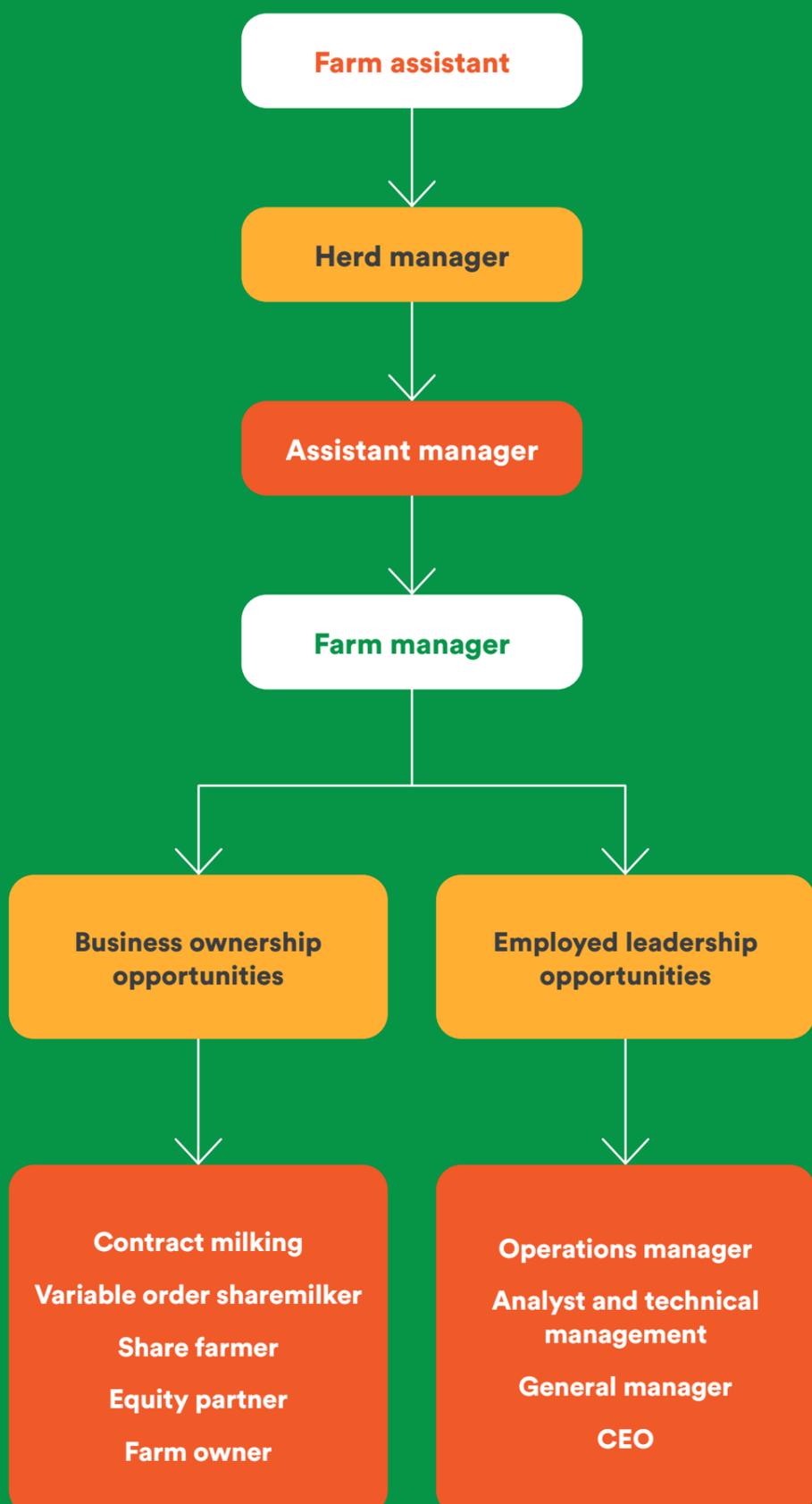


Getting the conversation started

How to use this guide

- 1 Discuss career progression with your employee using this guide to show different pathway options.
- 2 Identify their current capabilities and responsibilities on the table over the page.
- 3 Discuss their aspirations and the capability required for future roles, along with the skills they'd like to grow.
- 4 Plan the next steps for learning and development, tailored to achieve their goals.



The Dairy Farm Career Pathway descriptions create clear and consistent role expectations for employers and future career pathways for employees on New Zealand dairy farms, as well as providing a common framework and language that helps align industry activities.

Roles on New Zealand dairy farms:

- Farm Assistant
- Herd Manager
- Assistant manager
- Farm manager
- Operations manager
- Self employed businesses

The Dairy Farm Career Pathways describe the experience, level of supervision, skills, knowledge and attributes expected in each of these on-farm roles, along with opportunities for training.

Each role is important. It is essential that success is created and respected at all levels within this pathway.

People thinking about changing roles should consider their specific personal attributes, skills, goals and life stage, as well as the level of risk and responsibility they are comfortable with. This is especially important when deciding whether to become self-employed or whether to follow the employee career pathway.

For more information on dairy careers visit godairy.co.nz/gonow

For more detail about each of the roles including standard job descriptions and training options, visit dairynz.co.nz/DFCP

Our goal is to help and support all people on New Zealand dairy farms to have a successful career path, whatever that looks like for them.

Supported by



FARM ROLE

Farm Assistant

Herd Manager

Assistant Manager

Farm Manager (paid salary)

Operations Manager (paid salary)

Self-employed Business owner

ALSO KNOWN AS:

ASSISTANT > SENIOR ASSISTANT > ASSISTANT HERD MANAGER > SENIOR HERD MANAGER > PRODUCTION MANAGER > LOWER ORDER SHAREMILKER > EQUITY PARTNER > SHAREMILKER > OWNER

Role description	Milking	Animals	Environment	Feed	People	Machinery, Vehicles, & Technology	Health, Safety & Wellbeing (H, S & W)	Financial	Strategic Planning
Assists with daily operational tasks as directed, including feeding, milking, animal health, effluent. Is aware of on-farm compliance e.g. health, safety and wellbeing, environment, animal welfare.	Assists in efficient and hygienic milking routine. Follows procedure to produce high quality milk.	Assists in safe handling of animals, reports any health and welfare issues as per farm policy.	Assists with nutrient, effluent and water management as directed by farm policy.	Controls weeds. Sets break fences and feeds out as directed.	Works well with others, building a strong team culture.	Safely uses and maintains vehicles on farm as directed by on farm policy.	Involved in building a health, safety and wellbeing culture. Models farms H, S & W policy.	Develops and monitors own personal budget and finances to achieve savings goals.	Understands the farm's goals, and the cost implications of these goals.
Understands and takes responsibility for daily tasks such as running of the dairy, effluent management and feeding. Completes tasks with minimal supervision and can supervise and train other staff. Looks for opportunities to work more effectively and efficiently to improve the business.	Understands and implements efficient milking practices and keeps the farm dairy hygienic. Records health treatments and solves milk quality problems.	Diagnoses common ailments and treats accordingly. Competent in all aspects of calving and reproduction, e.g. observation and recording of on heat cows	Understands regulations and management of nutrients, effluent and water and their most efficient use.	Implements best practice for pasture, crop and supplement management for optimal quality and utilisation.	Trains junior employees in simple skills. Communication and reporting skills.	Safely uses and maintains vehicles on farm as directed by on farm policy.	Models a H, S & W culture, records accidents and identifies farm hazards and biosecurity issues.	Understands financial systems within the farm business, becoming involved in farm budget when appropriate.	Understands appropriate KPIs and goals, implements farm policy to achieve these, collects and reports appropriate data.
Assists with the management of daily activities and implementing farm policies and plans. Can manage daily planning and staff management in the absence of the farm manager/owner.	Supervises milking from paddock to farm dairy as required. Implements routine maintenance schedules, including the milking plant, identifying and fixing faults as needed. Maintains hygiene and cleanliness around dairy.	Implements and monitors health, calving and mating plans and reports progress. Identifies and treats animal health problems.	Meets environmental regulations through management of soil, nutrients, effluent and water efficiently.	Develops, implements and monitors the feed budget using seasonal feed requirements.	Supports and trains junior employees in their development. Communicates clearly and openly.	Safely uses and maintains vehicles on farm as directed by on farm policy.	Actively models a H, S & W culture and is aware of others in the work-place.	Understands and assists with development and monitors throughout season; assists with developing farm budget.	Benchmarks appropriate KPIs and goals.
Responsible for meeting farm goals, in terms of production, stock, feed, environment, machinery and people management. Can monitor, analyse, interpret and report appropriate benchmarks. Ensures farm policies and plans are implemented. Is responsible for meeting the budget and accountable for farm expenses.	Identifies and acts on opportunities for operational improvement. Balancing production and cost to meet farm policy. Operates dairy at optimum efficiency and ensures only top-quality product leaves the farm gate.	Sets and monitors health, calving and mating plans, reports progress and takes appropriate action. (animal health not included yet)	Sets, manages and monitors environmental and effluent management plans.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.	Trains staff in animal handling, health, hygiene welfare, effluent, water, feed, animal, land cultivation, nutrients, feeding out (wastage), pasture quality, financial implications, fencing.	Safely uses and maintains vehicles; sets on-farm policy.	Demonstrates the values of and actively models a culture of H, S & W.	Understands and assists with development and monitors throughout season; assists with developing farm budget.	Benchmarks physical KPIs including milk production and analyses and implements solutions according to farm policy.
Responsible for ensuring the business runs efficiently and that all parts are working towards achieving goals and targets. Has sound financial, strategic and farm system capabilities.	Sets milking policy, with the aim of driving efficient work routine, and production	Sets health, calving and mating plan, evaluates outcomes and takes appropriate action.	Sets effluent, water, nutrient, environmental plan.	Develops pasture, supplements and cropping policies with farm manager	Encourages team culture and supports farm values and goals. Models strong Health, safety & wellbeing culture.	Sets policy with Farm manager, Researches technology to increase efficiency on farm.	Sets models and promotes a H, S & W culture.	Sets budgets with farm owners. Monitors the financial systems, processes and plans used within the farm business.	Analyses benchmarking results to improve farm performance. Manages key risks for the business. Sets performance targets and goals with farm owners.
Responsible for overall management of the farm in conjunction with farm owner/s. Self-employed and has own business structure and financial budget. Generally responsible for a proportion of the farm costs and is paid on a negotiated set price per kg MS produced or percentage of milk income. Minimal equity is required – does not own any of the milking herd.	Sets milking policy, with the aim of driving efficient work routine, and production	Sets and monitors health, calving and mating plan, reports progress and takes appropriate action.	Sets, manages and monitors environmental and effluent management plans.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.	Sole responsibility for management of staff and meeting employment obligations. A leader who communicates and empowers farm team through training, mentoring and support. Communication with other involved parties/business partners. Roster management, allocating roles and responsibilities, task delegation, monitors performance, resolves conflict.	Sets policy, and insures regular maintenance of schedules, in conjunction with farm owner's policy.	Sets models and promotes a culture of H, S & W culture, in line with farm owner's policy.	Sets farm budget, responsible for costs as agreed in contract/agreement. Completes due diligence on viability of pre-herd owning business	Can identify key risks to the business. Sets business performance targets and goals. Analyses benchmarking results to improve farm performance.
Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	Sets milking policy, with the aim of driving efficient work routine, and production	Sets and monitors health, calving and mating plan; reports progress and takes appropriate action.	Sets, manages and monitors environmental and effluent management plans.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement. Sources appropriate and ensures efficient use.		Safely uses and maintains vehicles; sets on-farm policy. Uses technology and data to streamline farm practices and improve efficiency.	Sets, models and promotes a H, S & W culture.	Sets budgets. Monitors the financial systems, processes and plans used within the farm business. Undertakes due diligence on new ventures.	Can identify key risks to the business. Sets business performance targets and goals. Analyses benchmarking results to improve farm performance. Considers investment options, and how to grow capital inside and outside of business.

The darker the colour, the more responsibility