

DAIRY CAPABILITY GUIDE

*Building the capability of people to build the
future of dairy farming.*

Foreword

Forward thinking businesses understand that people are the key to productivity, profitability, and sustainability.

'Valuing our people' has moved from just a rhetoric to a realisation by well-performing businesses that their capacity to achieve goals and thrive depends on the ability of their workforce to contribute to business operations safely and successfully.

Often businesses can't, or don't need to, bring in this talent. It can be found within their organisation already. The role of leaders is to cultivate the potential of their people; build upon the knowledge, expertise, and capabilities of the people they already have in their team.

This is particularly the case for agriculture and the dairy industry where the capability of people has a critical impact on the welfare of animals and food security for Australians and the world more broadly.

Accordingly, 'people' as a component of the effective farm system needs to be front of mind of all leaders within dairy. Small and incremental change in the performance of people can translate to significant gains in productivity.

Leadership of people on farm, supporting their growth and development, valuing their input to achievement of business goals, and providing them with a work environment that is enjoyable cultivates the next generation of dairy farmers.

The Dairy Capability Guide (DCG) sets the foundation to support a new culture of people leadership for a successful and rewarding career in dairy.

The DCG is one of many tools that dairy farmers can use to drive home the message that safe and capable people are an integral component to the farm business.

We are creating an industry where people are encouraged to contribute their ideas and help to improve the way things are done on farm and more broadly.

Learning and capability development opportunities will be available to support people in dairy to achieve personal goals in developing themselves to who they want to be, positively contributing to dairy production. The DCG will guide the industry to ensure this is achieved.

Farm businesses will implement processes on farm that inspire people to be the best they can be. Improving the capability of their workforce will be considered one of the core activities for farm business success. The DCG and accompanying tools will guide businesses to achieve this.

Dairy Australia presents the DCG to you and trust it will be a source of advice and direction to enhance the activities in which you take on.

What is the purpose of the Dairy Capability Guide?

The Dairy Capability Guide is a tool that will assist dairy farming businesses, people working in dairy, the people who are interested in entering the industry and the industry overall to understand the capabilities needed for successful dairy farming business operations. Through this understanding, people will be able to develop their capabilities to be successful in their work tasks and lead others at all levels across dairy farming.

The DCG will allow the dairy industry to establish, develop and track the necessary behaviours and capabilities over the longer term, ensuring we have what is required today and into the future to be a successful and sustainable industry.

Who does the Guide apply to?

The DCG has been built to support all people involved in dairy farming on farm.

As a person either currently working or interested in working on a dairy farm, the framework is a guide to build understanding of the behavioural expectations and performance in the current role, or to think about future roles and opportunities by:

- Identifying the capabilities required for the role alongside the specific role responsibilities.
- Getting clarity about performance expectations.
- Developing insight into any performance or capability gaps.
- Identifying areas for learning and development.
- Identifying possible pathways for future job opportunities and career pathways more broadly.

More broadly, the framework could be used by:

- Dairy farm owners and managers for mapping their employee's current capabilities, future business needs and professional development requirements.
- Those managing employment processes on dairy farms to inform and write job descriptions and selection criteria, as well as performance management.
- Supervisors of teams on dairy farms to provide direction on expectations and a framework for providing feedback.
- Employees on dairy farms to understand what is expected of them.
- New entrants to the industry exploring a career in dairy.
- Students completing high school for careers awareness and planning and/or developing capability to be work ready.
- Industry bodies such as Gardiner Foundation or Dairy Australia to determine capability development needs, targeted extension and education funding opportunities.
- Industry advocacy bodies such as Australian Dairy Farmers and National Farmers Federation for workforce advocacy and policy development.
- Australian based recruitment firms and traineeship organisations to align prospective employees.
- Skilled overseas labour recruitment firms, migration agents and individuals.
- Government – local, state and/or federal for policy in agriculture, compliance, and education.

Using the Dairy Capability Guide

Capabilities

Capabilities are the:

- Knowledge (theoretical or practical understanding of a subject),
- Skills (the expertise or talent needed in order to do a job or task), AND
- Abilities (being able to apply skills and knowledge to do achieve outcomes) needed to perform a workplace role.

Capability groups

The capabilities are organised into nine groups:

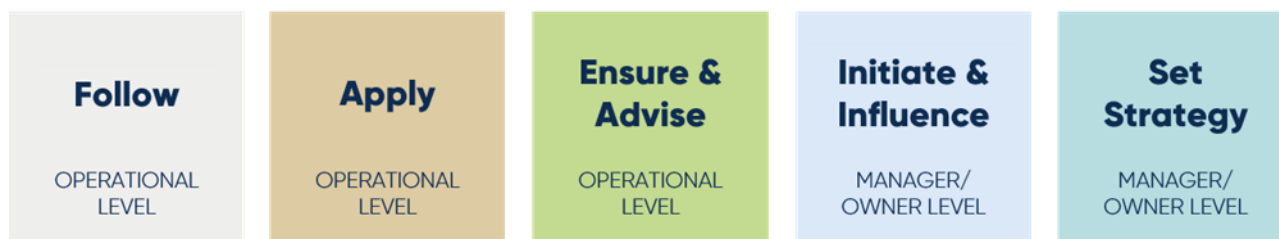
1. Dairy Farming Practice
2. Farm Business Performance
3. Sustainability and Environment
4. People Management
5. Digital Technologies
6. Professionalism
7. Communication
8. Leadership
9. Critical Thinking for Decisive Action

The capability groups work together to provide an understanding of the knowledge, skills and abilities needed by dairy farming sector employees, managers, and owners.



Capability levels

Each capability group has five levels that show a progressive increase in complexity and skill. The levels are follow, apply, ensure and advise, initiate and influence, and set strategy, inspire and mobilise.



Follow refers to basic capability to complete guided tasks under supervision and be organised in how the task is completed.

Apply refers to capability of consistently completing specified work tasks independently, requiring only periodic reviews of performance of the task(s). Problems are escalated under their own discretion, with insight into when a task is deviating from standard procedure.

Ensure and advise refers to capability where supervisory roles occur. The capabilities are often applied in challenging and unpredictable work, and recommendations for new directions are given when problems arise.

Initiate and influence refers to when capabilities are applied with an authority for an area of work. The work area is often highly complex. These capabilities allow the person to influence policies and procedures of the business, playing a significant role in the business directions, including working closely with key suppliers and purchasers at a high level. Leads technical and business change upon direction of the business leadership.

Set strategy, inspire, and mobilise refers to capabilities where decisions critical to the organisation are made. Sets business objectives, governing directions of employees, and working with key suppliers and purchasers at the top level. Leads on strategy with full range of management and leadership skills to achieve the key outcomes of the business. The capabilities allow for authority that includes setting policy and procedures.

Farm operations personnel are generally expected to be working at the follow, apply and ensure and advise levels.

Farm decision makers are expected to be working at the initiate and influence and set strategy, inspire, and mobilise levels.

While farm roles have not been defined in the Guide – as there is such variability in terms used across farm businesses and the country – in general, farm hand roles will be focused on follow, apply, and ensure and advise. Farm production manager focused roles will be centred on initiate and influence levels of capability and dairy farm manager/owner roles will have people with capabilities at the level of set strategy, inspire and mobilise.

Using the Guide as a dairy farm business- performance enhancement of staff

Capability frameworks allow farm businesses and the industry more broadly to anticipate the needs and align expectations of performance, ensuring everyone knows their position's purpose.

Through using the Guide in performance enhancement, a dairy farm business is also able to effectively align work activity allocation on farm, capability development and workforce planning with farm business goals.

Induction, orientation and probation

As a part of a new employee's induction, when you discuss the culture of the dairy farm business and expected behaviours for the role the new employee is to have, the Guide can be a resource to help them understand what is expected of them at their level.

The supervisor is encouraged to discuss what the key behaviours are for the role and how these behaviours support completion of on farm tasks in a safe and effective manner. The tables of the capability framework can be highlighted and provided to the new employee. The new employee will also understand what is not expected of them in their role, and the discussion can outline who the other team members that complete these work tasks are.

The Guide can be used by the new employee to highlight to their supervisor what they are capable of and what they lack confidence in or have limited experience with – ensuring everyone has a clear understanding for ensuring a safe and effective workplace.

In the case of probationary review, it can be used to support and record assessment of capability for probation confirmation. The Guide can also provide a supportive record of where a new employee is not meeting expectations and the employment is terminated at the end of the probationary period.

Ensure that regular meetings discussing performance have occurred during the probationary period, so that the new employee has had many opportunities to clarify expectations and feedback on performance to allow for improvement before probation ends.

Performance discussions, reviews and expected outcomes

Following completion of probation, regular discussion on performance should occur between the employee and their supervisor. Using the Guide to assess employees' capabilities provides a tool to highlight strengths and areas for improvement.

The assessment can be completed by the supervisor and the employee to check for alignment in understanding expected capabilities and demonstrated capabilities. Does the employee know what they are good at, and where they need to improve?

The discussion can then move to whether acquiring certain skills or knowledge would enhance performance and expected outcomes, and a development plan can then be created.

Where the employee is exceeding performance expectations, are there promotion opportunities or new tasks the employee could undertake such as coaching other team members, that would enrich their day-to-day work and improve staff retention?

A position description review should be included in these discussions to make sure there is alignment between what is expected and what is demonstrated for the employee in their current role.

These discussions improve the likelihood of retaining people by regularly checking that the expectations of everyone match, ensuring people have a good work-life balance and stimulating and rewarding jobs.

Finally, the DCG can support exit interviews to describe the reasoning behind ceasing employment from the employer or employee's perspective.

Continuous feedback for improvement

Beyond formal performance reviews, regular feedback can track progress in development and achievement of personal and farm business goals. Feedback can be given formally or informally, and the Guide can provide the tool to support the feedback.

People as an integral part of the farm system

The capabilities of people across the entire farm team contribute to the successful operations of the farm as an entire system. Where the team is missing certain capabilities, the farm will not be as successful in operations or achieving the business goals.

Understanding the capabilities of all people on farm and whether there are any gaps across the entire farm team will assist with workforce planning. Mapping capabilities across all team members will provide an overview of what the team can do.

Importantly, achievement of new farm business goals and new innovations being implemented may highlight that the farm team needs new capabilities not previously required. These capabilities need to be developed within the current team members, or new people recruited/contracted with the capabilities, for the goals to be achieved.

The following pages provide the behavioural indicators for each of the capability groups and capability levels. These capability matrixes can be used by individuals and businesses to understand their current level of capability across each group and plan for future capability development as desired.

Dairy Farming Practice

Dairy cattle – milking, health and nutrition

Dairy farming practice capabilities related to cattle are always underpinned by ethical and best practice behaviours with regard for animal welfare and complying with industry animal welfare requirements.

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & advise	Initiate & influence	Set strategy
Milking (including milk quality control and mastitis management)	Follow dairy procedures for milking, including cups on/off and teat management to ensure safe, effective milking	Independently complete the milking process according to farm procedures and report any issues that could affect milk quality or cattle health.	Supervise milking operations to ensure safe, efficient milking and minimize mastitis risk, maintaining high milk quality. Identify and report areas for process improvement to enhance milk quality and cattle health.	Create, share, and assess milk production plans, SOPs, and policies to optimise milk quality and reduce cattle health problems.	Establish goals for milk quality and production, factoring in current practices and future innovations to boost productivity, efficiency, milk quality, and the safety and well-being of employees and cattle.
Reproduction including genetics and genomics	Observe or assist calving, castrating, and artificial insemination as instructed.	Handle calving, reproductive care, and assist with artificial insemination and castration following standard procedures under supervision. Report any health concerns.	Select animals for breeding using data like heat collar detection. Perform artificial insemination and pregnancy testing following best practices. Oversee natural mating for cattle welfare and ensure calving cows receive proper care for safe delivery. Monitor fertility and act according to farm procedures.	Create, share, implement, and assess breeding plans based on genetics and genomics data to guide decision-making.	Set reproduction goals and track progress for the farm. Adjust and communicate new breeding strategies as business needs evolve.
Husbandry and livestock handling across the lifespan	Calmly bring cows from paddocks to the dairy following SOPs and farm policies. Handle dairy cattle as instructed and assist with bull handling as needed.	Rear calves according to protocols, ensuring their welfare and compliance with livestock identification regulations. Humanely euthanize livestock when needed.	Oversee cattle handling on the farm, ensuring SOPs are followed and animal welfare is upheld, while holding team members accountable for ethical and safe practices.	Create and implement cattle handling SOPs and policies for all farm tasks and cattle life stages, ensuring effective execution that balances	Assess the impact of current cattle handling practices on productivity and profitability to ensure they positively contribute to farm business goals and outcomes.

		necessary and prepare them safely for transport.		welfare, productivity, and profitability.	
Nutrition and health across the lifespan	Ensure cattle have adequate water and feed as directed. Report any signs of abnormal cattle health.	Carry out hydration and feeding programs, including collecting, storing, and giving colostrum to calves. Monitor animal well-being and report concerns promptly. Follow animal health programs as directed.	Select and draft livestock, ensuring the team correctly follows health and nutrition plans. Regularly assess herd health and report any concerns.	Develop, share, implement, and assess cattle health and welfare plans to optimize milk production. Quickly seek external advice on health and nutrition issues beyond your expertise to maintain animal welfare. Involve external experts when herd health or nutrition concerns exceed the farm team's capabilities.	Assess the impact of current cattle health and nutrition practices on productivity and profitability to ensure they are positively contributing to farm business goals and outcomes.

Dairy Cattle Feed-base Management

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Pasture based nutrition	Ensure dairy cattle are located in appropriate paddock at all times as directed.	Direct dairy cattle to move to appropriate paddock at each milking time. Recommend paddock rotations based on observed changing feed base.	Plan and communicate paddock rotations and pasture plans and ensure that team members are directing cattle to the correct feed location.	<p>Create and oversee the implementation of a nutrition plan that balances pasture, fodder, and external feed options to support herd health and productivity while minimizing costs for all stages of the dairy cycle.</p> <p>Consult external experts when pasture production issues exceed the farm team's expertise.</p>	<p>Create, share, and assess feeding plans that balance herd health, nutrition, and financial costs to optimize production and profitability.</p> <p>Evaluate and audit external feed purchases to ensure they support cattle health and fit the farm's financial goals.</p>
Fodder cropping and conservation	Assist with cropping harvest as directed.	Complete harvesting activities at appropriate times and make recommendations for fodder cropping options as invited.	Assist in developing fodder crop production plans and communicate them to the team. Ensure the plan is implemented safely and effectively.	<p>Oversee integrated crop and pasture production, deciding which fodder to grow, when to plant, and the best conservation methods to maximize production, longevity, and nutritional quality.</p> <p>Consult external experts when fodder cropping issues exceed the team's expertise.</p>	
External commodities (e.g., hay, grain, and pellets)	<p>Mix and mill standard stockfeed as directed. Feed dairy cattle as per routine specified.</p> <p>Maintain feed pads to standard required for safe and effective feeding, as instructed.</p>	Independently mix and mill stockfeed according to the herd's nutrition plan. Maintain safe and efficient feed locations while considering environmental impacts. Identify and address nutritional gaps in cattle by adding external feed commodities when fodder and pasture are insufficient.	Monitor and manage stockfeed levels, replenishing as necessary. Oversee team adherence to nutrition plans, supporting safe and effective cattle feeding. Gather nutrition and health data to recommend updates to nutrition plans.	<p>Analyse nutrition and health data to recommend external commodity purchases, considering cost, productivity, and animal welfare.</p> <p>Manage purchasing, storage, and financial aspects to ensure smooth nutrition plan execution. Address herd health risks during feed shortages.</p>	

				Design feed areas for safe, efficient feeding with minimal waste.	
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Soils, Water Management, and Irrigation

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Properties of soils	Assist the service provider who will be taking the soil sample as directed.	Help the service provider identify optimal soil sampling locations and assist in the accurate and safe collection of samples for analysis.	Ensure soil sampling is conducted safely and accurately by qualified personnel, maintaining the integrity of each sample.	<p>Coordinate and support soil sampling and analysis to assess soil properties for pasture and fodder production. Use results to adjust plant nutrition programs for optimal feed base production in line with farm goals.</p> <p>Consult external experts when soil health issues exceed the team's expertise.</p>	Assess soil properties and health to determine their impact on the farm's strategic plan, using insights to guide business goals and operational strategies for maximizing feed production.
Soil moisture for optimal growth	Safely record accurate moisture data and provide as directed.	<p>Recommend methods for collecting soil moisture data, including technology solutions.</p> <p>Safely and accurately gather and record data according to SOPs, discussing results with others.</p> <p>Ensure soil moisture systems function efficiently.</p>	Plan the timing, location, and method for collecting soil moisture data, using reliable processes and technology. Collect and share accurate data, monitor the process, and troubleshoot any issues as needed.	Assess soil moisture and water budget data for pasture and fodder production to develop and adjust irrigation plans that optimize feed production while aligning with the farm's strategic goals.	Analyse soil moisture trends over time, factoring in irrigation and rainfall, to assess their impact on the farm's strategic plan. Use these insights to guide business goals and operational strategies for maximizing soil capacity to produce feed.
Irrigation systems	Install irrigation or drainage pipes as directed. Operate irrigation systems according to the irrigation plan under supervision.	Operate irrigation systems following SOPs, farm policies, and water management plans. Service and repair irrigation pipes, bores, and windmills. Monitor the system for faults and report any issues immediately.	<p>Ensure the farm team safely and effectively follow SOPs, farm policies, and the irrigation plan when operating irrigation systems.</p> <p>Address faults promptly and suggest improvements. Review the irrigation plan's execution and recommend enhancements.</p>	<p>Develop, share, and assess irrigation plans to manage water resources safely, efficiently, and sustainably.</p> <p>Consult external experts when irrigation issues exceed the team's abilities. Evaluate water and energy efficiency of the system. Securely archive irrigation plans for future reference</p>	Create, communicate, and assess irrigation plans that balance operational and water costs to maximize pasture and fodder production for profitability. Align these plans with farm business goals and relevant government water policies.

				to track changes in practices and outcomes.	
Plant nutrition programs	As directed, apply fertiliser to pasture and fodder crops with supervision.	Apply fertilizer to pasture and fodder crops according to the plant nutrition plan, using a fertilizer spreader safely and efficiently.	Implement plant nutrition programs, assigning tasks to team members. Recommend adjustments to nutrition programs based on soil properties and moisture levels.	Develop plant nutrition programs for cattle, aligning them with irrigation plans as needed. Communicate and assess these programs regularly. Consult external experts when nutrition issues exceed the team's expertise. Securely archive nutrition plans for future reference to track changes in practices and farm outcomes.	Assess all plant nutrition programs, factoring in operational and fertilizer costs to optimize pasture and fodder production for profitability. Align nutrition plans with farm business goals and relevant government environmental impact regulations.

Vehicles, Machinery and Farm Maintenance

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Ride on vehicles, including motor bikes, tractors, and side by sides	Operate ride-on vehicles safely as directed and report any issues or concerns. Follow vehicle SOPs and farm policies.	Safely operate ride-on vehicles as directed and report any hazards or incidents immediately.	Demonstrate safe and effective use of ride-on vehicles. Monitor team members for safe and accurate vehicle operation, holding them accountable for proper driving. Report hazards, assess risks, and suggest solutions to minimize potential dangers.	Consistently demonstrate exemplary safe and effective use of ride-on vehicles. Develop, share, and assess SOPs and policies for vehicle use, based on risk assessments and manufacturer guidelines. Recommend vehicle acquisitions and usage improvements to enhance farm operations and productivity.	Lead by example in the safe and precise use of ride-on vehicles. Select and acquire the most suitable vehicles for the farm, considering cost, safety, ease of use, productivity, and farm goals. Conduct risk assessments, create risk management plans, and review incidents to improve future safety. Immediately address and correct unsafe or improper vehicle use.
Feed storage and machinery	Safely and efficiently operate specified machinery to feed dairy cattle and calves under supervision. Report any safety concerns or if unsure how to complete a task.	Safely mix and mill feed using appropriate machinery according to SOPs. Use machines to transport feed around the farm following SOPs and policies. Report any hazards and incidents promptly.	Demonstrate expected behaviours in the safe and effective use of feed storage devices and machinery. Monitor team members for proper use of feed machinery and storage devices, ensuring adherence to manufacturer guidelines, SOPs, and farm policies. Hold individuals accountable for safe and accurate practices. Report hazards, assess risks, and propose solutions to reduce potential dangers related to feeding equipment.	Consistently demonstrate high standards in the safe and effective use of feed storage devices and machinery. Develop, communicate, and evaluate SOPs based on risk assessments and manufacturer guidelines. Recommend the acquisition and use of feed storage devices and machinery to enhance farm operations and productivity.	Lead by example in the safe and precise use of feed storage devices and machinery. Select and acquire the most suitable equipment for the farm, considering cost, safety, ease of use, productivity, and farm goals. Conduct risk assessments and develop risk management plans for their use. Address inappropriate behaviour related to the use of feed storage devices or machinery immediately and visibly.
Fodder, crop, and harvest machinery	Safely and efficiently harvest fodder under supervision, following	Safely operate a tractor with mulcher, rake, and baler according to SOPs to	Demonstrate expected behaviours in the safe and effective use of fodder crop	Consistently demonstrate high standards in the safe and effective use of fodder	Lead by example in the safe and precise use of fodder crop harvest

	instructions. Report any safety concerns or if unsure how to complete a task.	optimize fodder crop yield. Use wrap machinery safely to wrap silage, and stack and store fodder securely in designated storage areas as per SOPs.	harvest machinery. Monitor team members for proper and accurate use of harvest machinery, ensuring adherence to manufacturer recommendations and SOPs. Hold individuals accountable for safe practices. Report hazards, assess risks, and propose solutions to minimize risks related to fodder crop harvest machinery.	crop harvest machinery. Develop, communicate, and evaluate SOPs based on risk assessments for machinery use. Recommend the acquisition and use of fodder crop harvest machinery to enhance farm operations and productivity.	machinery. Select and acquire the most suitable machinery, considering cost, safety, environmental impact, ease of use, productivity, and farm goals, while determining if purchase or hire is more appropriate. Conduct risk assessments and develop risk management plans for fodder harvesting. Address inappropriate behaviour related to machinery use immediately and visibly.
Milking plant maintenance	Maintain milk plant with cleaning routines as directed.	Safely and effectively follow SOPs to maintain the milking plant, ensuring standards are met for safe food collection and storage while preserving milk quality.	Demonstrate expected behaviours in the safe and effective maintenance of the milking plant. Monitor the team's adherence to SOPs for proper maintenance, holding individuals accountable for safety and accuracy. Report hazards, assess risks related to milking plant maintenance, and propose solutions to minimize risks.	Develop, share, and assess SOPs for milking plant maintenance based on completed risk assessments. Troubleshoot plant faults and assist team members in maintaining safe food collection and storage practices.	Select and acquire the most suitable milk plant devices and machinery, considering cost, safety, ease of use, productivity, and farm business goals. Evaluate maintenance procedures to ensure milk quality is maximized through proper hygiene. Audit maintenance processes and provide data on the safe and accurate use of the plant for food safety. Conduct risk assessments and develop risk management plans for milk plant maintenance.
Agrichemicals	Safely and efficiently apply and store agrichemicals under supervision. Report any uncertainties or concerns when handling agrichemicals on the farm.	Safely and efficiently prepare, apply, store, and transport agrichemicals. Report any hazards or near misses related to agrichemical use on the farm.	Supervise the safe preparation, application, storage, and transport of agrichemicals. Report hazards and near misses, recommending improvements to risk assessments and SOPs. Keep accurate records of	Identify and ensure the availability of required agrichemicals for farm operations. Develop, communicate, and evaluate SOPs for safe storage, application, and transport of agrichemicals in line with manufacturer guidelines.	Conduct, communicate, and assess risk evaluations for the safe preparation, application, storage, and transport of agrichemicals to ensure effectiveness and safety.

			agrichemical use as required.	Ensure all risk mitigation measures, such as personal protective equipment, are in place for the safe use of agrichemicals.	
Fencing – electric and conventional. Temporary and permanent.	Safely and effectively maintain and repair fencing as directed.	Plan and construct fencing as observed to be needed for immediate improvement in dairy cattle wellbeing.	Implement and monitor quality assurance on fencing to enhance dairy cattle wellbeing and safety.	Assess potential fencing improvements to boost farm productivity or reduce livestock loss and develop a plan for implementing the changes.	Rank fencing changes alongside other farm priorities to assess return on investment. Evaluate the results of the changes to inform future decisions.
Property improvement, construction, and repair	Safely and efficiently carry out property improvements as instructed, using appropriate equipment like chainsaws, construction tools, and vehicles.	Independently and safely complete property improvements, construction, and repairs using a variety of equipment, following the farm business plan. Report any necessary improvements or repairs and complete them as instructed.	Coordinate the team to safely and efficiently carry out property improvements, construction, and repairs. Implement and oversee pest monitoring and management plans.	Identify necessary improvements, constructions, or repairs that will boost farm productivity and develop a plan to execute them. Develop, communicate, and assess pest monitoring plans, weighing the cost-benefit of pest management on the farm.	Prioritize property improvements, construction, or repairs alongside other farm strategic activities to assess their return on investment. Evaluate the outcomes of these changes to guide future decision-making.

Dairy Farm Business Performance

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Financial management	Complete work tasks as directed to be financially accountable for actions and minimise inappropriate business costs.	Complete tasks with an understanding of the financial impact on the farm business, actively working to minimize unnecessary costs.	Oversee the team's work tasks to identify efficiencies that reduce unnecessary business costs. Report potential cost-saving opportunities. Demonstrate financially responsible behaviours in all task completions.	Independently and accurately manage financial tasks, including invoicing, payments, record-keeping, budget reviews, and financial reporting. Monitor budgets to ensure spending aligns with forecasts.	Develop, communicate, and assess all financial plans for the business, including budgets, account management, audits, taxation, financial risk management, and corporate governance, with expert support when needed. Conduct financial analyses to inform strategic decision-making.
Business planning and strategic objectives	Follow direction with on farm tasks to positively contribute to achieving farm goals.	Know of the farm plans and take initiative to positively contribute to achieving business goals.	Understand the farm's vision, goals, and targets, and support others in contributing effectively to the achievement of these business objectives.	Create, communicate and evaluate plans for the specific area of dairy farming in own area of responsibility. Contribute ideas for overall farm plan.	Create, communicate, and evaluate a strategic farm plan that documents the vision, long term business and personal goals, and actions required to achieve those goals.
Farm infrastructure requirements	Speak up when farm equipment is not ensuring safety, effectiveness, or efficiency in work tasks.	Evaluate your tasks and the equipment available, then suggest improvements when necessary.	Evaluate the team's farm operations for safety and effectiveness and recommend improvements to the farm infrastructure.	Gather data on farm infrastructure productivity and safety and recommend improvements. Immediately address any identified hazards with significant risks to always ensure employee safety.	Acquire emerging new farm infrastructure that strategically aligns with achieving farm business goals and supports safety, productivity, and profitability.
Farm system management	Appreciate that a dairy farm is a system where different aspects of farm practice link.	Understand and explain the farm's dairy system, recognizing how daily tasks contribute to its overall productivity.	Ensure all team members contribute to efficient system operation by accurately completing tasks as outlined in the SOPs and policies.	When creating, communicating, and evaluating individual plans, consider all dairy business plans. Offer recommendations for system-wide plans by understanding the	Establish the business strategy by creating, communicating, and evaluating all operational, financial, and strategic plans with consideration of their interconnections. This approach ensures the dairy

				interconnectedness of individual farm component plans.	system components work together for safe, efficient production and the achievement of farm business goals.
Transition /Succession planning	-	-	Positively engage in discussions on succession planning as appropriate and invited.	Contribute ideas for succession planning and positively engage in discussions as appropriate and invited.	Create, communicate, and evaluate succession plan.

Sustainability and Environment

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Farming practice meets industry environmental standards and legislative requirements	Carry out all farm tasks as instructed, keeping environmental impact and improvement in mind.	All farm tasks are performed with consideration of environmental impacts, aiming to improve the environment, while adhering to farm SOPs and plans.	Ensure team members complete farm tasks in ways that contribute to environmental improvement. Gather data on environmental changes related to dairy farming practices and offer recommendations to decision makers for policies and procedures that enhance environmental impact.	Apply industry standards when creating and implementing farming policies. Analyse farm environmental data and benchmark against other farms to support decisions that ensure farm activities meet or exceed legislative requirements and dairy industry environmental standards.	Establish strategic goals and directions for the farm business to ensure practices meet or exceed dairy industry environmental standards. Ensure all environmental legislative requirements are fulfilled. Produce external reports on the environmental impact of farming practices and compliance with dairy industry standards for transparency in farm operations, as needed.
Climate adaptation for resilient farm business decision making	Implement farm plans related to mitigation of climate change risks, under direction.	Implement farm plans to mitigate climate change risks. Report any challenges and barriers to implementation, and provide recommendations for alternative approaches to reduce climate change risks.	Ensure all farm plans to mitigate climate change risk are accurately implemented by teams and report outcomes of the implementation to farm decision makers. Collect data on weather, fire and flood risk to determine trends illustrating changes in climate on farm. Make recommendations for other possible approaches in minimising risk to climate change.	Analyse weather and climate trends to guide farm policies and procedures aimed at minimizing climate change risks to the business. Develop business cases for significant adaptations and innovations to reduce climate risks. Create, communicate, and evaluate farm plans with strategies for mitigating climate change risks.	Confidently make short-, medium-, and long-term decisions despite uncertainty around climate changes. Develop and communicate a farm business vision and strategic direction that accounts for anticipated and observed climate changes. Ensure business governance includes climate change considerations and integrates risk mitigation strategies.
Energy management and conservation	With encouragement from others, apply an energy conservation mind-set while completing directed	Adopt an energy conservation mindset when performing farm tasks. Maintain energy-efficient	Model an energy conservation mindset and encourage others to consider energy use in	Recommend energy-efficient farming practices. Develop, communicate, implement, and assess	Promote a culture of energy conservation throughout all farming practices. Develop,

	tasks on farm in an energy efficient way.	infrastructure and report any issues with equipment or tasks that need improvement for better energy conservation.	farm tasks. Ensure the team is safe and capable of implementing energy-efficient practices. Act quickly when energy-efficient infrastructure breaks down. Gather energy efficiency data and recommend areas where further conservation can be achieved through changes in farming practices.	energy-efficient plans for farm tasks. Create, communicate, and evaluate infrastructure investment plans for capital purchases focused on energy conservation in dairy farming.	communicate, and assess business cases for transitioning to energy-efficient activities, aiming for a fully energy-efficient farming system. Create, communicate, and evaluate long-term plans for energy equipment upgrades as technology advances. Produce external reports on energy conservation in farming practices, as required.
Carbon and greenhouse gas emissions	Safely and effectively execute farm tasks and action plans, as directed, to reduce or offset greenhouse gas emissions.	Independently, safely, and effectively carry out farm tasks and action plans aimed at reducing or offsetting greenhouse gas emissions. Identify and report opportunities for improvement in emission reduction or offsetting and implement them as directed.	Collect data on greenhouse gas emissions and provide recommendations.	Establish and implement plans for collecting data on greenhouse gas emissions for carbon footprint analysis, ensuring data is reliable, valid, and relevant to showcase environmental practices. Analyse trends in greenhouse gas emissions across the farm and seek external advice on various greenhouse gas sources as needed.	Foster a culture and mindset of environmental stewardship and land management in greenhouse gas emissions, carbon footprint, water quality and conservation, biodiversity conservation and waste management. Create, communicate, and evaluate farm business plans that align the financial, productivity and environmental outcomes for positive impact across all aspects of the farming system.
Water quality and conservation	With support from others, adopt a water conservation mindset and complete assigned farm tasks in ways that enhance water use efficiency.	Adopt a water conservation mindset by completing assigned farm tasks to improve water use efficiency. Monitor waterways and report any concerns when changes are observed.	Model a water conservation mindset and encourage others to consider water consumption during farm tasks. Ensure team members follow water quality and conservation practices. Monitor water supplies, collect data on water quality and availability, and implement water management plans. Recommend new approaches to improve water use efficiency on the farm.	Demonstrate water conservation behaviours as a role model. Develop, communicate, and assess water plans to maintain quality and reduce environmental impact. Recommend new water sources and troubleshoot during water shortages. Create, communicate, and evaluate responses to water surpluses, addressing drainage, animal placement, and feed availability to prevent disease and ensure animal welfare. Seek external	

				advice on water conservation when necessary.	
Biodiversity conservation	Safely and effectively implement on farm tasks and action plans, as directed, that aim to improve biodiversity conservation.	Safely and effectively implement on farm tasks and action plans, that aim to improve biodiversity conservation.	Encourage others to minimize their impact on biodiversity while performing farm tasks. Ensure team members follow biodiversity conservation practices during task implementation. Collect data on animal and plant species on the farm to inform biodiversity plans. Recommend new approaches to enhance biodiversity on the farm, as appropriate.	<p>Role model biodiversity conservation behaviours.</p> <p>Create, communicate, and evaluate biodiversity plans to maintain diversity of appropriate animal and plant species, improving diversity on the farmland.</p> <p>Create, communicate, and evaluate response to fire and/or flood, rehabilitating the land for biodiversity where appropriate and within legislative requirements.</p>	
Waste management	Implement effluent management tasks and plans, as directed, to minimize environmental impact.	Safely remove and store or dispose of plastics, like silage wrap. Minimize plastic and chemical use while ensuring legal disposal. Implement effluent management to reduce environmental impact. Dispose of waste efficiently during tasks.	Encourage others to reduce material consumption during farm tasks to minimize waste. Ensure team members safely and effectively follow plans to minimize plastic and chemical use, dispose of waste efficiently, manage effluent properly, and comply with legal waste management requirements. Recommend new approaches to reduce material consumption and improve waste management efficiency on the farm, as appropriate.	<p>Model behaviours that reduce material consumption during farm tasks.</p> <p>Create, communicate, and evaluate effluent management plans, seeking external advice for design of effluent systems to ensure removal and/or facilitation of reuse of effluent and manure are appropriate for the level of intensity in production system.</p> <p>Create farm plans that minimise plastic and chemical consumption.</p> <p>Create, communicate, and evaluate waste management plans for the farm business.</p>	

People Management

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Industrial relations legislation and employment compliance including recruitment, termination, and contracting	At all times follow the required direction of supervisor to be compliant with employment contracts and documentation.	Proactively stay informed about dairy industry employment laws and ensure personal compliance with all requirements, keeping secure records of relevant documents.	Model behaviours of compliance with employment conditions. Ensure team are aware of their obligations under their employment contract and are compliant.	Consistently apply employment legislation in dairy farming. Develop, communicate, and assess farm procedures to ensure staff compliance with industrial relations laws.	Promote a culture of being an employer of choice by adhering to industrial relations laws. Align business objectives with compliance and ensure all employment practices and processes meet legal standards.
Occupational health and safety compliance	Review all SOPs and consistently follow safe work practices. Follow instructions when responding to emergencies.	Act in a manner that aligns with the SOPs of the farm and regarding the safety of self and others at all times. Respond to emergencies as directed.	Demonstrate compliance with OHS policies and encourage team adherence. Document others' compliance as needed, report any breaches, and take prompt action to ensure alignment.	Exemplify safe work practices and adherence to OHS policies. Develop, communicate, and assess SOPs aligned with risk assessments and management strategies in dairy farming. Address compliance breaches swiftly and contribute to the business's risk assessment processes.	Foster a 'no blame' culture to encourage adherence to safe work practices. Proactively assess, communicate, and evaluate farm hazards with effective management strategies across operations. Act promptly and visibly on compliance breaches.
Processes and protocols such as recruitment, inductions, rosters, and professional development.	Engage with all processes and protocols that support staff in their day-to-day operations and a positive work environment.	Actively participate in processes and protocols to support staff in daily operations. Offer feedback when workplace procedures hinder effective work or a positive environment.	Coordinate workplace activities and manage rosters. Implement processes that help the team with daily operations, and provide feedback when procedures hinder effective work or a positive team environment.	Contribute to developing, communicating, and evaluating team processes for a positive employment experience. Identify areas for improvement and suggest ways to enhance workplace practices for better people management on the farm.	Create, communicate, and evaluate processes for an effective and positive employment experience including recruitment, induction, rostering, and professional development.
Workforce and succession planning	Provide sufficient notification of ending employment contract, as directed in employment contract.	Take initiative to communicate your interest in career progression within the business.	Ensure the team understands their responsibilities and reports workforce planning issues. Discuss role progression	Map current workforce capabilities and future capability needs of the farm business based on business goals, to make	Assess current staff capabilities and farm business goals to develop, communicate, and evaluate a workforce and

			and opportunities for team members to advance with both the team and supervisor. Help team members prepare for future roles and succession planning when others leave the business.	recommendations for the workforce and succession plan of the business.	succession plan. This plan should mitigate the risk of lacking skilled personnel, ensuring business goals are met and farm productivity remains unaffected.
Performance management and people development	Engage with all performance review and development processes with an open mind as directed.	Approach performance reviews and development processes openly, actively seek feedback, and communicate personal work goals proactively.	Proactively implement performance review processes, providing constructive feedback to team members and facilitating development plan discussions with an open mind. Promptly report under-performance and proactively develop a plan to address.	Demonstrate self-reflection and a commitment to personal growth. Design, implement, and assess performance management and development processes with openness. Address under-performance promptly and create a proactive improvement plan.	Promote a culture that values investing in skilled people. Ensure performance management processes are in place and each employee has a relevant development plan. Assess the farm's people capabilities and align development plans with business goals. Address capability gaps through team development or new recruitment.

Digital Technologies

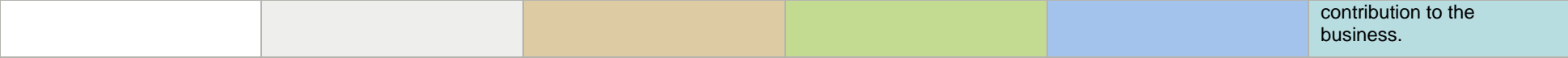
	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Computer operation – operating systems, office software, farm applications	Use with direction aligned to farm operations.	Use to achieve work tasks safely and effectively, adapting as needed.	Ensure current use by team is improving work tasks. Report limitations or malfunctions and propose new digital solutions.	Review and recommend emerging digital solutions that support efficiencies in farm operations. Create, communicate, and evaluate SOPs that embed use of digital solutions for farm operations.	Acquire emerging digital solutions that strategically align with business goals and supports productivity and profitability.
Mobile device operation	Use with direction aligned to farm operations.	Use to achieve work tasks safely and effectively, adapting as needed.	Ensure current use by team is improving work tasks. Report limitations or malfunctions and propose new mobile device-based solutions.	Identify and recommend new mobile apps that improve farm operation efficiency. Develop, communicate, and assess SOPs that integrate mobile devices into daily farm activities.	Acquire emerging mobile device applications that strategically aligns with business goals and supports productivity and profitability.
Internet use	Access as directed social media and web platforms to learn and complete work tasks through digital devices.	Independently source reliable web-based resources to improve own work tasks.	Monitor use of web-based resources to support farm operations and make recommendations on appropriate resources and applications to others.	Develop, communicate, and assess web-based platforms and resources for your area, ensuring a positive user experience to support farm operations. Utilize web analytics to understand resource usage and identify opportunities to enhance farm operations and performance.	Assess how web-based resources impact farm operations and business performance. Ensure strategic decisions on digital platform integration align with achieving the farm's business objectives.
Farming technology (e.g., collars, soil monitors, milk yield monitors, drones, robotics)	With supervision, utilize technology to improve work tasks and promptly voice concerns if it hinders safety or effectiveness.	Independently use farm technology in daily operations, as per the SOPs. Report incidents of technology failure promptly.	Integrate technology into farm operations and assist team members in its use. Report technology failures promptly and recommend short- and long-term solutions to sustain farm operations and productivity.	Manage technology failures effectively, even when preventative measures have been taken.	Acquire emerging technology that strategically aligns with business goals and supports productivity and profitability. Mitigate risks associated with technology use on farm that may disrupt

					business continuity with technology failure.
Data collection	Under direction collect valid and reliable data	Independently, safely, and accurately collect valid and reliable data.	Confirm data collected by the team has been completed in a valid and reliable manner.	Model appropriate data collection processes for data integrity. Select the valid and reliable data to be collected, including efficient collection method, based on outcomes being evaluated.	Champion the collection of data that is grounded in ethical, integral processes and is strategically aligned to measuring business outcomes and/or identifying business challenges or opportunities.
Data access and storage including accurate record keeping, security and confidentiality	Store data collected as directed.	Independently store data in appropriate manner that maintains data security and integrity.	Ensure the entire team confirms that all data is securely stored, maintaining both data security and integrity.	Recommend and implement secure data storage and disposal processes that align with the principles governing the use of personal and non-personal data, ensuring safety and compliance.	Accountable for secure data storage that is ethical and has processes for data governance of the farm business.
Data analysis and interpretation	With guidance, review report of the farm business.	Analyse and evaluate farm business reports.	Support team members to understand the data-based outcome reports.	Interpret data to identify trends, problems, and points of interest quickly and accurately to make recommendations for decisions to improve business outcomes.	Critically monitor and analyse collected data. Align data collected across multiple data sets for strategic decision making, accessing new opportunities, and mitigating risks.

Professionalism

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Time management	Punctual and efficient in completing tasks, following required directions and timeframes.	Punctual and efficient in completing tasks, appropriately adapting workflow for changing circumstances.	Monitor your own and others' behaviour, ensuring accountability for time management.	Model punctual and efficient completion of tasks.	Promote and exemplify punctual, efficient task completion. Establish frameworks for time-efficient work practices with realistic expectations. Continuously evaluate workflow to ensure a manageable workload for all team members.
Ethical behaviours relating to: <ul style="list-style-type: none"> others and the business animals through care and commitment environment 	Develop an understanding of ethical behaviour and adhere to relevant legislation, guidelines, policies, and codes of conduct. Actively speak out against misconduct and inappropriate behaviour.	Understand ethical behaviours and help others to recognise their obligations to comply with legislation, guidelines, policies, and codes of conduct. Recognise and report misconduct and inappropriate behaviours.	Identify and explain ethical considerations and set an example for others. Ensure others are aware of their obligations to comply with legislation, guidelines, policies, and codes of conduct. Act to prevent and report misconduct and inappropriate behaviours.	Promote a culture of integrity. Model and reinforce the highest standards of ethical behaviours. Monitor ethical practices, standards, and systems. Act promptly on reported breaches of legislation, policies, and guidelines.	Foster a culture of integrity by championing and exemplifying the highest ethical standards. Establish, communicate, and evaluate ethical practices and systems, reinforcing their importance. Promote an environment where staff feel empowered to report misconduct, and take swift, visible action to prevent and address unethical behaviour.
Commitment to safe work practices	Build understanding of safe work practices and follow legislation, guidelines, policies, and procedures. Speak out against unsafe work practices.	Understand safe work practices and help others to recognise their obligations to comply with legislation, guidelines, policies, and procedures. Recognise and report hazards and unsafe practices.	Identify and communicate safety considerations, performing tasks safely to set an example for others. Ensure team members understand their obligations to comply with legislation, guidelines, policies, and procedures to maintain a safe environment. Take proactive steps to prevent	Promote a strong safety culture on the farm by modelling and reinforcing the highest standards of safe behaviour. Continuously monitor safety practices, standards, and systems. Act quickly on reported hazards and breaches of safety legislation, policies, and guidelines.	Drive a culture of safety on farm. Champion and model highest standards of safety. Set, communicate, and evaluate on farm practices, standards and systems for safety and reinforce their use. Create and promote a culture where staff feel able to report hazards and unsafe farm practices. Act

			and report hazards and unsafe practices.		promptly and visibly to prevent and respond to unsafe practices and behaviours.
Teamwork	Acknowledge your role as a team member and actively contribute to team success under guidance.	Acknowledge your role as a team member and independently make positive contributions to the team's success.	Lead a small team with guidance on team directions and dynamics.	Form and lead teams independently across the business. Model active team participation through listening and seeking diverse views on matters.	Set business' teams structures and purposes, identifying, and forming connections between teams.
Negotiation and Conflict resolution	Engage in supervisor-led discussions with active listening, an open mind, and a focus on finding a positive solution. Once an agreement is made, take action to implement the agreed-upon direction.	Initiate discussions when problems or disputes arise, practicing active listening, openness, and a focus on finding positive solutions. Participate fully in group discussions to help the team reach a resolution. Once an agreement is made, take action to implement the agreed direction.	Model positive communications for solutions. Lead the team to have open discussions to resolve disputes with patience, an open-mind, impartiality, and a desire to support others to reach a positive resolution. Ensure team members all act to implement the agreed direction and course of action.	Exemplify positive communication to foster solution-focused interactions across teams and individuals. Establish structures within the farm business that facilitate safe, constructive discussions to resolve disputes, ensuring the best possible outcomes for individuals, teams, and the business.	Create a culture of open communication and active listening, where all team members can raise concerns and be supported to reach a positive win-win solution to the dispute. Value diverse thinking and positive communications for team dynamics.
Identify areas where capability is lacking	Recognise areas for improvement when supervisor highlights.	Seek feedback from team members and independently identifies areas for improvement.	Independent self-reflection and self-awareness while identifying other's areas for improvement, providing feedback.	Identify self and all team member's areas for improvement, providing feedback and supporting others to self-reflect.	Measure, and understand, across the business, the team's current capability and future capability required to achieve business goals.
Locating and engaging with resources for learning	Access resources under direction and engage to address own areas for improvement.	Proactively seek out learning resources and engage with them to address personal areas for improvement.	Demonstrate independent learning by finding and utilizing resources to address personal areas for improvement. Recommend relevant learning resources to others based on their specific areas for growth.	Drive and locate resources for learning for self and others, as based on areas for improvement. Engage to address capability gaps for self, and advocates team members to connect with learning experiences.	Foster a culture that prioritizes learning and development. Lead by example by engaging with resources to address personal capability gaps. Advocate for investing in employees' learning experiences to enhance their growth and



Communicate effectively

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Literacy	High school year 8 literacy level. Can follow simple instructions in English. Use various communication channels to obtain and share information. Use inclusive language.	High school year 8 literacy level. Can follow simple instructions in English. Communicate routine technical information clearly. Promote the use of inclusive language.	High school year 8 literacy level. Tailor communications to diverse audiences. Share information across the team to enable informed decision making.	High school year 10 literacy level. Can follow complex instructions in English. Present with credibility, engaging diverse audiences and testing levels of understanding. Contribute and promote information sharing across the farm business.	High school year 10 literacy level. Can follow complex instructions in English. Communicate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences.
Written communication	Write in a way that is easy to follow for most people.	Write and prepare material that is well structured and easy to follow.	Write fluently in plain English in a range of styles and formats.	Transform complex information to be concise and clearly understandable by diverse audiences.	Promote the farm business' position with credibility with team members and external organisations.
Verbal communication	Speak at the right pace and volume for immediate team members. Listen and ask questions to check understanding.	Listen to others to gain understanding and ask appropriate, respectful questions.	Clearly explain complex concepts and arguments to individuals and groups. Create opportunities for others to be heard, listen actively, and encourage others to express their views.	Create opportunities for others to contribute to discussion and debate. Manage complex communications that involve understanding and responding to multiple and differing viewpoints.	Speak in a highly articulate and influential manner State the facts and explain their implications for the farm business and key stakeholders. Anticipate and address key areas of interest for others.
Body language and non-verbal communication	Be aware of body language and facial expressions.	Monitor own non-verbal cues and adapt where necessary.	Monitor others' non-verbal cues and assist others to adapt where necessary.	Adjust style and approach to optimise outcomes and engagement of others.	Adjust style and approach to optimise outcomes and engagement of others.
Digital communications	Use digital spaces within organisation as directed by supervisor.	Utilize digital platforms within the organization for 1:1 communication and actively participate in digital communities for broader team discussions.	Use and promote contemporary communication channels to share information, engage and interact with diverse audiences within and outside the farm business (e.g., service providers).	Explore creative ways to engage diverse audiences and communicate information within and outside the farm business.	Champion efficient and creative ways to engage diverse audiences including employees, business stakeholders, and regulatory authorities.

Leadership

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Take responsibility and lead by example	<p>Display personal drive and integrity in work tasks</p> <p>Show common sense with guidance from supervisor in completing work tasks, referring problems to supervisor, and suggesting ways to improve.</p>	<p>Act with integrity, applying judgement, intelligence, and common sense to farm tasks. Be self-aware of your impact on others and take responsibility for actions and outcomes. Practice self-reflection to identify strengths and areas for improvement, and actively work on development through learning. Understand how personal moods, emotions, and motivators influence thinking and decision-making. Acknowledge and learn from mistakes.</p>	<p>Embrace a leadership role on the farm, holding yourself and others accountable for actions and behaviours while meeting workplace expectations. Lead by example in taking responsibility for tasks, processes, and outcomes. Support team members in self-reflection to identify strengths and areas for improvement. Clearly communicate expectations, ensuring clarity in leadership, and provide feedback on team members' performance and behaviours.</p>	<p>Embrace a collective leadership role for the business and industry.</p> <p>Role model personal drive and integrity in all aspects of work, fostering a culture of accountability on farm.</p> <p>Communicate expectations of performance and behaviours for team members across aspects of farming practice in own areas of responsibility.</p> <p>Provide feedback on whether expectations of performance and behaviours are being met by teams overall.</p>	<p>Exemplify personal drive and integrity in all aspects of work, embedding a shared business and industry vision and positive culture. Role model to team members and set a culture of accountability on farm.</p>
Build resilience and manage uncertainty	<p>With guidance, build a small support network to aid your development and resilience during uncertain times. With encouragement, demonstrate personal courage in pursuing self-growth for the future.</p>	<p>Develop a broad network to support your growth and resilience. Demonstrate personal courage in pursuing self-development for the future.</p>	<p>Seek and provide constructive feedback to drive positive changes on the farm, ensuring stability during uncertainty. Prioritize the wellbeing of yourself and the team, maintaining physical and emotional safety. Report opportunities to explore different possibilities and scenarios that minimize risk and enhance business resilience.</p>	<p>Develop and communicate various scenario options, outlining risks for individuals and the business in each. Make recommendations for decisions in uncertain situations, seeking colleague support to confirm plans and direction. Gather insights to monitor, report, and evaluate outcomes to strengthen business resilience.</p>	<p>Explore different scenarios, weighing risks for both yourself and the business. Make decisions in unclear situations and effectively monitor, report, and evaluate outcomes using a structured approach to enhance business resilience. Apply best-practice corporate governance for the business and broader industry.</p>
Actively collaborate	<p>Develop trusted relationships within your</p>	<p>Develop trusted relationships within your</p>	<p>Make clear, transparent decisions that guide the team toward success.</p>	<p>Actively seek diverse perspectives in decision-making and understand</p>	<p>Build strong working relationships within and outside the business to</p>

	team and seek to resolve issues early, with guidance.	team and proactively seek to resolve issues early.	Leverage an understanding of different personality types to work with each team member's strengths, fostering team unity. Address conflicts promptly with effective resolution processes and recognize others for their achievements and successes.	committee and Board structures for collaborative decisions. Clarify responsibilities versus accountabilities, distinguishing management from governance. Foster a culture that recognizes team achievements and success.	ensure its success and that of the dairy industry. Develop, communicate, and evaluate the structure and conduct of governing committees and Boards. Establish, analyse, and review organizational policies and procedures.
Open-minded empowerment	With encouragement, actively listen to others to expand your own ideas. Stay open to diverse views and information and make an effort to understand different perspectives.	Actively listen to others' perspectives to broaden own ideas. Create, communicate, and self-evaluate specific, measurable goals for developing self as a person.	Demonstrate active listening and set clear, measurable goals for personal and leadership development on the farm. Encourage and empower team members to set their own goals for future growth, fostering trust and without bias.	Cultivate a culture that values diversity and encourages active listening to different perspectives. Set the expectation for team members to create, communicate, and self-evaluate specific, measurable goals for personal and leadership development.	Champion a culture of valuing diversity and actively seek differing opinions and perspectives.
Advocate and Communicate with Influence	With direction, speak of the dairy industry in a positive way.	Promote the dairy industry in conversations and advocate for opportunities within the industry whenever possible.	Encourage team members to speak positively about dairy both on the farm and within the broader community. Lead by example through positive communication and advocacy.	Positively represent the dairy industry within the farm business, community, and networks. Apply the principles and practices of advocacy for positive outcomes for the business, industry, and community.	Engage and communicate with transparency and build trust in the dairy industry at all opportunities.
Holistic and strategic thinking	Support the farm's strategic direction by understanding the work environment and contributing to business goals under guidance.	Support the farm's strategic direction by understanding the work environment and participating in team goal setting. Show awareness of issues that may affect assigned tasks.	Understand the work environment and actively contribute to developing work plans and team goals. Be aware of issues that may affect your work objectives, and ensure the team aligns with the farm's strategic direction.	Drive strategic thinking by leveraging deep business knowledge and sound judgment to inform decision-making and achieve outcomes. Develop and implement continuous improvement systems, using insights to guide proposed changes.	Develop, communicate, implement, and evaluate strategic plans focused on visionary thinking and measurable outcomes. Demonstrate strategic decision-making by understanding industry interconnections, emerging issues, and trends. Make decisions aligned with industry goals, and guide others to consider the

					broader impact of their work, incorporating economic and political trends into business decisions.
Embrace and lead change	With guidance, embrace change with a positive mindset to lead self through a change process.	Adopt a positive mindset to guide yourself through the change process.	Understand feedback principles, identify areas for team improvement, and offer guidance based on feedback. Coach team members to foster skill development and transform practices.	Identify opportunities and support the need for change in different areas of dairy farm practice.	<p>Embrace and encourage new ways of thinking and practice across all aspects of the dairy farm business.</p> <p>Engage others in change and constructively work through barriers.</p> <p>Govern change and document communications including meetings, reports, and evaluation of change data.</p>

Critical Thinking for Decisive Action

	Farm Operations Personnel			Farm Managers	
	Follow	Apply	Ensure & Advise	Initiate & Influence	Set Strategy
Enquiring mind for innovative new directions	Observe situations and ask questions to explore and understand issues and problems. Find and check new information needed to complete own work tasks.	Assess situations by identifying key facts and information needed to understand problems or opportunities. Share new ideas for improving farm business operations.	Seek input from others within the farm business and bring ideas together to recommend creative and innovative new directions for the farm business.	Seek input from others within and outside the farm business to bring ideas together and create innovative new directions for the farm business.	Seek input from others within and outside the farm business to bring ideas together and create innovative new directions for the farm business, dairy industry, and community.
Problem solving for practical solutions	Identify and inform the supervisor of issues affecting task completion, escalating complex matters. Share ideas for improving tasks and seek support or escalate decisions when beyond your capabilities.	Identify and resolve issues affecting work tasks. Analyse information to make evidence-based recommendations. Share ideas for system and process improvements. Seek support or escalate decisions when necessary.	Create processes for identifying task obstacles, connect the team to find solutions, and analyse information to direct activities. Clearly communicate solutions and escalate decisions when necessary.	Develop processes for all farm teams to identify task or priority challenges, connect teams to find feasible solutions, and analyse team input to guide activities. Clearly communicate solutions and escalate decisions when necessary.	Champion a culture of collaborative problem solving and model the behaviours.
Implementing solutions in an appropriately collaborative manner	Implement solutions in a timely manner working with the team as instructed.	Take initiative to implement solutions with other team members.	Model teamwork and collaboration. Support team members to come together to implement solutions.	Model teamwork and collaboration. Provide structures within the farm business for teams to connect and collaboratively implement practical solutions to farm business challenges together.	Champion a collegial culture across the farm business for practical solution implementation. Provide structures for farm teams to connect with teams outside the business to implement practical solutions.
Strategically aligned solutions	Ask questions on how decisions and actions are aligned with business, industry, or community strategic directions. Aware of the strategic direction of the farm business and how own actions can support	Know the vision, goals and outcomes of the farm business, and act in a manner that supports achievement of the strategy. Ask questions on how decisions and actions of self and of the business are aligned with industry or	Ensure the team's actions align with the farm business vision, goals, and outcomes by clearly communicating expected directions for implementing solutions. Recommend ways farm operations can support the business strategy	Develop, communicate, and assess solutions to farm challenges that align with the farm's vision and goals. Ensure solutions also support industry and community strategic directions to contribute positively to dairy farming.	Evaluate all solutions to on farm challenges for strategic alignment with farm business, industry and community strategic vision, goals, and outcomes.

	achievement of farm business goals.	community strategic directions.	while considering industry and community trends.		
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