General Manager ("GM") and will work closely with the Senior Leadership Team (including the research team). The Farm Manager will be expected to foster open communication, the aim there being "no surprises".

KEY RELATIONSHIPS

INTERNAL:	EXTERNAL:
General Manager	Stakeholders (including farmers, AgResearch, DairyNZ)
Farm Team	Contractors
Research Team	Suppliers
Calf Rearer	
Senior Leadership Team ("SLT")	

KEY ACCOUNTABILITIES

INDICATORS OF SUCCESS

1. SENIOR LEADERSHIP TEAM LEVEL
 - Decision making informed by accurate management information
 - Open and proactive communication supports "no surprises"
 - Communication supports active risk management
2. OPERATIONAL LEVEL

- The farm achieves;
 - Annual performance targets (including research requirements)
 - Efficient utilisation of infrastructure and resource
 - Team engagement in working towards common farm goals
 - Commitment to recording and reporting performance
 - Culture of ‘continuous improvement’
 - Compliance with all legislative requirements, industry best practice requirements and farm policies and procedures
3. EXTERNAL LEVEL
- Strong relationships built with external suppliers and other stakeholders
 - Farm’s reputation is enhanced and maintained

KEY RESPONSIBILITIES

BUSINESS MANAGEMENT

TARGET OUTCOMES

- Identify, capture and evaluate key management information for informing strategic and operational decision making and planning
- Working with the GM to challenge and refine how the farm is run to achieve effective and efficient outcomes
- Working with the SLT to inform the development of the draft annual operational plan including performance targets and indicators of success for submission to the Board
- Once approved, implement the annual operational business plan within the agreed budget to achieve targets and success criteria
- Regularly reporting to the GM on performance against plan and any variance
- Reporting to the Board monthly on performance against plan and any variance
- Identify operational business risks early and implement proactive contingency and risk management strategies
- All queried invoices are checked in conjunction with the Business Administrator Manager before the week of the 15th of the month

ADDITIONAL TARGETS

- Farm Manager ‘owns’ and reports on implementation of the Farm operational plan
- Communicate proactively and openly with the GM to ensure “no surprises’ communication
- Engage the team to ensure values and performance goals are understood, performance against targets regularly updated and discussed and that the team “own” the performance and understand how they contribute to the big picture

PEOPLE

TARGET OUTCOMES

- Compliance with all legislation and farm policies and procedures in relation to the employment of people and management of health, safety and wellbeing
- All required work on farm is planned for and delivered
- The team is maintained at an appropriate level with adequate people resources
- Suitably qualified people are recruited when required in accordance with best practice
- Hours of work, rostered time off and leave are recorded and monitored to ensure the farm is meeting industry best practice guidelines
- Team management is proactive, people performance issues are addressed when they occur and correct process is followed

- The team operates as a cohesive unit that delivers the vision, values and objectives of the Hub
- Any requirement for formal disciplinary action is notified to the GM prior to action being taken
- Contractors and visitors comply with statutory and farm safety policies and procedures

ADDITIONAL TARGETS

- Team engagement is at the level where there is a collective understanding of the farm targets and an understanding of how they contribute to the overall success of the business
- The team is actively engaged in maintaining a continuous improvement approach to how they work, contributing to the day-to-day management of the farm
- The team are inducted to their role and receive a structured orientation and regular feedback on their performance; this feedback needs to be recorded, reviewed and used to support individual training and development plans
- Bi annual formal development reviews are completed for all team members
- Individual skills and competencies are developed by establishing performance and development goals, coaching performance and providing training and support
- The Farm Manager 's personal leadership reflects the values of the Hub and models a culture of health, safety and wellbeing
- People actively seek out employment opportunities based on word of mouth recommendation
- There is a succession plan in place for key positions, high performers are identified and a plan for their retention developed and implemented

RESEARCH

TARGET OUTCOMES

- Research projects are successfully implemented in accordance with research requirements and farm decision rules
- Effective and respectful relationships are established with the research team, the aim being open communication and “no surprises”
- Support the research liaison manager in ensuring data required for research is accurately identified, captured and evaluated
- All staff understand the information management requirement for the farm and are actively contributing to this
- Actively, participate in research and SLT meetings, regularly reporting on performance against plan and any variance and ensuring actions are identified and implemented
- Operational farm decision making reflects the decision rules document, research requirements and outcomes identified by weekly SLT meetings
- The farm team understand research aims and requirements and are engaged in achieving these objectives
- The farm, hub and research facilities are presented as a showcase for visitors, always
- Participate in the establishment and planning of field projects and trials, their on-going operation, extension or modification
- Ensure appropriate research protocols are agreed prior to starting research projects, and implemented with scientists in charge of projects

PRODUCTION

TARGET OUTCOMES

- Production targets and indicators of success set out in the farm's Annual Operational Plan are achieved
- Daily production per cow is monitored against targets and discussed with the team
- Any risk areas/areas of concern are discussed with the GM and proactively managed

- Identify, capture and evaluate key management information to manage herd feeding, maximize milk production, measure pasture cover, make herd feeding decisions and proactively manage any surplus/deficit, protect pasture quality and avoid pasture damage as agreed with the SLT
- No milk company fines or production loss
- Dairy Company supply requirements are met at all times
- Farm dairy is operated at optimum efficiency and milking is stress free for animals and people
- Resource consent conditions (water, effluent and nutrient management) are complied with at all times
- All operational policies and procedures are complied with
- Stock are healthy and proactively managed to maximize productive value
- BCS and weight targets for stock groups are met
- Inputs as set out in the Annual Operational Plan (including nitrogen, crops and other supplements) are managed to maintain feed quality and ensure best practice management of inputs (fertilizer, effluent) in accordance with nutrient/environmental management plans

ASSETS

TARGET OUTCOMES

- Meet all recording and compliance requirements of resource consents
- The farm team understand compliance and recording requirements, in particular in relation to nutrient management
- Ensure stock movement records, births and deaths are accurately maintained and up-to-date
- Accurately report monthly stock reconciliation data and balance annual stock reconciliation
- Contribute to the development of the farm's annual asset and maintenance plans
- Once approved by the Board implement the agreed annual asset and maintenance plan to ensure all plant and equipment is in good repair and in a safe operating state
- Ensure all assets are regularly maintained in line with manufacturer's specifications and farm maintenance procedures
- All areas of the property are kept tidy and well presented
- Implementation of the farm environment plan
- Environmental requirements are met as outlined in the farm environment plan

ADDITIONAL TARGETS

- All farm assets are operated safely and with due care and respect in accordance with farm policies and industry best practice
- All plastic and non-perishable materials are disposed of in the appropriate manner and delivered to the relevant collection points
- Pasture weeds are managed to avoid flowering where possible but controlled or removed before seeding
- Crop weeds are managed with agronomy advice to prevent future weed seed build up
- Team accommodation is kept clean and tidy including gardens and outdoor areas

REPORTING & RECORDING

TARGET OUTCOMES

- Weekly and monthly reports are completed accurately and on time
- Monthly farm management report for the Board is completed accurately and on time
- All recording required to comply with TB and NAIT requirements is correctly completed
- All animals have operational EID's and any animal movements are correctly recorded in the NAIT system

FEED

TARGET OUTCOMES

- In conjunction with the SLT develop an annual feed budget for the farm, including fertilizer requirements, cropping/re-grassing plans and pasture cover targets
- Once agreed, deliver the farm's feed budgets
- Ensure the farm team understand the feed budget and grazing residual targets, can assess these accurately and know action required to ensure these are achieved
- Feed position is reconciled monthly and reported along with information on variances and remedial action
- Feed budget adjustments are made monthly and forecasted changes flagged with the SLT
- Contingency plans are in place for adverse weather conditions
- Animals are fed to optimum levels with the most cost effective feed type (cents MJ/ME/Kg)

STOCK MANAGEMENT

TARGET OUTCOMES

- Animal health and welfare is managed proactively to achieve or exceed industry best practice standards and meet all legislative requirements
- Death rates are minimized and are less than targets
- Planning requirements are completed prior to calving, mating and wintering
- Plans are implemented and monitored
- Targets for calving, mating and wintering are met
- All stock are managed and handled in a way that protects the welfare of the animal
- Animal health strategies are agreed with the SLT before being implemented
- Ensures the farm has appropriate biosecurity management policies and procedures
- Ensures an up-to-date restricted veterinary medicines prescription is completed annually
- Ensures compliance with Leptowise standards

RELATIONSHIPS

TARGET OUTCOMES

- Effective communications are developed with the team, GM, suppliers and stakeholders
- Use appropriate interpersonal styles to inspire and guide the team towards goal achievement, modifying behaviour to accommodate tasks, situations and individuals involved
- Relationships are maintained and any disputes are responded to quickly
- Work effectively with the wider business team and our stakeholders to accomplish goals
- Support community and stakeholder involvement, demonstrating our values
- Continue to build a positive image of the Hub in the local community

ADDITIONAL OUTCOMES

- All reporting (internal and external) is accurate and time deadlines are strictly adhered to
- Participate in farm field day events, provide information where required and present farm information as necessary

HEALTH AND SAFETY

Comply with all health, safety and wellbeing requirements as directed by the GM or outlined in the farm Health, Safety and Wellbeing system. Support business H&S culture and the implementation of the health, safety and wellbeing management system, including;

TARGET OUTCOMES

- The Hub complies with all Health and Safety requirements as outlined in legislation, regulations, codes of practice and industry guidelines and our Health, Safety and Wellbeing management system
- Proactively model behaviours that support our Health, Safety and Wellbeing policies
- Ensure farm has appropriate processes for receiving, considering and responding to information about incidents, hazards, and risks and that information is recorded and shared with the SLT
- Induct workers (employees, contractors and visitors) to the health and safety management system and their roles and ensure they comply with policies and procedures at all times; address issues of non-compliance proactively
- Workers are supervised or adequately trained before undertaking work tasks (including with plant, machinery and vehicles). Training and competency assessments are recorded
- Ensure records of induction and training are accurately maintained
- Work with the GM to ensure appropriate health and safety and people management performance measures are set, reviewed and monitored to drive desirable behaviours, and appropriate resources are allocated to ensure compliance
- New hazards are recorded as identified and reported to the GM. Appropriate controls are established and communicated to all workers
- Accident or near miss accident (injury or non-injury) are reported and recorded within 24 hours of incident. Investigations are completed and appropriate action taken in a timely manner
- Regular meetings are held with workers to discuss health and safety. A formal health and safety meeting is held at least monthly, with minutes recorded and action points addressed in a timely manner
- Appropriate personal protective equipment is available and used by all workers/visitors

OTHER

TARGET OUTCOMES

- Complete any other assignments, projects or responsibilities delegated or assigned
- Assist with other administrative tasks as required, for example, to cover leave absence
- Respond positively to requests for assistance in other areas, and undertake new work tasks with enthusiasm, interest and good humour
- Contribute to the overall goals and objectives of the business through initiative and active team participation

PERSON SPECIFICATION –FARM MANAGER

CORE COMPETENCIES

Competency	Definition
Financial acumen	Understands budget process, can read a profit/loss report
Team leadership	Confident leading team with a collaborative approach and effective delegation to achieve a team that is engaged and involved in day-to-day decision making at a level that matches their knowledge and skill. Team members feel valued and are free to contribute.
Developing others/ maximising performance	Developing subordinates' skills and competencies by planning effective development activities related to current roles. Establishing performance, development goals, coaching performance, providing training and evaluating performance.

Individual leadership/ influencing	Using appropriate interpersonal styles and methods to inspire and guide individuals (direct reports and peers) toward goal achievement, modifying behaviour to accommodate tasks, situations and individuals involved.
Technical/professional knowledge	Having achieved a satisfactory level of technical and professional skills/ knowledge in job related areas, keeping abreast of current developments and trends in areas of expertise. Is aware of gaps in own knowledge and is open to learning to address these.
Analysis and problem solving	Securing relevant information and identifying key issues and relationships for a base of information. Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into account resources, constraints and organisation values.
Communication	Clearly expressing ideas effectively in individual and group situations (including non-verbal communication). Supports a 'no-surprises' culture.
Cultural competence and sensitivity	Awareness and knowledge of different cultures. Appreciating and understanding the practices, beliefs and values of different cultures. Adjusting language, approach and interpersonal skills to engage and communicate effectively, building trusting and mutually beneficial relationships.
Internal organisational awareness and collaboration	Ability to identify potential problems and opportunities, perceiving the impact and the implications of decisions on other components of the organisation

QUALIFICATIONS

- A qualification in agriculture, management, commerce or a related discipline is preferred.

KNOWLEDGE, SKILLS & EXPERIENCE

- Proven experience in planning and implementing good practice farm management
- Sound working knowledge of environmental, animal welfare, milk quality and people management compliance requirements
- Proven experience leading a team to deliver targets, including effective delegation skills and confidence training/coaching others
- Outstanding communication skills
- Experience in reporting key farm performance data in an accurate and timely way
- A 'can do', forward thinker who is looking for the opportunity to grow and develop both themselves and their team
- Alignment with our vision and values

This job description is designed to give an indication of the type of work and performance expected of the jobholder. It does not provide an exhaustive list of duties or performance standards and the jobholder agrees to undertake any other tasks that are consistent with the position and with the provision of quality service to the business.