

Ensuring we have the expertise to secure the future of the industry, and investing in our business to be effective and innovative.



Human capability

A profitable and sustainable dairy industry depends on our ability to attract, develop and retain skilled and competent people to meet the productivity, sustainability and competitive challenges of the future. There is fierce competition from other industries, both nationally and internationally, for such talent. Our challenge is to encourage positive perceptions of dairying, and reward and recognise the efforts of industry people, so that the industry can attract and retain quality individuals.

Project contracts 2008/09

A summary of projects contracted during the 2008/09 season in the human capability area.

	Project Number	DairyNZ Funding \$'000's (excl. GST)	Parties
Agriculture ITO funding	HC701	1,512	Agriculture Industry Training Organisation Inc
<p>Agriculture ITO is responsible for leadership on matters relating to skills and training needs, including the setting and maintaining of training standards within the dairy industry. This contributes to improved knowledge and skills of people in the dairy industry and thereby the productivity and sustainability of dairy farming.</p>			
Scholarship delivery	HC702	422	DairyNZ Ltd
<p>To recruit quality people into the dairy industry through the delivery of a scholarship programme that provides support and mentoring to recipients and maintains contacts with graduates.</p> <p>The project includes a comprehensive school visit programme promoting the industry, sponsorship of regional science and technology fairs and the Realise the Dream event which encourage young scientists to think about a career in the dairy industry.</p>			
Quality work environment - DairyNZ development programme	HC703	682	DairyNZ Ltd
<p>This programme aims to assist dairy farm employers and operational managers to provide a quality work environment for employees so that the reality of working on a dairy farm matches the industry vision of dairy being a high status career choice.</p> <p>The outcomes of this ongoing programme are that farmer employers and operational managers will be able to identify what good practice people management looks like, have appropriate tools available to them to effectively manage people, and be able to identify support networks.</p>			
Kellogg Rural Leadership Programme XXV - 2009	HC704	51	Lincoln University
<p>The Kellogg Rural Leadership Programme seeks to provide improved leadership performance in the dairy sector through a comprehensive residential annual leadership programme for rural people.</p> <p>The result of this will be to strengthen rural communities and enhance understanding of governance and industry/national policy.</p>			
Dairy Women's Network - adding value to the dairy business	HC705	133	Dairy Women's Network
<p>This project aims to increase the knowledge and skills of New Zealand dairy women and develop leadership capability. This is achieved by providing professional development opportunities for women in dairying that add value to their business.</p> <p>The benefit is realised in increased capability in the industry to meet the business and leadership challenges ahead.</p>			
DairyNZ Nuffield Farming Scholarship	HC706	35	NZ Nuffield Farming Scholarship Trust
<p>Nuffield Farming Scholarships promote leadership and the implementation of innovative practices in agriculture through worldwide study and interpersonal contact. The successful applicant has the opportunity to develop a better understanding of New Zealand and international relationships by studying farming, agricultural marketing or agricultural organisational practices internationally.</p>			
Developing rural youth	HC707	80	New Zealand Young Farmers
<p>This project supports the development of a vibrant young farmer community in the dairy industry. This is achieved by delivery of leadership, personal development, mentoring and networking opportunities for rural young people through the New Zealand Young Farmer network.</p>			

	Project Number	DairyNZ Funding \$'000's (excl. GST)	Parties
--	----------------	--------------------------------------	---------

Youth careers promotion	HC708	311	DairyNZ Ltd
--------------------------------	-------	-----	-------------

This project seeks to promote the dairy industry to New Zealand youth, ensuring that skilled employees are available to meet the requirements of the dairy industry both on-farm and near-farm, working in service/support sectors such as science or agri-business. The Get Fresh campaign (www.getfresh.co.nz) is one example of this promotion.

Best practice HR management on farms	HC709	258	DairyNZ Ltd
---	-------	-----	-------------

This project aims to increase the adoption of best practice people management on-farm; engage rural professionals to assist in increasing adoption and develop a strong network of HR practitioners among rural professionals.

Human capability extension	HC712	133	DairyNZ Ltd
-----------------------------------	-------	-----	-------------

The aim of this project is to undertake extension delivery which improves farm staff management and progression in the New Zealand dairy industry.

Joint Lincoln University - DairyNZ Chair in Dairy Production	HC801	17	Lincoln University
---	-------	----	--------------------

This funding supports a Professorial Chair in Dairy Production at Lincoln University. This is a joint appointment with Lincoln University. The aim of the appointment is to provide a coherent programme of scholarship and research leading to increased delivery to the dairy industry and provision of trained staff.

Looking ahead

A selection of activities planned for the 2009/10 season expected to deliver the biggest returns for farmers and the industry in the human capability area.

2009/10 Investment: \$4.2 million
 Proportion of Levy: 8%

Activity	Key objectives	2009/10 Plan
Attract and retain talented people.	<ul style="list-style-type: none"> Engaging youth early in their choice to change careers Attracting people from secondary and tertiary training Strategic partnership with Massey-Lincoln Universities 	<p>The industry will promote dairy careers to school leavers, tertiary students and early career change individuals and influence government on legislation relating to immigrant workers.</p> <p>People in the industry are fully informed of career and business opportunities in dairy farming, and know how to access these opportunities.</p> <p>Influence government on legislation relating to immigrant workers.</p>
Build quality work environments.	<ul style="list-style-type: none"> Good employment practices on-farm Rural professional network supporting good employment practice Performance measures for labour productivity Work safety 	<p>Dairy farm businesses are employers of choice who use best practice approaches to recruit and develop staff.</p> <p>Agreed indicators and targets for farm infrastructure, labour productivity and utilisation are used in farm planning.</p> <p>Research on labour productivity is creating new options for farming practices.</p> <p>On-farm innovations are improving the work environment.</p>

Looking ahead (continued)

Activity	Key objectives	2009/10 Plan
Careers & leadership.	<ul style="list-style-type: none">• Career pathways• Developing new leaders• Developing human capability on farms	<p>The entire workforce has the requisite skills and knowledge to innovate and adapt to capture opportunities and manage the challenges confronting dairy farm businesses.</p> <p>High quality training services are developed by working with government and education organisations to ensure they are aligned with industry priorities.</p> <p>Leadership programmes are creating a talent pool of people to influence policy and industry strategy.</p> <p>Mentoring and coaching programmes ensure employers, employees and rural professionals are life-long learners.</p>

Farm business

Investment in the business skills of farmers is aimed at helping each new generation to identify goals and a path to wealth creation through the industry. It includes equipping farmers with the skills and networks to achieve their goals.

Project contracts 2008/09

A summary of projects contracted during the 2008/09 season in the farm business area.

	Project Number	DairyNZ Funding \$'000's (excl. GST)	Parties
Dairy industry competitiveness	FB801	250	DairyNZ Ltd

This project aims to compare New Zealand dairy industry performance with that of our major competitors and to produce sound production and economic forecasting information.

Improving financial capability of dairy farmers	FB802 (SY710)	275	DairyNZ Ltd
--	---------------	-----	-------------

This aims to improve the strategic and financial capability of New Zealand dairy farmers through events and course that include Mark and Measure, DairyBase, progression groups and Whole Farm Assessment. Co-funded by SY710.

DairyBase	FB803	774	DairyNZ Ltd
------------------	-------	-----	-------------

DairyBase is a web-based financial analysis tool which aims to lift the use of financial benchmarking in the dairy industry by providing a set of clearly defined and readily available performance data in a national industry database.

Looking ahead

A selection of activities planned for the 2009/10 season expected to deliver the biggest returns for farmers and the industry in the farm business area.

2009/10 Investment: \$1.5 million
Proportion of Levy: 3%

Activity	Key objectives	2009/10 Plan
Quality information.	<ul style="list-style-type: none"> Better information management on farms Tracking of industry performance 	<p>Ensure managers have the business skills to identify their goals and implement their plans.</p> <p>Build management capability through:</p> <ul style="list-style-type: none"> - Appropriate education - Research - On-farm training and extension.
Management capability.	<ul style="list-style-type: none"> Building financial capability on farms Rural professional network supporting good farm business management practice Capturing economies of scale 	<p>Ensure a high quality information resource is developed to serve two functions:</p> <ul style="list-style-type: none"> - Managers can access information on key external factors affecting their strategic decision-making - Industry level analysis provides effective advocacy, support and representation for the New Zealand dairy industry, including profiling the economic value of the industry to the New Zealand public and government.
Management tools and methods.	<ul style="list-style-type: none"> Better use of existing tools 	<p>Ensure that dairy businesses have access to improved tools and methods to analyse and implement management options to:</p> <ul style="list-style-type: none"> - Make investment decisions and manage risk (e.g. business resilience indicator) - Ensure rural professional networks are up-to-date with business trends and analytical methods. <p>Develop effective approaches to succession planning.</p>