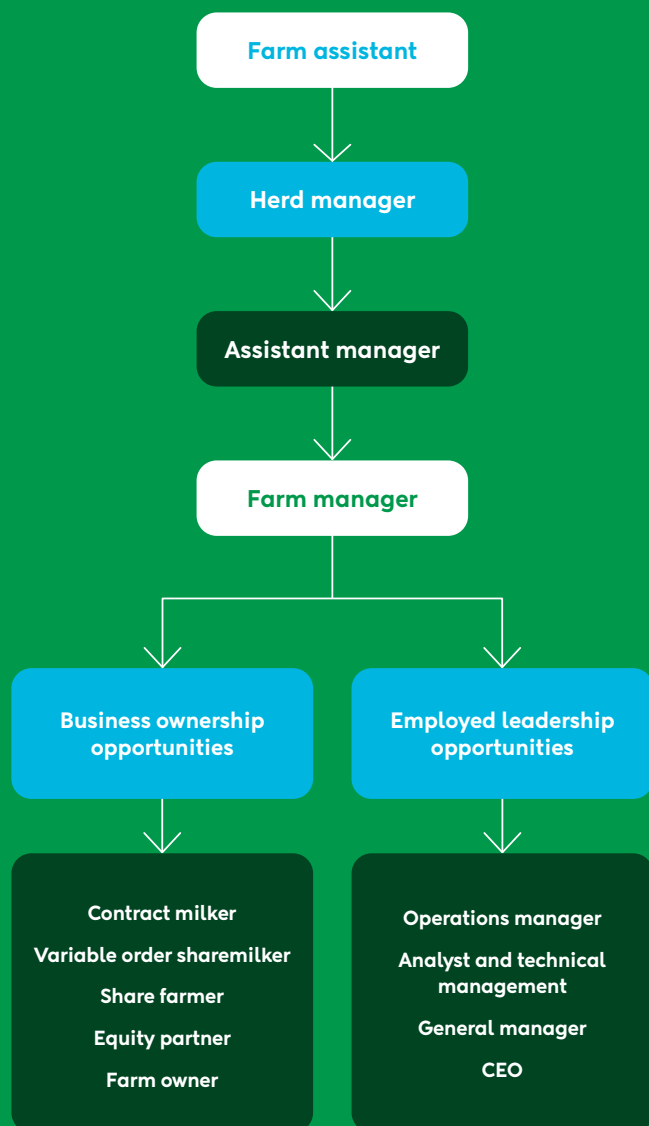


Getting the conversation started

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

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

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.

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	Senior herd manager > Senior herd manager	2IC > Farm supervisor	Production manager > Lower order	Sharemilker > Equity partner > Owner
Role description	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.	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.	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.	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.	Responsible for ensuring the business runs efficiently and that all parts are working towards achieving goats and targets. Has sound financial, strategic and farm system capabilities.	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.
Milking	Assists in efficient and hygienic milking routine. Follows procedure to produce high quality milk.	Understands and implements efficient milking practices and keeps the farm dairy hygienic. Records health treatments and solves milk quality problems.	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.	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 milking policy, with the aim of driving efficient work routine, and production.	Sets milking policy, with the aim of driving efficient work routine, and production.
Animals	Assists in safe handling of animals, reports any health and welfare issues as per farm policy.	Diagnoses common ailments and treats accordingly. Competent in all aspects of calving and reproduction, e.g. observation and recording of on heat cows.	Implements and monitors health, calving and mating plans and reports progress. Identifies and treats animal health problems.	Sets and monitors health, calving and mating plans, reports progress and takes appropriate action (animal health not included yet).	Sets health, calving and mating plan, evaluates outcomes and takes appropriate action.	Sets and monitors health, calving and mating plan, reports progress and takes appropriate action.
Environment	Assists with nutrient, effluent and water management as directed by farm policy.	Understands regulations and management of nutrients, effluent and water and their most efficient use.	Meets environmental regulations through management of soil, nutrients, effluent and water efficiently.	Sets, manages and monitors environmental and effluent management plans.	Sets effluent, water, nutrient, environmental plan.	Sets, manages and monitors environmental and effluent management plans.
Feed	Controls weeds. Sets break fences and feeds out as directed.	Implements best practice for pasture, crop and supplement management for optimal quality and utilisation.	Develops, implements and monitors the feed budget using seasonal feed requirements.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.	Develops pasture, supplements and cropping policies with farm manager.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.
People	Works well with others, building a strong team culture.	Trains junior employees in simple skills. Communication and reporting skills.	Supports and trains junior employees in their development. Communicates clearly and openly.	Trains staff in animal handling, health, hygiene welfare, effluent, water, feed, animal, land cultivation, nutrients, feeding out (wastage), pasture quality, financial implications, fencing.	Encourages team culture and supports farm values and goals. Models strong health, safety & wellbeing culture.	Is now responsible for wages, recruitment, employment law and is liable for any legal oversight.
Machinery, Vehicles & Technology	Safely uses and maintains vehicles on farm as directed by on-farm policy.	Safely uses and maintains vehicles on farm as directed by on-farm policy.	Safely uses and maintains vehicles on-farm as directed by on farm policy.	Safely uses and maintains vehicles, sets on-farm policy.	Sets policy with farm manager. Researches technology to increase efficiency on farm.	Sets policy and ensures regular maintenance of schedules, in conjunction with farm owner's policy.
Health, Safety & Wellbeing (H, S & W)	Involved in building a health, safety and wellbeing culture. Models farm's H, S & W policy.	Models a H, S & W culture, records accidents and identifies farm hazards and biosecurity issues.	Actively models a H, S & W culture and is aware of others in the workplace.	Demonstrates the values of and actively models a culture of H, S & W.	Sets models and promotes a H, S & W culture.	Sets, models and promotes a H, S & W culture.
Financial	Develops and monitors own personal budget and finances to achieve savings goals.	Understands financial systems within the farm business, becoming involved in farm budget when appropriate.	Understands and assists with development and monitors throughout season, assists with developing farm budget.	Understands and assists with development and monitors throughout season, assists with developing farm budget.	Sets farm budget, responsible for costs as agreed in contract/agreement. Completes due diligence on viability of pre-herd owning business.	Sets budgets. Monitors the financial systems, processes and plans used within the farm business. Undertakes due diligence on new ventures.
Strategic Planning	Understands the farm's goals, and the cost implications of these goals.	Understands appropriate KPIs and goals, implements farm policy to achieve these, collects and reports appropriate data.	Benchmarks appropriate KPIs and goals.	Benchmarks physical KPIs including milk production and analyses and implements solutions according to farm policy.	Analyses benchmarking results to improve farm performance. Manages key risks for the business. Sets performance targets and goals with farm owners.	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.