

## Position Description: Extension Manager

### Directly responsible to:

- Extension Team Manager – North Island

### Directly responsible for the functions:

- Delivery of Extension activity and impact identified in Regional Extension Delivery Plan; priority is the delivery of innovation and focus groups, hub farm activity, supporting regional activity and presence.
- Reporting delivery progress, issues and opportunities accurately and on time.
- Building and growing positive farmer engagement with B+LNZ Extension team and activities.

### Our Vision: Thriving sheep and beef farmers, now and into the future.

#### Strategic priorities

Championing farming excellence:

- On-farm extension focused on enhancing productivity, profitability and sustainability
- Investing in research and innovation to solve sector production challenges.

Advocacy

- Championing farmers' interests
- Shaping the future domestically and internationally.

Energising the sector

- Leading, building trust, reputation and confidence
- Proudly celebrating sheep and beef farming.

#### Measuring our B+LNZ Extension impact and performance

- Return on investment for every levy dollar invested; target 10:1
- Farmer engagement and feedback; farm practice change, perception of value and net promotor score.
- Actual delivery; events, topics, participating farm businesses, progress against Regional Extension Delivery Plan goals.

#### Values

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The essence of B+LNZ



Positivity and  
Confidence



Fronting up



Caring about  
quality and impact



Pushing  
boundaries



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count

## Position purpose

The purpose of the Extension Manager role is to lead regional extension delivery to achieve the identified strategic outcomes of B+LNZ Extension and the goals and objectives of the Regional Extension Delivery Plan.

The Extension Manager is a critical regional connector between B+LNZ and regional farming communities, stakeholders, rural professionals and agribusinesses. As a regional connector the Extension Manager will work collaboratively with others, both internally and externally, to develop and deliver Extension activities and programmes aligned to and supporting the achievement of B+LNZ strategic objectives and priorities.

A critical strategic objective of the Extension Manager work is to support farmers implement, adapt and adopt practice changes into their sheep and beef farm business enabling them to thrive, now and into the future.

The National Extension Team plan has five pou:

1. Team; we build a team from the principle that our people are the foundation of what we do
2. B+LNZ Farmer Council, Kahui and trusted advisors; our Farmers see their fingerprints through B+LNZ, what we do reflects their needs and priorities for thriving farm business.
3. High performance delivery; our work inspires 'better farming' and creates value for our Farmers
4. Strong stakeholder relationships; we create an ecosystem that supports our work, garners mana and leverages our resources.
5. Resourcing and budget; we have what we need to deliver.

## Key Accountabilities

**Positive and proactive Farmer engagement.**

**Delivery of Regional Extension Delivery Plan extension activity.**

**Actively managing the allocated B+LNZ Levy budget against Regional Extension Delivery Plan activity.**

**Health and Safety management of events and extension activities delivered.**

**Own professional development and progress supporting personal career and professional capability growth goals.**

## Key Deliverables

**Regional Extension Delivery Plan outcomes are achieved with engagement, impact and Net Promoter Score measures at target.**

**Regional Extension Delivery Plan outcomes are achieved.**

**Regional Extension Team engagement is positive and proactive orientating towards teamwork and team outcomes over individual success.**

**B+LNZ business unit feedback confirms collaborative, proactive and efficient engagement and support is the norm.**

**CRM is able to provide accurate reporting, insights and information to inform B+LNZ Extension Management, Farmer Council and Board needs.**

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Key Accountabilities	Job holder is successful when
<b>Pou: Team; We build a team from the principle that our people are the foundation of what we do</b>	
<p><b>1. Personal, Team &amp; Project-Based Contribution</b></p> <p><i>The Extension Manager will contribute to their own professional development, and organisational and team projects as required, to meet the priorities and needs of the business.</i></p>	<ul style="list-style-type: none"> <li>• They contribute to a strong regional extension team working collaboratively to achieve the targeted outputs of the Regional Extension Delivery Plan.</li> <li>• They proactively plan and manage own personal development, priorities and contributions to B+LNZ.</li> <li>• Delegated opportunities to represent the extension team in cross-organisation projects or committees are undertaken.</li> <li>• Teammates, project leads and others value the contribution, expertise and professionalism of the employee.</li> </ul>
<b>Pou: B+LNZ Farmer Council, Kahui and Trusted Advisors; our Farmers see their fingerprints through B+LNZ, what we do reflects their needs and priorities for thriving farm business.</b>	
<p><b>2. Positive, proactive and impactful relationship with Regional Farmer Council.</b></p> <p><i>The regional Farmer Council is recognised and valued as the critical partner to Extension delivery in the region.</i></p> <p><i>The Extension Manager actively supports the Regional Farmer Council relationship and activity.</i></p>	<p><b>Regional Farmer Council engagement is positive and proactive with Net Promoter Score at target.</b></p> <ul style="list-style-type: none"> <li>• Proactively support the regional Extension Team engagement with the regional Farmer Council.</li> <li>• Information is readily available and accurate for all regional Farmer Council meetings, updates and reports.</li> <li>• The regional Farmer Council is well informed confident and aware of: <ul style="list-style-type: none"> <li>○ Regional Extension Delivery Plan content, budget, progress and impact.</li> <li>○ Innovation and Focus Group topics, progress and learnings.</li> </ul> </li> <li>• The regional Farmer Council is positively connected with B+LNZ.</li> <li>• Attend and contribute positively to the Regional Extension Delivery Plan development by supporting the process and contributing deep regional insights.</li> </ul>
<p><b>3. Director and B+LNZ Support</b></p> <p><i>The Extension Manager proactively supports the regional Extension Team activity and effort to ensure the Farmer Council Chair, Farmer Council Members and their Electorate Director have what they need to create positive presence and contribution to B+LNZ activities.</i></p>	<ul style="list-style-type: none"> <li>• Information is proactively provided to ensure the right people and teams in B+LNZ have the right information to be able to support extension activities, new extension design and other extension or B+LNZ working groups and projects</li> <li>• Regional electorate Director and the regional Farmer Council are aware of regional and national B+LNZ extension activity, farmer needs and trends, and key industry events in the region and have what they need to contribute to these activities.</li> <li>• Director consultation meetings are supported to be well attended, coordinated and facilitated.</li> </ul>
<p><b>4. Regional Facilitators and Subject Matter Experts (SME)</b></p> <p><i>The Extension Manager ensures the right SMEs and/or facilitators are used for the right events, activities and topics. .</i></p>	<p><b>Extension Managers follow process for appointing and contracting SMEs and facilitators to activities.</b></p> <ul style="list-style-type: none"> <li>• The right people are used in the right places for the right events, topics and audience.</li> <li>• When SMEs or facilitators are contracted a transparent and recorded process is use that meets B+LNZ policy standards.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Event attendee feedback confirms facilitators and SMEs are effective, engaging and meeting delivery targets.</li> <li>• Contract and delivery risk is identified, mitigated and proactively managed with issues escalated appropriately.</li> </ul>
<b>Pou: High Performance Delivery;</b> our work inspires ‘better farming’ and creates value for our Farmers	
<p><b>5. Positive and proactive Farmer engagement</b></p> <p><i>The Extension Manager designs, delivers and collaborates to create extension activities that Farmers show up to and value.</i></p>	<p><b>Farmer engagement is increasing and feedback on regional extension activity is positive, both solicited and unsolicited commentary.</b></p> <ul style="list-style-type: none"> <li>• B+LNZ farmer self-reporting of attending a B+LNZ event in the last 3 months is trending towards 50%</li> <li>• Challenge and Learning Group activity feedback ratings provide: <ul style="list-style-type: none"> <li>○ 70% Net Promotor Score and/or</li> <li>○ 80% adoption, adaption and implementation of new practices.</li> </ul> </li> </ul>
<p><b>6. Delivery of Regional Extension Delivery Plan.</b></p> <p><i>The Extension Manager leads the Innovation and Focus Group activity.</i></p> <p><i>The Extension Manager works with the regional Extension Team to deliver Hub Farm activity and to support the Regional Extension Delivery and Presence workstreams.</i></p> <p><i>Extension delivery activity and priorities are guided by the Regional Extension Delivery Plan developed in partnership with the Regional Farmer Council.</i></p> <p><i>Design of new and review of existing extension products is completed collaboratively with relevant working groups.</i></p>	<p><b>Regional Extension Delivery Plan outcomes are achieved through a collaborative approach across the regional Extension Team, B+LNZ and supporting partners:</b></p> <ul style="list-style-type: none"> <li>• Innovation Group, Focus Group and Hub Farm activity delivers the planned target outcomes including budget, event delivery, farmer attendance and impact measures.</li> <li>• Events meet B+LNZ standards for on-farm impact, including design, learning outcomes, safety, content, branding, and messaging.</li> </ul> <p><b>Extension events and products, in 1:Some and 1:Few model, are current, fit for purpose and achieve target on-farm impact targets.</b></p> <ul style="list-style-type: none"> <li>• Actively identify farmer needs, challenges and opportunities supporting team and collaborative effort to review, update and develop extension products that deliver value for farmers.</li> <li>• Positive engagement with product and event reviews and development projects as required.</li> <li>• Any issues, or improvement opportunities are promptly and appropriately raised for resolution.</li> </ul> <p><b>Internal relationships are collaborative and professional.</b></p> <ul style="list-style-type: none"> <li>• Strong relationships are maintained with all B+LNZ team members supporting regional extension-based activity.</li> <li>• B+LNZ national extension programmes, sponsorships and partnerships are considered, supported and, where appropriate, integrated into Regional Delivery.</li> </ul> <p><b>Management reporting is on timely and consistent</b></p> <ul style="list-style-type: none"> <li>• Monthly reports are delivered punctually raising risks and providing current insight to farmer sentiment.</li> <li>• 90 Day Planning is used to support collaborative team delivery of the annual Regional Extension Delivery Plan.</li> </ul>

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	<ul style="list-style-type: none"> <li>Promptly provide any feedback into Extension Team updates, Board reports or Leadership Team reports as required.</li> <li>CRM database information is accurate and up to date.</li> </ul> <p><b>Always adhere to B+LNZ communications policy and delegated authorities.</b></p> <ul style="list-style-type: none"> <li>Share public comment with the Communications Team</li> <li>Consult with the Island Team Lead before providing media contributions.</li> <li>Understand and follow B+LNZ communication policies diligently</li> </ul>
<p><b>Pou: Strong Stakeholder Relationships;</b> we create an ecosystem that supports our work, garners mana and leverages our resources.</p>	
<p><b>7. Regional Partnerships and Stakeholder Management</b></p> <p><i>The Extension Manager will support valued partnerships with regional stakeholders enabling the delivery outcomes of the Regional Extension Delivery Plan.</i></p> <p><i>The Extension Manager supports the Regional Extension Partner with delivery of partnership and stakeholder relationships and contracts.</i></p>	<p><b>Regional Extension Delivery Plans are resourced to meet delivery targets:</b></p> <ul style="list-style-type: none"> <li>Opportunities for Partnership support are identified and raised proactively with Regional Extension Manager or Island Team Manager.</li> <li>Always works proactively with partners meeting all obligations of any contract, MOU or agreement that is in place.</li> </ul> <p><b>Partner, facilitator and subject matter expert engagement is positive and proactive with a 3.5/5 feedback score:</b></p> <ul style="list-style-type: none"> <li>Product playbooks are actively implemented.</li> <li>Responsibilities in the annual stakeholder management plan are delivered.</li> <li>Regular, relevant, clear communication ensures Partners, facilitators and subject matter experts are engaged and well informed</li> </ul>
<p><b>8. Farmer and Stakeholder Engagement &amp; Communication</b></p> <p><i>The Extension Manager will work closely with the Extension Co-ordinator to ensure regional profile of B+LNZ is positive with high farmer awareness</i></p> <p><i>(Note: Where a Regional Extension Manager role is in place they will lead the management of stakeholder engagement and communication)</i></p>	<p><b>A high standard of public profile is maintained through effective promotion of B+LNZ activities with relevant, authoritative and credible information.</b></p> <ul style="list-style-type: none"> <li>Support implementation of the regional communication plan.</li> <li>Support Farmer Council communication initiatives.</li> <li>Support regional social media activity with relevant and engaging content.</li> </ul> <p><b>Proactively respond to Farmer, levy payer and industry members enquiries promptly and effectively.</b></p> <ul style="list-style-type: none"> <li>Enquiries from levy payers and key sheep and beef industry members are responded to in a manner that meets the needs of the enquirer.</li> </ul>
<p><b>Pou: Resourcing and Budget;</b> we have what we need to deliver.</p>	
<p><b>9. Manage the Regional Extension Delivery Budget</b></p>	<p><b>The annual Regional Extension Delivery Plan budget is met.</b></p> <ul style="list-style-type: none"> <li>The allocated budget for the Regional Extension Delivery Plan is well planned and understood.</li> </ul>

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<p><i>The Extension Manager will work cooperatively with the regional Extension Team to ensure the Regional Extension Delivery Plan budget is well managed, monitored and reforecast.</i></p>	<ul style="list-style-type: none"> <li>Budget line items are accompanied by commentary explaining variances and reallocations.</li> <li>Monthly invoice processing meets the finance teams standards.</li> <li>Budget reports are reviewed monthly, with accrual reports completed for accurate reforecasting.</li> <li>Reforecasting the Extension Delivery budget meets the timelines set by the GM Extension.</li> </ul> <p><b>All delivery project budgets are monitored, managed and met.</b></p> <ul style="list-style-type: none"> <li>All events and projects have an agreed budget.</li> <li>Where events involve partners, budgets clearly outline cost responsibilities among those partners.</li> <li>Budgets are proactively monitored and managed to prevent cost overruns.</li> </ul> <p><b>Self-responsibility for related operating costs ensures that the overall extension team budget is met.</b></p> <ul style="list-style-type: none"> <li>Travel, accommodation, professional development and general expenditure is monitored, and average costs are considered before confirming bookings.</li> <li>Operating costs are considered and managed to ensure efficient use of allocated funds.</li> </ul>
<p><b>10.Capture and maintain relevant and current farmer levy payer information</b></p> <p><i>The Extension Manager will work to ensure that every interaction with farmers adds to our collective knowledge of farmer needs and wants so that our levy payers have confidence that B+LNZ is shaping everything we do around a firm understanding of farmers</i></p>	<p><b>The B+LNZ CRM is maintained to be an effective, efficient database able to provide relevant insights and information.</b></p> <ul style="list-style-type: none"> <li>Farmers and other key contacts are captured in CRM with up-to-date details and notes</li> <li>Self responsibly ensures they are confident, efficient and effective at maintaining CRM accurately, using SOPs and following process to maintain quality, clean data and information.</li> </ul>
<p><b>11.Health &amp; Safety (“H&amp;S”)</b></p> <p><i>The Extension Manager will proactively engage and lead by example in all areas of health, safety and wellness of the organisation and industry.</i></p>	<p><b>The delivery of safety compliant events, workshops and field days ensures:</b></p> <ul style="list-style-type: none"> <li>The B+LNZ Event Safety Management System is adhered to.</li> <li>All delivery contracts comply with B+LNZ policy and meet all legislative requirements as set out in the Health &amp; Safety at Work Act.</li> <li>The required level of reporting, incident reporting and activity awareness occurs.</li> </ul> <p><b>Self-responsibility for health, safety and wellbeing is demonstrated:</b></p> <ul style="list-style-type: none"> <li>By being proactive in own actions to keep self and others safe, being cooperative with local workplace safety management</li> </ul>

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	<p>practices, policies and procedures supporting a healthy, safe and well culture.</p> <ul style="list-style-type: none"> <li>• Accidents or incidents are reported as soon as possible through AuditZ, B+LNZ's safety management system, or to your manager.</li> </ul>

## Key relationships

### Key external relationships

- MPI On-Farm Support
- Critical Farm Business service providers and SME: including Banks, Accountants, Rural Retailers, Vets, Farm Consultants.
- Regional sector and industry organizations: including DairyNZ, Federated Farmers, Rural Support Trust
- Regional Partners and Stakeholders
- Regional research organizations; including AgResearch

### Critical internal relationships

- Extension Team Manager – North/South
- Regional B+LNZ Farmer Council Chair
- National Extension Programme Manager
- Regional Extension Team
- Māori Agribusiness Team
- B+LNZ Regional Farmer Council
- Regional B+LNZ colleagues; Insights, Policy, Farming Excellence in particular.

## Location

- Regional
- National and regional travel away from home will be required.

## Hours

- Core business hours are Monday – Friday 8.30 – 5.00pm.
- This role will be required to work outside and in addition to these core business hours from time to time to achieve the key accountabilities particularly:
  - To meet the seasonal delivery demands created by the seasonal nature of Farming Businesses impacting Farmer availability to engage with B+LNZ and Extension activities.
  - To meet the needs of national and regional travel.

**DATE: July 2024**

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## PERSON SPECIFICATION: Extension Manager

### Technical knowledge + expertise

- Considered respected within the farming community with well-developed networks and strong relationships in place across the rural community.
- An understanding of the application of adult learning models for behaviour change, adaption and adoption.
- Expertise in facilitation, facilitation models, tools and resources for impactful adult engagement.
- An understanding of and ability to rapidly assess and report the impact of climatic, regulatory and other external events on productivity and profitability of farms across the region.
- Ability to develop, adapt or adopt new technology to carry out operational requirements. Committed to keeping abreast of technological change.
- Knowledge and understanding of farm system and farm business performance drivers would be beneficial.
- Competence in Microsoft office 365 suite of applications including confidence in using SharePoint, Teams, Word, Excel and Powerpoint.

### Education + experience

- A relevant tertiary qualification with an emphasis on farm management systems, agribusiness and/or agricultural science
- Tertiary qualification, or relevant professional development growing expertise, in facilitation and adult learning models.
- 5+ years in workforce:
  - Technical advisory role; farmer facing in agriculture.
  - Education role.
  - Organisational training, learning and development.

### Communication, collaboration + relationships

- Builds appropriate rapport and maintains relationships with all people, up, down and sideways, inside and outside the organisation and across a variety of functions and locations
- Adjusts communication content and style to meet the needs of the audience
- High level of competence in verbal and written communication in a variety of settings
- Provides timely and helpful information to others and keeps people informed
- Is seen as a team player, who is cooperative, contributes ideas and encourages and initiates collaboration



## PERSON SPECIFICATION: Extension Manager

### Customer orientation

- Does everything with the best interests of the customer, farmer, stakeholder or sector in mind
- Has a clear understanding of other groups' business priorities and how you can impact them
- Is dedicated to meeting the needs of internal and external customers
- Able to stand in customers' shoes, show empathy and uncover their needs and experiences
- Communicates ideas and solutions and brings the customer along on the journey
- Builds trust and respect over time as delivers on promises

### Drive + results focused

- Works independently/autonomously, managing own time, priorities and deadlines effectively with the flexibility and adaptability to attend to urgent and unscheduled tasks
- Able to manage workload, tasks and priorities effectively and can be counted on to deliver agreed outputs
- Shows initiative, is proactive and able to self-direct

### Personal attributes

- Self-responsibility and professional capacity supporting the culture of the organisation
- Relates well to people – has ability to build relationships at all levels within organisations
- Adheres to and promotes the core values of the organisation
- Has a personal commitment to personal excellence; displays honesty, integrity, and a strong sense of ethics in all decisions and actions
- Instils trust, keeps confidences and honours commitments
- Intuitively knows what is right and will do the right thing when no-one is looking
- A strong commitment to furthering the success and prosperity of the New Zealand sheep and beef industry
- Establishes an environment of respect and trust when working to advance cross cultural understanding
- A willingness to develop and apply a growing understanding of Te Ao Māori, tikanga, and Te Reo with their work

