



GENERAL MANAGER POSITION DESCRIPTION

PURPOSE

The General Manager (“GM”) is responsible for the operational leadership of EAL. This includes working with the Managing Director to develop and implement business and operational plans that ensure the effective and efficient operation of the business and its continued growth and success. Critical to success is demonstrating personal leadership which aligns with the EAL culture and values, including looking after our people and delivery of a high-quality service to our clients. The GM will enhance shareholder value by maximising productivity and efficiency to optimise profitability.

REPORTING

The GM reports to the Managing Director and Senior Leadership Team. It is also expected that the GM will report to the Board on operational matters. The GM will lead the EAL Operational Team and will be expected to foster open communication with the Managing Director and the wider EAL Management and Operational teams, the aim being “no surprises”.

BUSINESS VALUES

Performance counts: We deliver optimal performance to our customers, building long-term relationships by focusing on professional performance. This means we;

- Deliver competitively priced, cost-effective Agricultural Contracting
- Invest in high-capacity, modern & well-maintained machinery
- Work with experienced, highly skilled operators & drivers

Plan, Do, Review: We think before we act, plan for the future, review our performance, and make improvements in a logical and planned way. This means we;

- Plan ahead
- Develop our people and delegate to utilise their skills
- Make pro-active decisions
- Demonstrate self-control
- Communicate to build relationships
- Look for personal growth opportunities

KEY RELATIONSHIPS

INTERNAL:	EXTERNAL:
Managing Director (“MD”), Operations Manager (“OM”) EAL Board, EAL Senior Leadership Team EAL Operational Team	Customers Business leads/potential customers Suppliers

BUSINESS MANAGEMENT

Responsible for managing the EAL business in a way that promotes efficient delivery of optimal results, as well as building on the current business success to capture new opportunities within the agricultural service sector

TARGET OUTCOMES

- **BUSINESS PLANNING:**
 - Work with the MD to develop the annual business plan
 - In conjunction with the Operations Manager (“**OM**”) set the plan for seasonal delivery, including resourcing and logistics management and risk management strategies
 - Explore business opportunities for growth, prepare and present business cases for promising opportunities
- **OPERATIONAL LOGISTICS:**
 - Plan the workflow to ensure customer expectations are met in the most efficient way with the resources available
 - Make the call on customer job priority and communicate actual delivery to customers in a way that maintains relationships
 - Work with the OM to ensure the day to day job planning and team management is achievable
 - Know where all machinery and people are at any point in time
 - Be proactive, keep an eye on the horizon and identify potential issues before they occur
 - Track, monitor and manage machinery maintenance to minimise unplanned down time
 - Track, monitor and manage team hours to manage fatigue and wellbeing and minimize the risk of errors or accidents
 - Roll up your sleeves and help out the team
- **KEEPING YOUR FINGER ON THE PULSE:**
 - Constantly monitor operational performance and results, communicate this information with MD, Board, SLT as appropriate
 - No surprises – reporting represents a true picture of reality to allow good decision making and governance
 - Use this information to plan ahead and make adjustments to the workflow and plan as needed
- **ASSET MANAGEMENT:**
 - Develop asset management plan, including optimal servicing and preventative maintenance plan
 - Ensure all assets are serviced and maintained according to the plan
 - Monitor asset performance, ensuring delivery of optimal return on investment
 - Build and maintain good working relationships with service people and suppliers, ensuring EAL gets priority attention when required
 - Investigate all options when changes to plant are required and put forward recommendations to SLT for approval
 - Monitor emerging technology to identify synergy with business operational improvement. Present recommendations and supporting business case to the Board where appropriate
- **FINANCIAL:**
 - All business expenditure to meet Delegated Authority guidelines
 - Monitor monthly financials, raise any significant variance, concerns, or issues as early as possible
- **REPORTING & ADMINISTRATION**
 - Complete all invoicing, monitoring, and reporting requirements accurately and on time
 - Approve incoming invoices, following up on queries as required

- Manage and respond to email and correspondence and phone enquiries
- RISK MANAGEMENT
 - Identify, monitor, and manage the main risks to the business
 - Compliance with all relevant legislation, regulations, industry standards, codes of practice and agreements including those related to health and safety, resource management, animal welfare, bio security and environmental compliance
 - Leadership demonstrates best practice in all environmental, animal welfare and social aspects of the business, therefore enhancing EAL's reputation
 - An up-to-date risk register identifies current business risks and mitigations, risk management plans and policies are established
 - Monitor business assets and develop and implement asset and maintenance policies
 - The company is viewed as a good corporate citizen

PEOPLE AND CULTURE

Responsible for leading people in a way that promotes a positive, innovative, efficient, and safe workplace

TARGET OUTCOMES

- TEAM: Fun, enjoyable team to be part of, who love coming to work for EAL
 - A strong team-based culture, with an engaged, motivated team focused on delivering a quality outcome for our customers
 - A team that 'has your back' and will help out each other when the need arises
 - The GM is respected as everyone knows they will roll up their sleeves and help get the job done when needed
- COMMUNICATION: The GM's communication style
 - Cultivates a cohesive team focused on achieving excellence
 - Is open, constructive, and respectful with the whole EAL team
 - Demonstrates deep listening and consideration before responding
- PLANNING & ORGANISATION:
 - All required work is planned for and delivered, efficiently and to the standard required
 - The team understands the plan and has the resources to deliver it
 - No downtime due to poor organisation and planning
 - Hours of work, rostered time off and leave are managed to ensure team stays healthy and engaged and enjoy their work. Agreed work targets are met
 - Maintain a team that has enough capacity and skill to deliver the work as planned, including recruiting to ensure team and skill fit, developing required skills within existing team and attracting high quality candidates when required
- MANAGING PERFORMANCE:
 - Team management is proactive, people performance issues are addressed when they occur, and correct process is followed
 - The team are given regular feedback on their performance; this feedback is recorded, reviewed, and used to support individual training and development plans
- CELEBRATE SUCCESS & OPPORTUNITY:
 - Share successes with the team, celebrate quality delivery and positive client feedback as a team
 - GM's personal leadership ensure the team can reflect on situations where things don't go according to plan and find the opportunities for improvement, seeing this as a positive experience
- LOOKING AFTER OUR PEOPLE:
 - Ensure compliance with all legislation, regulations, and codes of practice and EAL policies and procedures in relation to the employment of people and management of health, safety and wellbeing
 - Contractors and visitors comply with statutory and farm safety policies and procedures

- The GM's personal leadership demonstrates "Health and Safety Everyday" to ensure proactive best practice management of health, safety, and wellbeing in the business

DELIVERY EXCELLENCE

TARGET OUTCOMES

- CUSTOMERS:
 - GM is the go-to person for all customer queries and orders
 - Proactively managing customer expectations against actual delivery expectations
 - Managing customer relationships, building respect and loyalty
 - Checking service delivery meets customer expectations and they are satisfied with our service
 - Ensure customers feel they are valued, and their problems, issues or concerns are listened to and actioned if appropriate
 - Communicate, communicate, communicate...
- PRODUCT:
 - Monitor market demands and anticipate customer needs, stay ahead of any supply or demand issues you can see coming
 - Actively pursue product to ensure customer demands can be met
 - Ensure product is harvested at optimal time for product quality and is stored to maintain that quality
- RELATIONSHIPS:
 - GM is the go-to person for all enquiries and external interactions, including customers and their staff, EAL team, service people, suppliers, salespeople, local community, farming community
 - Manage these interactions with professionalism and respect presenting EAL positively
 - Relationships are maintained and any disputes are responded to quickly
 - Support community involvement, demonstrating the EAL values
 - EAL's positive image in the local community is protected and enhanced

OTHER

Undertake other all other duties necessary to lead, deliver, manage, and grow the business operations.

TARGET OUTCOMES

- GM is prepared to roll up their sleeves when necessary
- Respond positively to requests for assistance in other areas and undertake new work tasks with enthusiasm, interest, humility and good humour
- Support the team by leading from the front when required

HEALTH AND SAFETY

Drives a strong Health & Safety culture across the organisation, ensuring it is the first priority in everything we do.

TARGET OUTCOMES

Strives to improve our Health and Safety culture:

- Encourages reporting of all incidents and near misses;
- Ensures thorough investigation into all serious incidents and near misses to ensure risks are isolated, minimised or eliminated and learning shared throughout the business.
- Ensures policies and procedures are in place, reviewed at least annually, and communicated regularly to all staff.
- Ensures Sitewise certification is current and strives to improve grading
- Role models safe work practices

- Holds all staff to account about their own Health & Safety behaviour.
- Ensures the MD is briefed on any serious Health & Safety incidents immediately.

PERSON SPECIFICATION – GENERAL MANAGER

CORE COMPETENCIES

Competency	Definition
Financial acumen	Developing annual budgets, management to budget and reporting against budget. Preparing business case for presentation to board.
Customer Service Orientation	Proactively developing customer relationships (including new business) by making efforts to listen to and understand customers (both internal and external), anticipating and providing solutions to customer needs, giving high priority to customer satisfaction.
Developing others/ Maximising Performance	Developing subordinates' skills and competencies by planning effective development activities related to current and future jobs. Establishing performance, development goals, coaching performance, providing training and evaluating performance.
Technical/Professional Knowledge	Having achieved a satisfactory level of technical and professional skills/ knowledge in job related areas, keeping abreast of current developments and trends in areas of expertise. Is aware of gaps in own knowledge and is open to learning to address these.
Analysis and Problem Solving	Securing relevant information and identifying key issues and relationships from a base of information. Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into account resources, constraints and organisation values.
Communication	Expressing ideas effectively in individual and group situations (including non-verbal communication). Adjusting language or terminology to the characteristics and needs of the audience. Expressing ideas clearly in documents that have organisation, structure, grammar, language and terminology adjusted to the characteristics and needs of the audience.
Individual Leadership/ Influencing	Using appropriate interpersonal styles and methods to inspire and guide individuals (direct reports, peers and superiors) toward goal achievement, modifying behaviour to accommodate tasks, situations and individuals involved.
Internal Organisational Awareness	Ability to identify potential problems and opportunities, perceiving the impact and the implications of decisions on other components of the organisation
Coaching	Facilitating the development of others' knowledge and skills, providing timely feedback and guidance to help them reach goals.

KNOWLEDGE, SKILLS & EXPERIENCE

- Proven experience leading a team to deliver targets, including effective delegation skills and confidence training/coaching others
- Proven customer service excellence

- Relevant industry knowledge
- Agribusiness management diploma or equivalent
- Outstanding communication skills including the ability to communicate with the team in a down-to-earth way
- Passionate about agriculture and business
- Highly motivated and hungry for a challenge
- A 'can do', forward thinker who is looking for the opportunity to grow and develop both themselves and their team
- Dedicated and committed to the success of the team and business
- Ability to stay cool, maintain stable performance, think clearly and act decisively under pressure

This job description is designed to give an indication of the type of work and performance expected of the jobholder. It does not provide an exhaustive list of duties or performance standards and the jobholder agrees to undertake any other tasks that are consistent with the position and with the provision of quality service to the business.