

# River Gold Dairies Limited

## 2IC POSITION DESCRIPTION

### PURPOSE

The 2IC is responsible for working with the Farm Manager to run the farm. This includes taking responsibility for the day-to-day running of River Gold Dairies Limited to maximise the productivity and efficiency of the business. It is expected that they will deliver results in line with the management policy in a way that maximises value to shareholders and supports a culture that achieves River Gold's values.

### REPORTING

The 2IC reports to the Farm Manager. The 2IC will be expected to foster open communication with the Farm Manager, the aim being "no surprises".

### BUSINESS VALUES

**Performance counts:** We work to ensure we get optimal performance from our people, assets and resources both today and for the future. This means we;

- Set stretching targets
- Communicate for results
- Accurately measure what we do
- Manage risks to optimise resources

**Plan, Do, Review:** We think before we act, plan for the future, review our actions and performance, and make improvements in a logical and planned way. This means we;

- Plan ahead
- Develop our people and delegate to utilise their skills
- Make pro-active decisions
- Demonstrate self-control
- Communicate to build relationships
- Look for personal growth opportunities

**For today and tomorrow:** We are measured by our success in creating a sustainable, repeatable business that leaves the natural environment in better shape than we found it. This means we;

- Have clear systems and processes in our business
- Show initiative
- Communicate for improvement
- Manage time well
- Think longer term
- Respect and enhance the environment

**Fun & Team:** We know that having fun and valuing our work and home families are what matter most. This means we;

- Enthuse others
- Communicate for fun
- Listen
- Observe

- Give feedback
- Demonstrate a willingness to change

## KEY RELATIONSHIPS

INTERNAL:	EXTERNAL:
Farm Manager Farm team	Contractors Suppliers Consultants

## KEY ACCOUNTABILITIES

### INDICATORS OF SUCCESS

1. SENIOR LEADERSHIP TEAM LEVEL
  - Decision making informed by accurate management information
  - Open and proactive communication supports “no surprises”
2. OPERATIONAL LEVEL
  - The Farm achieves;
    - Annual performance targets
    - Team engagement in working towards common goals
    - Commitment to accurate and timely recording and reporting performance
    - Culture of ‘continuous improvement’
    - Compliance with all legislative requirements, industry best practice requirements and River Gold Dairies policies and procedures
3. EXTERNAL LEVEL
  - Strong relationships built with external suppliers and other stakeholders
  - River Gold Dairies’ reputation is enhanced and maintained

## KEY RESPONSIBILITIES

### BUSINESS MANAGEMENT

#### TARGET OUTCOMES

- Identify, capture and evaluate key management information for informing decision making and planning
- Work with the Farm Manager and wider farm team to implement the annual operational business plan within the agreed budget to achieve targets and success criteria
- Regularly report to the Farm Manager on key management information, performance against plan and any variance

#### ADDITIONAL TARGETS

- 2IC ‘owns’ and reports on implementation of the Farm operational plan
- Communicate proactively and openly with the Farm Manager to ensure “no surprises’ communication.

- Engage the wider 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.

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## PEOPLE

### TARGET OUTCOMES

- Work with the Farm Manager to ensure compliance with all legislation and River Gold policies and procedures in relation to the employment of people and management of health and safety
- All required work on farm is planned for and delivered
- Hours of work, rostered time off and leave are recorded and monitored to ensure the business is meeting the agreed targets
- Team management is proactive, people performance issues are addressed when they occur and correct process is followed
- 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 River Gold 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 and living a culture of continuous improvement
- 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
- The 2IC’s personal leadership demonstrates “Health and Safety Everyday” to ensure proactive best practice management of health, safety and wellbeing on farm

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## PRODUCTION

### TARGET OUTCOMES

- Production targets and indicators of success set out in the River Gold Annual Operational Plan are achieved
- Any risk areas/areas of concern are discussed with the Farm Manager 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
- No milk company fines or production loss
- Dairy Company supply requirements are met at all times
- Resource consent conditions (water and effluent) are complied with at all times
- All River Gold operational policies and procedures are complied with
- Stock are healthy and proactively managed to maximize productive value
- BCS and weight targets are met
- Work with the Farm Manager to ensure inputs as set out in the Annual Operational Plan (including nitrogen, irrigation, crops and other supplements) are managed to maintain feed quality and ensure best practice management of inputs (fertiliser, effluent) in accordance with nutrient/environmental management plans

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## ASSETS

### TARGET OUTCOMES

- Meet all recording and compliance requirements of resource consents

- Ensure stock movement and animal health/event records are accurately recorded and up to date
- Implement maintenance plans to ensure all plant, equipment and vehicles are in good repair and in a safe operating state
- Ensure all assets, including irrigation, are regularly maintained in line with manufacturer's specifications and River Gold maintenance procedures
- All areas of the property (including accommodation and surrounds) are kept tidy and well presented
- Environmental requirements are met as outlined in the farm environment plan, any issues are immediately raised with the Farm Manager

#### ADDITIONAL TARGETS

- All farm assets are operated safely and with due care and respect in accordance with River Gold 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
- All weeds are removed before maturity and disposed of appropriately
- Team accommodation is kept clean and tidy including gardens and outdoor areas

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#### FEED

##### TARGET OUTCOMES

- Work with the Farm Manager to develop an annual feed budget for the farm, including fertiliser requirements, cropping/re-grassing plans and pasture cover targets
- Once agreed, implement the annual feed budget and operational plan
- Feed position is reconciled monthly
- Work with the Farm Manager to ensure animals are fed to optimum levels with the most cost effective feed type (cents MJ/ME/Kg)

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#### 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
- Work with the Farm Manager to ensure plans are implemented and monitored
- Farm targets for calving, mating and wintering are met
- All stock are managed and handled in a way that protects the welfare of the animal

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#### RELATIONSHIPS

##### TARGET OUTCOMES

- Effective communications are developed with the Farm Manager, farm team, 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
- Support community involvement, demonstrating the River Gold values
- Continuing to build a positive image of the business in the local community

##### ADDITIONAL OUTCOMES

- All reporting (internal and external) is accurate and time deadlines are strictly adhered to

**PERSON SPECIFICATION – 2IC**

**CORE COMPETENCIES**

<b>Competency</b>	<b>Definition</b>
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 on large scale operations

- 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
- A 'can do', forward thinker who is looking for the opportunity to grow and develop both themselves and their team
- Alignment with the values of River Gold Limited

*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.*