SENIOR DAIRY OPERATIONS MANAGER

POSITION DESCRIPTION

ROLE PURPOSE

The Senior Dairy Operations Manager is accountable for the operational, financial, people and assurance performance of their Pouarua dairy portfolio. Working through Farm Managers and/or Contract Milkers, the role sets direction, builds leadership capability and ensures each farm delivers safe, profitable and sustainable performance.

The role provides technical leadership across production, pasture and feed, animal health and welfare, milk quality and farm systems. It also contributes to business strategy, long-term resilience and the stewardship of the whenua, animals, people and assets entrusted to Pouarua.

Pouarua Farm Limited Partnership operates seven dairy farms milking approximately 4,000 cows, together with beef, cropping and blueberry operations. Its dairy farms are located near Ngatea on the Hauraki Plains. Pouarua is jointly owned by Ngāti Maru, Ngāti Pāoa, Ngāti Tamaterā, Ngāti Tara Tokanui and Te Patukirikiri.

POUARUA VALUES

KAITIAKITANGA Guardianship and wise management of what has been entrusted to us, considering the whenua today and for the future.	**MAHI TAHI AND WHANAUNGATANGA** Teamwork and relationships through shared experiences, mutual support and a shared sense of belonging.
MANAAKITANGA Care in our work, creating the best environment for our people and animals and understanding our responsibilities to others.	**PONO ME TE TIKA** Honesty and integrity, remaining open to feedback and differing views and conducting ourselves with pride.

ROLE SCOPE

Reports to	Chief Executive
Direct reports	Farm Managers and other dairy operational roles as allocated
Portfolio	All dairy farms, including performance oversight of Contract Milkers
Budget	Dairy portfolio operating and capital budgets within delegated authority
Internal relationships	Chief Executive, Farm Managers, Contract Milkers, farm teams, finance, administration, machinery and wider Pouarua teams
External relationships	Veterinarians, advisers, contractors, suppliers, stock agents, milk processors, regulators and industry partners

HEALTH AND SAFETY EXPECTATIONS

- Everyone working for or on behalf of Pouarua must take reasonable care of their own health and safety and ensure their actions or omissions do not adversely affect others.
- Pouarua's policies, procedures and critical-risk controls must be understood and followed. Workers must use required equipment, follow lawful and reasonable instructions and participate in safety activities.
- Everyone has authority and responsibility to stop or challenge unsafe work. Hazards, incidents, near misses and health, safety or wellbeing concerns must be reported promptly.

KEY ACCOUNTABILITIES

OPERATIONAL LEADERSHIP AND PORTFOLIO PERFORMANCE

RESPONSIBILITIES	KEY OUTCOMES
• **Own the operational performance of their dairy portfolio and ensure agreed business plans, budgets and standards are delivered.** • **Set clear expectations for Farm Managers and Contract Milkers, monitor performance and intervene early where results or behaviours are off track.** • **Provide clear operational direction while holding farm leaders accountable for day-to-day decisions and delivery.** • **Promote consistent, practical and continuously improving farm systems across the portfolio.** • **Balance immediate production requirements with profitability, asset stewardship, environmental obligations and long-term resilience.** • **Identify material risks and opportunities, act within delegated authority and escalate matters requiring Chief Executive or Board attention.**	• Portfolio priorities are clear and consistently executed. • Underperformance and material risks are addressed early. • Farm systems align with Pouarua strategy and standards.

DAIRY PRODUCTION, PASTURE, FEED AND MILK QUALITY

RESPONSIBILITIES	KEY OUTCOMES
• **Lead annual and seasonal farm planning across production, stocking, pasture, feed, crops and key seasonal activities.** • **Monitor portfolio and farm performance against plan, forecast and prior performance and ensure timely corrective action.** • **Set expectations for pasture measurement, grazing management, feed allocation, feed inventories and use of Halter and other agreed systems.** • **Ensure operational decisions integrate production, body condition, pasture utilisation, feed conversion and financial outcomes.** • **Ensure farms meet milk quality, food safety, processor, customer assurance and supply programme requirements.** • **Use reliable data and technical advice to challenge assumptions, improve repeatability and strengthen farm-system performance.**	• Production, milk-quality, pasture and feed targets are achieved or actively managed. • Seasonal plans are understood and delivered across farms. • Performance information is reliable and improves decisions.

ANIMAL HEALTH, WELFARE, REPRODUCTION AND BIOSECURITY

RESPONSIBILITIES	KEY OUTCOMES
• **Set portfolio direction for animal health, welfare, reproduction, calving, calf rearing, young stock, dry-off, culling and herd improvement.** • **Ensure farm programmes and Pouarua SOPs are current, understood, implemented and reviewed with veterinarians and advisers.** • **Monitor leading and lagging indicators, investigate adverse trends and ensure corrective plans are implemented.** • **Ensure animal welfare standards, competent stockmanship, medicine controls, fit-for-transport decisions and traceability requirements are consistently applied.**	• Animal health, welfare, reproduction and young-stock targets are achieved. • Welfare, medicine and traceability controls are consistently applied. • Biosecurity risks and incidents are effectively managed.

• **Oversee livestock strategy and movements, including young-stock growth, grazing arrangements and transition into the milking herd.** • **Lead biosecurity planning, farm-level controls, incident readiness and coordinated response.**	

PEOPLE LEADERSHIP AND CAPABILITY

RESPONSIBILITIES	KEY OUTCOMES
• **Build an accountable, collaborative and high-performing leadership culture across the dairy portfolio.** • **Lead workforce planning so each farm has an appropriate structure, capability and resourcing model.** • **Coach and develop Farm Managers and Contract Milkers while maintaining clear accountability for results and leadership standards.** • **Set objectives, provide regular feedback and address performance or conduct concerns promptly and fairly.** • **Ensure farm leaders deliver effective recruitment, induction, rostering, training, development and employment administration.** • **Develop succession plans, identify emerging leaders and create practical development opportunities across Pouarua.**	• Farm leadership roles are appropriately resourced. • Leaders understand expectations and are held accountable. • Capability, succession and retention risks are actively managed.

FINANCIAL AND COMMERCIAL PERFORMANCE

RESPONSIBILITIES	KEY OUTCOMES
• **Take accountability for their dairy portfolio EBIT and the delivery of agreed financial outcomes.** • **Contribute to annual budgeting, forecasting and reforecasting using sound operational assumptions.** • **Monitor expenditure, production economics and farm financial performance and act on material variances.** • **Ensure monthly reporting clearly explains performance, risks, opportunities and corrective action.** • **Build the commercial capability of farm leaders so operational decisions reflect their financial impact.** • **Approve expenditure within delegated authority and ensure operating and capital approval processes are followed.**	• Their dairy portfolio achieves agreed EBIT and budget outcomes. • Variances are identified early, explained and actively managed. • Forecasts and investment decisions are commercially sound.

PLANNING REPORTING AND PERFORMANCE ASSURANCE

RESPONSIBILITIES	KEY OUTCOMES
• **Establish a disciplined operating rhythm of farm reviews, one-to-one meetings, monthly performance reviews and seasonal planning.** • **Maintain rolling forecasts across production, feed, livestock, staffing and financial performance.** • **Ensure operational and financial information is complete, accurate, timely and supported by clear commentary.** • **Use performance information to challenge assumptions, prioritise action and prevent underperformance from drifting.**	• Reviews, forecasts and planning cycles occur consistently. • Actions have clear ownership and are completed. • Advice and reporting are accurate, timely and decision-useful.

• **Assign clear actions, owners and due dates and follow through to completion.** • **Provide the Chief Executive with concise advice on their portfolio performance, emerging risks and decisions required.**	

HEALTH, SAFETY, WELLBEING AND COMPLIANCE	
RESPONSIBILITIES	**KEY OUTCOMES**
• **Provide visible leadership and ensure farm leaders actively manage critical health, safety and wellbeing risks.** • **Ensure workers and contractors are inducted, trained, supervised and equipped and that fatigue and psychosocial risks are managed.** • **Ensure incidents, near misses, unsafe work and property damage are reported, investigated and followed through.** • **Ensure each farm meets applicable employment, animal welfare, environmental, food safety, customer assurance and regulatory obligations.** • **Lead regular assurance reviews and audits, with corrective actions assigned, monitored and completed.** • **Ensure emergency preparedness, farm risk information, required records and evidence are current and accessible.**	• Critical risks are understood and effectively controlled. • Legal, employment and assurance obligations are met. • Incidents, audit findings and corrective actions are managed promptly.

ENVIRONMENT, ASSETS, AND BUSINESS IMPROVEMENT	
RESPONSIBILITIES	**KEY OUTCOMES**
• **Ensure farms operate within resource consents, farm plans, Pouarua environmental SOPs and agreed environmental standards.** • **Oversee material environmental risks, incidents and corrective action and promote improvement beyond minimum compliance where practical.** • **Work with the MAP manager to ensure prioritised maintenance and development plans cover plant, machinery, housing, water, fencing, tracks, yards and dairy infrastructure.** • **Prioritise asset investment using safety, animal welfare, production impact, whole-of-life cost and available budget.** • **Work with the MAP manager to ensure procurement and supplier arrangements within delegated authority are commercially sound and appropriately documented.** • **Identify and deliver practical improvements that increase efficiency, consistency, resilience and sustainable profitability.**	• Environmental and consent requirements are met. • Assets are safe, reliable and supported by prioritised plans. • Improvement activity delivers practical business value.

ROLE REQUIREMENTS

EXPERIENCE AND CAPABILITY

- Proven operational leadership experience across multiple pasture-based dairy farms or a farming portfolio of comparable scale and complexity.
- Strong technical capability across farm systems, pasture and feed, production, animal health and welfare, reproduction, young stock and milk quality.

- Demonstrated ability to lead through others, develop managers, manage performance and build accountable teams.
- Strong financial and commercial capability, including EBIT ownership, budgeting, forecasting, variance management and investment decisions.
- Sound understanding of health and safety, employment, animal welfare, environmental, food safety, biosecurity and customer assurance obligations.
- Strong analytical judgement and the ability to turn operational and financial information into clear priorities and action.
- Credible communication and relationship skills across governance, management, farm teams, advisers, iwi shareholders and external partners.

QUALIFICATIONS AND PERSONAL REQUIREMENTS

- A relevant agricultural or business qualification is desirable; substantial equivalent experience will be considered. A current full driver licence is required.
- A calm, visible and decisive leadership style, with sound judgement, high integrity and the confidence to address difficult issues.
- Personal accountability, commercial discipline and openness to feedback, challenge and differing views.
- Commitment to Pouarua's values and to the long-term success of its whenua, people, animals and shareholder interests.

HOW WE DEMONSTRATE POUARUA VALUES

The Senior Dairy Operations Manager is expected to demonstrate Pouarua's values through portfolio decisions, leadership and conduct.

KAITIAKITANGA	MAHI TAHI AND WHANAUNGATANGA
• Steward the whenua, animals, people, assets and resources entrusted to Pouarua. • Balance current performance with long-term resilience and raise material risks early.	• Create shared direction, communicate openly and develop capable, accountable leaders. • Build constructive relationships across farms, Pouarua and external partners.
MANAAKITANGA	**PONO ME TE TIKA**
• Lead fairly and create an environment where people are supported and concerns can be raised safely. • Act promptly where the health, safety or welfare of people or animals may be at risk.	• Provide clear, timely advice, own decisions and ensure corrective action is completed. • Apply standards consistently, remain open to challenge and act within delegated authority.

NON-LIMITATION CLAUSE

This position description identifies the principal responsibilities of the role. The employee may also be asked to undertake other lawful and reasonable duties consistent with the nature and seniority of the position, their skills and experience, and the needs of Pouarua.

ACKNOWLEDGEMENT

I have read and understand this position description.

Name _____ **Signature** _____ **Date** _____