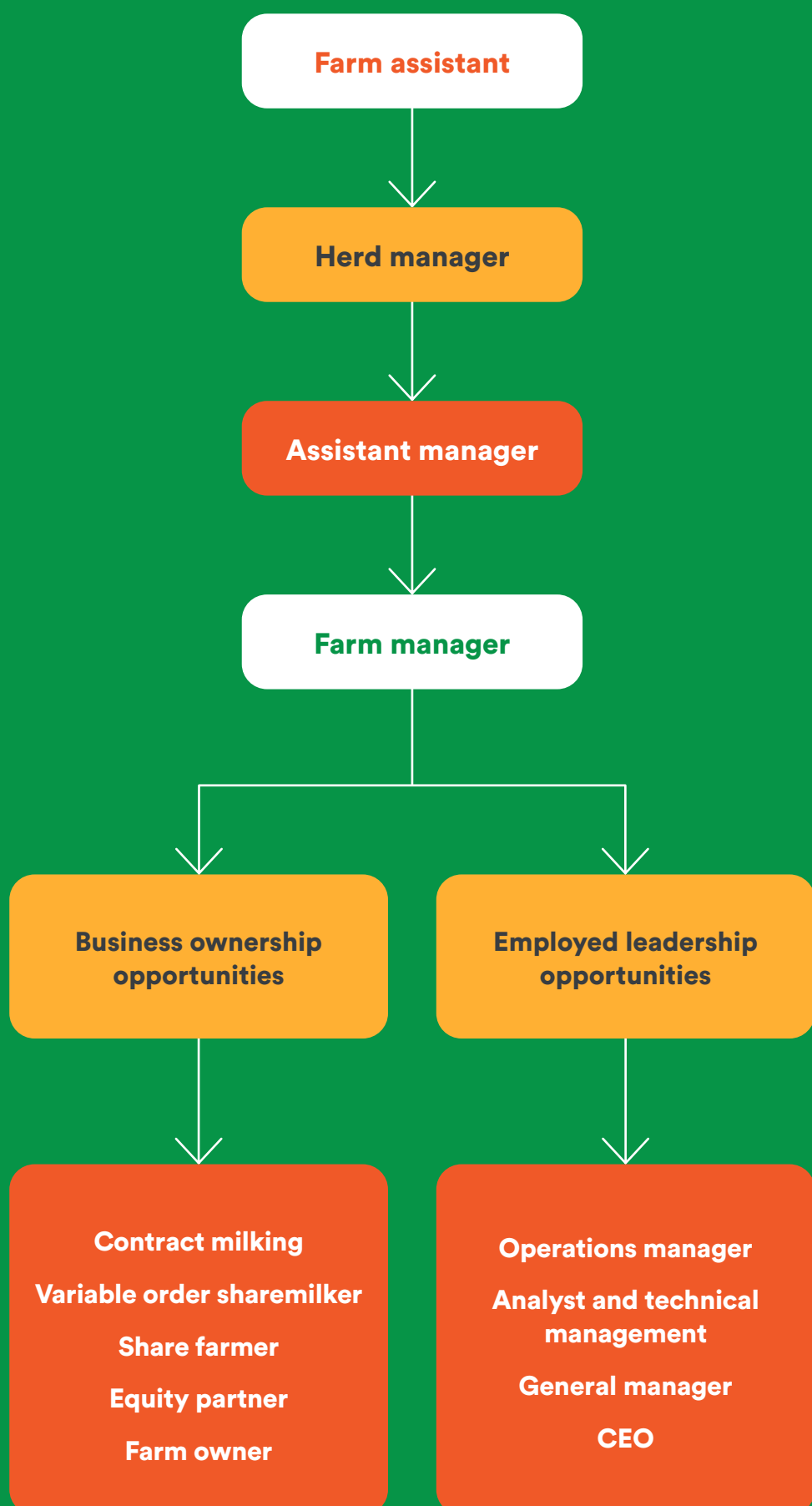


Getting the conversation started

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/gonow

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

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.

Supported by



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 > PRODUCTION MANAGER > LOWER ORDER SHAREMILKER > EQUITY PARTNER > SHAREMILKER > OWNER

Role description	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.	Responsible for ensuring the business runs efficiently and that all parts are working towards achieving goals and targets. Has sound financial, strategic and farm system capabilities.	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 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.	Assists with the management of 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.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.
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.	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.	Understands and implements efficient milking practices and keeps the farm dairy hygienic. Records health treatments and solves milk quality problems.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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	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 and appropriate action. (animal health not included yet)	Implements and monitors health, calving and mating plans, reports progress and takes appropriate action. (animal health not included yet)	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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.	Understands regulations and management of nutrients, effluent and water and their most efficient use.	Sets, manages and monitors environmental and effluent management plans.	Sets, manages and monitors environmental and effluent management plans.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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.	Implements best practice for pasture, crop and supplement management for optimal quality and utilisation.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.	Develops, implements and monitors policies for feeding, including cropping, pasture (management and renovation) and supplement.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
People	Works well with others, building a strong team culture.	Trains junior employees in simple skills. Communication and reporting skills.	Trains junior employees in simple skills. Communication and reporting skills.	Trains staff in animal handling, health, hygiene welfare, effluent, water, feed, animal, land cultivation, nutrients, feeding out (wastage), pasture quality, financial implications, fencing.	Trains staff in animal handling, health, hygiene welfare, effluent, water, feed, animal, land cultivation, nutrients, feeding out (wastage), pasture quality, financial implications, fencing.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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.	Safely uses and maintains vehicles; sets on-farm policy.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
Health, Safety & Wellbeing (H, S & W)	Involved in building a health, safety and wellbeing culture. Models farms H, S & W policy.	Models a H, S & W culture, records accidents and identifies farm hazards and biosecurity issues.	Models a H, S & W culture, records accidents and identifies farm hazards and biosecurity issues.	Demonstrates the values of and actively models a culture of H, S & W.	Demonstrates the values of and actively models a culture of H, S & W.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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 financial systems within the farm business, becoming involved in farm budget when appropriate.	Sets farm budget, responsible for costs as agreed in contract/agreement. Completes due diligence on viability of pre-herd owning business	Sets farm budget, responsible for costs as agreed in contract/agreement. Completes due diligence on viability of pre-herd owning business	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	
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.	Understands appropriate KPIs and goals, implements farm policy to achieve these, collects and reports appropriate data.	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.	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.	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.	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.	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 goals 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.	Significant equity required. Is responsible for the strategic performance of the farm including governance and management decisions.	

The darker the colour, the more responsibility