

INSTRUCTIONS FOR SURVEY SPREADSHEET ENTRY

Once you have downloaded this survey spreadsheet, you will need to **SAVE IT TO YOUR COMPUTER**. You can do this within this excel file by selecting 'File', 'Save As', 'Browse' and select a location on your computer to save to. As you complete the survey, make sure you save (select 'File' then 'Save') every so often so you do not lose your data entry.

Within this excel file, there are several named tabs along the bottom (e.g., Instructions, Calculating Stock Units etc.). To start the survey, please first **READ THROUGH THE INSTRUCTIONS** as given in the excel sheet. Then proceed to **PART 1**. You will be referred to the other tabs of the spreadsheet as you complete the survey.

Once you have completed the survey, **PLEASE SEND YOUR RESPONSES** to Agribusiness Associate Lauren Cameron, either via **EMAIL** (lauren@bakerag.co.nz)* or via **POST** (Attn: Lauren Cameron, PO Box 900, Masterton 5840), **NO LATER THAN Friday 15th May 2026**

*Note, to email, create a 'New Email', type lauren@bakerag.co.nz' in the 'To', then select 'Attach file' along the top of the email, select 'Browse this PC', go to the location that you saved this excel survey spreadsheet and select 'Insert'. Once the survey is attached then click 'Send'.

WHAT YOU WILL NEED TO COMPLETE SURVEY

- Property details (effective hectares, tally of animal classes stocked over winter)
- Employee details (job description and contract of individual employee including details on job title, remuneration, KiwiSaver, hours worked, benefits and value of those benefits)

SURVEY DESIGN

The survey is in four parts.

PART 1: Employer Information. Complete this part **ONCE ONLY** i.e., fill in **ONE ROW**. Once completed, please move to **PART 2**.

PART 2: Property(s) Details. This portion is to be completed for **EACH PROPERTY** within your farm business i.e., **COMPLETE PART 2 AS MANY TIMES AS YOU NEED**. So, if you have 3 farms, that is 3 copies of **PART 2** to complete. When you have completed **PART 2** for each Property, please then move onto **PART 3**.

PART 3: Employee(s) Details. This part is to be completed for **EACH EMPLOYEE** i.e., **COMPLETE PART 3 AS MANY TIMES AS NEEDED**. So, if you have 10 employees that is 10 copies of **PART 3** to complete. Make sure you also fill in the property name (as detailed in **PART 2**) that the Employee is associated with. Once you have completed the information for each employee, the survey is complete.

PART 4: Questions for the Employer. Complete this part **ONCE ONLY**.

We are surveying remuneration levels that prevailed for the last 12 months. If you have reviewed remuneration levels in the last 2-3 months, please enter the amounts that best reflect the remuneration paid for the majority of the previous year.

EXCEL NAVIGATION

Within each of the Parts, you will need to scroll to the right, using the scroll bar located bottom right within the spreadsheet, to ensure you see all questions.

If the writing appears too big or small (especially within the dropdown boxes), change the 'zoom level' located at the bottom right of the page (below the scroll bar).

Within each of the Parts, there will be some questions with a dropdown box (shaded in grey). If you click in the cell, you will see a down arrow to the right of the cell. Click this arrow and the dropdown options will appear. Run your scroller over the option you wish to select (will be distinguished in blue highlight), click on your selected answer, which will then appear in the cell.

Apart from text and commentary, most information is entered in whole numbers. Please note that there are some validation rules around this that will prevent information being entered in an incorrect format. Where a number is required, you should not enter any commas or additional information, e.g., for total number of hectares farmed, enter '2400', DO NOT enter '2,400 ha'. For total number of stock units farmed, enter '15000', DO NOT enter '15,000 su'. For annual salary, enter '52000', NOT '\$52,000'.

ACCOMPANYING INFORMATION:

Within this excel file we have provided you with the accompanying information sheets:

- (a) Calculating Stock Units: here we have provided a template for the calculation of stock units, as well as the % stock units carried, based on the number of winter grazing animals for a property, as required for PART 2. Instructions are provided within the spreadsheet.
- (b) Employee Designation Definition: here we have provided descriptions of the main designations used in PART 3 (see the next page for these). **It is very important that you adhere closely to these descriptions.**

EMPLOYEE DESIGNATION DEFINITION	
TITLE	GENERAL RESPONSIBILITIES
BUSINESS MANAGER	<p>Usually responsible for multiple farms May be reporting to multiple stakeholders (owners, trustees, board) Full financial control of properties (budgeting, buy/sell stock, expenditure, resources) Responsible for the capital expenditure programme Employs and manages all staff Responsible for planning, meeting, executing and reporting on business goals, farm direction, policies and planning Managing farm management Implementing business strategy, compliance and minimal hands-on work</p>
OPERATIONS MANAGER	<p>May be responsible for more than one business. Smaller scale and less responsibility than Business Manager Responsible for meeting operational plan and budget in conjunction with owners. Planning, reviewing, execution and reporting against business plan Overseeing farm operations Responsibilities include, feed budgeting, financial budgeting, targets and resource requirements</p>
FARM MANAGER	<p>Management control over <u>one</u> property. Controls income and expenditure budget. Reports to owners or business manager. Strategic planning and capital plan in conjunction with owner(s). Employs and manages all staff Responsible for meeting farm plan including all aspects of production and stock Environmental and staff management Responsibility for implementing farm business plan Usually hands on involvement</p>
INFRASTRUCTURE MANAGER	<p>Responsible for the maintenance programme on large stations Usually strong on fencing, drainage, vehicle maintenance and repairs, water supply, tracking and access Project manager for new builds and capital expenditure. Generally experienced. Reports directly to Manager/Owner. May oversee other infrastructure staff.</p>
STOCK/BLOCK MANAGER/2IC*	<p>Able to develop, implement and monitor farm plans for livestock health, breeding and benchmark stock performance Able to analyse information and make recommendations for action Responsible for daily and weekly stock movement and management Produce regular management reports on day-to-day activity Preparing stock for sale Organises main stock-related jobs like shearing, scanning etc. Feed budgeting and monitoring Responsible for the day-to-day management of shepherds *2IC often on a smaller property, 8,000 to 10,000 stock units, may report directly to a manager/owner. 3-4 staff</p>
SHEPHERD (Head/Senior)	<p>Completing and often taking responsibility for day-to-day tasks. Capable of making decisions around feed levels, feed quality, animal health actions and maintenance. Issues day-to-day instructions to shepherds. Reports to manager or owner daily. Could leave the farm under his/her control for 4-5 days</p>
SHEPHERD (General, Experienced)	<p>Carries out daily operational tasks on farm including animal handling, animal health and welfare, fencing and maintenance Typically, 4-5 years full-time experience with at least 2-3 working dogs Works well without supervision</p>
SHEPHERD (Casual)	<p>Paid on an hourly rate. Could be on contract basis Has own dogs Uses farm tools and machinery Can work unsupervised.</p>
SHEPHERD (General, Inexperienced)	<p>Duties as above for General Shepherd (experienced), but requires regular supervision. 1-3 year's experience. Requires on-going and training</p>
FENCER / GENERAL	<p>Time split between fencing, maintenance and stock work May have a dog but generally yard work Operates on day-to-day instructions</p>
TRACTOR DRIVER	<p>Responsible for planning and implementing arable programme, cash and feed crop establishment and feed conservation Reports directly to Manager Responsible for machinery and general farm maintenance, and ground spread fertiliser application</p>
ADMINISTRATOR/FINANCIAL SUPPORT	<p>Invoicing/payment processing, may include payroll Filing of PAYE and GST returns May prepare an operational/business financial report Human Resources and Health and Safety administration Responsible for the organising and coordination of administration, financial operations and procedures Process incoming and outgoing mail Attend to any general business/operational matters Communication / reporting to Farm Owners/Shareholders May record meeting minutes</p>
COOK	<p>Responsible for day-to-day running of the cook house Day-to-day household chores and cleaning, running errands and grocery shopping, meal preparation for staff and contractors Keeps the kitchen clean and tidy according to hygiene standards May provide pastoral care for the shepherds May do some gardening Provide support around cleaning and caring for shepherd quarters Normally 20-30 h a week</p>
SUMMER STUDENT	<p>Full-time over the summer holiday General hand Generally no dogs. General maintenance and yard work for stock.</p>