

# DAIRYNZ Position Description

## Portfolio Manager

### Position

**Position Title:** Portfolio Manager

**Direct Report:** None

**Budget:** TBC

**Management Position:** No

**Reports to:** TBA

**Career Level:** Advanced Specialist

**Revenue:** TBA

**Delegated Authority:** TBA

### Purpose of DairyNZ

Our Purpose: ***Deliver a positive future for New Zealand dairy farming.***

Our Vision: ***To make the levy the best investment of every New Zealand dairy farmer.***

That's why we exist for farmers, working alongside them and others to leverage our collective strength and create purposeful change.

### Purpose of the position

The Portfolio Manager plays a key role in ensuring DairyNZ is investing in the right research, programmes, and initiatives to deliver value for levy-paying farmers.

This role provides an enterprise-wide view of portfolio performance and investment, enabling clear, evidence-based decision on priorities, value, risk, and organisational capacity. The role is accountable for shaping and influencing portfolio-level decision making, including investment trade-offs and prioritisation, ensuring initiatives are aligned to strategy, governed effectively, and focussed on delivering measurable outcomes and impact for farmers and the sector.

Working closely with leaders, sponsors, and the Enterprise Portfolio Office, the Portfolio Manager helps ensure our investment choices are aligned to strategy, well-managed, and focussed on delivering real outcomes for farmers and the sector.

The role also leads the portfolio operating rhythm and drives the application and uplift of fit-for-purpose portfolio management practices across DairyNZ, ensuring approaches are pragmatic, scalable, and effective across all delivery environments.

**Team organisation chart**



## Key position deliverables

Key deliverables of the role to be reflected in the Performance Agreement and Individual Performance Targets.

Key Performance Requirement:	Key Indicators:
Strategic alignment, value, and performance	<ul style="list-style-type: none"> <li>• Alignment - Portfolio investments are clearly aligned to DairyNZ's strategic priorities and refreshed as priorities or context evolve.</li> <li>• Insights - Enterprise-level portfolio insights are provided to inform strategic decision-making and trade-offs across DairyNZ.</li> <li>• Thought leadership - Strategic thought leadership provided, and enabled through others, to support the direction and decision-making of the projects and programmes within the Portfolio.</li> <li>• Prioritisation - Annual and quarterly portfolio prioritisation, including the intake and assessment of new initiatives, is supported by strong evidence of strategic alignment, value, risk, and organisational capacity, ensuring only well-aligned initiatives enter and progress through the portfolio.</li> <li>• Business Case development - define clear benefits, measures of success, and ownership prior to approval.</li> <li>• Reporting - Portfolio-level reporting provides visibility of realised and forecast benefits.</li> <li>• Decision making - Portfolio decisions made by the PDG demonstrate an appropriate balance across strategic priorities and initiative types, supported by high-quality analysis and decision enablement from the Portfolio Manager, including clear recommendations on investment trade-offs such as starting, stopping, or reshaping initiatives to maximise overall portfolio value.</li> <li>• Outcomes - Portfolio outcomes show value beyond delivery of outputs, including adoption and impact.</li> <li>• Benefits realisation is actively monitored, challenged, and linked to adoption and sector impact.</li> </ul>
Portfolio processes, capability, and ways of working	<ul style="list-style-type: none"> <li>• Portfolio processes, decision rights, and assurance activities are consistently applied.</li> <li>• Programme and project health, risks, and dependencies are visible and understood at the portfolio level.</li> <li>• Cross-portfolio dependencies are identified and actively managed with other portfolio managers to enable alignment and minimise duplication.</li> <li>• Material delivery, risk, or benefit issues are identified early and escalated with clear options and recommendations.</li> <li>• Portfolio reporting is timely, accurate, and decision-ready for Executive and governance forums.</li> <li>• Delivery teams understand portfolio expectations, governance pathways, and roles.</li> <li>• Portfolio standards, tools, and reporting are practical and consistently used.</li> <li>• Portfolio management capability is strengthened through coaching and guidance.</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaboration across portfolios improves, with reducing duplication and friction.</li> <li>• Portfolio governance forums are supported through a clear operating rhythm, with concise insights and recommendations that enable high-quality decision making.</li> <li>• Data and insights are leveraged to improve portfolio transparency, forecasting, and decision-making quality.</li> <li>• Portfolio ways of working reflect DairyNZ values and support continuous improvement, showing evidence of improvements overtime.</li> </ul>
How We Work	<ul style="list-style-type: none"> <li>• Support and role model DairyNZ values and principles: Connected, Curiosity, Courage and Credibility.</li> <li>• Understand and adhere to company policies and guidelines.</li> <li>• Actively support and contribute to DairyNZ organisational culture of one team.</li> <li>• Actively support and encourage continuous improvement to drive our organisation forward.</li> <li>• Strive to provide a safe and healthy workplace.</li> <li>• Role model industry safe working practices.</li> <li>• Take appropriate action to ensure correction of any condition or practice, which may cause harm to yourself, others or the environment.</li> <li>• Actively promote DairyNZ Health, Safety &amp; Wellbeing Policies and procedures.</li> <li>• Support and encourage employee participation and consultation in all aspects of Health, Safety and Wellbeing management.</li> <li>• Comply with legislative requirements and relevant standard</li> </ul>

### Key relationships

Internal	External
Board	Delivery partners
Leadership Team	Research providers and collaborators
Portfolio Decision Group (PDG)	Vendors
Enterprise Portfolio Office (EPO)	Co-funding agencies as required
Programme and Project Sponsors and Managers	
Business Unit Team Leads	
Thought leaders/SMEs	

### Qualifications and experience

Essential	Preferred
Subject matter/technical and/or strategic expertise within the portfolio priority area	Experience in research, industry good, public sector, primary industries, or not-for-profit environments

Extensive experience in portfolio, programme, and project management in complex organisations	Formal certifications such as MoP, MSP, PRINCE2, PMP, AgilePM
Proven experience operating and working closely with senior leadership and governance levels	Tertiary qualification in business, science, technology, or related field.
Strong financial or business acumen and benefits management capability	Experience with Project and Programme governance as in membership of Governance Groups or acting as a Sponsor
Advanced stakeholder engagement and executive reporting capability	

### Job specific & technical competencies

Category	Descriptor/Evidence
<b>Technical Expertise</b>	Capability within or ability to comprehend the subject areas included in the portfolio; ability to identify and bring together the appropriate thought leaders/SMEs to fill any knowledge gaps and comprehensively apply this knowledge to successfully inform the portfolio.
<b>Problem solving</b>	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
<b>Managerial Courage</b>	Doesn't hold back anything that needs to be said; provides current, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people – up, down and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.
<b>Dealing with ambiguity</b>	Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
<b>Drive for results</b>	Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
<b>Planning and prioritisation</b>	Develop and manage an integrated portfolio delivery plan that balances strategic priorities, business demand, capacity, and interdependencies across all portfolios.
<b>Financial management</b>	Manage portfolio-level financial planning and monitoring to support effective investment decisions and maximise value within agreed parameters.
<b>Resource and capacity management</b>	Maintain visibility of portfolio resource demand and capacity and work with Team Leads/Resource Managers to resolve constraints and prioritise effort to ensure portfolio optimisation.

<b>Risk, compliance, and controls</b>	Ensure portfolio risks, controls, and compliance obligations are actively managed in line with DairyNZ policy and legislative requirements.
<b>Stakeholder engagement and communications</b>	Build strong relationships and provide clear portfolio insights to enable effective engagement, governance, and shared understanding.
<b>Standards, methods, and tools</b>	Champion fit-for-purpose portfolio standards, methods, and tools that improve delivery discipline, data quality, and decision support.
<b>People leadership</b>	Lead and develop portfolio management capability through coaching, matrix leadership, collaboration, and role modelling DairyNZ ways of working.

### Career level competencies – Advanced Specialist

Competency	Descriptor/Evidence
STRATEGIC AGILITY	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.
INNOVATION MANAGEMENT	Is good at bringing the creative ideas of others to fruition; has good judgement about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in practice.
NEGOTIATING	Can negotiate skilfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
ORGANISATIONAL AGILITY	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organisations.