



# GROUP OPERATIONS MANAGER POSITION DESCRIPTION

## PURPOSE

The Group Operations Manager is responsible for working with the CEO, Management Accountant and Business Manager (the “**Senior Leadership Team**” or **SLT**) to develop and implement strategic, business and operational plans that ensure the effective and efficient operation of the Rakaia Island business. The aim is a seamless ‘one business’ approach that maximises the value to shareholders and supports a culture that achieves shareholder values.

## REPORTING

The Group Operations Manager (the “**OM**”) reports to the CEO and will have a close working relationship with the Senior Leadership Team. The OM will be expected to report to board level as required. Unit Managers and the Senior Farm Manager (the “**SFM**”) report to OM.

## BUSINESS VALUES

- The shareholders aim is a simple, sustainable, safe business.
- The Rakaia Island values sit at the heart to achieving this...
- Family** – we are one collaborative and equal team that respects each other and does what is right. Our communication is proactive, open and honest and we listen
- Proud farmers** – we are all proud of our people, cows, pasture, environment and sustainable practices. WE celebrate our successes, have fun and share this with the community
- Make it happen** – we are all committed to doing what we say we will do and making the difference. We are courageous to take risks and be progressive for the good of Rakaia Island
- Learn Together** – as leaders we are all willing to give things a go, be open minded to new ideas and initiatives and support one another to continually learn and grow

## KEY RELATIONSHIPS

INTERNAL:	EXTERNAL:
The Directors & shareholders CEO Management Accountant Business Manager	Ellesmere Agricultural Ltd

Senior Farm Manager and Unit Managers Calf Manager Maintenance Manager Dry Stock Manager	
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## KEY ACCOUNTABILITIES

### INDICATORS OF SUCCESS

1. BOARD LEVEL
  - Provision of timely and accurate information to inform Board level decision making
2. SENIOR LEADERSHIP TEAM LEVEL
  - Considered and informed long term planning achieved
  - Decision making informed by accurate management information
  - Integrated 'one business' business management achieved
3. OPERATIONAL LEVEL
  - Support and develop Unit Managers & SFM resulting in a highly capable operational management team achieving;
    - Individual Unit performance targets
    - Rakaia Island (RI) operations performance targets
    - Active involvement in planning
    - Engagement in working towards common goal
    - Commitment to recording and reporting performance
    - Culture of 'One business –Rakaia Island + Woodstock'
  - Support, mentor and coach Unit Managers & SFM to develop their knowledge and capability

## KEY RESPONSIBILITIES

### BUSINESS MANAGEMENT

#### TARGET OUTCOMES

- Working with the SLT to challenge and refine how Woodstock and the Island link to enhance the whole business effectiveness and efficiency
- Identify and capture key management information for informing strategic and operational decision making
- In conjunction with the SLT contribute to the development of a strategic three-year plan, once agreed use plan to guide the development of the operational annual business plan
- Developing the annual business plan for farm operations, including performance targets and indicators of success for submission to the CEO
- Develop the individual Unit annual operational plans to align with the agreed annual business plan
- Implement agreed business plan, reporting to CEO on performance against plan
- Identify business risk areas and ensure contingency plans are in place
- Monitor and manage any risk areas proactively. The aim is 'no surprises' communication
- Involve Unit Managers and SFM in planning process

#### ADDITIONAL TARGETS

- Challenge and refine the business policies to ensure they continue to align with the agreed strategy
- New business opportunities are presented to the CEO and RI Board
- Unit Managers and SFM 'own' and report on implementation of their Unit operational plan

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## PEOPLE

### TARGET OUTCOMES

- Compliance with all legislation in relation to the employment of people (refer to Rakaia Island People Handbook)
- All required work on farm is planned for and delivered
- All farm teams are maintained at an appropriate level with adequate people resources
- Support the Unit Managers & SFM in the recruitment of suitably qualified people when required
- In conjunction with the Unit Managers & SFM monitor hours of work and rostered time off, ensuring each unit is meeting the requirements of legislation and the Rakaia Island People Handbook
- Ensure team management is proactive, supporting Unit Managers & SFM to address people performance issues when they occur and ensuring correct process is followed as outlined in the Rakaia Island People Handbook
- Support development of Unit Managers and the SFM, providing training and coaching as required
- Any requirement for formal disciplinary action is notified to the CEO prior to action being taken
- Contractors comply with statutory and farm health and safety policies and procedures
- Support the Unit Managers & SFM to ensure Rakaia Island farm health and safety policies and procedures are met and that these procedures are reviewed annually

### ADDITIONAL TARGETS

- Support Rakaia Island shareholders' involvement in all areas of the business
- Team engagement is at the level where there is a collective understanding of their Unit targets and an understanding of how they contribute to the overall success of the Rakaia Island business
- The team is actively engaged in maintaining the FarmTune approach to how they work, contributing to the day to day management of the unit
- Work with each Unit Manager and the SFM to ensure everyone working at RI receives regular feedback on their performance, this feedback needs to be recorded, reviewed and used to support individual development plans
- Target of nil work days lost through accidents
- People actively seek out employment opportunities at RI based on word of mouth recommendation

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## FINANCIAL

### TARGET OUTCOMES

- Capital and operating budgets are established and submitted to the CEO by March annually
- Budgets are adhered to and financial targets met
- Complete financial reporting, including variance reporting by target reporting dates
- Budget adjustments are made monthly and forecasted changes flagged with CEO and Management Accountant
- Re-forecasting is undertaken quarterly in conjunction with the Management Accountant

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## PRODUCTION

### TARGET OUTCOMES

- Production targets and indicators of success are agreed with each Unit Manager & the SFM and included in the Annual Operational Plan for the unit
- Support Unit Managers & SFM to achieve production targets, highlight any risk areas/areas of concern and proactively manage these
- Elevate any unit performance issues to CEO
- Units meet their production targets and indicators of success
- No milk company fines or production loss

- Resource consent conditions (water and effluent) are complied with
- All Rakaia Island operational policies are complied with
- Stock are healthy and proactively managed to maximize productive value
- BCS and weight targets are met

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## ASSETS

### TARGET OUTCOMES

- Meet all recording and compliance requirements of resource consents
- Ensure stock movement records are accurately maintained and up to date
- Accurately report monthly stock reconciliation data and balance annual stock reconciliation
- Develop and implement the annual asset and maintenance plans
- Ensure the maintenance plan is followed and that all plant and equipment is in good repair and in a safe operating state
- Capex projects are planned and delivered as agreed within budget

### ADDITIONAL TARGETS

- Opportunities to enhance company assets are researched and reported to the CEO
- Maximum utilisation of consents
- The carbon footprint of the business diminishes annually

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## FEED

### TARGET OUTCOMES

- In conjunction with the Unit Managers & SFM develop an annual feed budget for each Unit, including fertiliser requirements, cropping/re-grassing plans and pasture cover targets
- Budgets 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

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## EXTERNAL RELATIONSHIPS

### TARGET OUTCOMES

- Effective communications are developed with suppliers
- Relationships are maintained and any disputes are responded to quickly
- Supplier performance is monitored, and any areas of concern are elevated to CEO
- Proposed changes to existing suppliers/contractors approved by Board before actioned
- Support community involvement, demonstrating the RI values
- Continuing to build a positive image of the business in the local community

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***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.***

## PERSON SPECIFICATION

### CORE COMPETENCIES

Competency	Definition
Financial acumen	Developing annual budgets, management to budget and reporting against budget. Preparing business case for presentation to board.
Strategic/team leadership	Supporting the creation of a desired future state through helping others see, and emotionally feel, how things can be different. Collaborative approach to leadership, effective delegation, empowering direct reports to 'own' their business unit
Developing others/ Maximising Performance	Developing subordinates' skills and competencies by planning effective development activities related to current and future jobs. Establishing performance, development goals, coaching performance, providing training and evaluating performance.
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 from 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	Expressing ideas effectively in individual and group situations (including non-verbal communication). Adjusting language or terminology to the characteristics and needs of the audience. Expressing ideas clearly in documents that have organisation, structure, grammar, language and terminology adjusted to the characteristics and needs of the audience.
Individual Leadership/ Influencing	Using appropriate interpersonal styles and methods to inspire and guide individuals (direct reports, peers and superiors) toward goal achievement, modifying behaviour to accommodate tasks, situations and individuals involved.
Internal Organisational Awareness	Ability to identify potential problems and opportunities, perceiving the impact and the implications of decisions on other components of the organisation
Coaching	Facilitating the development of others' knowledge and skills, providing timely feedback and guidance to help them reach goals.

### QUALIFICATIONS

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

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## KNOWLEDGE, SKILLS & EXPERIENCE

- Previous experience in operations management, including planning, management and review
- Technically competent in planning and implementing good practice farm management on large scale operations
- Sound working knowledge of environmental, animal welfare, milk quality and people management
- Proven leadership experience with a history of successfully leading teams of people to achieve business outcomes
- Outstanding communication skills
- Budget management and control
- Professional standards of written and verbal communication
- Working knowledge and capability with information and communication technology, experience reporting key farm performance data
- Strong relationship building skills with the ability to relate to and influence a wide range of people
- Alignment with the vision and values of Rakaia Island Limited