



# People and Capability Manager

## Position Description

*Our Vision: To become the world's most successful and sustainable grass-fed red meat company*

**Division: Operations**

**Reports to:**

**Site Manager**

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### Role purpose:

Effectively support leaders by driving improvements in employee performance and engagement, in turn supporting efforts to improve the organisation's operational and financial performance. Support the business to maintain effective employee relationships through coaching, creating a positive environment for business improvement and change.

Coach, mentor and grow leadership staff across all site functions, building a culture of communication, accountability, willingness and inclusiveness. Help people be the best they can be and engaged with Silver Fern Farms Purpose and Values.

Manage, implement and communicate all Silver Fern Farms employment and people related processes at site which support leadership capability including new company initiatives. Ensure good practice and legislative compliance in relation to people management.

The role is also responsible for the management of recruitment and training for the site as well as being a champion in the effective use of People Systems, coaching leaders in employment matters, and providing HR reporting and metrics for site management and the central people team.

Responsibilities include:

- Leadership and people capability development
- Recruitment and employment services with both processing leadership roles
- Engagement / Retention
- Training delivery, co-ordination and compliance
- Systems and reporting

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### Key relationships

#### External:

Ministry of Business, Innovation and Employment (MBIE)

External Auditors

Unions and their delegates

Primary Industry Training Organisation (PITO)

Ministry of Social Development

Pacific Labour Mobility Unit (if applicable)

#### Internal:

Direct Reports as per Org Chart

Site Manager

Risk Manager

Corporate People Team (OD, ER, HR, Payroll)

Production Managers & Supervisors

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## Key responsibilities

### Leadership and People Development

- Manage and monitor the building of capability of all employees at site including the effective use of the GROW model for coaching and mentoring of processing team members
- Coach and grow leadership capability across all site functions, building a culture of communication, accountability, willingness and inclusiveness. Help people be the best they can be.
- Support Site Manager to continuously undertake succession planning including maintaining the talent map. Incorporate suggested training activities from GROW plans.
- Liaise with the central Organisational Development team in the development of and scheduling of OD initiatives at site
- Oversee/manage the delivery and implementation of training initiatives particularly leadership development related initiatives in line with the Silver Fern Farms OD Framework and People Strategy
- Nurture and promote a positive and productive workplace culture aligned to Silver Fern Farms Purpose and Values and strategic goals
- Coach, develop, train and support site staff with a focus on Group Leaders and Team Leaders to be capable and effective people leaders.
- Manage the overall workload and flow within the site People Team ensuring goals and outputs are able to be achieved and are delivered on time.

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### Recruitment and Employment

- Provide input into, and then implement and communicate, the various company recruitment/retention strategies and initiatives on site
- Oversee the preferred recruitment supplier relationship and appropriate government/ministry representative's relationship for site
- Support the Employment Coordinator and Processing Manager to develop and implement a workforce planning process to identify recruitment timings and required staff numbers. Regularly review departmental manning levels with the Employment Coordinator to ensure maximum manning's are maintained throughout the processing season
- Utilise central HR advice to support leaders to manage HR related issues
- In conjunction with the Employment Coordinator, monitor trends within the local market around recruitment and retention including identifying and engaging with local opportunities
- Provide performance management coaching and development to leadership across the site and oversight and support for disciplinary actions
- Support the central Industrial Relations team in driving IR/ER strategy on site as required
- Oversight of the onboarding process and the effectiveness of that for all new employees according to company onboarding process
- Ensure exit interviews are completed by the site team to ascertain retention trends and reasons
- Support Leaders to undertake early intervention steps where relevant with employee resignations and engagement issues

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### Engagement and Retention

- Have input into the Operations People Plan. Implement and maintain an effective employee engagement plan to support the company people goals



- Research and discuss centrally any innovative and best practice solutions which increase employee engagement, taking into consideration the needs of all parts of the business.
- In conjunction with the Employment Coordinator, analyse onboarding, engagement survey results and exit interview data, recommending and leading on interventions to address retention issues based on the analysed data.
- Participate in and/or support retention initiatives driven by the central People team or implemented/driven from site.
- Work with the site leadership team to ensure communications are able to be understood by the diverse workforce on site.
- Encourage leaders to recognize and reward achievements within their teams/departments/shifts. Communicate those recognitions across the site.
- Drive the process for the regular formation of focus groups in order to undertake a pulse check on what team members and leaders are feeling and facing on site.
- Support Managers and colleagues through change initiative to ensure the concerns of colleagues are addressed and they feel fully supported.

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### **Training**

- Oversight of the operational training plan and priorities for the site
- Support the Training Coordinator in the scheduling and delivery of training.
- Liaise with site senior production leaders to ensure they understand the importance of the training and support them to release team members to undertake required training
- Support the Training Coordinator and central training team in the planning, scheduling and rollout of new compliance training

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**Site Systems and Reporting** Monitor compliance across the People and Administration functional areas including the data capture, reporting and escalations

- Support and co-ordinate the collation of documentation and information for internal and external audit processes at site
- Ensure People Systems i.e. Our People, WFM etc are being utilised and maintained in an accurate and efficient manner adhering to all required privacy and confidentiality requirements
- Monitor that employee HR and Training records are accurately maintained, kept securely and privacy conditions met within the People Systems by the Employment Coordinator and Training Coordinator
- Oversee the completion of required reporting to site management and the central people team providing meaningful narrative and context around key metrics, variances and highlights for the reporting period

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### **Competencies and professional expertise**

- Demonstrated track record of experience and capability in People Management, Learning and Development, Change Management and Organisation Development
- Strong coaching experience with leaders (manufacturing environments an advantage)
- Project leadership experience including the development of business cases to support change/growth
- Demonstrates excellent written, oral and interpersonal communication skills
- Accurate and energetic approach to business success
- Ability to understand and apply basic management accounting principles



- An understanding or the ability to quickly acquire an understanding of the red meat sector and government support for primary industry.
- Intermediate to Advanced level in the Microsoft Office Suite

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## Core expectations

**Customer focus** - Proven ability to take ownership of issues

**Adding value** – Contribute to cross-functional projects and strategic initiatives

**Values and Strategy** – Live the Silver Fern Farms values and strive to achieve our strategic goals

**Other duties** – Complete all reasonably requested tasks in a competent and timely manner

### Health, Safety and Wellness

- Lead by example, taking a proactive approach to ensuring work is completed in accordance with health, safety, wellness and injury management policies, standards and legislation
- Ensure accountability and positive recognition for health and safety behaviours occurs
- Follow all reasonable instructions, do not by action or inaction put yourself or others in harm's way
- Ensure your own fitness for work and carry out duties safely including reporting hazards, near misses and incidents for yourself, your staff or that you observe immediately

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## Acceptance

I accept the responsibilities outlined in this position description

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**Signature**

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**Date**

