REAPING THE REWARDS OF TRAINING

Investing in staff
What about in tough times?

Farm Tactics
Building strong partnerships
over the fence...

Every year a portion of the dairy farmer levy goes to scholarships for talented young people embarking on tertiary education and looking to join the industry.

The scholarships are an important way of encouraging talented people into dairy, supporting them on their career journey and being rewarded with their skills when they begin work either on a dairy farm or working as a rural professional, providing advice or research expertise.

We need talented people joining the dairy industry – it’s one of our industry strategy targets and is key to securing a sustainable future.

This issue of Inside Dairy profiles Canterbury farmer Athol New, one of our scholarship recipients who is making quick steps through the industry since graduating from Lincoln University, and is now overseeing four dairy farms.

Athol’s story is inspiring and I hope other young people (and those who’ve been around a while too) get some ideas on how to shape their own career paths and take up opportunities along the way.

There are many ways to upskill, from formal training through to industry-run courses or attending your local discussion group. Keeping on top of the latest advice and information can help a farm business secure solid profitability – particularly key when operating under a reduced milk price.

We say it often, but people really are the linchpin of a successful dairy business and our dairy industry.

Busy time on-farm

November is always a busy time on-farm, as we head through the mating period. Coming through calving and considering ongoing challenges from the milk price, it’s important to look after your team and yourself.

While there is some indication of a lift in milk price, I’ve heard many farmers are staying focused on remaining as profitable as possible this season and aren’t deviating from their planned budgets.

As the milk price rises, it’s important we lock in the efficiency gains and regain some of the ground we’ve lost – continuing the focus on a pasture-first system and maintaining cost efficiencies is key to this.

I welcome your feedback.
Feel free to email me at tim.mackle@dairynz.co.nz.

Tim Mackle
Chief executive
DairyNZ
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TAKE 5...

Tips for farmers

1. Learn secrets and save money

Want to see how New Zealand’s top operators are spending their money? Are there areas for improvement in your own business? As part of DairyNZ’s Tactics campaign, 20 dairy farmers with low production costs shared their budgets to help others respond to a low milk price. Check them out at dairynz.co.nz/tactics.

2. Get wins from using catch crops

Recent research trials in Canterbury have shown that using a catch crop can boost crop yield by 6-12 tonnes of dry matter per hectare, while reducing nitrogen leaching by up to 30 percent. See the story on page 21 for details.

3. Reap rewards by training staff

Research sponsored by DairyNZ and Primary ITO shows every dollar an employer invests in staff training results in an extra $3 to $15 of profit. That’s a significant payback. When looking at agribusiness management training, the returns are even higher. Get ideas for training your staff at dairynz.co.nz/training.

4. Chance to excel in pasture management

Are you or your staff interested in improving skills and knowledge around pasture management? DairyNZ’s Pasture Plus groups are run throughout the year and are a great way to gain motivation and confidence in pasture. Register your interest at dairynz.co.nz/pastureplus.

5. 10 key attributes of a top dairy farmer

What makes some of New Zealand’s best dairy farmers tick? We’ve summarised the top 10 attributes of farmers who have shared their budgets online as part of DairyNZ’s Tactics campaign. Discover them at dairynz.co.nz/top10.

We appreciate your feedback

Email insidedairy@dairynz.co.nz or call us on 0800 4 DairyNZ (0800 4 324 7969). Alternatively, post to: Inside Dairy, Private Bag 3221, Hamilton 3240. For information on DairyNZ visit dairynz.co.nz.
Craig and Hannah Fulton say calving is pivotal to setting up the season.

ATHOL NEW
OPERATIONS MANAGER
LOCATION: Mid-Canterbury
SIZE: Four farms in three locations, 1300ha combined
COWS: 4000
To keep the industry strong, we need a pipeline of highly skilled workers. That’s why DairyNZ invests a portion of the farmers’ levy in scholarships for talented young students. In this issue, we catch up with former scholar Athol New, who’s rising through the ranks and giving back at the same time.
Overseeing four farms with 4000 cows, 1000 young stock and a team of 25 staff, Athol New is stepping further than most out of his comfort zone.

But he’s thriving in the challenge, thanks in part to his own ‘can do’ attitude, good mentors, and some strong professional development along the way.

Athol is one of three operations managers within the Purata structure in mid-Canterbury. The 30-year-old has made a determined ascent through the company’s ranks since he started cupping cows in 2007, after he finished studying at Lincoln University.

He became a farm manager after two years, and has steadily moved up in his role and in the size of the business units he oversees.

Athol’s pathway to large-scale dairying began at Kamo High School in Northland, where his agricultural teacher encouraged him to consider farming as a business and combine it with his obvious academic ability.

Fast forward little more than a decade and Athol’s not only climbed the ladder into a senior management position, he’s also recently claimed the coveted title of Young Farmer of the Year 2016.

This has come despite early efforts by some advisors to talk him out of farming. But he stuck with the decision to pursue studies at Lincoln, choosing a Bachelor of Agriculture Commerce, majoring in farm management.

Athol says Lincoln’s broad-based approach early in the degree, with an emphasis on the sciences and good mathematics base, provided him with a solid foundation that translated well to the realities of farm management.

It also strengthened his natural talents, identified quickly by his employer who saw the opportunity to grow Athol’s ability through professional development.

**Boost from DairyNZ scholarship**

During this time, Athol also successfully applied for a DairyNZ scholarship to cover his university fees.

“That involved submitting your grades, and an essay on why you thought you were a suitable candidate for it,” he says.

He found the DairyNZ scholarship invaluable on both a financial and personal development level.

“I was one of about 29 recipients that year, and it covered all our study fees while at university, so it was very valuable."

He also appreciated the networking and professional opportunities made possible by the scholarship. Recipients got to meet industry professionals and successful farmers at special dinners, and become known within the industry.

Athol now enjoys speaking regularly to rising DairyNZ scholars,
and spending time talking to school students about his career, the industry and pathways within it.

He’s also employed another DairyNZ scholar, who he teamed up with this year to speak at a careers day for city kids.

“The students were fascinated at what the industry could offer for careers, and it was something most had not really considered before.”

**Stay humble, keep learning**

Athol has attended many professional development courses over the years, often recommended to him by one of his key mentors, Juliet Maclean, his former chief executive.

“I think Juliet saw something in me early on that I did not see in myself, and she worked to build on that with the challenges put up in each new position, and the additional courses she pointed me towards.”

With a large team, of whom very few are New Zealanders, human resource skills have proven valuable for Athol.

He acknowledges that managing people is not his natural space, but one he’s become more confident in over the years.

“I can’t say it ever really gets easier, but you do learn to switch on to the mode you need to be in when dealing with people, and switch off again when you’ve finished.”

It also helps that Athol is happy to pitch in on the daily jobs when needed.

“I think your team really appreciates seeing the leader getting their hands dirty too.”

Athol has some valuable advice for aspiring dairy professionals, which he’s happy to pass on with a good level of humility and understanding.

“I think you need to remember you can always learn from anyone if you know your strengths and weaknesses. If you learn not to get defensive about your weaknesses and instead be humble enough when someone who may have come from thousands of miles away has a better method or approach, you can be happy to learn from them.”

As he and his wife Jane work towards their equity goals, they remain open to the many opportunities offered by modern dairying.

“If you have the goals in mind, you can accept that the pathway to achieving them can change over time, which is fine.”

**“YOU CAN ALWAYS LEARN FROM ANYONE IF YOU KNOW YOUR STRENGTHS AND WEAKNESSES.”**

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**DAIRYNZ SCHOLARSHIPS**

The DairyNZ Undergraduate Scholarship and the DairyNZ Masters Scholarship are awarded to outstanding students and graduates with a strong interest in the dairy industry. Winners are mentored, supported and offered a huge opportunity to kick-start their career. The closing date for 2017 applications is 7 December 2016.

Visit dairynz.co.nz/scholarships

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“A degree in Agricultural Commerce has set Athol up well for farm management.

**“THE STUDENTS WERE FASCINATED AT WHAT THE INDUSTRY COULD OFFER FOR CAREERS, AND IT WAS SOMETHING MOST HAD NOT REALLY CONSIDERED BEFORE.”**
Consultant hones skills for new farming demands

As farmers are increasingly required to walk a tightrope between environmental compliance and farm profitability, the demands on consultants are growing. Stacey Belton is a former DairyNZ scholarship recipient who’s now helping farmers understand what’s expected of them.

Waikato farm consultant Stacey Belton has some valuable skills for farmers facing tighter timelines around increasingly strict nutrient constraints.

Stacey anticipates becoming increasingly busy in her role as an agricultural consultant with AgFirst in Hamilton.

Nearly three years into her role since graduating from Lincoln University with a Bachelor of Agricultural Science, Stacey says the demands on consultants in the Waikato region are growing as farmers start to digest the full implications of the Healthy Rivers Plan.

“There are about 5000 farms in the catchment, each requiring a Farm Environment Plan, and that brings a lot of demands on consultants to work with them, often when farmers feel in the dark about what it’s going to mean,” says Stacey.

The DairyNZ scholar has already been working with farmers adopting DairyNZ’s Sustainable Milk Plan, and while not as comprehensive as what the farm environment plans will be, they are providing a good starting point for many clients.
A natural fit

Being an agricultural consultant fits well for Stacey, a Matamata farm girl who quickly realised she loved dairying, being outdoors and keeping in touch with the farming community.

After leaving St Peter’s School in Cambridge, she planned to study at Lincoln and become a research scientist but found she enjoyed being on-farm.

“I took some farm management papers and really enjoyed the practical, applied nature of the work. It was from there I decided I wanted to be a consultant.”

Receiving the DairyNZ scholarship in 2010 helped Stacey take her goal of being a farm consultant a step further, to be with her current employer AgFirst.

“When I told Bill Barwood, who was the DairyNZ scholarship facilitator at the time, that I was keen to be a farm consultant he put me in touch with James Allen of AgFirst. James arranged for me to go on a few visits with consultants to see clients, and that is basically how I got my job here.”

She says the DairyNZ scholarship has proven invaluable in helping her build credibility more quickly within both farmer and agri-professional circles.

“And of course, financially, the scholarship meant I could come out of university with no student loan, which is a big plus!”

“The return for good consultancy has been proven to be high – about $10 for every $1 spent – often achieved with some very simple changes.”

Giving back to the industry

In turn, Stacey has given back by speaking at her old school about the opportunities in dairying and continuing to attend career days for students.

Despite leaving the intensity of university and taking up a new professional career, Stacey has continued to develop her skill set. DairyNZ Foundation courses have helped develop her basic understanding of farm systems.

“There are around eight courses a year, including pasture management and DairyBase training, so it’s very comprehensive and broad-ranging.”

She is now focusing on completing a Sustainable Nutrient Management course, a base competency requirement for consultants advising farmers operating under the Healthy Rivers Plan.

Development around nutrient management will be a ‘must have’ for consultants like Stacey in the Waikato catchment, but she’s also keen to build her ‘cows and grass’ skills.

“I find this particularly challenging and it requires a lot of ‘whole systems’ thinking, particularly as more farmers are starting to look harder at their farm systems and how to make them lower cost and more efficient.”

She says more and more farmers are recognising the benefits of stepping back and taking a wider view of their business with a consultant.

“The return for good consultancy has been proven to be high – about $10 for every $1 spent – often achieved with some very simple changes.”

Stacey’s long-term goals include remaining with AgFirst and continuing to enjoy the professional support provided in a large consulting firm and the challenges it offers.

“You get the chance to work with some very intelligent, experienced people, and participate in some big projects you might not get elsewhere.”

As an agricultural consultant, Stacey helps farmers determine optimal grazing time and residual management.

Stacey Belton

Agricultural consultant at AgFirst, Hamilton
Former DairyNZ scholarship recipient
Bachelor of Agricultural Science, Lincoln University
INVESTING TO ATTRACT, DEVELOP AND RETAIN SKILLED AND MOTIVATED PEOPLE FOR THE DAIRY INDUSTRY

1. THE CHALLENGE

By 2025 the dairy industry will need more than 8000 additional people with QUALIFICATIONS.*

THE INDUSTRY AND THE WORLD ARE CHANGING

- Specialised technology
- Complex and dynamic business environment
- Increasing regulation
  - environmental
  - health and safety
  - animal welfare
  - employment
- The next generation:
  - don’t know where milk comes from
  - do not see career opportunities in dairying

*People Powered Report, 2014; Ministry for Primary Industries. Building capabilities to keep New Zealand primary industries internationally competitive.
The dairy industry people initiative is supported by:

$3.5 m

ATTRACT

$3.5 m

• Engage with schools
• Engage with tertiary institutions
• Early career
  • farming
  • science
  • rural professionals
• Career changers
• Alignment of industry initiatives

GROW

$3.5 m

• Vocational training
• Tertiary training
• Rural professional accreditation
• Leadership development
  • Kelloggs
  • Nuffield
  • Dairy Industry Awards
• Māori agribusiness

$1.6 m

RETAIN

• Mentoring
• Safe and rewarding work environments
• Workforce planning

2. THE RESPONSE

Your levy is invested into three KEY AREAS

For more information visit dairynz.co.nz/about-us
Putting a dollar value on training investment

Staff training is one of the best investments a farm business can make but it is also one of the hardest to evaluate. That’s unfortunate because it means many farmers don’t invest enough in an area that offers juicy returns. In response to this, DairyNZ and Primary ITO recently sponsored research to evaluate the economic benefits of training.

The research by independent consultants Scarlatti found that every dollar an employer invests in staff training (including fees and lost work time) results in an extra $3 to $15 of profit. That’s a significant payback. The return depends on many factors, such as the training programme taken, the role of the employee being trained, and how long the employee stays working after training.

When looking at agribusiness management training, the returns are even higher. Yes, the investment is higher for this than for staff training because the cost of a farm owner or farm manager’s time is high. However, agribusiness management training pays handsomely for this commitment, returning 15-25 times the value of time invested. Expressed in terms of operating profits, agribusiness management training offers annual benefits of $500-$750/ha.

One reason the returns are so high is co-investment by the government. Typically, this covers about 70 percent of the cash costs of industry training, meaning farmers get great leverage for their contribution.

Crunching the numbers

Working out the economic benefits of staff training requires a number of analytical steps. It starts with an observation that profits vary greatly across dairy farms (see figure 1). In most seasons, the operating profit of the most profitable 10 percent of farms is $3000/ha higher than that of the least profitable 10 percent. Some of this gap can be explained by factors like weather and soils. But even among similar farms, the variation remains. This suggests farm team performance is a major cause of profit variation. Scarlatti estimates that staff performance accounts for about 35 percent of the variation in profits.

Other steps in the modelling process include estimating the contribution of hands-on farm work and farm management to differences in farm performance; and considering the importance of training, experience and natural ability when it comes to individual productivity.

Putting numbers to these judgements isn’t an exact science. However, even conservative calculations show training to be a great investment for dairy farmers.

To learn more about training visit dairynz.co.nz/training, and for more information about agribusiness management training see primaryito.ac.nz/diploma.
Knowledge the key to success

Dairy farming is an ever-changing industry offering an exciting range of career opportunities. About 35,000 people work on dairy farms. Whether it’s business planning, animal husbandry, scientific research or conservation, the opportunities to learn are diverse.

Developing and retaining highly skilled and motivated people, recognising their potential and optimising their performance is critical to the industry’s success. There are three levels of industry training: formal, non-formal and workplace.

**Formal training**

Universities and polytechnics offer undergraduate and post-graduate courses that prepare students for careers in agricultural science, animal husbandry, farm management and agribusiness.

Primary ITO is the primary sector’s industry training organisation, offering workshops, short courses, courses, diplomas and qualifications for those employed in agriculture.

**Non-formal industry training**

Going to an industry-run course gives the farm team an opportunity to get off-farm and connect and share with others while learning practical skills.

**Examples of non-formal training**

- DairyNZ courses such as CalvingSmart, StockSense, Healthy Hoof, Body Condition Scoring, Field Days and Discussion Groups.
- Federated Farmers training and development programme.
- Dairy Women’s Network training courses and group meetings.
- Animal husbandry courses run by vets.
- Financial literacy courses run by banks.

**Workplace training**

Workplace training that takes place on-farm e.g. learning to fence, cut hay, or ride a quad bike.

**Scholarships**

Each year, bright young Kiwis with an interest in dairying, and who are undertaking an agriculture or agricultural-related degree at Lincoln, Massey or Waikato universities, can apply for a DairyNZ undergraduate scholarship.

Graduates can also apply for a DairyNZ Masters Scholarship, awarded to outstanding graduates with a strong motivation for dairy research and development.

Other scholarships include LIC scholarship and studentship programmes, Nuffield Farming Scholarships and the Kellogg Rural Leadership Programme. See our list of web addresses to the right for more information.

**Dairy Industry Awards**

DairyNZ supports the New Zealand Dairy Industry Awards which celebrate excellence in the dairy industry and help individuals realise their full potential.

There are three categories: NZ Share Farmer of the Year, NZ Dairy Manager of the Year, and NZ Dairy Trainee of the Year.

Entries are open to farmers from all levels of the dairy industry. Entrants can win a regional or national title and share in substantial prize pools.

Entries this year are open until November 30, with early bird entries closing at midnight on November 9. Enter at dairyindustryawards.co.nz.

Check out these websites for further training information:

- Primary ITO
  primaryito.ac.nz
- Get Ahead
  getahead.co.nz
- In2 the Field mentor programme
  Learn about different careers and test-drive a career.
- Dairy Women’s Network
  dwn.co.nz
- Federated Farmers
  fedfarm.org.nz
- PICA
  growingnz.org.nz
- LIC
  lic.co.nz
- Taratahi Agricultural Training Centre
  taratahi.ac.nz
- DairyNZ Bright Kiwis Facebook page
  facebook.com/DairyNZNZBrightKiwis
- DairyNZ
  dairynz.co.nz
- Nuffield Scholarships
  nuffield.org.nz
- Kellogg Rural Leadership Programme
  kellogg.org.nz
Focusing on your people, even in tight times

Investing in training and development for your staff will always pay off. And as Te Puke farmer Murray Linton explains, it’s vital to keep that support in place when times are tough.

Murray Linton reckons putting his staff through training is a no-brainer, which is why he’s supporting his two full-time workers to study through Primary ITO.

“I pay for their course costs because it benefits the farm. By going on a course, they gain an understanding of things like mastitis, why cows are producing like they are, the physiology of the cows, and the way pasture grows.”

Murray milks 480 cows on a 178ha (effective) farm which has been in the family for more than 70 years.

Putting his workers, Tayla Keane and Jen Russ, through training not only improves their skills and knowledge, it also boosts their motivation, he says.

“Having gone to class, where they sit with other trainees and talk to the tutor, they actually get a lot more interested in their job. They realise it’s not just about putting cups on every day and they end up taking a greater interest in your business.”

Murray helps cement on-farm what Tayla and Jen learn in class by continually talking about how best to run the farm, particularly looking at the science behind it and drawing from the DairyNZ knowledge base.

“We’re always talking about things like rotation length, leaf emergence, metabolic energy, dry matter intakes and cow physiology.”

Won’t they leave me?

Murray says there’s a commonly-held view that if you train your staff, they’ll soon leave you for a higher-paying job.

“The counter to that is if you don’t train them they might stay, which is even worse! I think if you’re willing to invest in their future, then they’ll stay with you and appreciate that they’re going somewhere in their job.”

Besides, everyone in the sector has a responsibility to improve the overall skill base, he says.

“I remember hearing a farmer complain there weren’t enough managers around to hire. When the training advisor asked him, ‘Well, how many of your staff are in training?’ he said, ‘None’.”

What about the cost?

“The financial costs really aren’t that large compared to the benefits,” says Murray.

DairyNZ’s investment (which comes out of the farmer levy) in Primary ITO helps to keep training costs down, so trainees don’t have to pay huge amounts of money, explains Alister Shennan, General Manager Business Development and Field Operations at Primary ITO.

“Government pays around 70 percent of the training and the remaining 30 percent is covered by DairyNZ and the trainee. It makes training very cost effective.”

The price of training varies but a year-long course will typically cost trainees about $250 to $500 says Alister.

Murray admits that finding time for his workers to go to classes can be a challenge.

“It’s just a matter of managing the roster and making sure you’ve got the people available.”

Staying the course

When times are tough, farmers may feel tempted to cut back on staff development.

Murray believes that’s a dangerous mindset, especially if you’ve already reduced the size of your team.

“Running with less staff means there’s more pressure on them, so that motivational factor is important. Underlying it all is the health and safety aspect too. I make sure all my staff have done their Level 2 qualification – the tractor and quad bike safety stuff.”

Murray Linton believes investing in staff boosts their motivation.
Tayla Keane (left) and Jen Russ are both training off-farm, which keeps them motivated and striving for improvements in their day-to-day work.

The next generation

Tayla Keane, 24, farm manager

Tayla is in her sixth year working for Murray and can’t speak highly enough of his support.

“Murray’s great with training his staff. He doesn’t think twice about it. It makes you want to advance and he’s always making me strive.”

Murray has paid for Tayla to gain her Level 3 and 4 qualifications through Primary ITO, and she’s about to start Level 5.

“I love being able to learn on-farm as well as going in and doing the theory once every two weeks. Training is probably one of the best things you can do.”

Jennifer Russ, 23, herd manager

Before starting with Murray in June this year, Jen was working on a farm in Cambridge where her boss paid for Jen to complete her Level 2 and 3 through Primary ITO. She’s found that same level of support with Murray, who’s putting her through Level 4.

“Doing the training is definitely worth it. The tutors are all really helpful and I feel going to the classes puts everything you do on the farm into perspective.”

Jen says Murray’s financial support is a massive help.

“A seat at the table

Murray’s passion for a more highly skilled dairy workforce has seen him take a leadership role as chair of the Dairy Industry Partnership Group (IPG), one of 14 IPGs that help Primary ITO develop its courses.

The IPGs act as the voice of the primary industries, talking to Primary ITO about training matters, qualification review and development, industry events and research.

“The IPG is about identifying needs and reviewing what’s in the qualifications. The industry has to be involved in where the training goes. That’s where the rubber hits the road,” Murray says.

Learn more about the Dairy Industry Partnership Group and its members at primaryito.ac.nz/ipg.
# Dairy industry training roles

The dairy industry standard farm role descriptions (DISR) create clear and consistent role expectations for employers and employees in the five key on-farm role categories: farm assistant, herd manager, assistant manager, farm manager, operations manager/business manager.

## Role Descriptions

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<tr>
<th>Role</th>
<th>Description</th>
<th>Training</th>
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<tbody>
<tr>
<td><strong>Farm Assistant</strong></td>
<td>• New entrant onwards.&lt;br&gt;• Generally under full supervision.&lt;br&gt;• Assist with day-to-day tasks on farm, including feeding, milk harvesting, animal health and environmental management.</td>
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<td><strong>Training</strong></td>
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<td><strong>Formal</strong>&lt;br&gt;- Primary ITO&lt;br&gt;  - L3 Vehicles, Machinery and Infrastructure&lt;br&gt;  - L3 Dairy Livestock Husbandry&lt;br&gt;  - L3 Milk Harvesting</td>
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<td><strong>Informal</strong>&lt;br&gt;- Farmsafe&lt;br&gt;  - Quad bike licence&lt;br&gt;  - DairyNZ&lt;br&gt;  - Career Pathways&lt;br&gt;  - Farm Discussion Groups&lt;br&gt;  - QuickPlan for employees&lt;br&gt;  - Personal budgeting templates&lt;br&gt;  - Milksmart&lt;br&gt;  - StockSense</td>
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<td><strong>Herd Manager</strong></td>
<td>• At least 2 years’ on-farm experience.&lt;br&gt;• Requires limited supervision.&lt;br&gt;• Complete day-to-day tasks on farm, often taking responsibility for the running of the dairy shed and other routine tasks.</td>
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<td><strong>Training</strong></td>
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<td></td>
<td><strong>Formal</strong>&lt;br&gt;- Primary ITO&lt;br&gt;  - L3 Livestock Farming&lt;br&gt;  - L4 Dairy Farming</td>
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<td><strong>Informal</strong>&lt;br&gt;- DairyNZ&lt;br&gt;  - Calf rearing (basic)&lt;br&gt;  - Lameness&lt;br&gt;  - Biz Start&lt;br&gt;  - Healthy Udder</td>
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<tr>
<td><strong>Assistant Manager</strong></td>
<td>• 3-4 years’ on-farm experience.&lt;br&gt;• Requires minimal supervision.&lt;br&gt;• Assist with the management of day-to-day activities linked to farm production. Implementing farm policies and plans. Including day-to-day planning and staff management in the absence of the farm manager/owner.</td>
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<td><strong>Training</strong></td>
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<td><strong>Formal</strong>&lt;br&gt;- Primary ITO&lt;br&gt;  - L5 Production Management&lt;br&gt;  - Farmsafe&lt;br&gt;  - GROWSAFE Dairy&lt;br&gt;  - Approved Handler</td>
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<td><strong>Informal</strong>&lt;br&gt;- DairyNZ&lt;br&gt;  - QuickStart Recruitment Kit&lt;br&gt;  - People Productivity Kit&lt;br&gt;  - Body Condition Scoring&lt;br&gt;  - Budget templates and guides&lt;br&gt;  - SmartSAMM</td>
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**Also Known As:**

- Assistant > Senior Assistant > Assistant Herd Manager > 2IC > Senior Herd Manager
DISR describes the experience, level of supervision, skills, knowledge and attributes expected in the five key on-farm role categories, along with opportunities for formal and informal training in each role.

This agreed standard provides a common framework and language that helps align various industry activities such as Primary ITO’s syllabus and training plans; farm role remuneration surveys; career advice support and resources; and farm staff recruitment, training and development.

It has been developed in association with DairyNZ, Primary ITO, New Zealand Young Farmers, Dairy Women’s Network, Federated Farmers and the Primary Industry Capability Alliance (PICA) and supported by Dairy Companies Association of New Zealand (DCANZ).

Development of the dairy farm role descriptions is just part of ensuring our industry is in good shape to meet the challenges and opportunities ahead.

For more information on the dairy industry standard roles visit dairynz.co.nz/dISR.

FARM MANAGER

ROLE DESCRIPTION

- Minimum 5 years’ on-farm experience.
- Will operate with minimal input from farm owner/s.
- Responsible for meeting farm goals, including all aspects of production, stock, environmental and staff management. Should be involved in the budgeting process but will not set the budget.

TRAINING

FORMAL

Primary ITO
- L5 Diploma in Agribusiness Management
  (full list of modules at primaryito.co.nz)

FarmSafe
- FarmSafe Health & Safety Plan

University
- Diploma in Agriculture
- Diploma in Farm Management
- BAgSc, BAg, BVetSci, Bcom

INFORMAL

DairyNZ
- Compliance Toolkit
- HR Toolkit
- InCalf Programme
- Healthy Hoof Programme
- Biz Grow
- Sharemilker and Variable Order calculators
- Cashflow budgeting workshops
- DairyBase

Dairy Women’s Network
- Building your team webinar
- Dairy Modules (full list on dwn.co.nz)

BUSINESS/OPERATIONS MANAGER

ROLE DESCRIPTION

- 5 years plus on-farm experience.
- Responsible for meeting overall business goals, including agreeing on farm goals with farm owners, planning, reviewing execution and reporting against the farm goals. Managing farm management. Responsibilities cover all areas including budgeting, targets and resource requirements. May be responsible for multiple farms or be part/full owner of the business.

TRAINING

FORMAL

University
- AgriOne Short Courses

INFORMAL

DairyNZ
- QuickPlan for farm owners and sharemilkers
- Mark and Measure – Strategy and Business
- Rural Governance Development Programme
Career change leads to further study

Switching from teaching to farming was a big move for Alan Syme, but one made far easier by his decision to complete a Diploma in Agribusiness Management. Alan is now putting his learning into practice on a farm that’s been in the family for four generations.

The 220ha (effective) farm near Tirau has been a constant in Alan’s life. He grew up milking cows, driving tractors and doing general farm work for his father and other farmers around the district.

Alan completed a Bachelor of Sports and Leisure degree at the University of Waikato before heading south to train as a teacher at the University of Canterbury. He taught around the world for the next 12 years, before swapping a classroom in Rarotonga for a new career as operations manager on the family farm in 2013, milking 735 cows.

Alan realised that farming had changed significantly while he’d been away, so he enrolled in a Diploma in Agribusiness Management with Primary ITO. It was an easy decision for someone with a thirst for knowledge and the desire to discover more about farming.

The diploma is taught by multiple training providers across the country. It’s split into four modules targeting different areas of agribusiness management, including: human resource management, financial management and planning, business management, resource management and sustainability.

During his diploma, one of Alan’s major tasks was completing a comprehensive case study for another farm.

“I looked at the business, the farmer’s goals, debt levels, budgets, the geography of the property, and areas of strength and weakness. It took three months and was a 24,000-word report. This exercise gives you the confidence to do the same thing for your own business, whether you are a sharemilker, a contract milker or a farm owner.”

He’s been putting his new skills into practice, shifting the farm from a System 5 to a System 2 over the past few years.

“Under System 5, we were making milk from money by buying lots of imported feed. This year we’re planting seven hectares (3 percent of the farm) in maize, but nothing is cheaper than grass. I’m not scared to try things out. If it doesn’t work I will try something else.”

Alan says the diploma has equipped him with invaluable technical skills.

“It’s given me the ability to self-reflect and the knowledge to make better decisions. How do you know when a deal is good or bad? Without knowledge you don’t know.”

DairyNZ is a strong supporter of the Diploma in Agribusiness, providing advice and resources. For more information contact Primary ITO 0800 20 80 20.
Telling the dairy story in schools

The Rosie Education programme is one way DairyNZ is telling the dairy story to children, parents and teachers.

DairyNZ's education programme gives teachers access to curriculum-approved learning resources to teach children about dairy farming.

A range of lesson plans means dairy farming can be taught as a topic or incorporated through other subjects like science, maths, social studies, geography and history.

Known as Rosie’s Education, the programme is promoted to schools and teachers throughout New Zealand. Over 6000 teachers have used the dairy education lessons in more than 1800 schools.

A taste of farm life

Cambridge Primary School studied dairy farming through the Rosie Education programme last term. Teacher Natalie McNamara says students were keen to learn about the topic.

“The students learnt a lot about how farms operate and were particularly interested in the science lessons,” says Natalie.

As part of the education programme, DairyNZ runs the Find a Farmer service, which links schools with a local dairy farm to host a school visit.

Natalie says the majority of students had never been on a dairy farm and it was the perfect way to bring their studies to life.

“The experience was very informative and a trip the children will remember for quite some time,” says Natalie.

“Having the opportunity to visit a farm was a great way to experience what they learnt in class. The students enjoyed meeting a couple of dairy farmers and had plenty of questions.”

Promoting careers in dairy

As well as helping students understand dairy farming and where their milk comes from, many of the lessons provide an introduction to careers in the industry – on and off the farm.

Children gain an understanding of the diverse roles of dairy farming and other careers supported by the industry.

Dairy farmer Frank Portegys hosted Cambridge Primary School and says the students were excited to be on the farm.

“The kids got to see the whole process of where milk comes from and the wide range of activities involved in dairy farming – from milking cows and rearing calves to looking after the environment.

“When you see them make the connection between the dairy products in their lunchbox to the cows being milked and the tanker collection, that’s a good thing for the industry.”

If you would like to sign up to DairyNZ’s Find a Farmer service and host children on-farm visit dairynz.co.nz/find-a-farmer.
Five steps to a better business relationship

Farm owners and sharemilkers are now looking ahead to the 2017/18 season, seeking out opportunities and investigating options. Here, DairyNZ senior developer (people and business) Carolyn Bushell introduces a new process to help farmers establish a strong owner/sharemilker partnership and successful business.

For a sharemilking business to thrive, both sharemilkers and farm owners must do their homework before entering a partnership agreement.

Earlier this year, a DairyNZ-funded study showed many sharemilkers and owners were not preparing well enough before entering a new arrangement.

In response to the study, which included interviewing and surveying a number of sharemilkers and owners, DairyNZ has created a checklist to help farmers follow a thorough process before entering into an agreement.

The Successful sharemilking partnerships: doing your homework checklist is available online at dairynz.co.nz/sharemilking.

How to build a strong partnership

The checklist covers five key areas. These involve getting clarity on both parties’ goals, understanding the business, reading the fine print in agreements and establishing good processes for keeping open lines of communication.

Aimed at farm owners, sharemilkers and contract milkers, a summary of the checklist’s topics is covered in this article.

1. What is your current situation?

- Are you able to articulate your goals, values, key philosophies, and focus areas?
- Have you sat down and listed all the non-negotiables you need for the role to work (e.g. location, size of the farm, return on equity)?
- Have you developed a business plan, and can you communicate your key farm management policies (stock, people management)?
- Have you prepared a SWOT (strengths, weakness, opportunities, and threats) analysis for you and your business?
- Understanding different operating structures; knowing the ‘ins and outs’ is important so you can work out how well the business opportunity fits with your needs and wants.
2. **Get to know the other party**

- What are their goals, values, key philosophies, non-negotiables, farm management policies and core business plan components? Do they match with yours?
- Could you work together to achieve a win-win situation?
- To learn more about a potential new business partner, it can be helpful to speak with other people in the area, or with the person’s former sharemilker/farm owners. It’s important to find out how well you could work together.

3. **What do I need to know about the farm?**

- Gather information to assess the suitability of the job against your needs and philosophies.
- Pull together key physical information such as climate data, pasture growth, infrastructure details (including housing), and historical production.
- Look at how the farm system and set-up may affect your budget, lifestyle and labour requirements.
- Put this together with how well your personal needs/values match the other party’s and consider the components of a joint business plan.

4. **Before signing an agreement**

- Develop a budget and do a sensitivity analysis to see how the outcomes might change with fluctuations in milk price, production and farm working expenses.
- Is the contract an up-to-date version?
- This is a legally binding document, so it’s important to read every clause and consider what this means for you, how well it matches your needs and wants and whether it is a profitable decision.
- Assess the rewards and risks associated and get independent advice.
- Discuss the agreement details with the other party. Be open and honest about any concerns or issues you have and look to negotiate, where needed, to achieve the best outcome.
- Seek trusted, experienced third-party advice.

5. **Keep the business partnership alive**

As businesses become more complex and there is more volatility in milk price, it’s vital to maintain effective and ongoing communication between parties. This spans the development, implementation and monitoring of agreed farm policies and business plans, including sharing key financial information.

Consider holding regular meetings to satisfy each party’s needs and wants.

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**Sharemilker workshop details**

DairyNZ, in partnership with Federated Farmers, will be holding ‘Take time before you sign’ workshops through November. These workshops will provide an opportunity for dairy farmers to learn more about the due diligence process and hear what other sharemilkers and farm owners are doing to set up successful business partnerships.

**Event dates**

- Matamata, Waikato, Thursday November 3
- Normanby, Taranaki, Tuesday November 8
- Timaru, Canterbury, Tuesday November 22
- Winton, Southland, Wednesday November 23

To register for an event go to [dairyco.nz/sharemilking](http://dairyco.nz/sharemilking)
Safety in numbers

It’s no secret that dairy farming has one of the highest industry injury rates. In 2015 there were 11,679* active work-related ACC claims and recent ACC data shows limited improvement year on year. According to ACC, the cost of work-related claims in the dairy sector last year was more than $31 million. DairyNZ people management specialist Rose McVeagh looks at the business benefits of having strong health and safety systems and the cost of not getting it right.

What is the cost to farmers?

The full cost of these injuries to individual businesses is largely unknown, but the cost of work-related injuries on-farm could be grouped into three categories: direct costs, indirect costs and lost opportunities.

Al McCone, WorkSafe’s agriculture programme manager, says having decent health and safety systems not only prevents accidents, illnesses and loss of life to employees – it’s also good business.

“Illnesses and injuries result in direct costs such as medical bills and indirect costs such as extra labour and damage to equipment,” says Al. “Good health and safety performance produces a multitude of business benefits like more productivity, better organisation, time savings, increased worker morale and stronger leadership.”

Can health and safety save money?

The costs of buying safety equipment and employing relief milkers when staff fall sick are obvious, but can health and safety systems save money?

It’s largely unquantifiable, but it makes sense to spend a few dollars on ear muffs rather than pay the price of long-term hearing damage. The cost of quad bike training for young employees is going to be cheaper than paying for repairs if there’s an accident, and the cost of paying for flu jabs would surely cost less than having staff off work with winter ills.

Perhaps it’s time to weigh up the cost of not having strong health and safety systems in place, and more importantly, what the business can gain from making improvements to health and safety.

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<thead>
<tr>
<th>Cause of accident</th>
<th>Active claims</th>
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<tr>
<td>Daily tasks, work property or characteristics</td>
<td>3,031</td>
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<tr>
<td>Lifting/carrying/strain</td>
<td>1,458</td>
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<td>Loss of balance/personal control</td>
<td>1,394</td>
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ACC active work related injury claims for dairy farming industry, 2015.

<table>
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<tr>
<th>Injury</th>
<th>Active claims</th>
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<tbody>
<tr>
<td>Soft tissue injury</td>
<td>5,949</td>
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<tr>
<td>Deafness</td>
<td>2,232</td>
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<tr>
<td>Infected/non-infected laceration, puncture wound, sting</td>
<td>1,318</td>
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</tbody>
</table>

ACC active work related injury claims for dairy farming industry, 2015.

* This figure does not include minor injuries, injuries that were not claimed for, injuries ‘at home’ nor work-related illnesses. This figure does include everyone in the dairy farming industry, including people who don’t work directly on-farm.
Two wins from using a catch crop

As regional councils progressively implement nutrient loss limits at farm and catchment level, farmers must think hard about how to reduce their nitrogen (N) leaching from grazing winter crops.

Two Canterbury research trials have shown that using a catch crop can boost crop yield by between 6 and 12 tonnes of dry matter per hectare (t DM/ha), while reducing N leaching by up to 30 percent.

The purpose of a catch crop is to cover fallow ground and take up the urinary N deposited during winter grazing, reducing the risk of nitrate leaching. To keep costs down, it’s important that the chosen catch crop increases DM produced on the same area of land.

Increase dry matter and reduce nitrogen leaching

Two recent research projects, Forages for Reduced Nitrate Leaching (FRNL) and Pastoral 21 (P21), have shown DM production can be significantly increased at a lower cost per kg/DM, while decreasing the amount of leachable N. Both trials showed an oat crop planted after the grazed winter crop (kale) – any time from July 1 to August 31 – and harvested in mid- to late-November, yielded between 6 and 12t DM/ha on top of the winter crop yield.

The P21 trial showed the production cost was lower in cents/kg DM over three years when using a catch crop (refer to Table 1), compared to a winter crop only.

P21 trial average costs and yields of crop-only and catch crop

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<tr>
<th></th>
<th>(c/kg DM)</th>
<th>Yield (t DM/ha)</th>
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<tbody>
<tr>
<td>Kale-only</td>
<td>21.1</td>
<td>13.4</td>
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<tr>
<td>Kale + Oats (catch crop)</td>
<td>18.9</td>
<td>19.6</td>
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</table>

The value of winter crops

Winter crops provide DM at a time when pasture is in short supply or is being spared for spring growth. Following the winter feeding of the forage crop, the land is then typically left fallow until a new crop is sown in mid-spring or returned to new pasture.

Grazing of any winter crop contributes a large proportion of total N leached from the dairy operation. This is due to high crop yields (relative to pasture) leading to higher stocking densities at a time of year when leaching risk is greater.

Both experiments have also shown that using a catch crop reduces N, compared to leaving ground fallow. The P21 study showed a reduction of 30 percent in N leached and the FRNL trial showed a reduction of 33 percent of soil mineral N (Figure 1).

To achieve good crop yields and reduce N leaching:

- focus on your main winter crop; don’t compromise your winter crop for the catch crop
- your crop will need either reliable irrigation or high and reliable summer rainfall over early summer
- heavy machinery will need to be able to access the paddock from July/August through to early September
- you’ll need a uniform seed bed for the catch crop, and this can be achieved by ensuring your previous crop is eaten, or leftover crop is ploughed in well.

For more information visit dairynz.co.nz/FRNL and dairynz.co.nz/P21.
Heifer rearing campaign

DairyNZ has organised a series of field days in the Wairarapa to share good management practice for growing heifers. It comes after the heifer focus farm in the Manawatu which produced great results last season.

The heifer rearing campaign will showcase top management practices for heifer grazing and provide a forum for stock owners and graziers to discuss regional issues.

It will shift between graziers, run-offs and dairy farms, and cover a wide range of topics, management practices and topographies. The first field day on November 23 will be hosted by Allendale Farm in Greytown, owned by Bob Toswill and managed by Bart Gysbertson.

Allendale grazes 470 heifers, 250 weaners, 135 yearling bulls and 2100 winter cows. Come along to hear how Bart incorporates fodder beet, kale, and rapeseed into the feed plan and how the business works to satisfy its clients’ expectations.

Find more details at dairynz.co.nz/events.

Pasture Plus

Keen to improve your pasture management skills? Consider joining a DairyNZ Pasture Plus group, which bring dairy farmers together to share their knowledge and experience. These groups focus on the key principles of pasture management, growing and harvesting more pasture, and improving pasture quality.

By studying the feed systems of different farms in their area, farmers can benchmark their performance against others.

During the season, Pasture Plus groups will use tools such as feed budgets, spring rotation planners and feed wedges.

DairyNZ’s regional teams are currently forming groups nationwide.

To register your interest, contact your local consulting officer or visit dairynz.co.nz/pastureplus.

Milk Matters at Waikato Museum

Waikato Museum is launching a two-year exhibition about dairy farming on November 26. Milk Matters: Towards Sustainable Dairying is an interactive and educational exhibition created for children and families.

The exhibition celebrates success, telling the stories of local farmers and profiling sustainability efforts.

The science and technology within the industry will be on show, exploring modern dairying from the farm to the table and beyond.

For more information visit waikatomuseum.co.nz.

Farm life in Taradise

Primary ITO is running a new blog series with Brad Markham, 2016 NZDIA Share Farmer of the Year for Auckland/Hauraki.

Brad left his journalism career in Australia for a new life on a dairy farm in Taranaki. Now, he’s a rising social media star in the farming sector.

To grow his knowledge, Brad’s studying towards a Diploma in Agribusiness Management with Primary ITO. Over the next few months he’ll share the ups and downs of farm life.

Brad’s latest blog mentions how beneficial he finds the DairyNZ discussion groups. Visit primaryito.ac.nz/farmlife.

New online resources for farm employees

If you’re planning your career, looking for a fresh role or have new people joining your team, DairyNZ’s new web resources for farm employees could be just what you need.

The resources cover many practical topics such as how to write an effective CV, find the right role, prepare for a job interview, understand what employers expect and build your skills.

Visit dairynz.co.nz/employees.

Event Details

23.11.2016
11am - 2pm
Allendale Farm, 277 Woodside Road, Greytown

Contact:
Scott Cameron,
027 702 3760
Talking once-a-day in the Bay

In response to farmer feedback, DairyNZ is providing Bay of Plenty dairy farmers with the latest information on once-a-day milking this month.

At two events, farmers can tap into a mix of research data and farmer knowledge to explore the opportunities offered by once-a-day milking.

DairyNZ senior consulting officer Wilma Foster says these events were created in response to farmer demand.

“In the last few months we’ve asked farmers what type of information they’d like more access to and once-a-day milking was a standout topic. These workshops will provide a good starting point. From there, we’ll look at holding regular discussion groups and other events, depending on feedback,” says Wilma.

“Farmers milking once a day face unique challenges but, done right, the decision to transition from twice a day for either part of the season or the whole season can result in a variety of benefits, from time-saving to more money in the bank.

“We encourage all farmers to come along, even those milking twice a day who would like to find out more about the management strategy. This is the one place to come to do your homework.”

The events will be held on farms in Manawahe (near Whakatane) and Rotorua.

Manawahe host farmers Margaret and Dave Wright decided to milk their entire herd once-a-day this season. They had been milking their young cows once a day (about a third of their herd) for 11 years before that.

“For us it was driven by economics in the end. We conceded that we would be more profitable on once a day,” says Margaret.

The Wrights, who have owned the farm for 25 years, had watched what others were doing and asked questions before making the transition.

“I have been really interested in once-a-day for a long time. We have a neighbour down the road who had been milking once a day for eight or nine years and I’ve watched what has been going on there. You soon see that it doesn’t take long to recoup any production you might lose when transitioning.”

Margaret encourages farmers to attend the DairyNZ events in November.

“We were happy to help out by hosting this event. It will present the facts and show that once-a-day milking can be a viable option.”

For more information visit dairynz.co.nz/events.

### Event details

11am-1pm, November 29
Ali and Craig Dodunski
41 Bryce Rd, Ngakuru

11am-1pm, November 30
Margaret and Dave Wright
1045 Manawahe Rd, Manawahe
DairyNZ runs a wide variety of farm system discussion groups, field days and specialist events. For the full list of what’s on near you, visit dairynz.co.nz/events.

**JUNE EVENTS**

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<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
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<td>South Waikato</td>
<td>Healthy Rivers Plan Change Meeting in Tokoroa</td>
<td>Top of South/ West Coast</td>
<td>North Waikato</td>
<td>Northland GoodYarn Wellness Workshop – discussing mental health</td>
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<td>North Waikato</td>
<td>Health &amp; Safety workshops in Havelock, Golden Bay, Greymouth and Westport.</td>
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<td>Southland/ South Otago</td>
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<td>Safety Sorted meeting – learn about new health and safety rules</td>
<td>Heifer rearing field day at Allendale Farm in Greytown</td>
<td>Kaupokonui/ Otakeho Discussion Group – Christmas BBQ</td>
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**NORTHLAND**

Another Northland dairy farm business has shared its 2016/17 budget online. Along with 18 others nationwide, two Northland farmers have now shared their financial information, including where and why they’re spending their money.

This 160ha farm, which milks 395 crossbred cows once daily, faces challenges typical of a Northland farm – 30 percent of the farm is rolling contour and 40 percent of the farm is in kikuyu.

For more information visit dairynz.co.nz/tactics today.

**SOUTH WAIKATO**

Farmers can access a range of weekly data from farms in the Waikato and nationwide via DairyNZ’s Farmwatch page online. Farms providing data are located in areas such as Gordonton, Hauraki Plains, Matamata, Hamilton, Te Aroha, Te Awamutu, Te Kauwhata and Tokoroa.

Data includes pasture growth rates, rainfall, soil temperature, milk production and body condition scores.

For more information visit dairynz.co.nz/farmwatch.

**TARANAKI**

Pasture Plus, a regular DairyNZ group providing skills and knowledge around pasture management, has now launched in Taranaki.

There are two groups for farmers to choose from. Pasture Plus: Foundations of Pasture Management is a great starting point for farmers looking to build their base knowledge and skills in pasture growth and grazing management.

Advanced Pasture Plus is for those making or influencing decisions on pasture management and farm systems. This group delves into the whole farm system – not just grass.

To register your interest go to dairynz.co.nz/pastureplus.
**LOWER NORTH ISLAND**

Allendale Farm in Greytown will host a heifer rearing field day on November 23.

The field day, aimed at dairy farmers and graziers, is the latest in a series highlighting the management practices needed to raise great heifers.

All aspects of heifer grazing will be discussed, from feeding levels to positive grazer-owner relationships.

Find out more at dairynz.co.nz/events.

**CANTERBURY/NORTH OTAGO**

DairyNZ’s Pasture Plus groups will be formed in Canterbury over the next few months. These groups are designed to improve skills and knowledge around pasture management. Run throughout the year, the groups are a great way to gain motivation and confidence in pasture and benchmark performance against experienced farmers.

DairyNZ’s Canterbury/North Otago team is creating groups based on demand. To register your interest visit dairynz.co.nz/pastureplus.

**TOP OF SOUTH ISLAND/WEST COAST**

A series of events in the top of the South/West Coast will help bring dairy farmers up-to-speed with new health and safety rules.

The Safety Sorted Workshops will cover the basics of health and safety, introduce the new legislation, and explain what’s required from farmers and how to get started.

Free tools, templates and a step-by-step guide will be available at the event.

The events are in Havelock on November 8, Golden Bay on November 9, Greymouth on November 15 and Westport on November 16. To register visit dairynz.co.nz/sorted.

**SOUTHLAND/SOUTH OTAGO**

Another Southland dairy farm business has shared its budget online. There are now three Southland farmers, along with 17 others nationwide, who have opened their books, sharing where and why they’re spending their money.

This 904 cow, 50-50 sharemilking business is near Winton and milk solids for 2016-17 are budgeted to be 420,000 kg MS from 271 ha (1550 kg MS per ha and 465kg MS/cow).

Over the past five years, this sharemilker has focused on gaining profit from stock trading above the normal cull and bobby sales. This has helped the business make significant gains. Visit dairynz.co.nz/tactics.

**DAIRYNZ CONSULTING OFFICERS**

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<thead>
<tr>
<th>Northland</th>
<th>Regional Leader</th>
<th>027 499 9021</th>
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<tbody>
<tr>
<td></td>
<td>Chris Neill</td>
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<td></td>
<td>Far North</td>
<td>027 807 9686</td>
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<td></td>
<td>Graeme Peter</td>
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<td></td>
<td>Lower Northland</td>
<td>021 242 5719</td>
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<td>Mark Forsyth</td>
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<td>Whangarei West</td>
<td>027 886 0221</td>
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<td>Corey Thom</td>
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<tr>
<td>North Waikato</td>
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<td>027 483 9820</td>
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<td>Phil Irvine</td>
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<tr>
<td>South Auckland</td>
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<td>Jamie Haultain</td>
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<tr>
<td>Hamilton North</td>
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<td>021 245 8055</td>
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<td>Jaimee Morgan</td>
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<tr>
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