

POSITION DESCRIPTION



Position: General Manager

Responsible to: Southern Demonstration and Research Farm Limited Board

Position Description:

This position description is designed to give an indication of the type of work and performance expected of the General Manager. It does not provide an exhaustive list or performance standards and the General Manager agrees to undertake any other tasks that are consistent with the position, its responsibility and with the provision of quality service to the business.

Position Profile and Purpose

The General Manager reports to the Southern Demonstration and Research Farm Limited (SDRF) board chair, with responsibility for leading the SDRF business and **achieving** strategic and business plans. You will do this through contributing to business strategy, implementation of the agreed strategy and the operational leadership of the Southern Demonstration and Research Farm (SDRF). Inherent within this is the requirement to lead the SDRF team and take prudent financial leadership of the business while achieving the goals and vision of SDRF and its customers.

Key Accountabilities

1. Business Planning, Performance & Financial Management
2. Operational Leadership
3. Quality service to research customers
4. People, Safety and Wellbeing
5. Relationship with Stakeholders & Community
6. Risk & Asset Management

Core Priorities

1. Set the operational strategy to achieve the priority KPI's and goals of SDRF. These are primarily:
 - a. Deliver credible research outcomes for customers while also meeting the business' financial targets
 - b. Maintain and protect the long-term value of the assets,
 - c. Maintain and enhance the reputation of the farm's founding partners and sponsors, and
 - d. Deliver consistent high-quality information from the farm for the community.
2. Lead staff and on-farm contractors / technicians to deliver excellent performance across all business functions, including health and safety.
3. Monitor business performance and take corrective action to ensure the achievement of annual operating plans and budgets.
4. Report to and support the SDRF Board as required.
5. Build and maintain positive community and stakeholder relations.
6. Role model and direct the business culture according to the core values.

Core Values

We believe both in our operation and in the Southern Dairy Industry as a whole,

- profitability is necessary and important
- sustainability is to be pursued and ultimately attained
- honesty and fair play are not negotiable

We endeavour to instil working relationships built on respect and synergy both on-farm and in our dealings with the dairy support industry and (local) authorities.

In order to achieve this, the Southern Demonstration and Research Farm will operate in a framework of trust, open mindedness and accountability.

We exist to strengthen the dairy industry of Southern New Zealand through:

- leadership- by creating a template for others to follow
- innovation and creativity around problem solving
- research applicable to local dairy farming situations
- gathering of local climate, soil and pasture growth data
- open sharing of all the information we accumulate

Authorities

Authority – See separate delegations table.

Key Relationships

<p>Internal / Related Parties Board Operational staff Scientists and research technicians Research Advisory Committee Southern Dairy Hub (SDH) shareholders – AgResearch, DairyNZ, SDDT SDRF users</p>	<p>External Southern Farmers Local training providers Local schools Local Community Industry service providers External research providers and technicians SDH Sponsors Business Suppliers Customers (Milk / meat processors).</p>
---	--

Key Outputs

Detailed below are the key responsibilities and outcomes required of the role. This list is not exhaustive, and the General Manager is charged with leading the overall business success and appropriately prioritising and managing the business, opportunities and challenges.

Strategy and Board Interaction

Responsibility	Outcomes Required
<p><i>Strategic Planning</i></p> <p>Support the development of a strategic plan and review /ongoing development of the plan. The reviewed plan is presented annually to the Board by December (6 months prior to the start of the next production season).</p>	<p>The agreed Strategic Plan is - readily accessible to the General Manager and Board members, and - is maintained in a format that is easily communicated.</p> <p>The strategic plan has 3 sections. 1. A one-year plan (Short Term) 2. A three-year plan (Medium Term) 3. A ten-year plan (Long Term)</p> <p>The plans are reviewed and updated annually. Progress against the plan is reported on at Board meetings. Options for continual enhancement of value and optimisation is considered regularly and adjustments/ new strategies are adopted as required. Shareholders have confidence that their investment is well managed. Metrics are developed, and quarterly reports generated for the Board to communicate progress with shareholders</p>

<p><i>Board Participation and Support</i> Participate and represent the leadership team at Board meetings. Prepare Board Reports as requested and distribute in a timely manner prior to the Board meetings</p>	<p>The Board agenda's and reports meet agreed timeframes and are in the agreed template form. Board and Shareholder resolutions are prepared and executed. Board communications, both formal and informal, are appropriate within the context of a corporate business. The Board Chair and General Manager maintain professional and cordial relationships and communicate jointly on the business when required. All NZ Company Office and company statutory returns are completed in a timely manner.</p>
<p><i>Business & Financial Planning</i> The business strategy is converted into an annual business plan which includes KPI's for staff and the business. The business plan will also incorporate the annual science plan.</p>	<p>The operational aspects of SDRF reflect the strategic requirements set by the Board. An annual Business Plan and Budget including a forecast cash-flow is presented to the Board in March. The plan is converted into monthly business priorities and targets (including key research activities, production, financial, health & safety, environment, science and people targets). Progress against the business plan will be reported against at each Board meeting Forecasting is undertaken as conditions change and reported at each Board meeting.</p>
<p><i>Financial Management</i> The business has prudent financial management</p>	<p>Purchasing practices are developed and implemented across the business that achieve business goals in an administratively (and time) efficient manner and with appropriate delegation and control. Manage prudent financial practices including the completion of all statutory returns. Monthly financial management information for all business units is available by 15th of the month following. Outcomes against budget are reviewed monthly and variances to budget investigated and resolved. Actions to mitigate or de-risk are implemented. All staff are engaged in prudent financial practices and given responsibility and accountability relevant to their position and ability.</p>
<p><i>Capex</i> Annual capex budget is established and implemented.</p>	<p>Capex budget is presented to the Board in March. Approval of all capex will be by the Board.</p>

Operational Leadership

Responsibility	Outcome Required
<p>Manage Operations to ensure all staff have appropriate objectives and work plan, and implement them</p> <p>The annual business plan is converted into annual performance targets and budgets</p>	<p>The development and implementation of annual business plans involve the operational staff. Annual quality performance targets for the business are created and agreed with those responsible for their achievement. There is monthly reporting against performance targets.</p>

<p>Staff are supported to deliver the systems that will ensure SDRF achieves annual business plans and the long-term strategic plan</p>	<p>The farm, hub and research facilities are presented as a showcase for all visitors, always.</p> <p>Staff develop and implement and apply good management practices.</p> <p>All staff are supported and empowered to deliver results.</p> <p>Provides strategic management of livestock, equipment and other resources.</p> <p>Ensures compliance with all regulatory and contractual requirements e.g. that all animals receive the appropriate care and welfare in accordance with ethical standards.</p> <p>Ensure procedures are in place and adhered to eliminate and if not possible minimise environmental damage that may be caused by the use or storage of farm chemicals and effluents.</p> <p>All practices can be easily described in public, irrespective of prior farming knowledge.</p>
<p><i>Servicing research</i> Service and lead the Research teams to ensure they are able to complete their work while ensuring research practices are compliant with animal ethics, welfare, environmental, legislative requirements and good practice.</p>	<p>Actively participates as part of the Research Advisory Committee (RAC)</p> <p>Participates in the establishment and planning of field projects and trials, their on-going operation, extension or modification.</p> <p>Ensure appropriate research protocols are agreed prior to starting research projects, and implemented with scientists in charge of projects.</p> <p>Contributes to the development of technologies and practices.</p> <p>Complies with Animal Ethics Policy, Animal Welfare Act and code recommendations and any other policies, regulations or codes as developed.</p> <p>Costs research proposals and negotiates pricing of services to research customers based on genuine knowledge of costs to the facility for conducting the research.</p>

People, Safety and Wellbeing

Responsibility	Outcome Required
<p><i>Safety and Wellbeing</i> All staff work safe and go home safe</p>	<p>SDRF meet's all H&S legislative requirements concerning the health and safety of its staff and all visitors while on site at SDRF.</p> <p>SDRF H&S policies and processes are regularly reviewed, developed as required and Implemented.</p> <p>Training is provided and evidence of training recorded to ensure the H&S and wellbeing of SDRF staff.</p> <p>Safety and Wellbeing targets and outcomes are reported at each Board meeting.</p>
<p><i>Team Management</i> To lead the overall team to meet project goals.</p>	<p>Leadership reflects the values of SDRF.</p> <p>The team operates as a cohesive unit that delivers the vision, values and performance drive for the business.</p> <p>Staff are coached and developed to continually improve their performance. Managers feel supported and empowered to deliver results.</p>

<p><i>People</i> Effective human resource practices and processes are in place for the recruitment, retention, development and management of all SDRF staff</p>	<p>There is a People Plan which is reviewed annually. It will include goals and targets and longer-term vision for the people aspect of the business.</p> <p>Lead and promote a climate of positive, open and supportive staff relations, which promotes individual accountability, and adopts a pragmatic approach to resolving any issues which may arise from time to time</p> <p>Ensure SDRF is compliant with employment legislation.</p>
<p><i>Development and succession planning</i> There is a succession plan in place for key positions within the business</p>	<p>Everyone in the business has a personal development plan.</p> <p>The implementation of these plans ensures the continual up-skilling of everyone in the business. Key positions are identified, high performers are identified and a roadmap for their retention is developed and implemented.</p>
<p><i>Policies and Procedures</i> Policies and procedures that support the values and performance expectations of the business are in place</p>	<p>Company documents i.e. templates, policies and procedures are consistently applied throughout the business.</p> <p>New procedures are created as required.</p> <p>All policies and procedures are reviewed annually.</p>

Relationships with Stakeholders & Community

Responsibility	Outcome Required
<p><i>Relationship Management</i> To enhance the profile and standing of SDRF, SDH shareholders and Dairy Farming in the southern regions.</p>	<p>To develop, maintain and manage successful relationships with influential farmers, rural professionals, partners, sponsors, regional authorities, training providers.</p> <p>Demonstrate the ability to work collaboratively with a range of professionals throughout the industry.</p> <p>To meet with and work constructively with the RAC so that feedback is considered for incorporation into the direction of the SDRF.</p> <p>Oversee the co-ordination and planning of the usage of all forms of media including electronic and print media in developing SDRF's profile.</p> <p>Represent SDRF at National events or other significant events as required.</p>
<p><i>Supplier Arrangements</i></p>	<p>All supplier arrangements are recorded in writing and re-negotiated or reviewed annually.</p> <p>Sponsors then preferred suppliers are given preference and partnership agreements that meet the needs of SDRF are negotiated</p> <p>Minimum Statutory requirements regarding H & S with suppliers are a must when dealing with SDRF</p>
<p><i>Demonstration, Extension and Information transfer</i> Lead the process of providing Demonstration & Technology transfer from this business to the dairy farmers of Southern South Island</p>	<p>Provide timely and relevant information to stakeholders and the wider community</p> <p>Maintain the integrity of the farm in all public commentary in relation to on-farm performance of any sponsors products and services.</p> <p>Plan and participate in the annual Focus Days for SDRF</p> <p>Host visitors, run field days, prepare weekly management notes and data for website distribution.</p>

	Undertake any required data collection and analysis to aid performance and demonstration of best practice dairying in Southern South Island.
--	--

Risk & Asset Management

Responsibility	Outcome Required
<i>Risk Management</i> Business risk is mitigated	Ensure all company legal and statutory requirements are met. SDRF is viewed as a good corporate citizen. Counterparty risk to reputation is considered in relation to taking on sponsors and customers Risk management plan is developed and reviewed on an annual basis. There are adequate insurances in place to cover business risk
<i>Asset Register</i> Assets are appropriately integrated into the business and recorded in the assets register	An accurate asset register is maintained, plans/records are kept for all asset improvements particularly for land and buildings. New assets are incorporated into the asset register and R&M / replacement Plans developed to optimise asset life and minimise overall cost. The full long-term potential of assets is realised through sustainable asset improvements.
<i>Environmental enhancement and sustainability</i>	SDRF contributes rather than detracts from the environment and considers sustainability when decision making.

Person Specification and Requirements

Work Experience

Business unit manager experience, or greater, with exposure to governance and ability to take the step up.

- Farming and/or Agribusiness leadership experience essential
- On-farm research experience and familiarity with research process is an advantage
- Sole charge responsibility for a business unit
- Successfully led teams of people to achieve business outcomes
- Project planning, management and review
- Financial Planning and management

Education and Training

- Agricultural science or business degree or equivalent work experience
- Professional standard of written and verbal communication
- Competent application and capability with Microsoft Office applications
- Working knowledge and capability with information and communication technology
- Ongoing Professional Development and industry related training

Qualities

- Live SDRF values and role model these without effort
- Leads others and naturally nurtures and holds to account
- Resourceful, creative and technically savvy
- Compassionate with a high sense of fair play
- Excellent communicator who can develop others to be the same

Circumstances

- Able to reside within an easy commute of SDH
- Flexible start date with preference for start date prior to 1 June 2019.

Remuneration:

The remuneration package will consist of:

1. A gross annual salary (to be agreed) plus the provision of a vehicle (estimated annual value of \$10,000).
2. The total annual remuneration package includes any Employer contributions to Kiwisaver should the Employee belong to Kiwisaver. It also includes payment for all overtime work for which no additional payment will be payable.
3. A four-wheel drive company utility vehicle will be allocated to the Employee for work and personal use. The Employee is required to secure and, if possible, garage the vehicle overnight (see Schedule B).
4. The Employer will reimburse the Employee for all reasonable expenses incurred in the performance of their work under this agreement following the production of relevant invoices by the Employee, provided that prior approval for incurring those expenses was obtained from the Chair of the SDRF Board of Directors.