

Leadership

Competency

Leads staff to achieve goals through ensuring the wellbeing and motivation of a highly skilled, productive workforce.

Builds a team culture to support the farm's values and goals.

Focuses on the strategic aims of the farm and strives to achieve business goals.

Monitors and manages staff to ensure productive working relationships, build people capability, and avoid conflict in the workplace.

Balances profitability with hours of work.

Knows and understands how to use technological skills to work efficiently and productively.

Knows and understands what the strengths and weaknesses are of the farm team and how to get the best from them.

Knows and understands the benefits of clear communication to enhance productivity.

Knows and understands the management strategies that map staff skills and highlight skills gaps to be filled within the business.

Knows and understands how to use technological skills to work efficiently and productively.

Knows and understands what the strengths and weaknesses are of the farm team and how to get the best from them.

Knows and understands the benefits of clear communication to enhance productivity.

Communicates with the farm manager to ensure work times and workloads for the farm team meet best practice and comply with legal obligations, and seeks to resolve any issues.

Fosters a good working relationship with boards, directors and owners where applicable to enhance creativity, diversity and productivity.

Ensures the business has the right mix of skills to perform its tasks competently, which may include contractors and technical professionals.

Makes data informed decisions to enhance the business.

Supports development of staff for the wider good of the business and industry.

Self-assesses strengths and weaknesses and puts in place strategies to address these to enhance performance.

Communicates with contractors and sub contractors.

Makes decisions in a timely manner that benefit the business and staff.

Solves problems that enhance the efficiency of the business and quality of production.

Increases quantity of quality staff through inspiring others to want to work for the business.

Inspires others on the team to have a good work ethic that increases productivity.

Delegates tasks appropriately between team members, and within team dynamics.

Communicates with and between business partners, banks/accountants, and the farm team.

Knows and understands the management strategies that map staff skills and highlight skills gaps to be filled within the business.

Ensures staff are supported to be self-managing and responsible.

Creates a workplace where open and honest communication is encouraged and proactively manages interpersonal conflict.

Oversees recruitment, selection, and induction of staff in an agribusiness.

Ensures the workplace fosters a reasonable work/life balance to ensure staff are treated well and ensuring they are offered motivating and enjoyable work that avoids constant fatigue.

Job title

Dairy herd manager

Supports the farm owner's values and goals and communicates and empowers the farm team to achieve these goals.

Environment

Competency

Manages a successful productive and sustainable business through knowledge and skills which promotes good environmental practice.

Knows and understands the rules and regulations around gun safety, and if appropriate, has a gun licence.

Knows and understands the impact of Greenhouse Gas Emissions (GHGs) on climate change and the government agenda (Net Zero).

Demonstrates an understanding of, and compliance with, the regulations governing the control of pollution from relevant facilities and materials on the farm.

Knows and understands that slurries and manures are not deemed as waste if spread for agricultural benefit.

Knows and understands the implications of the duty of care, EC Waste Framework Directive, Hazardous Waste regulations.

Knows and understands the legislation with regard to predators and vermin control.

Knows and understands the benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.

Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).

Identifies key habitats and audit biodiversity on the farm.

Establishes and monitors safe and effective working practices to reduce environmental impacts.

Analyses appropriate and cost effective renewable energy options for the business.

determines targets to reduce emissions through careful monitoring, investment in improved technology, and regular servicing of farm machinery to ensure optimum performance.

Identifies and use relevant tools for carbon foot printing and carbon budgeting.

Monitors energy use and cost, and manage activities accordingly.

Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.

Optimises the use of valuable by-products and separate clean and dirty water to minimise pollution risks.

Plans the purchase of goods to minimise the quantities of waste and minimise by-products.

Creates a plan to encourage greater biodiversity and conserve habitats on the farm (and neighbouring properties where appropriate).

Plans hedge cutting and ditch clearing to minimise the impact on flora and fauna.

Develops an Integrated Pest Management (IPM) plan for the farm/business in line with regulation requirements and consents.

Demonstrates Leadership for Sustainable Management of the Environment.

Optimises the use of valuable by-products and separates clean and dirty water to minimise pollution risks.

Plans the purchase of goods to minimise the quantities of waste and minimise by-products.

Identifies potential pollutants, high risk areas including mapping storage locations.

Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.

Demonstrates a responsibility for compliance requirements and consent conditions, makes sure all plans are implemented and monitored, reported, and kept up to date.

Job title

Dairy herd manager

Applies knowledge and understanding of the environment to further the aims of sustainability.

Holds a gun licence where applicable.

Complies with appropriate standards and identifies risks that may compromise the outcome.

Identifies potential pollutants and high risk areas, including mapping storage locations.

Knows and understands the principles of the waste hierarchy as related to the farm.

Knows and understands the compliance requirements and consent conditions for permitted site(s).

Knows and understands how safe and effective working practices can reduce environmental impact.

Knows and understands the current regulations governing the control of pollution from relevant facilities and materials on the farm and how these protect human health and the environment.

Develops and integrates a waste management plan that is communicated to concerned parties.

Health and Safety

Competency

Manages and leads people through the use of knowledge and skills ensuring Health and safety is adhered and good physical and emotional wellbeing is maintained throughout the business.

Reports to senior leadership if the farm is not managing health and safety risks, or is causing wellbeing issues for the farm team.

Knows and understands to check contractors Health and Safety records.

Leads by example by complying with health and safety guidelines in the workplace.

Leads by example in wearing a helmet when using an ATV, and ensures other working on the farm do so.

Knows and understands all health and safety legislation that is applicable to managing the business to be able to produce and implement an appropriate Health and Safety policy.

Develops health, safety and wellbeing policies, and ensures monitoring and updating occurs.

Knows and understands the risks present in their farm premises and knows how to mitigate these risks.

Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.

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Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.

Implements team preventive health, safety and wellbeing programmes in a timely and efficient way.

Demonstrates to others they clearly value the importance of safety, by visibly putting time and effort into this.

Knows and understands all health and safety legislation that is applicable to managing the business to be able to produce and implement an appropriate Health and Safety policy.

Demonstrates to others they clearly value safety, by allowing adequate budget, sufficient staff time and invests in appropriate safety structures to protect from danger.

Ensures a culture of best practise health, safety and wellbeing is understood and followed by all of the team, by training staff and modelling this behaviour.

Demonstrates to others they clearly value wellbeing by allowing adequate budget working practices.

Job title

Dairy herd manager

Recognises the role wellbeing plays in building personal and business resilience, and evaluates how they manage their wellbeing by identifying current resources and challenges.

Demonstrates an authentic prioritisation of peoples wellbeing.

Identifies and manages stress in others.

Evaluates information and takes actions to manage the risks to people.

Reports and records all accidents and near misses according to work safe legislation.

Ensures the farm is a healthy, physically safe, and emotionally secure workplace, by training staff on how to protect their health, safety, and wellbeing on-farm.

Beef, Dairy

Competency

Manages production of high quality cattle through the application of knowledge and skills that ensures the effective management of the animal health and welfare and enhances the business

Knows and understands the requirements for tagging and why it is important.

Manages safe calf disbudding.

Knows and understands the importance of timely tagging and applying for cattle passports and the importance of accurate passport information.

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Knows and understands that castration without anaesthetic can be carried out with rubber ring within the first week of life only.

Knows and understands the importance of timely tagging and applying for cattle passports and the importance of accurate passport information.

Manages bull calf castration.

Knows and understands that castration without anaesthetic can be carried out with rubber ring within the first week of life only.

Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.

Manages interaction with British Cattle Movement Service and obtains accurate passport for each animal ensuring that passports are signed and have holding sticker applied.

Manages tagging and the keeping of accurate records.

Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.

Dairy specific

Competency

Manages production through knowledge and skills that ensure efficient milking which enhances business.

Monitors actual production against milk production targets and makes adjustments that adhere to farm policy.

Develops and communicates the milking policy for the farm, and monitors effectiveness.

Follows and ensures adherence to quality assurance such as milk processor's requirements.

Manages and organises herd tests as per farm and processor policy or legal requirements.

Knows and understands that the comparison of targets against actuals provides data that is used to enhance business resilience.

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Job title

Dairy herd manager

Dairy specific

Competency **Manages production through knowledge and skills that ensure high milk quality.**

Organises the milking parlour for inspections in conjunction with staff and external parties.

Knows and understands how to maintain standards within a milking parlour to ensure high levels of hygiene are met in line with inspections .

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Develops, implements and communicates policies and processes that are followed in order that milking hygiene requirements are met by staff.

Waste Management

Competency **Manages production through knowledge and skills that ensure the effective management of waste, in line with legal requirements**

Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).

Develops and implements upgrades of effluent systems when necessary.

Audits and monitors irrigator set-ups.

Determines a farm plan for the handling and storage of solid and liquid farm manures and effluent in line with legal requirements and consent conditions.

Determines all on-farm policies regarding the handling and storage of solid and liquid farm manures and effluent, in line with legal requirements and consent conditions.

Knows and understands how the farm's handling and storage of solid and liquid farm manures and effluent system works and ensures good practice on-farm.

Knows and understands relevant legislation, permit requirements and codes of conduct regarding the handling and storage of solid and liquid farm manures and effluent management.

Complies with the regulations governing the control of pollution from relevant facilities and materials and communicates this to the team.

Technology, Machinery and Vehicles

Competency **Manages technical operations through knowledge and skills related to technology, machinery, vehicles and structures that enhances production and business viability.**

Produces and oversees a clear replacement policy and procedure for farm vehicles and technology.

Holds responsibility of business security processes.

Knows and understands the regulations and license requirements for driving and use of businesses vehicles and machinery.

Knows and understands risks around hygiene when cleaning machinery, and the importance of training staff on vehicle hygiene to avoid biosecurity risks entering the farm.

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Identifies and distinguishes clean water drainage (springs, streams and roof water) vs dirty water drainage (from livestock, dirty yards or machinery washing).

Produces and oversees policy for adopting new technology that supports management requirements.

Ensures best practice around hygienic cleaning of machinery.

Job title

Dairy herd manager

Ensures a strategy is in place for the driving and use of businesses vehicles, equipment and machinery.

Ensures the farm team follows best practice around vehicle and machinery safety and hygiene, and complies with regulatory requirements.

Trains staff on safe driving practices.

Trains staff on how to carry out basic vehicle maintenance.

Produces and monitors a maintenance schedule for vehicles and machinery.

Ensures best practice around hygienic cleaning of machinery.

Uses technology and data to evaluate current farm practices and increase efficiency, productivity and performance.

Manages and oversees the erecting and maintenance of electric and non-electric fences, walls and other boundaries and field separation features.

Identifies and communicates with the team farm layout.

Uses data and technology software to analyse and improve farm performance.

Environment

Competency

Manages technical operations with knowledge and skills which ensures sustainable land use that enhances business and the environment.

Makes decisions around cultivation practices of at-risk areas.

Knows and understands how to undertake expansion development projects.

Trains staff on how to maintain the watering system.

Ensures compliance with flow restrictions and daily water limits, if water is from a waterway as opposed to a bore.

Ensures the farm is compliant with industry and regional legislation.

Develops a sustainable environmental management plan for the farm in line with regulatory requirements and resource consents.

Records and reports on issues related to the farm environment plan.

Manages compliance requirements and consent conditions and makes sure all plans are implemented and monitored, reported, and kept up to date

Enforces regulations and industry requirements around waterways.

determines all on-farm policies regarding compliance resource consents.

Trains staff to ensure good management practice around land cultivation is followed, in line with regulations.

Identifies specific areas and implements land management practices to protect these where appropriate.

Knows and understands waste management principles for the farm.

Knows and understands the farm's nutrient budget and nutrient cycling, and checks the nutrient management plan is being complied with.

determines all on-farm policies regarding the nutrient management plan, and the link to fertiliser policy.

Quality and Control

Competency

Manages the business through application of knowledge and skills to control the quality of farm production.

Ensures management and systems are in place for certification, audits and quality control procedures.

Job title

Dairy herd manager

Knows and understands food safety regarding the handling and storage of crops.

Ensures close liaison with relevant teams for forecasting and harvesting to optimise customers requirements and maximise crop return.

Controls of quality of production ensuring product and deliveries to units/storage and process facilities within the stipulated timescale and quality.

Establishes systems to ensure traceability is in place with clear responsibilities.

Establishes procedures and controls to ensure all products meet the standards as stipulated in the business Quality Assurance Manual and Food Safety Field Ops Manual.

Charts risks to security and health associated with the handling of crops at harvest and storage to ensure food safety.

Knows and understands the factors that ensure good quality products which enhance farm profitability.

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Establishes effective records keeping around non conformances, with costings, quality assurance procedures, complaints.

Financial Management

Competency **Manages the business through knowledge and skills which ensure financial sustainability.**

Knows and understands the development and use of farm budgets, cash flow forecasts and farm accounts.

Completes cash flow forecasts and compares to actuals to make data informed management decisions.

Develops, monitors, interprets and reports upon farm budgets through accurate record keeping skills.

undertakes benchmarking between external parties to set targets and improve performance.

Knows and understands the steps involved to obtain finance to establish, extend, or diversify an agribusiness.

Knows and understands to monitor working capital/disposable income for business management and personal expenditure, and manages overdraft and cash.

Effectively communicates details of the farm budget to relevant stakeholders including farm owner.

Knows and understands about debt and the impact of debt loading and repayment on cashflow.

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Knows and understands the factors which impact tax requirements, and is able to effectively communicate with the accountant.

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Job title

Dairy herd manager

Knows and understands benchmarking between organisations, with a view to improvement of farm performance.

Gathers and analyses business information to develop a long-term financial plan.

Contributes to the decision making and prioritisation process relating to capital expenditure (capex).

Manages the farm business capital transactions and budgets to achieve target outcomes.

Undertakes due diligence prior to signing contractual agreements, understands obligations, and completes associated tasks.

Ensures the farm team understands that their actions can have financial effects on-farm.

Operates an effective cash management system and business administration processes.

Undertakes analyses performance, and determines investment opportunities for the farm business.

Undertakes partial budgeting when making a change on-farm.

Business Sustainability

Competency

Manages the business through the use of knowledge and skills to develop strategic and operational plans that enhance the business.

Develops, updates, and communicates all policies, values, and goals to the farm team.

Identifies the physical resources of the farm business and their impacts or limitations.

Knows and understands the value in having a network of advisers to supply expertise, and is actively building a network of advisers.

Knows and understands industry (or agri-organisation) marketing methods, and also on-farm marketing methods for an agribusiness product.

Knows and understands the current stage of the business and the capability required to continue growing the business.

Knows and understands the value in having a network of advisers to supply expertise, and is actively building a network of advisers.

Knows and understands industry (or agri-organisation) marketing methods, and also on-farm marketing methods for an agribusiness product.

Plans a succession structure that evolves with the growth of the business.

Identifies and acts on opportunities of operational improvement, utilising the principles of lean management.

Develops risk management plans and is responsible for implementing disaster recovery.

Develops strategies to improve the performance of the production system.

Plans for the long-term sustainability of the business.

determines personal and business KPIs and other targets and goals for the farm business, and tracks performance against these.

Networks with colleagues and industry groups.

Engages with a network of advisers to supply expertise where required.

determines and monitors a business growth and savings plan.

Knows and understands the current stage of the business and the capability required to continue growing the business.

Evaluates land tenure and business ownership options.

Environment

Competency **Manages the business to ensure the effective use of water that enhances the quality of production, the health of humans, animals and environmental benefits.**

Trains staff on correct management of waste water and effluent-related activities.

Calculates the quantity of water required for various operations.

Draws up a plan and timetable for water demand on farm, prioritising for primary water uses.

Implements mechanisms and techniques for collecting clean water.

Implements a system for reporting leaks and ensuring emergency procedures are in place to avoid wasting water.

Determines the true cost of water from each source and wastewater disposal.

Identifies areas where water is lying on the surface, poaching problems are evident and erosion has occurred.

Knows and understands all regulations and legislation regarding the extraction, application, storage and removal of water related to the business.

Schedules Irrigation on the basis of accepted methods, such as evapotranspiration, forecasted rainfall or soil moisture deficits and adopt practices that optimise water infiltration.

Knows and understands water security measures and how these enhance quality, safety and environmental benefit.

Knows and understands relevant contacts for advice and reporting problems.

Identifies areas prone to flooding and drought and aim to take remedial action to reduce the risk of adverse weather.

Identifies appropriate water security measures and manages them with due regard for water quality, safety and environmental benefit.

Identifies potential pollutants and main activities that may create a risk to water quality.

Plans for accurate applications of all inputs to ensure that water pollution is avoided.

Plans relevant management practices to ensure soil erosion and pollution does not occur.

Complies with the legislative requirements for water use.

Knows and understands how the farm's waste water and effluent system works and ensures good practice on-farm.

Recruitment and Retention

Competency **Manages the people through the recruitment and retention process shaping a culture of professional development and creating a business which fosters honesty, integrity and ambition.**

Creates a work environment conducive to ensure the highest levels of honesty and integrity in dealing with others and carrying out work.

Knows and understands how to support staff with techniques to empower and develop to reach their full potential.

Knows and understands the different types of employees / workers in your business (employed, seasonal, contractor, consultant).

Knows and understands the recruitment and retention processes.

Knows and understands to abide by employment obligations with regard to accommodation agreements, minimum wage requirements, and around records of holidays and leave, hours worked and wages paid.

Knows and understands the importance that references play in protecting your business from harm.

Job title

Dairy herd manager

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Knows and understands the importance that references play in protecting your business from harm.

Knows and understands the different types of employees / workers in your business (employed, seasonal, contractor, consultant).

Focusses on their career development goals, and a clear plan to achieve this.

Encourages staff to be good tenants, and communicates to the operations manager if staff accommodation is not compliant with legal requirements.

Ensures staff are supported in growing their skills and understanding career opportunities available to them.

Holds an awareness of their own training requirements for ongoing self-development, and to achieve their goals.

Ensures the business team understands and supports skill development and career growth.

Complies with relevant legislation including modern slavery act.

Encourages others to promote sustainability.

Ensures planned strategy is set out for professional development.

Ensures staff salaries accurately reflect their skills and abilities.

Ensures employment agreements are in place and up to date for all employees reporting to them.

Ensures accurate records are kept around leave, hours worked, and wages paid.

Resolves any staff issues around remuneration to ensure best practice.

Participates in staff planning, recruitment, training, and appraisals.

Ensures formal accommodation agreements are in place, when providing accommodation.

Ensures the team understands and supports skill development and career growth.

Strategy and Operations

Competency

Supports the management of the business through knowledge and skills that ensure strategic clarity about direction of travel, staffing skills and relationships with external parties.

Meets financial and regulatory obligations.

Knows and understands to supply contractors with all the necessary information to carry out a service.

Knows and understands that data should be used where available to drive operational and strategic management decisions.

Knows and understands that strategic aims are a tool to focus staff in the desired business direction.

Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.

Knows and understands the benefits of clear communication with internal and external parties that enhances productivity.

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Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.

Knows and understands the benefits of clear communication with internal and external parties that enhances productivity.

Develops policies and procedures which enable proactive decision-making.

Implements policies and procedures for operational activities undertaken.

Establishes a business structure that reflects their business and personal goals.

Develops risk management plans and is responsible for implementing disaster recovery.

Proactively manages suppliers and contractors.

Reports data, and adjusts delivery relevant to audiences.

Observes detail, knows the farm, grazing, stock, finances and team.

Accesses expert advice and further information when required.

Develops and implements a process to manage key risks for the business.

Ensures governance structures are in place in line with the scale and size of the business.