

River Gold Dairies Limited

FARM MANAGER POSITION DESCRIPTION

PURPOSE

The Farm Manager is responsible for the day to day management of River Gold Dairies Limited. The role includes responsibility for the development and delivery of the annual strategic and operational plans as well as the day-to-day running of the farm. It is expected the Farm Manager will focus on adding value to shareholders by maximising the business performance through effective leadership, planning and management.

REPORTING

The Farm Manager reports to the Managing Director and will be supported by key personnel from associated farming enterprises as required. The Farm Manager will be expected to develop and maintain relationships with key consultants and suppliers as well as fostering open communication with the MD and Board, the aim there 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:
Managing Director Farm 21C Farm team	Contractors Suppliers Consultants

KEY ACCOUNTABILITIES

INDICATORS OF SUCCESS

1. BOARD LEVEL
 - Provision of timely and accurate information to inform Board level decision making
2. BUSINESS MANAGEMENT LEVEL
 - Considered and informed long-term planning achieved
 - Decision making informed by accurate management information
 - Open and proactive communication to MD supports “no surprises”, communication and supports active risk management
3. OPERATIONAL LEVEL
 - The business achieves;
 - Annual performance targets
 - Efficient utilisation of infrastructure and resource
 - Team engagement in working towards common goals
 - Commitment to accurate and timely recording and reporting of performance
 - Culture of ‘continuous improvement’
 - Compliance with all legislative requirements, industry best practice requirements and River Gold policies and procedures
4. EXTERNAL LEVEL
 - Strong relationships built with external suppliers and other stakeholders
 - River Golds 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 Board to challenge and refine how River Gold achieves effective and efficient outcomes.
- Working with the MD to develop the draft annual operational plan including performance targets and indicators of success for submission to the River Gold Board

- Once approved, implement the annual operational business plan within the agreed budget to achieve targets and success criteria
- Regularly reporting to the Managing Director on performance against plan and any variance
- Identify operational business risks early and implement proactive contingency and risk management strategies
- All invoices are checked and signed off within the business parameters

ADDITIONAL TARGETS

- Farm Manager 'owns' and reports on implementation of the Farm operational plan
- Communicate proactively and openly with the Managing Director 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 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
- The team is maintained at an appropriate level with adequate people resources
- Suitably qualified people are recruited when required in accordance with best practice and following the River Gold recruitment process.
- 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
- Any requirement for formal disciplinary action is notified to the Managing Director 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 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
- Individual skills and competencies are developed by establishing performance and development goals, coaching performance and providing training and support
- The Farm Manager leads "Health and Safety Everyday" to ensure proactive best practice management of health, safety and wellbeing on farm
- Target of nil work days lost through workplace accidents

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 Managing Director 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
- 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

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 the River Gold annual asset and maintenance plans
- Once approved by the River Gold 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, including irrigation, are regularly maintained in line with manufacturer's specifications and River Gold maintenance procedures
- All areas of the property are kept tidy and well presented
- Environmental requirements are met as outlined in the farm environment plan, any issues are immediately raised with the Managing Director

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

FEED

TARGET OUTCOMES

- Develop an annual feed budget for the farm, including fertiliser requirements, cropping/re-grassing plans and pasture cover targets
- Once agreed, deliver the farm annual budget
- 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 Managing Director
- 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
- 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
- Animal health strategies are agreed with the Managing Director before being implemented

RELATIONSHIPS

TARGET OUTCOMES

- Effective communications are developed with the Managing Director, 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

DELEGATIONS – MANAGING DIRECTOR/FARM MANAGER

EMPLOYMENT AND HUMAN RESOURCE DECISIONS	MD	FM
Appointment/Termination of Employee under \$45,000 p.a.		x
Appointment/Termination of Employee between \$45,000 and \$70,000 p.a.	x	x
Appointment/Termination of Employee over \$70,000	x	
Appointment/Termination of Contactor under \$30 an hour		x
Appointment/Termination of Contactor between \$30 and \$75 an hour		x
Appointment/Termination of Contactor over \$75 an hour	x	
PRODUCTION/ON-FARM DECISIONS	MD	FM
Implementation of on-farm management plan / KPI's		x
Changes to on-farm management plan / KPI's	x	x
Implementation of on-farm operational policies		x
Changes to on-farm operational policies	x	x
PURCHASING OPEX WITHIN BUDGET	MD	FM
Purchase of Feed Supplies		x
Purchase of Livestock	x	x
Purchase of Miscellaneous Raw Supplies		x
Consultancy, training and IT Expenses under \$1,000		x
Consultancy, training and IT Expenses over \$1,000	x	

Operating expense below \$5,000		X
Operating expense in excess of \$5,000	X	
Operating cost not accounted for within approved budget	X	
PURCHASING/SALE CAPEX	MD	FM
Purchase/Sale of Office Equipment (in Budget)	X	X
Purchase/Sale of Plant (in Budget)	X	X
Purchase/Sale of General Equipment (in Budget)	X	X
Capital expenditure / sale not accounted for within approved budget	X	
CONTRACTUAL COMMITMENTS	MD	FM
Enter or extend dairy grazing Lease within annual farm plan		X
Enter or Extend Property Lease	X	
Enter or Extend Vehicle Lease	X	
Enter or Extend Other Leases	X	
Acceptance of New Debt or Financing Agreements	X	
ACCOUNTING APPROVALS	MD	FM
Reconcile and check supplier invoices		X
Approve supplier invoices		X
On-Farm Payroll authority Sign Off		X
Sign off of the Monthly Accounts	X	X
Tax Payment Authorities	X	
Sign off of Annual Financial Statements	X	
ANNUAL DECISION SIGN OFF	MD	FM
Annual plan	X	X
Strategic Plan	X	X
Annual Financial Plan (Budget)	X	X

PERSON SPECIFICATION –FARM MANAGER

CORE COMPETENCIES

Competency	Definition
Financial acumen	Understands budget process, can develop draft budget, 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 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
- Experience in reporting key farm performance data on a monthly basis
- 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.