

## Grazing Supervisor Position Description

### PRIMARY FUNCTION OF THE ROLE

The primary purpose of this role is to support the Grazing Farm Managers, to ensure the utilisation of systems and best practices that increase the quantity of pasture grown and harvested, and contribute towards effective herd management, enabling the realisation of the Company's strategy.

This is achieved by providing coaching and support to Grazing Farm Managers, that develops the capability within the team. The Supervisor provides leadership and direction across the group, providing the mentoring, development opportunities and hands on support to ensure the expected standards are achieved, if not exceeded.

### FUNCTIONAL RELATIONSHIPS

#### Internal:

Management Team:

Chief Executive; Chief Operating Officer; Chief Financial Officer; General Manager of Grazing  
Health & Safety team

Sustainability team

Farm Supervisory team

Farm System Coach

Administration team

Contracting team

Farm Managers, Sharemilkers, Contract Milkers, other Farm Workers

#### External:

Dairy NZ Staff

Farm Management Consultants

Dairy Companies

Land Agents

Contractors

Local Authorities

Fertiliser Representatives

Livestock Agents

Agricultural Business Representatives

Ministry for Primary Industry (MPI)

OsPRI

### NATURE & SCOPE

**Activities at all times are to be congruent with Dairy Holdings Limited Mission Statement "A growing dairy business that provides our customers with the highest quality food from 100% pasture".**

- To provide leadership and direction to the farm staff under own supervision to ensure that the strategic objectives of Dairy Holdings are met.
- Act as a mentor to Grazing Farm Managers under own supervision, supporting them in the

management of their farms.

- To manage, enhance and protect the farming assets of interests associated with Dairy Holdings that are under own supervision, maximising the efficient and effective use of these assets, recommending specific programmes that will add value.
- Manage all operations of farms under own supervision providing timely and relevant advice, support and assistance to Farm Managers.
- To contribute to continuous improvement initiatives within the Dairy Holdings company and on farms under own supervision.
- Provide timely and relevant information on performance from farms under own supervision to the Dairy Holdings Ltd wider Management Team.
- As a member of the Management Team, contribute toward the company's strategic planning process at the operational level and provide input into the development of business plans and policies, making recommendations to the General Manager of Grazing as appropriate.
- To contribute to the overall success of the business and brand.

### **Performance Criteria**

Achieve targets in respect of:

- Live weight production / hectare
- Pasture management incl. end of season cover
- In-calf rate
- Financial Management and Budgeting
- Business Planning
- People leadership, development and management of team
- Presentation of farms and properties
- Health and Safety
- Resource Management Act 1991

### **Delegated Authority**

- For the farms under own supervision, provide approval for all items detailed in the Annual Farm Budget or subsequent capital expenditure as approved by the Chief Executive Officer in advance. The Supervisor is to have discretion as to whether an order number system or alternative process is in place to ensure that approved expenditure limits are not exceeded without prior approval from the CEO.

## **KEY RESULT AREAS & KEY TASKS**

### **Budgeting and Financial Management**

- To mentor and coach Farming Managers to develop and manage an Annual Farm Budget that integrates with and enhances the Company's strategic direction.
- Support Farming Managers to regularly monitor and adhere to their annual budgets.
- Ensure all farms under own supervision have a detailed Annual Farm Budget and that this budget is managed and adhered to.
- When approved by the company, ensure that all farm budgets and costs are met, and financial goals are achieved.
- Maintain good financial awareness, seeking additional information where required and support others to do the same.

- Acting at all times in a fiscally responsible manner, displaying sound commercial skills and judgement and supporting others to do the same.
- Provide guidance and feedback to farm operators on their own financial position, budgets, and financial performance.

### **Business Planning**

- To mentor and coach Farming Managers under own supervision to plan their business and operation on the farm and provide guidance regarding future developments.
- To mentor and coach Farming Managers to develop and keep current a robust and detailed 5-year Business Plan and Asset Development Plan.

### **Operations Management**

- To recommend, develop and draft policies with the General Manager of Grazing which will assist in improving consistency and efficiency when handling operational matters.
- To ensure that all Farm Managers, and other farm workers are aware and educated on all company policies and procedures.
- Reviewing Group summary key performance indicators for Dairy Holdings farms and assist the General Manager of Grazing in the development of key performance indicators to enable closer monitoring of farm performance.
- To assist the General Manager of Grazing to ensure that any farms not achieving seasonal targets have corrective plans in place, or appropriate disciplinary procedures are invoked.
- Acting as a key communication channel between the General Manager of Grazing and the other farmers in the business, ensuring the message gets through to all staff.
- Be aware of new technology developing in the wider dairy industry and assess what would be suitable in the DHL farm system model.
- Champion progressive thinking across all aspects of the business.
- Attend management meetings and take part in conference calls as required.

### **Farm Management**

- Act as a skilled adviser to Farming Managers under own supervision providing mentorship and coaching on all aspects of farm management.
- Manage the Company's assets with the objective of maximising the return on the Company's assets including plant, land, buildings and livestock through direct and frequent liaison with individual Farm Managers.
- Implement strategies that motivate Farm Managers and maximise the chance of their meeting profitability targets via the provision of support, guidance, encouragement and motivation to them.
- In conjunction with Farm Managers plan and manage capital expenditure projects for individual properties within the approved budget.
- To ensure contract work completed on farm is of high quality and meets objectives within costs agreed.
- Ensure that the advice and effectiveness of the farm system coach, adds value to the business and business partners.
- Manage and monitor the annual fertiliser programme for your farms including ordering farm fertiliser and ensuring application in a timely and cost-effective manner. Ensuring all applications are recorded and are consistent with the approved plan.

- To ensure all Company owned livestock are RFID tagged, appropriately recorded, and appropriate selection criteria are in place. Following up discrepancies as may arise from time-to-time.
- Ensure that adequate levels of Company inputs exist to provide for effective, efficient and profitable operation of the farm.
- Ensure our farmers are aware of all the support that Dairy NZ can provide and suggest opportunities to take advantage of this support.
- In conjunction with the Farm Operations Managers, develop and establish processes and procedures that encourage collaboration and teamwork between farms. i.e. discussion groups.
- Support Farm Managers to ensure their properties are tidy and well presented. Regularly reviewing these properties and setting out clear expectations in this area.
- Support Farm Managers to ensure their livestock are achieving the youngstock liveweight targets as per the DHL policy.

### **Health and Safety**

- To work with the Health and Safety Manager to ensure that all health and safety requirements are met on farm.
- Liaising with Farm Managers to ensure that obligations under HSWA 2015 are fulfilled.
- Providing visible leadership in health and safety actively promoting a health and safety culture. Ensuring safety, health, wellbeing and environmental efforts across the operations are viewed as the highest priority.
- Actively encouraging the sharing of health and safety information.
- Ensuring accountabilities and responsibilities in this area are clearly defined and communicated.
- Ensuring the DHL Policies pertaining to the HSWA are met and complied with.
- Monitoring and coordinating operational HSWA issues in the areas under own supervision to ensure compliance.
- Where it becomes apparent that a breach of the Act is impending take reasonable steps to remedy the breach.
- Act on behalf of DHL if required in conjunction with the Health and Safety Manager for Dairy Holdings especially regarding responsibility of reporting accidents to Worksafe New Zealand (WSNZ).
- Holds all staff to account to ensure that they also proactively model appropriate Health and Safety behaviours.

### **People Leadership**

- Act as a leader in the business, leading by example, and acting as a role model that other farmers would aspire to be.
- Provide active leadership by acting as a mentor, coach, trainer to Farm Managers on all aspects of the farm as well as DHL policies and procedures and DHL priorities and expectations.
- Frequently and actively meeting with all Farm Managers, under own supervision to discuss priorities, issues and operations on the farm. These meetings need to be regular, planned, prioritised, with an agenda and brief notes taken.
- Ensure consistency across farms with people policies, procedures and support.

- Working with the Farm System coach, develop and deliver a learning and development plan for farm managers, (under own supervision) to ensure professional development is taking place and a career pathway is established and followed. Identify any developmental needs and work with the individual to address these needs.
- Ensure farm operators are having development conversations with their own team members and completing annual performance reviews.
- Support, coach and mentor Farm Managers to ensure they are comfortable and confident in this area to appraise and develop their own farm workers.
- To provide support to Farm Managers to ensure they have the necessary training, skills and knowledge to undertake their day-to-day roles.
- Working with the Farm Systems Coach, FOM and other Supervisors to lift cows and grass management people capability across the Dairy Holdings Limited business.
- Working with the Management Team to identify up and coming Dairy Holdings Limited Farm Operators as future Farm Supervisors and provide additional mentoring as required.
- Identify staffing requirements across farms and support Farm Managers to identify potential talent and recruit effectively using robust recruitment processes to fill vacancies.
- Help to provide a collaborative, supportive and positive culture across the workplace at Dairy Holdings.
- Support Farm Managers to create and develop an environment where retention of good and productive talent is paramount.
- Ensure an appropriate and consistent induction procedure is developed and adhered to for all new staff members in order to ensure all new staff have maximum chance of success.
- Establish and implement Key Performance Indicators (KPIs) for all direct reports individually and for the organisation.
- Review performance of the business and direct reports in accordance with KPIs and provide coaching, performance management and leadership as necessary to ensure objectives are met.
- Ensures individuals within the organisation are regularly and appropriately communicated with, so that they understand the importance of their functions, the strategic direction of the business and are kept informed of all relevant matters and events.
- Support Farm Managers to complete their Coach Approach Action Plans.

### **Resource Management Act 1991**

- Ensure for each farm that Farm Managers fulfil the conditions as required by these permits/consents.
- Coach and support Farm Managers to achieve an A Grade in their Farm Environment Plans.
- Coach and support Farm Managers to ensure that all action points from the previous plan have been attended to.
- Have an understanding and adhere to the conditions of all consents for their farms.

### **Stakeholder Relationships and Business Development**

- Develops new relationships and cultivates existing relationships with stakeholders to ensure continued support.
- Communicates and is an advocate with stakeholders in a way that strengthens the organisation's image and reputation.
- Attends conferences, seminars, field days and meetings to maintain relationships with

stakeholders.

- Assess prospective farm operators, potentially prospecting those who possess necessary skills and experience and are ideally suited to the Dairy Farm Holdings Ltd Group, telling a positive “Dairy Holdings Story”.
- Identify investment opportunities for the Company for recommendation to the Chief Operating Officer.
- Undertake, advise and make recommendations on special projects that arise from time to time.
- Attend and engage with the annual DHL conference.

### **Reporting**

- Ensure all reporting relates to and monitors relevant financial performance expectations (e.g. budgets).
- Complete reports for farm visits undertaken where there are issues requiring the attention of general management.
- Coach and mentor Farm Managers on all reporting requirements for the company.

### **Competencies And Skills Required**

- Tertiary qualifications and/or relevant experience.
- High standard of literacy and numeracy.
- Sound farm management knowledge and experience.
- Demonstrated success in a farm management position.
- Development and delivery of farm or farm-system improvements.
- Good financial and commercial acumen.
- Computing and administrative literacy.
- Strong leadership skills and an ability to mentor, coach and develop others to success.
- Experience of people management.
- Excellent communication and interpersonal skills.
- Lateral thinking ability.
- Proven problem solving and decision making skills.
- Strong organisation skills with the ability to prioritise tasks to meet deadlines.
- Ability to work with the utmost of discretion.
- Ability to work effectively during times of pressure and deal with stress.
- A commitment and drive to reach set individual and organisational goals.
- The ability to work independently and as part of a team.

### **Attributes Required**

- Honest
- Competent
- Decisive
- Dependable
- Supportive/Co-operative
- Fair Minded/Caring
- Loyal
- Intelligent

- Highly self-motivated and reliable
- Forward looking
- Strong, confident, natural leadership qualities, ability to lead from the front
- Desire to mentor and help people develop their own skills, develop, achieve & succeed
- Analytical, detail focused
- High standards for self and others
- Demonstrates a strong understanding and commitment to the goals and objectives of the organisation
- Represents Dairy Holdings Limited enthusiastically and professionally