



## DRY STOCK MANAGER POSITION DESCRIPTION

### PURPOSE

The Dry Stock Manager is responsible for the management of the dairy support farm land and replacement heifers so as to add value to the shareholders by maximising the performance of the unit to achieve farm targets and compliance. The Dry Stock Manager is responsible for the day-to-day running of the dry stock unit with a focus on leading the team to deliver results in line with Rakaia Island values and management policy in a way that maximises the returns and supports a culture that achieves shareholder values.

### REPORTING

The Dry Stock Manager reports to the Group Operations Manager (“GOM”) and will work closely with the Senior Leadership Team. The Dry Stock Manager will be expected to foster open communication, the aim there being “no surprises”.

### BUSINESS VALUES

The shareholders’ aim is a simple, sustainable, safe business.

The Rakaia Island values sit at the heart to achieving this...

**Proud farmers** – we can all be proud of our people, cows, pasture, environment, sustainable practices and farming within the Rakaia Island business

**Family** – having a sense of belonging and respecting each other to do what is right

**Making it happen** – committed to making a difference and passionate about it

**Continuous learning** – we are leaders in our field, everyone is learning and improving everyday

### KEY RELATIONSHIPS

INTERNAL:	EXTERNAL:
Group Operations Manager Farm Dairy Unit Managers Calf Rearing Manager Maintenance Manager Senior Leadership Team (SLT)	Ellesmere Agricultural Ltd

### KEY ACCOUNTABILITIES

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## INDICATORS OF SUCCESS

1. MANAGEMENT TEAM LEVEL
  - Decision making informed by accurate management information
  - Open and proactive communication supports “no surprises”, communication supports active risk management
2. OPERATIONAL LEVEL
  - The Dry Stock Unit achieves;
    - Annual performance targets
    - Efficient utilisation of infrastructure and resource
    - Team engagement in working towards common Rakaia Island goals
    - Commitment to recording and reporting performance
    - Culture of ‘continuous improvement’
    - Compliance with all legislative and health and safety requirements, industry best practice requirements and Rakaia Island policies and procedures
3. EXTERNAL LEVEL
  - Strong relationships built with external suppliers and other stakeholders
  - Rakaia Island’s reputation is enhanced and maintained

## KEY RESPONSIBILITIES

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### BUSINESS MANAGEMENT

#### TARGET OUTCOMES

- Identify, capture and evaluate key management information for informing strategic and operational decision making and planning
- Working with the GOM to develop the farm draft annual operating plan including performance targets and indicators of success for submission to the SLT
- Once approved, implement the annual operating plan within the agreed budget to achieve targets and success criteria
- Regularly reporting to the Group Operations Manager on performance against plan and any variance, accurately forecast production and expenses as required
- Identify operational business risks early and implement proactive contingency and risk management strategies
- All queried invoices are checked in conjunction with the Finance team before the week of the 15<sup>th</sup> of the month.
- Prepare and present a monthly report to the SLT outlining farm operations and production, compliance and commenting on any variances to budget

#### ADDITIONAL TARGETS

- Dry Stock Manager ‘owns’ and reports on implementation of the Farm operating plan
- Communicate proactively and openly with the Group Operations Manager 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.

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## PEOPLE

### TARGET OUTCOMES

- Compliance with all legislation and Rakaia Island policies and procedures in relation to the employment of people and management of health and safety (refer to Rakaia Island People Handbook and Health and Safety Management Plan)
- 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 process set out in the Rakaia Island People Handbook.
- Hours of work, rostered time off and leave are recorded and monitored to ensure the unit is meeting the requirements of the Rakaia Island People Handbook
- Team management is proactive, people performance issues are addressed when they occur and correct process is followed as outlined in the Rakaia Island People Handbook
- Any requirement for formal disciplinary action is notified to the Group Operations Manager 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 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 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 Dry Stock Manager leads “Health and Safety Everyday” in the team incorporating daily toolbox meetings
- Target of nil work days lost through workplace accidents
- Staff turnover is minimised and people actively seek out employment opportunities at Rakaia Island based on word of mouth recommendation

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## PRODUCTION

### TARGET OUTCOMES

- Production targets and indicators of success set out in the Annual Operational Plan are achieved
- Any risk areas/areas of concern are discussed with the Group Operations Manager and proactively managed
- Identify, capture and evaluate key management information to manage herd feeding, measure pasture cover, make herd feeding decisions and proactively manage any surplus/deficit, protect pasture quality and avoid pasture damage.
- Resource consent conditions (water and effluent) are complied with at all times
- All Rakaia Island 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 Operating Plan (including nitrogen, irrigation, crops and other supplements) are managed to maintain feed quality and ensure best practice management of inputs (fertilizer, 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 records are accurately maintained and up to date
- Accurately report weekly data by 12pm Monday with any issues resolved by Wednesday of each week
- Contribute to the development of the Units' annual asset and maintenance plans
- Once approved by the Rakaia Island 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 Rakaia Island maintenance procedures
- All areas of the property are kept tidy and well presented
- Environmental requirements are met as outlined in the farm environment plan

### ADDITIONAL TARGETS

- All farm assets are operated safely and with due care and respect in accordance with Rakaia Island 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

- In conjunction with the Group Operations Manager develop an annual feed budget for the farm, including fertilizer requirements, cropping/re-grassing plans and pasture cover targets
- Once agreed, deliver the farms annual budget
- Feed position is reconciled and reported monthly along with information on variances and remedial action
- Complete farm walk weekly and accurately record data
- Feed budget adjustments are made monthly and forecasted changes flagged with the Group Operations Manager
- Contingency plans are in place for adverse weather conditions, actively manage surplus/deficit
- Animals are fed to optimum levels with the most cost effective feed type (cents MJ/ME/Kg)
- Use feed planner, feed wedge and feed planning tools in consultation with GOM to ensure all feeding periods are planned

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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
- Planning requirements are completed prior to calving, mating and wintering
- Plans are implemented and monitored

- Achieving fertility targets as set out in the annual operating plan
- Animal database records are always up to date and accurate
- All stock are managed and handled in a way that protects the welfare of the animal
- Animal health strategies are agreed with the Group Operations Manager before being implemented

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## RELATIONSHIPS

### TARGET OUTCOMES

- Effective communications are developed with the team, Group Operations Manager, 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
- Work effectively with the wider Rakaia Island team and our stakeholders to accomplish goals
- Support community involvement, demonstrating the RI 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 – DRY STOCK MANAGER

### CORE COMPETENCIES

Competency	Definition
Financial acumen	Understands budget process, 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

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#### KNOWLEDGE, SKILLS & EXPERIENCE

- An experienced farmer with the dairy dry stock experience and the technical skill to deliver excellent results and best practice management
- Proven experience in planning and implementing good practice farm management on large scale operations
- Sound working knowledge of environmental, animal welfare 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 weekly and 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 vision and values of Rakaia Island 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.*