

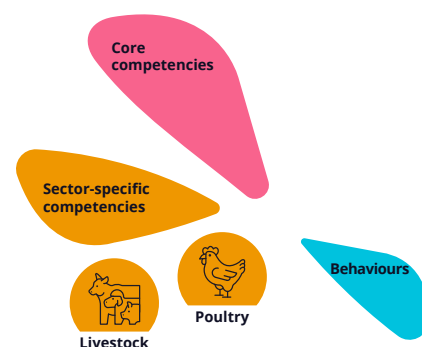
This document lists the knowledge and skills needed from the TIAH Capability Framework to successfully work in the role of Growing manager.

You can use this document in different ways.

As an individual, this profile can be used to help you plan your continuing professional development, to find out what knowledge or skills you may want or need to develop in.

As an employer, these competencies outline what you need your employees to know and the skills they need to be capable in the role. If this role is part of a wider position, then additional knowledge and skills may be needed.

Click on any section in the graphic to see the competencies relevant to that area of the framework.



## Growing manager

### 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.



**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.

To check contractors Health and Safety records.

The risks present in their farm premises and how to mitigate these risks.

How personal hygiene can affect human and animal health, and the impact of zoonotic disease.

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

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.

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

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

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

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 others working on the farm do so.

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

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

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

Identifies and manages stress in others.

Demonstrates an authentic prioritisation of peoples' wellbeing.

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

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.

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## Environment

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



**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.

That slurries and manures are not deemed as waste if spread for agricultural benefit.

How safe and effective working practices can reduce environmental impact.

The compliance requirements and consent conditions for permitted site(s).

The principles of the waste hierarchy as related to the farm.

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

The legislation with regard to predators and vermin control.

The rules and regulations around gun safety, and if appropriate, has a gun licence.

The benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.

The implications of the duty of care, EC Waste Framework Directive, Hazardous Waste regulations.

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

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

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

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

Demonstrates Leadership for Sustainable Management of the Environment.

Identifies key habitats and audit biodiversity on the farm.

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.

- Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).
- Identifies potential pollutants and high risk areas, including mapping storage locations.
- Plans the purchase of goods to minimise the quantities of waste and minimise by-products.
- Establishes and monitors safe and effective working practices to reduce environmental impacts.
- Optimises the use of valuable by-products and separate clean and dirty water to minimise pollution risks.
- Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.
- Monitors energy use and cost, and manage activities accordingly.
- Identifies and use relevant tools for carbon foot printing and carbon budgeting.
- Determines targets to reduce emissions through careful monitoring, investment in improved technology, and regular servicing of farm machinery to ensure optimum performance.
- Analyses appropriate and cost effective renewable energy options for the business.
- Develops an Integrated Pest Management (IPM) plan for the farm/business in line with regulation requirements and consents.
- Develops and integrates a waste management plan that is communicated to concerned parties.
- Complies with appropriate standards and identifies risks that may compromise the outcome.
- Holds a gun licence where applicable.
- Applies knowledge and understanding of the environment to further the aims of sustainability.
- Demonstrates a responsibility for compliance requirements and consent conditions, makes sure all plans are implemented and monitored, reported, and kept up to date.
- Ensures that waste is recycled where possible and dispose of non-recyclable waste in accordance with best practice.

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**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.**

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

Water security measures and how these enhance quality, safety and environmental benefit.

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

Relevant contacts for advice and reporting problems.

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

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.

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

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.

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

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

Calculates the quantity of water required for various operations.

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

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**Knows and understands:** How to undertake expansion development projects.

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

Waste management principles for the farm.

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

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

Trains staff on how to maintain the watering system.

Determines all on-farm policies regarding compliance resource consents.

Makes decisions around cultivation practices of at-risk areas.

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

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

Enforces regulations and industry requirements around waterways.

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

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

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

Ensures the farm is compliant with industry and regional legislation.

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

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**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.

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

**Skills:** 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.

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.

Audits and monitors irrigator set-ups.

Develops and implements upgrades of effluent systems when necessary.

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

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

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## Arable and Horticulture



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**Competency:** **Manages crop production through knowledge and skills which evaluate cropping systems and crop types in preparation for planting.**

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**Knows and understands:** The choice of varieties relevant to conditions and market requirements.

Appropriate record keeping for all operations.

Market requirements and timescales.

And considers the benefit, risk and management of cover crops.

**Skills:** Demonstrates an awareness of choice of varieties relevant to conditions and market requirements.

Ensures that drilling operations are aligned to the cultivation methods that have been previously adopted.

Evaluates different farming techniques, including precision farming techniques.

Examines the opportunity for variable seed rate based on external factors such as soil type, pests, weeds.

Assesses appropriate crop types for land and market.

Ensures the correct, and adequate, storage facilities are available for all varieties and crops to be harvested.

Designs and budgets for rotational cycle, rather than annual cropping cycle.

**Competency:** Manages crop production through knowledge and skills that enhance sustainability of the business and the environment through careful management of the soil.

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**Knows and understands:** Different cultivation techniques available for relevant crop and soil conditions.

How to develop the farm's nutrient budget and nutrient cycling.

Key soil structure and texture for land area and be able to carry out tests including Visual Soil Assessment (VSA).

The principles of land drainage and appropriate usage for relevant scenarios.

Different cultivation techniques available for relevant crop and soil conditions.

The importance of soil type and land classification.

Key soil structure and texture for land area.

The importance of biological activity in the soil as an indicator of soil health.

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**Skills:** Plans cultivation tasks.

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

Oversees compliance requirements and consent conditions making sure all plans are implemented and monitored, reported, and kept up to date.

Develops a cropping plan for crops, cultivations and rotations appropriate to the soil type and land classification.

Identifies critical source areas and implements land management practices to protect these.

Identifies soil properties, which include mineral status, soil organic matter, pH.

Plans cultivation tasks that ensure minimal soil compaction and erosion.

Ensures the appropriate range of equipment is available and in good working order.

Ensures appropriate training and instruction is in place for principal operator(s).

Ensures the relevant equipment is available and in good working order.

Undertakes good and accurate assessment of ground conditions prior to any operation.

Manages land drainage as appropriate to operations.

Develops a maintenance programme for all equipment.

Assesses the need for further drainage by undertaking a site investigation.

Ensures cultivation and crop choice is appropriate to changing climate conditions and extreme weather events.

Designs and budgets for further work on drainage scheme, as appropriate.

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

**Competency:** Supports successful crop production through knowledge and skills which ensure successful harvesting and storage of crops at post-harvest.

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**Knows and understands:** Key points of relevant conservation requirements.

Health and safety requirements related to vehicles on roads.

Key points regarding health and safety requirements related to hygiene.

Chemical and mechanical techniques for maintaining crop quality.

The requirements of the pre-defined sales programme and communicates any discrepancies to their line/business manager.

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**Skills:** Works independently under exceptional circumstances such as equipment breakdown, inclement weather etc.

Carries out harvest operations, understanding quality and quantity expectations.

Ensures efficient production through modelling best practice and following business procedures.

Recognise when crop is ready for harvest.

Prepares and calibrates machines for harvest.

Assesses soil conditions before crop is harvested.

Stores crops in suitable conditions to maintain quality.

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**Competency:** Manages crop production through knowledge and skills which maximise productivity and ensure plant health.

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**Knows and understands:** Crop physiology and development to an extent which enables management decisions that enhance plant health and yield.

The likely risks from weeds, pests and diseases and mitigation measures.

All relevant legislation and the importance of complying.

The principles of Integrated Pest Management and its practical application.

Legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.

Choices of type of systems available, including costings.

Sources of reliable information including Defra RB209 and FACTS qualified agronomist.

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**Skills:** Demonstrates a sound understanding of crop physiology and plant development.

Develops fertiliser recommendations appropriate to conditions and crop choice.

Ensures optimum fertiliser application to sustainably enhance plant growth.

Develops and implements crop nutrient plan with regard to crop requirement and availability from manure, slurry, compost and digestate.

Identifies key weeds and implements management processes as applicable.

Identifies key pests and diseases and implements Integrated Pest Management processes as applicable.

Communicates Integrated Pest Management ambition with operators, agronomists and other interested parties.

Develops appropriate strategies for weed control.

Ensures crops are grown to the required standards and specification, continuity, quality, volume and yield and meet the minimum standard requirements including relevant crop protocols and assurance schemes.

Ensures compliance with legal, customer and employment procedures and Codes of Practice and commit to implementing them in the production of crops.

Operates the irrigation equipment and instruct others, as appropriate.

Takes account of local weather forecasts when planning operations.

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## Technical Operations



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

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**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.

The regulations and license requirements for driving and use of businesses vehicles and machinery.

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**Skills:** Identifies and communicates with the team farm layout.

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

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

Ensures best practice around hygienic cleaning of machinery.

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

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

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

Holds responsibility of business security processes.

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

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

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

Ensures best practice around hygienic cleaning of machinery.



Produces and monitors a maintenance schedule for vehicles and machinery.

Trains staff on how to carry out basic vehicle maintenance.

Trains staff on safe driving practices.

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## Business



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

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

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

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

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

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

Determines and monitors a business growth and savings plan.

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

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

Develops strategies to improve the performance of the production system.

Evaluates land tenure and business ownership options.

Plans for the long-term sustainability of the business.

Networks with colleagues and industry groups.

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

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

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

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

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**Knows and understands:** Benchmarking between organisations, with a view to improvement of farm performance.

The development and use of farm budgets, cash flow forecasts and farm accounts.

About debt and the impact of debt loading and repayment on cashflow.

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

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

The steps involved to obtain finance to establish, extend, or diversify an agribusiness.

**Skills:**

- Undertakes benchmarking between external parties to set targets and improve performance.
- 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.
- Develops, monitors, interprets and reports upon farm budgets through accurate record keeping skills.
- Completes cash flow forecasts and compares to actuals to make data informed management decisions.
- Effectively communicates details of the farm budget to relevant stakeholders including farm owner.
- Undertakes partial budgeting when making a change on-farm.
- 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.

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

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**Knows and understands:** Food safety regarding the handling and storage of crops.

The factors that ensure good quality products which enhance farm profitability.

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

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.

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

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

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

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

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

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## Leadership

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

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



The benefits of clear communication to enhance productivity.

What the strengths and weaknesses are of the farm team and how to get the best from them.

How to use technological skills to work efficiently and productively.

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## Skills:

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

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.

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

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

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

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

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

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

Communicates with contractors and sub contractors.

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

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

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

Makes data informed decisions to enhance the business.

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

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.

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.

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

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

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

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

Balances profitability with hours of work.

**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.

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**Knows and understands:** The benefits of clear communication with internal and external parties that enhances productivity.

How anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.

That strategic aims are a tool to focus staff in the desired business direction.

That data should be used where available to drive operational and strategic management decisions.

To supply contractors with all the necessary information to carry out a service.

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**Skills:** Accesses expert advice and further information when required.

Develops policies and procedures which enable proactive decision-making.

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

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

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

Reports data, and adjusts delivery relevant to audiences.

Proactively manages suppliers and contractors.

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

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

Implements policies and procedures for operational activities undertaken.

Meets financial and regulatory obligations.

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## People

**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.

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**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.

The recruitment and retention processes.

The different types of employees / workers in your business (employed, seasonal, contractor, consultant).

How to support staff with techniques to empower and develop to reach their full potential.

The importance that references play in protecting your business from harm.

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

- Ensures staff salaries accurately reflect their skills and abilities.
- Encourages staff to be good tenants, and communicates to the operations manager if staff accommodation is not compliant with legal requirements.
- 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.
- Ensures formal accommodation agreements are in place, when providing accommodation.
- Resolves any staff issues around remuneration to ensure best practice.
- Participates in staff planning, recruitment, training, and appraisals.
- Holds an awareness of their own training requirements for ongoing self-development, and to achieve their goals.
- Ensures the team understands and supports skill development and career growth.
- Ensures the business team understands and supports skill development and career growth.
- Focusses on their career development goals, and a clear plan to achieve this.
- Complies with relevant legislation including modern slavery act.
- Encourages others to promote sustainability.
- Ensures planned strategy is set out for professional development.
- Creates a work environment conducive to ensure the highest levels of honesty and integrity in dealing with others and carrying out work.