

DAIRYNZ Position Description

Programme Manager – Responsible Dairy

Position

Position Title: Programme Manager – Responsible Dairy

Direct Report: Nil

Budget: \$45 Million approximately

Management Position: Indirect Management within Matrix structure

Reports to: Head of Research and Science
Performance

Career Level: Advanced Specialist

Revenue: Nil

Delegated Authority: Nil

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

To contribute to a positive future for New Zealand dairy farming by leading the successful delivery of the Responsible Dairy Programme, ensuring its research, extension, investment, and partnership activities deliver practical, credible, and measurable outcomes for farmers and the wider dairy sector.

The Responsible Dairy Programme is a significant multi-partner initiative comprising up to 14 interconnected research and extension projects and a programme budget of approximately \$45 million, spanning seven years.

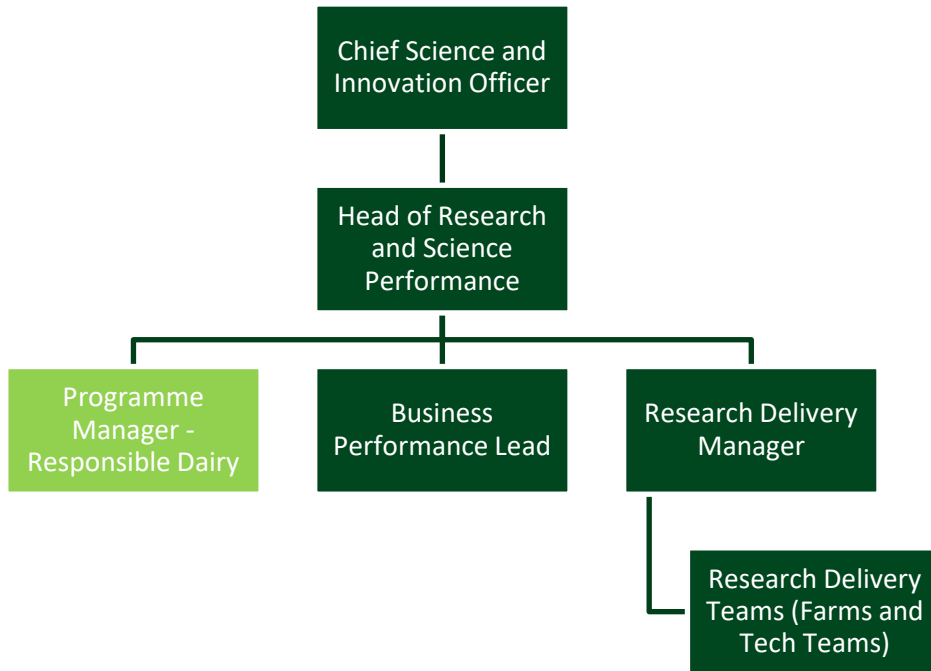
The Programme Manager is responsible for ensuring programme investments, resources, partnerships, subcontracts, and delivery activities are effectively coordinated to achieve contracted programme outcomes, benefits, milestones and strategic objectives.

Working within a matrix environment, the Programme Manager provides leadership across a diverse programme network of internal and external stakeholders, including funders, research partners, extension teams, contractors, service providers, and farmer-facing delivery channels. Acting as the central point of integration across programme activities, the role supports governance and provides stakeholder leadership, communication, and oversight to ensure successful delivery of programme outcomes and farmer impact.

The role ensures the programme delivers credible research, effective extension, and measurable on-farm impact by integrating science delivery, partner contributions, farmer-facing adoption and behaviour change pathways, funder obligations, and DairyNZ strategic priorities.

The role requires exceptional programme leadership, communication, and relationship management skills to align diverse stakeholders around shared objectives, maintain the quality and credibility of research and extension delivery, and maximise programme, farmer and sector outcomes.

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 Programme Management	<ul style="list-style-type: none"> • Manage the successful delivery of the Responsible Dairy Programme, ensuring up to 14 interconnected projects collectively deliver agreed programme outcomes, benefits, and strategic objectives. • Develop, maintain, and implement the Programme Plan, ensuring alignment with DairyNZ strategy, funding agreements, governance requirements, and stakeholder expectations. • Coordinate and oversee programme activities, managing interdependencies, priorities, resources, and competing demands across multiple projects and stakeholders. • Provide programme-level leadership, oversight, and decision support across all programme activities. • Lead benefits realisation activities, ensuring programme outcomes and value are clearly defined, measured, monitored,

	<p>and achieved.</p> <ul style="list-style-type: none"> • Responsible for internal programme approval documents as required. • Support the development of future programme investment opportunities through preparation of funding proposals, business cases, and grant applications. • Facilitate ideas and innovation from others. • Maintain focus on the programme purpose, outcomes, and strategic intent while communicating this clearly to programme contributors and relevant stakeholders (internally and externally). • Identify and leverage opportunities to align programme activities with related DairyNZ initiatives, external programmes, and industry partnerships to maximise impact, accelerate benefits realisation, and avoid duplication. Navigate complexity, ambiguity, and competing priorities to make informed decisions and maintain programme momentum.
<p>Research Quality, Extension and Impact</p>	<ul style="list-style-type: none"> • Ensure the programme maintains high standards of scientific integrity, quality, and credibility, with research activities aligned to programme objectives, funding requirements, and industry needs. • Work closely with researchers, technical experts, extension teams, and programme partners to ensure research findings are translated into practical tools, resources, recommendations, and approaches that support farmer decision-making and adoption. • Ensure programme outcomes are effectively translated into practical tools, resources, and approaches that support farmer adoption, behavioural change, and sector impact. • Work collaboratively across DairyNZ and programme partners to ensure successful extension, adoption, and implementation of programme outcomes by farmers and industry stakeholders. • Develop and maintain clear pathways from research through to extension, adoption, benefits realisation, and farmer impact. Ensure extension, engagement, and knowledge transfer activities are integrated into programme planning and delivery from the outset. • Foster strong collaboration between science, extension, communications, and industry partners to maximise programme reach, relevance, and impact. • Monitor and evaluate programme impact, including adoption, behavioural change, practice change, environmental outcomes,

	<p>and other agreed programme benefits.</p> <ul style="list-style-type: none"> • Oversee monitoring and reporting on programme outcomes, including via impact measurement, evidence of adoption, and working with independent programme evaluation services, as appropriate. • Promote continuous learning and knowledge sharing across programme partners to enhance programme effectiveness and future investment decisions.
<p>Programme Governance and Performance</p>	<ul style="list-style-type: none"> • Establish and maintain effective programme governance, reporting, controls, and decision-making processes. • Support Programme Sponsor, Governance Group, and governance forums through the provision of timely, accurate, and decision-ready programme information. • Prepare programme dashboards, reports, investment appraisals, business cases, and recommendations for governance groups, funders, and senior leaders. • Monitor programme performance against time, cost, quality, scope, milestones, benefits, funding obligations, and resource plans. • Lead programme budgeting, forecasting, financial management, and resource planning activities across a programme budget of approximately \$45 million. • Ensure programme delivery aligns with DairyNZ strategy and project, programme, and portfolio management frameworks. • Report against programme plans and budgets as required by DairyNZ and external funding agencies.

<p>Stakeholder, Partner and Funder Management</p>	<ul style="list-style-type: none"> • Build and maintain trusted relationships with government funders, co-funding partners, industry organisations, research providers, contractors, farmers, and other key stakeholders to ensure alignment, collaboration, and successful delivery of programme outcomes. • Act as the primary programme liaison for external funders and partners, managing stakeholder expectations, navigating competing priorities, and ensuring programme obligations and commitments are met. • Develop and oversee the programme communications and engagement strategy, ensuring stakeholders are informed of programme progress, achievements, risks, and opportunities. • Act as an advocate and ambassador for the Responsible Dairy Programme, representing DairyNZ and the programme in governance forums, board meetings, industry events, conferences, workshops, and stakeholder engagements. • Communicate complex scientific, technical, and programme information clearly and credibly to diverse audiences, including farmers, scientists, funders, governance groups, industry leaders, board members, regulators, policy makers, councils etc.
<p>Programme Risk, Contract and Dependency Management</p>	<ul style="list-style-type: none"> • Identify, monitor, and manage programme-level risks, issues, dependencies, and opportunities, ensuring timely escalation and resolution. • Lead the management of programme-level contracts, funding and partner agreements, subcontractor arrangements, and associated commercial obligations, ensuring intellectual property, data governance, confidentiality, and contractual requirements are effectively managed and risks appropriately mitigated. • Work closely with legal, procurement, finance, and commercial stakeholders to ensure programme obligations are met. • Ensure compliance with relevant regulatory, legal, funding, and organisational requirements. • Seek regulatory approvals including Agricultural Compounds and Veterinary Medicines (ACVM) and Animal Ethics where applicable, required by programme activities.

<p>Leadership and Collaboration</p>	<ul style="list-style-type: none"> • Foster a collaborative and high-performing programme culture that encourages innovation, accountability, continuous improvement, and shared ownership of outcomes. • Provide leadership across a matrix team of project managers, researchers, technical specialists, extension staff, contractors, and programme partners. • Lead and influence without direct authority, creating alignment, clarity, accountability, and commitment across programme contributors. • Coach, support, and guide project managers and programme team members to enable successful delivery and continuous improvement. • Demonstrate systems thinking and enterprise leadership by identifying connections, dependencies, and opportunities across programmes, projects, teams, and organisations. • Facilitate effective collaboration across DairyNZ, programme partners, and stakeholders. • Support capability development and knowledge sharing across the programme team. • Build, lead, and influence a high-performing programme team, fostering a culture of collaboration, trust, accountability, inclusion, and continuous improvement. • Inspire and engage programme contributors around a shared vision, bringing people on the journey through periods of change, complexity, and ambiguity. • Demonstrate compassionate, authentic, and inclusive leadership, creating an environment where people feel supported, valued, and able to perform at their best.
<p>How We Work</p>	<ul style="list-style-type: none"> • Support and role model DairyNZ values and principles: Connected, Curiosity, Courage and Credibility. • Understand and adhere to company policies and guidelines. • Actively support and contribute to DairyNZ organisational culture of one team. • Actively support and encourage continuous improvement to drive our organisation forward. • Strive to provide a safe and healthy workplace • Role model industry safe working practices • Take appropriate action to ensure correction of any condition or practice, which may cause harm to yourself, others or the environment. • Actively promote DairyNZ Health, Safety & Wellbeing Policies and procedures.

	<ul style="list-style-type: none"> • Support and encourage employee participation and consultation in all aspects of Health, Safety and Wellbeing management. • Comply with legislative requirements and relevant standard.
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Key relationships

Internal	External
Research and Science Leadership Team	Government funding agencies
Programme Sponsor	Co-funding partners and consortium partners
Programme Governance Group	Research providers (CRIs, universities and private agencies)
Project Managers	Industry organisations
Science Teams	Rural professionals
Regional Extension Teams	Industry advisory groups
Communications Teams	Farmers and farmer groups
Finance Team	Programme governance representatives
Legal Team	Commercialisation and IP partners
Enterprise Portfolio Office	Policy Makers, Regulators, Councils
Other DairyNZ teams	

Qualifications and experience

Essential	Preferred
Proven experience leading high-profile programmes involving multiple projects, stakeholders, budgets, and external partners.	Demonstrated understanding of New Zealand dairy farming systems and the wider dairy industry, including the factors influencing farmer decision-making, adoption, and sector outcomes.
Strong programme management expertise, including governance, planning, budgeting, forecasting, risk management, and benefits realisation.	PMP, PRINCE2 Practitioner, MSP Practitioner, or equivalent programme management qualification.
Experience managing large-scale, externally funded programmes and working within complex stakeholder environments.	PhD or postgraduate qualification in a relevant scientific, agricultural, environmental, or related discipline.
Experience leading and delivering research, extension, innovation, or industry development programmes within the primary sector, including working with researchers, technical experts, farmers, and	Experience leading government-funded research, science, innovation, or industry programmes.

industry stakeholders to achieve adoption and impact.	
Strong stakeholder engagement, influencing, and relationship management skills, with the ability to build credibility across diverse audiences.	Experience in intellectual property management, research contracting, and commercialisation processes.
Excellent communication, facilitation, presentation, and reporting skills, including communication and engagement with farmers.	Knowledge of research systems, science delivery, and research funding environments.
Experience leading and influencing multidisciplinary teams within matrix environments.	Knowledge of New Zealand dairy farming systems and the wider primary sector.
Demonstrated ability to manage programme-level contracts, risks, dependencies, and delivery outcomes.	
Proven ability to operate effectively in complex and ambiguous environments, balancing competing priorities and making sound decisions at pace.	

Job specific & technical competencies

Category	Descriptor/Evidence
Programme Management	Manages programmes comprising multiple projects and stakeholders, ensuring delivery of programme outcomes and benefits.
Governance & Reporting	Develops governance reporting, dashboards, investment appraisals, business cases, and recommendations to support effective decision-making.
Stakeholder Management	Builds trusted relationships and effectively manages diverse stakeholder groups, including funders, governance groups, and industry partners.
Financial Management	Manages programme budgets, forecasts, and resource plans across programmes.
Risk & Dependency Management	Identifies, manages, and resolves programme-level risks, issues, and dependencies.
Communication & Influence	Communicates effectively across technical and non-technical audiences and influences outcomes through strong interpersonal skills.
Contract & IP Management	Manages contractual obligations, intellectual property requirements, and programme compliance obligations.
Programme Scale & Complexity	Successfully manages programmes comprising multiple projects, significant funding, complex stakeholder environments, and competing priorities while maintaining focus on strategic outcomes and benefits.

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.