



The Institute for Agriculture and Horticulture

Capability Framework

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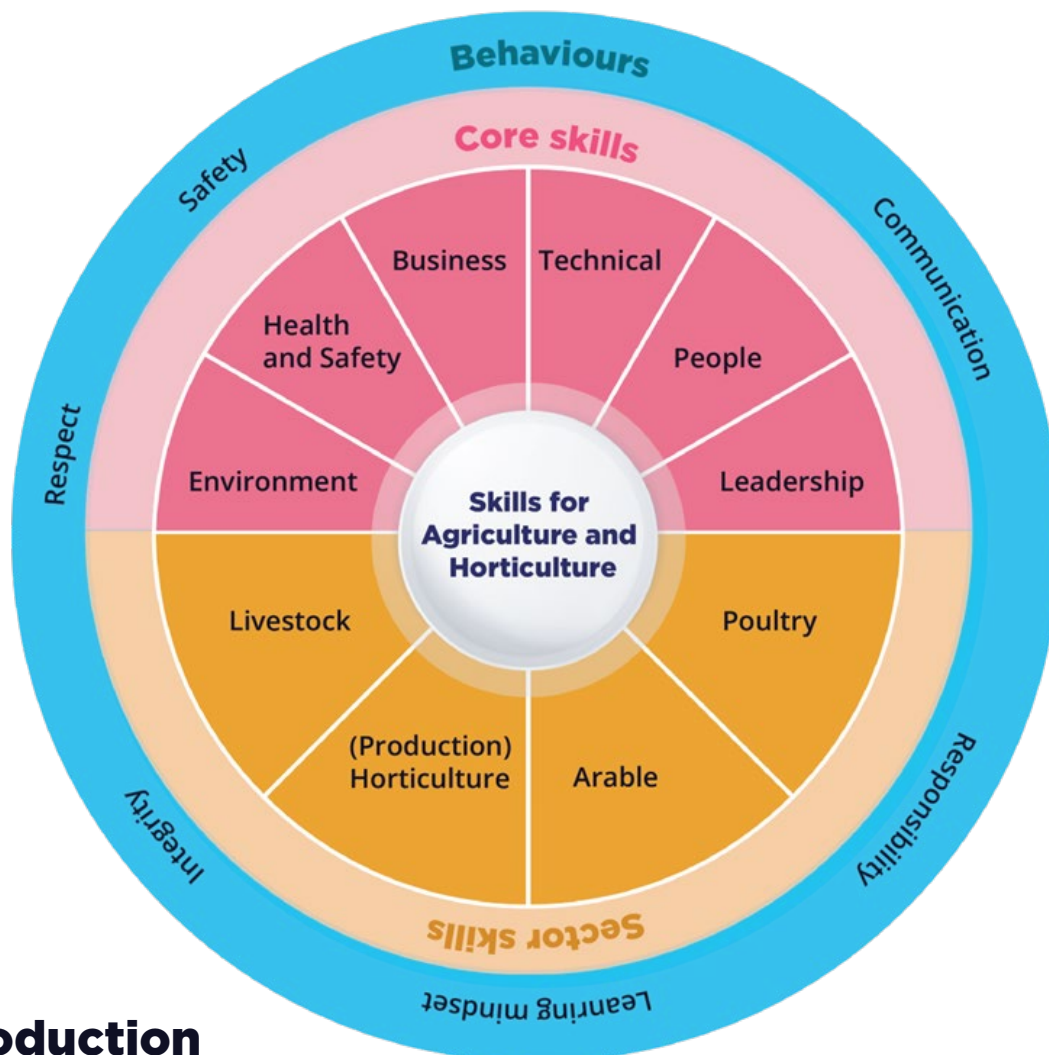
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The TIAH Capability Framework

'Defining what good looks like across agriculture and horticulture'



Introduction

The Institute for Agriculture and Horticulture (TIAH) Capability Framework provides a clear, industry-led structure for defining the skills, knowledge and behaviours needed to work effectively in agriculture and production horticulture. Developed in collaboration with farmers, growers and industry partners, it sets out what good looks like across the full breadth of roles and career stages in the sector.

The framework brings together sector-specific technical skills, core professional skills and behaviours, recognising that successful performance depends not only on what people know and can do, but also on how they work. Sector skills relate to specific areas of production such as arable, livestock, horticulture and poultry, while core skills cover essential areas required across all roles, including business, technical operations, people, leadership, health and safety, and environmental management.

These skills are underpinned by behaviours that support effective working relationships and responsible practice, such as communication, responsibility, respect, integrity and safety.

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Together, these elements create a holistic framework that provides a common language for describing capability and supports skills assessment, workforce development and career progression across agriculture and horticulture.

Who is this framework for?

The TIAH Capability Framework is designed for everyone working in agriculture and horticulture, regardless of sector, role or career stage. It supports individuals, teams and businesses by clearly setting out the skills, knowledge and behaviours required across farming and growing roles.

The framework can be used by farmers and growers to assess current capabilities and identify development priorities; by supervisors and managers to support workforce planning, appraisals, and recruitment; and by business owners to understand the skills needed to develop and adapt their operations. It's also relevant to new entrants and those progressing their careers, providing a clear, industry-recognised reference point for professional development and progression.

Are there other capabilities that farmers and growers require to be effective in their roles?

This framework is not meant to be a comprehensive list of every possible capability needed in agriculture and horticulture. It highlights skills identified as emerging or necessary on farms or production horticulture sites today.

When is someone considered 'capable'?

A person is considered 'capable' when they can demonstrate they understand the tasks they are required to do and how to undertake them correctly.

What do we mean by skills and knowledge?

Within the TIAH Capability Framework, skills and knowledge are distinct but closely connected elements of capability.

Skills refer to the ability to apply knowledge in practice. They describe what an individual can do and how effectively they can carry out tasks, solve problems and respond to real-world situations. Skills are developed through experience, practice and learning, and increase in depth and complexity as capability grows.

Knowledge refers to what an individual needs to know and understand to perform effectively in agriculture and horticulture. This includes information, principles, legislation, processes, standards and contextual understanding relevant to a role or sector. Knowledge provides the foundation for effective practice, enabling individuals to make informed decisions and understand why tasks are carried out in a particular way.

Within the framework, capability develops as knowledge is increasingly applied through skills, supported by appropriate behaviours. Together, these elements enable individuals to

perform confidently and effectively across different roles, responsibilities and levels of complexity in agriculture and horticulture.

TIAH Capability Framework levels

Baseline (Starting)

This level reflects those taking their first steps in developing capability. Individuals want to start building a basic awareness of key concepts, requirements, and expectations, and to develop initial confidence through early exposure and learning.

Operator (Developing)

At this level, individuals are developing momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Supervisor (Advancing)

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Manager (Mastering)

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

We recognise that individuals may demonstrate varying levels of competence across different areas, depending on their role and experience. The chart below shows how these 'role' levels align with NQFs and the Capability Profile on the TIAH Learning Hub.

Capability Framework role	Aligned with the following national qualification levels	TIAH Learning Hub Capability profile	Description
	<i>Entry Level</i>	<i>Starting (baseline)</i>	<i>Taking first steps, gaining awareness</i>
Operator	Level 1 - Level 3	Developing	Gaining momentum, applying knowledge and skills with growing confidence
Supervisor	Level 3 - Level 4	Advancing	Moving into higher-level capability, stretching further
Manager	Level 5+	Mastering	Adapting best practice and teaching others

What are the codes on the framework, and what are they used for?

The codes listed on the framework are a shorthand labelling system used to:

- Group related skills and knowledge
- Show the area of work (e.g. Business, People, Livestock)
- Show the level of responsibility (Operator, Supervisor, Manager)
- Allow the framework to be mapped, searched, and scaled consistently

Each code represents a competency area at a specific level.

How to read the code

Example: BO4S1

Code	Skills
BO4S1	Develops and monitors own personal budgets and finances to achieve financial targets

B = Business

O = Operator level

4 = Specific competency area within Business

S1= Skill number

For Supervisor and Manager, the middle letter changes:

S = Supervisor

M = Manager

So,

BO4 → Business, Operator, competency area 4

BS4 → Business, Supervisor, competency area 4

BM4 → Business, Manager, competency area 4

Next in the sequence will be either the letter S or K, indicating whether it's a skill or knowledge-based capability:

S = Skill

K = Knowledge

The number at the end refers to the knowledge or skill number, e.g., S1, K1.

How can the codes be used in practice?

Competency statement codes are used to uniquely identify and organise specific skills or standards within a framework.

In practice, they help to:

- Reference clearly

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- Each competency has a code so it can be easily cited in documents, training materials, and assessments without ambiguity.
- Structure the framework
- Codes show how competencies are grouped (e.g. by sector, skill area, or level), making the framework easier to navigate.
- Support assessment and tracking
- They allow employers, trainers, or platforms to record progress against precise competencies rather than broad descriptions.
- Enable consistency across the sector
- Everyone, farmers, growers, trainers, employers and educators can refer to the same code and know they're talking about the same capability.
- Link to qualifications or standards
- Codes often align with external frameworks (like NQFs), making it easier to map learning and recognise achievement.
- In short, they act like labels or reference points that keep the whole system clear, consistent and usable, especially at scale.

How can the Capability Framework be used?

Individuals (farmers, growers, learners)	Employers	Training providers (independent providers, industry bodies)	Educational organisations (colleges, universities, awarding bodies)	Advisors (consultants, agronomists, land agents)
<i>"Where am I now, and what do I need/want to do next?"</i>	<i>"Do we have the skills we need in our business?"</i>	<i>"Are we delivering the skills the sector actually needs?"</i>	<i>"Are learners work-ready?"</i>	<i>Shifting conversations from "what to do" to "what skills are needed to do it well."</i>
For individuals, it acts as a career development and self-assessment tool: ▪ Identify skill gaps against clear capability areas and levels ▪ Plan progression by understanding what's needed to move to the next level ▪ Target learning by choosing relevant courses or experiences ▪ Evidence competence for job applications, promotions, or accreditation ▪ Build confidence by recognising existing skills and strengths	For employers, it provides a structured workforce development framework: ▪ Define job roles and expectations using consistent capability levels ▪ Assess workforce skills and identify gaps across teams ▪ Design training plans aligned to business needs ▪ Support appraisals and performance reviews with clear benchmarks ▪ Improve recruitment by aligning job descriptions to framework capabilities ▪ Demonstrate investment in skills (useful for reporting for funders)	For training providers, it can act as a curriculum design and alignment tool: ▪ Map existing courses to framework capabilities and levels ▪ Identify gaps in provision where new training is needed ▪ Design structured learning pathways rather than standalone courses ▪ Ensure relevance to industry needs through alignment with agreed competencies ▪ Communicate value clearly to learners and employers	For formal education, it supports programme design and progression pathways: ▪ Align qualifications and modules to real-world industry competencies ▪ Bridge education and employment by making outcomes more transparent ▪ Support progression routes from entry-level to advanced roles ▪ Enhance employability by embedding industry-relevant skills ▪ Inform assessment design based on practical capability, not just knowledge	For advisors, the framework supports more targeted and impactful advice: ▪ Diagnose skills gaps in the businesses they support ▪ Tailor recommendations to the capability level of the farmer or workforce ▪ Signpost relevant training aligned to specific needs ▪ Support behaviour change by linking advice to skills development ▪ Strengthen client relationships



The Capability Framework by specific areas and levels

Core capabilities



Health and safety



Environment



Business



Technical



People



Leadership

Sector capabilities



Arable



Horticulture



Livestock



Poultry

Behaviours



Respect



Communication



Responsibility



Integrity



Learning mindset



Safety



Trust



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Core **Capabilities**

Health and Safety

OPERATOR (DEVELOPING)



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Competency PO1:

Successfully uses knowledge and skills, ensuring Health and Safety is adhered to, and good physical and emotional wellbeing is maintained throughout the business.

Code	Skills
PO1S1	Takes responsibility for their own health and wellbeing, manages their alcohol intake, is drug-free and follows health and safety guidelines in the workplace.
PO1S2	Observes stressed behaviours in themselves and in their workmates and reacts appropriately to these.
PO1S3	Maintains good personal health and avoids injury through the use of Personal Protective Equipment (PPE).
PO1S4	Assists with managing surplus mixes of agrichemicals, decontaminating, cleaning and storing equipment, and completing documentation, as directed
PO1S5	Identifies hazards, understands safety procedures, and demonstrates safe work practices, able and trained to do a risk assessment on site to ensure each job is safe to carry out.
PO1S6	Able to identify when First aid is needed and where to go for help.
PO1S7	Always maintains a high level of alertness of surroundings, for example, is not under the influence of drugs or overly tired.
PO1S8	Follows the business health and safety plan.

Code	Knowledge
PO1K1	Knows and understands the risks of alcohol intake, poor diet, and drug use for a business.

PO1K2	Knows and understands the importance of personal hygiene and the impact of zoonotic disease.
PO1K3	Knows and understands their own rights to a physically safe workplace.
PO1K4	Knows and understands the importance of monitoring and recording near misses.
PO1K5	Knows and understands how to follow health and safety guidelines in the workplace.
PO1K6	Knows and understands the reasons for safe manual handling in the workplace.
PO1K7	Knows and understands the legislative requirements and codes of practice relating to the safe use of pesticides, fertilisers and other chemicals.
PO1K8	Knows and understands own rights to an emotionally secure workplace, for example, one that is free from bullying, and knows how to identify bullying.
PO1K9	Knows and understands the importance of hydration, nutrition, and sleep in relation to personal wellbeing.
PO1K10	Knows and understands the business's responsibilities for health, safety and wellbeing in relation to land, people, and animals.
PO1K11	Knows and understands health, safety and wellbeing requirements around chemical use in a business.
PO1K12	Knows and understands the importance of looking after team wellbeing and can recognise if others are unwell.
PO1K13	Knows and understands they have a duty of care to others to meet health and safety requirements in the workplace.
PO1K14	Knows and understands how to check contractors' health and safety records.

Health and Safety

SUPERVISOR (ADVANCING)



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Competency PS1:

Supports the leadership and management of people using knowledge and skills, ensuring Health and safety is adhered to, and good physical and emotional wellbeing is maintained throughout the business.

Code	Skills
PS1S1	Takes responsibility for conducting incident reporting, identifies issues and solutions.
PS1S2	Demonstrates to others how to work safely in adverse conditions by using appropriate PPE correctly.
PS1S3	Monitors and records near misses.
PS1S4	Teaches and models physically safe behaviours to others in the workplace.
PS1S5	Monitors the physical, emotional and social needs of all staff and communicates any issues around work/life balance to the farm owner, both regarding the team or self.
PS1S6	Ensures and models best practice in wellbeing and models a good work-life balance.
PS1S7	Considers the wellbeing implications of any changes, new systems, or new policies and how this may affect the team.
PS1S8	Wears (and ensures others do) a suitable helmet when using an ATV.

Code	Knowledge
PS1K1	Knows and understands the health and safety compliance requirements and understands personal and workplace responsibility.
PS1K2	Knows and understands how to maintain good personal health on farm.
PS1K3	Knows and understands how to manage agrichemical surplus mixes, decontaminate, clean and store equipment, and complete documentation, as directed.

PS1K4	Knows and understands their personal and business responsibility regarding health, safety and wellbeing requirements for all activities on farm and follows best practice.
PS1K5	Knows and understands how to perform a duty of care to others to meet their health, safety and wellbeing requirements in the workplace.
PS1K6	Knows and understands the legislative requirements and codes of practice relating to the safe use of medicines and or pesticides, fertilisers and other chemicals.
PS1K7	Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.

Health and Safety



MANAGER (MASTERING)

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Competency PM1:

Manages and leads people using knowledge and skills, ensuring Health and safety is adhered to, and good physical and emotional wellbeing is maintained throughout the business.

Code	Skills
PM1S1	Demonstrates to others that they clearly value safety by visibly investing time and effort in it.
PM1S2	Demonstrates to others they clearly value safety, by allowing adequate budget, sufficient staff time and invests in appropriate safety structures to protect from danger.
PM1S3	Reports and records all accidents and near misses in accordance with work-safe legislation.
PM1S4	Evaluates information and takes actions to manage the risks to people.
PM1S5	Identifies and manages stress in others.
PM1S6	Demonstrates an authentic prioritisation of people's wellbeing.
PM1S7	Recognises the role wellbeing plays in building personal and business resilience and evaluates how they manage their wellbeing by identifying current resources and challenges.
PM1S8	Demonstrates to others that they clearly value wellbeing by allowing adequate budget for working practices.
PM1S9	Ensures a culture of best-practice health, safety and wellbeing is understood and followed by the entire team by training staff and modelling this behaviour.
PM1S10	Ensures the farm is a healthy, physically safe, and emotionally secure workplace by training staff on how to protect their health, safety, and wellbeing on farm.
PM1S11	Implements the team's preventive health, safety and wellbeing programmes in a timely and efficient manner.
PM1S12	Reports to senior leadership if the farm is not managing health and safety risks or is causing wellbeing issues for the farm team.

PM1S13	Develops health, safety, and wellbeing policies and ensures monitoring and updating are carried out.
PM1S14	Leads by example by complying with health and safety guidelines in the workplace.
PM1S15	Leads by example by wearing a helmet when using an ATV and ensures others working on the farm do the same.

Code	Knowledge
PM1K1	Knows and understands all health and safety legislation that is applicable to managing the business and is able to produce and implement an appropriate Health and Safety policy.
PM1K2	Knows and understands how to check contractors' Health and Safety records.
PM1K3	Knows and understands the risks present on their farm premises and how to mitigate these risks.
PM1K4	Knows and understands how personal hygiene can affect human and animal health, and the impact of zoonotic disease.



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Competency EO1:

Supports a successful, productive and sustainable business through knowledge and skills which promote good environmental practice.

Code	Skills
EO1S1	Ensures that all legislation is complied with as instructed.
EO1S2	Demonstrates an awareness of, and complies with, the regulations governing the control of pollution from relevant facilities and materials on the business.
EO1S3	Demonstrates an understanding of, and willingness to apply, environmental management and Integrated Pest Management (IPM) principles.
EO1S4	Works safely and effectively to reduce environmental impacts.
EO1S5	Assists in identifying key habitats and monitors biodiversity that depends on the business.
EO1S6	Assists in creating a plan to promote greater biodiversity and conserve habitats.
EO1S7	Undertakes hedge cutting and ditch clearing to minimise the impact on flora and fauna.
EO1S8	Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).
EO1S9	Ensures waste is minimised and resources are used efficiently.
EO1S10	Ensures the optimal use of valuable by-products and separate clean and dirty water to minimise pollution risks.
EO1S11	Recycles waste where possible and disposes of non-recyclable waste in accordance with best practice.
EO1S12	Assists in monitoring energy use and costs.
EO1S13	Uses precision techniques to optimise nitrogen fertiliser inputs to reduce whole business energy usage where possible

EO1S14	Follows plans and adheres to targets to reduce emissions and energy use.
EO1S15	Complies with Duty of Care and other waste regulations.
EO1S16	Complies with requirements and consent conditions relating to pollution control.
EO1S17	Complies with the regulations around plastic waste (Reduce, Reuse, Recycle).

Code	Knowledge
EO1K1	Knows and understands the impact of key pollutants on the environment, animal and human health, and local communities.
EO1K2	Knows and understands the legislation regarding odour and its impact on neighbours.
EO1K3	Knows and understands the impact of Greenhouse Gas Emissions (GHGs) on climate change and the government agenda (Net Zero).
EO1K4	Knows and understands the legislation regarding predators and vermin control.
EO1K5	Has a basic understanding of how precision farming techniques can optimise nitrogen use and help reduce overall farm energy consumption.
EO1K6	Knows and understands the implications of the duty of care for the EC Waste Framework Directive, Hazardous Waste regulations, NVZs and cross-compliance.
EO1K7	Knows and understands the nutrient value of slurry and manure and ensures safe and efficient storage and application.
EO1K8	Knows and understands the principles of the waste hierarchy as related to the business and is able to adhere to the waste management plan.

Competency EO2:

Supports a successful business by ensuring the efficient use of water that enhances the quality of production, the health of humans and animals and environmental benefits.

Code	Skills
EO2S1	Recognises areas prone to flooding and drought.
EO2S2	Identifies the pollution risks that may impair water quality.
EO2S3	Identifies the main activities that may create a risk to water quality.
EO2S4	Follows plans to apply all inputs accurately to avoid water pollution.

EO2S5	Follows appropriate management practices to prevent soil erosion.
EO2S6	Complies with the legislative requirements for water use.
EO2S7	Identifies areas where water lies on the surface, poaching is evident, and erosion has occurred.
EO2S8	Implements, mechanisms and techniques for collecting clean water.
EO2S9	Identifies and reports leaks and implements emergency procedures to prevent water waste.
EO2S10	Assists in identifying areas where water could be saved.
EO2S11	Complies with any legal requirements for water use.
EO2S12	Follows an irrigation schedule to enhance crop growth and yield.

Code	Knowledge
EO2K1	Understands how the business's wastewater and effluent systems operate and applies good practice in their business.
EO2K2	Knows and understands areas of risk to water quality, e.g., steep slopes.
EO2K3	Knows and understands that soil erosion can be reduced through soil management techniques.
EO2K4	Knows and understands key points of legislation regarding water usage.

Competency EO3:

Supports successful technical operations with knowledge and skills that ensure sustainable land use, enhancing business and the environment.

Code	Skills
EO3S1	Assists with water-related tasks.
EO3S2	Holds certification in agrochemical safety, for example, and holds an appropriate pesticide application certificate.

Code	Knowledge
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EO3K1	Knows and understands the importance of good management practice around land cultivation, and how their actions impact the environment.
EO3K2	Knows and understands the role nutrients play in farm systems, and the importance of good nutrient management.
EO3K3	Knows and understands the key points about the farm environment plan and how they contribute to it.
EO3K4	Knows and understands how to dispose of and tidy up farm waste.
EO3K5	Knows and understands that stock entering the waterways should be minimised and reports any stock in areas where they should not be to senior staff.
EO3K6	Knows and understands legal requirements around water use and reports any issues to senior staff.
EO3K7	Knows and understands the need for efficient use of water.

Waste management

Competency EO4:

Supports successful production through knowledge and skills that ensure the effective management of waste, in line with legal requirements.

Code	Skills
EO4S1	Undertakes activities with both solid and liquid farm manures and effluents in line with legislation and business policies and procedures as directed.
EO4S2	Complies with the regulations governing the control of pollution from relevant facilities and materials.
EO4S3	Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).

Code	Knowledge
EO4K1	Knows and understands the legal requirements of handling and storing both solid and liquid farm manures and effluent, and how effluent can impact the environment.
EO4K2	Knows and understands environmental protection practices of the system used for handling and storing both solid and liquid farm manures and effluents.

EO4K3	Knows and understands how liquid farm manure and effluent systems operate and knows their responsibilities and what happens if problems occur.
EO4K4	Knows and understands farm procedure in relation to disposal of used disinfectants, used sheep dips and storage of out-of-date medicines.



SUPERVISOR (ADVANCING)

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Competency ES1:

Supports the management of a successful, productive and sustainable business through the application of knowledge and skills that promote good environmental practice.

Code	Skills
ES1S1	Demonstrates an awareness of, and compliance with, the regulations governing the control of pollution from relevant facilities and materials on the farm.
ES1S2	Complies with appropriate standards and applies effective resource management, identifying risks that may compromise the outcome.
ES1S3	Applies compliance requirements and consent conditions for permitted site(s).
ES1S4	Applies knowledge and understanding of the environment to advance sustainability.
ES1S5	Demonstrates leadership for sustainable management of the environment.
ES1S6	Demonstrates safe and effective working practices to reduce environmental impacts.
ES1S7	Assists in the development of an Integrated Farm Management (IFM) plan for the farm/business in line with regulatory requirements and consents.
ES1S8	Assists in identifying key habitats and auditing biodiversity on the farm.
ES1S9	Involves staff and contractors in conservation planning and implementation.
ES1S10	Assists with the creation of a plan to encourage greater biodiversity and conserve habitats.
ES1S11	Communicates with staff to ensure hedge cutting and ditch clearing minimises the impact on flora and fauna.
ES1S12	Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).
ES1S13	Identifies potential pollutants and high-risk areas, including mapping storage locations.

ES1S14	Assists in the planning of the purchase of goods that minimise the quantities of waste and minimise by-products.
ES1S15	Ensures the optimal use of valuable by-products and separate clean and dirty water to minimise pollution risks.
ES1S16	Recycles waste where possible and disposes of non-recyclable waste in accordance with best practice.
ES1S17	Monitors energy use and cost and manages activities accordingly in line with farm policy.
ES1S18	Assists in identifying and using relevant tools for carbon foot printing and carbon budgeting.
ES1S19	Implements targets that reduce emissions through careful monitoring, investment in improved technology, and regular servicing of farm machinery to ensure optimum performance.
ES1S20	Contributes suggestions towards appropriate and cost-effective renewable energy options for the business.
ES1S21	Demonstrates responsibility for compliance requirements and consent conditions, for example, ensuring all plans are implemented, monitored, reported, and kept up to date.
ES1S22	Demonstrates compliance with regulations on plastic waste (Reduce, Reuse, Recycle), including encouraging the use of recycling facilities.

Code	Knowledge
ES1K1	Knows and understands the impact of key pollutants on the environment, animal and human health, and local communities
ES1K2	Knows and understands the impact of Greenhouse Gas Emissions (GHGs) on climate change and the government agenda (Net Zero).
ES1K3	Knows and understands the legislation regarding predators and vermin control.
ES1K4	Knows and understands the rules and regulations around gun safety, and if appropriate, has a gun licence.
ES1K5	Knows and understands the benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.
ES1K6	Knows and understands that slurries and manures are not deemed as waste if spread for agricultural benefit.
ES1K7	Knows and understands the principles of the waste hierarchy as they relate to the farm and can assist in developing a waste management plan and communicating it to the team.

ES1K8	Knows and understands the implications of the duty of care, EC Waste Framework Directive and Hazardous Waste regulations.
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Competency ES2:

Supports the management of the business to ensure the effective use of water, enhancing production quality, the health of humans and animals and environmental benefits.

Code	Skills
ES2S1	Identifies areas prone to flooding and drought and aims to take remedial action to reduce the risk of adverse weather.
ES2S2	Assists with the identification of appropriate water security measures, e.g., storage reservoir and manages them with due regard for water quality, safety and environmental benefit.
ES2S3	Identifies pollution risk areas that may affect water quality and ensures there are no adverse impacts on water quality in those areas.
ES2S4	Ensures that business operations do not create a risk to water quality.
ES2S5	Follows plans to apply all inputs accurately to avoid water pollution.
ES2S6	Follows relevant management practices to ensure soil erosion does not occur.
ES2S7	Complies with the legislative requirements for water use.
ES2S8	Identifies areas where water lies on the surface, poaching is evident, and erosion has occurred.
ES2S9	Trains staff in the correct management of wastewater and effluent-related activities.
ES2S10	Calculates the quantity of water required for various operations.
ES2S11	Draws up plans and timetables for water demand on farm, prioritising primary water uses.
ES2S12	Implements mechanisms and techniques for collecting clean water.
ES2S13	Ensures that systems are in place for reporting leaks and that emergency procedures are in place to prevent water waste.
ES2S14	Allocate the consumption between enterprises and identify areas where water could be saved.

ES2S15	Complies with any legal requirements for water use, e.g., water abstraction licences, flow restrictions and daily water limits. Make staff aware of legal requirements for water use.
ES2S16	Schedules Irrigation based on accepted methods, such as evapotranspiration, forecasted rainfall or soil moisture deficits and adopts practices that optimise water infiltration.
ES2S17	Considers more efficient and accurate irrigation techniques, such as trickle irrigation and its cost to the business.

Code	Knowledge
ES2K1	Knows and understands how the farm's waste water and effluent system works and ensures good practice on farm.
ES2K2	Knows and understands the legislative requirements for water use.

Competency ES3:

Supports the management of technical operations with knowledge and skills that ensure sustainable land use that benefits and enhances both the business and the environment.

Code	Skills
ES3S1	Ensures good management practices in land cultivation that adhere to regulations and policies.
ES3S2	Follows farm policy to achieve the best nutrient management practice.
ES3S3	Ensures good management practices regarding nutrient use.
ES3S4	Ensures the farm environment plan is adhered to and assists in managing the farm's environmental impacts.
ES3S5	Holds certification in agrochemical safety, for example, and holds an appropriate Pesticide Application certificate.
ES3S6	Implements steps to achieve efficient water use on the farm.
ES3S7	Monitors inline water dosing equipment for accuracy and efficiency (if applicable).
ES3S8	Ensures legal requirements and consent conditions for water use are followed, and implements protocols for industry requirements for waterways.

Code	Knowledge
ES3K1	Knows and understands regulations and policies around land management.
ES3K2	Knows and understands the difference between high- and low-risk soils.
ES3K3	Knows and understands the importance of calibration of equipment used to apply sprays and fertilisers.
ES3K4	Knows and understands the role nutrients play in farm systems, and the importance of good nutrient management.
ES3K5	Knows and understands soil types and risks for the farm, and the policies that are required to manage them.
ES3K6	Knows and understands the objectives of the farm environment plan.
ES3K7	Knows and understands principles around freshwater irrigation.
ES3K8	Knows and understands legal requirements and consent conditions for water use and understands protocols around industry requirements for watercourses.
ES3K9	Knows and understands the function and importance of inline water dosing equipment.

Waste management

Competency ES4:

Supports the management of production through knowledge and skills that ensure the effective management of waste, in line with legal requirements.

Code	Skills
ES4S1	Follows a manure plan and assists with the operation and maintenance of handling and storage of solid and liquid farm manures and effluent.
ES4S2	Implements a farm plan for the handling and storage of solid and liquid farm manures and effluent in line with legal requirements and consent conditions.
ES4S3	Keeps records of the handling and storage of solid and liquid farm manures and effluent.
ES4S4	Monitors the farm's handling and storage of solid and liquid farm manures and effluent systems, rectifies minor problems and knows when to get help if needed.

Code	Knowledge
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ES4K1	Knows and understands how an effluent management system works.
ES4K2	Knows and understands legal requirements and consent conditions for water use and follows protocol around industry requirements for waterways.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Competency EM1:

Manages a successful, productive and sustainable business through knowledge and skills that promote good environmental practice.

Code	Skills
EM1S1	Demonstrates an understanding of, and compliance with, the regulations governing the control of pollution from relevant facilities and materials on the farm.
EM1S2	Establishes and monitors safe and effective working practices to reduce environmental impacts.
EM1S3	Develops an Integrated Pest Management (IPM) plan for the farm/business in line with regulation requirements and consents.
EM1S4	Develops and integrates a waste management plan and communicates it to concerned parties.
EM1S5	Complies with appropriate standards and identifies risks that may compromise the outcome.
EM1S6	Applies knowledge and understanding of the environment to further the aims of sustainability.
EM1S7	Demonstrates a responsibility for compliance requirements and consent conditions, makes sure all plans are implemented and monitored, reported, and kept up to date
EM1S8	Ensures that waste is recycled where possible and that non-recyclable waste is disposed of in accordance with best practice.
EM1S9	Identifies potential pollutants and high-risk areas, including mapping storage locations.
EM1S10	Plans the purchase of goods to minimise the quantities of waste and by-products.
EM1S11	Optimises the use of valuable by-products and separates clean and dirty water to minimise pollution risks.
EM1S12	Demonstrates Leadership for Sustainable Management of the Environment.
EM1S13	Identifies key habitats and audits biodiversity on the farm.

EM1S14	Creates a plan to encourage greater biodiversity and conserve habitats on the farm (and local farms where appropriate).
EM1S15	Plans hedge cutting and ditch clearing to minimise the impact on flora and fauna.
EM1S16	Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).
EM1S17	Identifies potential pollutants and high-risk areas, including mapping storage locations.
EM1S8	Ensures that waste is recycled where possible and that non-recyclable waste is disposed of in accordance with best practice.
EM1S9	Identifies potential pollutants and high-risk areas, including mapping storage locations.
EM1S10	Plans the purchase of goods to minimise the quantities of waste and minimise by-products.
EM1S11	Optimises the use of valuable by-products and separates clean and dirty water to minimise pollution risks.
EM1S12	Demonstrates Leadership for Sustainable Management of the Environment.
EM1S13	Identifies key habitats and audits biodiversity on the farm.
EM1S14	Creates a plan to encourage greater biodiversity and conserve habitats on the farm (and local farms where appropriate).
EM1S15	Plans hedge cutting and ditch clearing to minimise the impact on flora and fauna.
EM1S16	Fosters good relations with the local community to communicate the benefits of Integrated Farm Management (IFM).
EM1S17	Identifies potential pollutants and high-risk areas, including mapping storage locations.
EM1S18	Optimises the use of valuable by-products and separates clean and dirty water to minimise pollution risks.
EM1S19	Ensures that waste is recycled where possible and that non-recyclable waste is disposed of in accordance with best practice.
EM1S20	Monitors energy use and cost and manages activities accordingly.
EM1S21	Identifies and uses relevant tools for carbon footprinting and carbon budgeting.
EM1S22	determines targets to reduce emissions through careful monitoring, investment in improved technology, and regular servicing of farm machinery to ensure optimum performance.
EM1S23	Analyses appropriate and cost-effective renewable energy options for the business.

Code	Knowledge
EM1K1	Knows and understands the current regulations governing the control of pollution from relevant facilities and materials on the farm and how these protect human health and the environment.
EM1K2	Knows and understands how safe and effective working practices can reduce environmental impact.
EM1K3	Knows and understands the compliance requirements and consent conditions for permitted site(s).
EM1K4	Knows and understands the principles of the waste hierarchy as related to the farm.
EM1K5	Knows and understands the impact of Greenhouse Gas Emissions (GHGs) on climate change and the government agenda (Net Zero).
EM1K6	Knows and understands the legislation regarding predators and vermin control.
EM1K7	Knows and understands the rules and regulations around gun safety, and if appropriate, has a gun licence.
EM1K8	Knows and understands the benefits of precision farming techniques to reduce nitrogen fertiliser inputs to reduce whole farm energy usage.
EM1K9	Knows and understands the implications of the duty of care, EC Waste Framework Directive and Hazardous Waste regulations.
EM1K10	Knows and understands that slurries and manures are not deemed as waste if spread for agricultural benefit.

Competency EM2:

Manages the business to ensure the effective use of water, enhancing production quality, human and animal health and environmental benefits.

Code	Skills
EM2S1	Identifies areas prone to flooding and drought and aims to take remedial action to reduce the risk of adverse weather.
EM2S2	Identifies appropriate water security measures, e.g., storage reservoir and manages them with due regard for water quality, safety and environmental benefit.
EM2S3	Identifies potential pollutants and main activities that may create a risk to water quality.
EM2S4	Plans for the accurate application of all inputs to avoid water pollution.

EM2S5	Plans relevant management practices to prevent soil erosion and pollution.
EM2S6	Complies with the legislative requirements for water use.
EM2S7	Identifies areas where water lies on the surface, poaching is evident, and erosion has occurred.
EM2S8	Trains staff in the correct management of waste water and effluent-related activities.
EM2S9	Calculates the quantity of water required for various operations.
EM2S10	Draws up a plan and timetable for water demand on farm, prioritising primary water uses.
EM2S11	Implements mechanisms and techniques for collecting clean water.
EM2S12	Implements a system for reporting leaks and ensuring that emergency procedures are in place to prevent water waste.
EM2S13	Determines the true cost of water from each source and wastewater disposal.
EM2S14	Identifies areas where water could be saved. Allocates the consumption between enterprises.
EM2S15	Complies with any legal requirements for water use.
EM2S16	Schedules Irrigation based on accepted methods, such as evapotranspiration, forecasted rainfall or soil moisture deficits and adopts practices that optimise water infiltration.

Code	Knowledge
EM2K1	Knows and understands how the farm's waste water and effluent system works and ensures good practice on farm.
EM2K2	Knows and understands water security measures and how these enhance quality, safety and environmental benefit.
EM2K3	Knows and understands all regulations and legislation regarding the extraction, application, storage and removal of water related to the business.
EM2K4	Knows and understands relevant contacts for advice and reporting problems.

Competency EM3:

Manages technical operations with the knowledge and skills to ensure sustainable land use that benefits and enhances both business and the environment.

Code	Skills
EM3S1	Identifies specific areas and, where appropriate, implements land management practices to protect them.
EM3S2	Makes decisions around cultivation practices of at-risk areas.
EM3S3	Trains staff to ensure good management practices for land cultivation are followed in line with regulations.
EM3S4	determines all on-farm policies regarding the nutrient management plan, and the link to fertiliser policy.
EM3S5	Enforces regulations and industry requirements around waterways.
EM3S6	Manages compliance requirements and consent conditions and makes sure all plans are implemented and monitored, reported, and kept up to date
EM3S7	Records and reports on issues related to the farm environment plan.
EM3S8	Develops a sustainable environmental management plan for the farm in line with regulatory requirements and resource consents.
EM3S9	Ensures the farm is compliant with industry and regional legislation.
EM3S10	Ensures compliance with flow restrictions and daily water limits when water is sourced from a waterway rather than a bore.
EM3S11	Trains staff on how to maintain the watering system.
EM3S12	Determines all on-farm policies regarding compliance resource consents.

Code	Knowledge
EM3K1	Knows and understands how to undertake expansion development projects.
EM3K2	Knows and understands the farm's nutrient budget and nutrient cycling, and checks that the nutrient management plan is being complied with.
EM3K3	Knows and understands waste management principles for the farm.

Waste management

Competency EM4:

Manages production through knowledge and skills that ensure the effective management of waste, in line with legal requirements.

Code	Skills
EM4S1	Knows and understands how to undertake expansion development projects.
EM4S2	Knows and understands the farm's nutrient budget and nutrient cycling, and checks that the nutrient management plan is being complied with.
EM4S3	Knows and understands waste management principles for the farm.
EM4S4	Develops and implements upgrades to effluent systems as needed.

Code	Knowledge
EM4K1	Knows and understands relevant legislation, permit requirements and codes of conduct regarding the handling and storage of solid and liquid farm manures and effluent management.
EM4K2	Knows and understands how the farm's handling and storage of solid and liquid farm manures and effluent systems and ensures good practice on farm.



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Financial management

Competency BO4:

Supports a successful business through knowledge and skills which ensure financial sustainability.

Code	Skills
BO4S1	Develops and monitors own personal budgets and finances to achieve financial targets

Code	Knowledge
BO4K1	Knows and understands the costs associated with jobs in the business.
BO4K2	Knows and understands benchmarking and key pieces of data for the business.
BO4K3	Knows and understands, in general terms, business income and expenses.

Quality and control

Competency BO5:

Supports a successful business through the application of knowledge and skills to control the quality of business production.

Code	Skills
BO5S1	Ensures all products meet the standards as stipulated in the Quality Assurance Manual and are delivered in a timely manner.

Code	Knowledge
BO5K1	Knows and understands the procedures and controls to ensure all products meet the standards as stipulated in the Quality Assurance Manual and Food Safety Field Operations Manual.
BO5K2	Knows and understands customer requirements and their impacts on farm produce production.
BO5K3	Knows and understands the importance of traceability.

Business sustainability

Competency BO6:

Supports and enhances a successful business using knowledge and skills by following strategic and operational plans.

Code	Skills
BO6S1	Identifies and acts on opportunities for operational improvement.
BO6S2	Assists in improving the performance of the production system through good communication and operational best practice.

Code	Knowledge
BO6K1	Knows and understands how their role and actions contribute to the efficiency of how the business operates.
BO6K2	Knows and understands how to access business policies and procedures and can effectively follow these as directed.
BO6K3	Knows and understands appropriate record-keeping requirements as per business policy.
BO6K4	Knows and understands the value of accurate record keeping and effectively maintains records for which they have responsibility.



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Financial management

Competency BS4:

Supports the management of the business through the application of knowledge and skills to ensure financial sustainability.

Code	Skills
BS4S1	Implements and manages change towards a more sustainable model of business.
BS4S2	Assists with benchmarking their farm's physical performance against others.
BS4S3	Connects the impact of everyday actions to financial effects on performance targets for their role.
BS4S4	Implements the financial policies and procedures relating to enterprise management, as instructed by the farm manager/ owner, to great effect.

Code	Knowledge
BS4K1	Knows and understands the importance of budgeting and contributes to ideas that will improve the cost efficiency of running the business or managing the farm.
BS4K2	Knows and understands the key points of benchmarking, why it is important, and where to get benchmarking information.
BS4K3	Knows and understands the importance of, and assists with, budgets.
BS4K4	Knows and understands their spending authority and what to do if exceptional circumstances arise.
BS4K5	Knows and understands the impact of change in input prices on the wider farm budgets.

BS4K6	Knows and understands the contract specifications and, where applicable, the subsequent financial implications.
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Quality and control

Competency BS5:

Supports the management of the business through the application of knowledge and skills to control the quality of farm production.

Code	Skills
BS5S1	Assists with the establishment of procedures and controls to ensure all products meet the standards as stipulated in the Quality Assurance Manual.
BS5S2	Ensures that a traceability system is in place with clear responsibilities.
BS5S3	Ensures that products meet the customer's and the company's quality standards.
BS5S4	Ensures that quality-grade products are delivered in a timely manner while maintaining standards.
BS5S5	Undertakes quality assurance checks and accurately records findings.
BS5S6	Sets up effective records around non-conformances, with costings, quality assurance procedures, complaints, etc.

Code	Knowledge
BS5K1	Knows and understands the relevant procedures and controls stipulated in the Quality Assurance manual.
BS5K2	Knows and understands the relevant procedures to ensure effective traceability.

Business sustainability

Competency BS6:

Supports business management by applying knowledge and skills to develop and implement strategic and operational plans that enhance the business.

Code	Skills
BS6S1	Broadens knowledge of other farming systems by attending discussion groups, monitor/strategic farms or networking events.
BS6S2	Identifies and acts on opportunities for operational improvement.
BS6S3	Identifies the physical resources of the farm business and their impacts or limitations.
BS6S4	Assists in developing strategies to improve the performance of the production system.
BS6S5	Assists in the setting of personal and business KPIs and other targets and goals for the farm business, and tracks performance against these.
BS6S6	Assists in the development of the business plan and effectively contributes to it.
BS6S7	Assists in the communication of all policies, values, and goals to the farm team.
BS6S8	Monitors and reviews action plans and/or the objectives of a business plan for the farm business.
BS6S9	Contributes to the development and implementation of operational goals in alignment with values and succession plans.
BS6S10	Collects and reports physical data that contributes to the strategic planning of farm activity.
BS6S11	Makes an inventory list to check for stock running out and takes action to restock them.
BS6S12	Prioritises what needs to be done and when, for today and the next few days.
BS6S13	Produces regular management reports on routine farming activities.
BS6S14	Supervises activities with some external parties, including suppliers and contractors.
BS6S15	Implements policies and processes for the farm's day-to-day operations through resource allocation.
BS6S16	Assists with meeting financial and regulatory obligations.
BS6S17	Reviews compliance requirements and the impact on the farm system.
BS6S18	Uses (or develops) policies and processes to enable proactive decision-making.
BS6S19	Assists in the development of risk management plans and is responsible for implementing disaster recovery.
BS6S20	Implements a process to manage key risks for the business.

Code	Knowledge
BS6K1	Knows and understands how to create a plan to achieve the KPIs and goals relating to their role.
BS6K2	Knows and understands the regulations concerned with their area of work on-farm, and the importance of complying with regulations.
BS6K3	Knows and understands what the goals of the farm are, and the actions required to meet these.
BS6K4	Knows and understands the industry metrics, production targets and KPIs for operational activities on-farm.
BS6K5	Knows and understands the regulations concerned with the wider farm system.
BS6K6	Knows and understands management practices that will enhance the sustainability of the business.
BS6K7	Knows and understands the requirements of regional and district authority regulations relating to the physical resources of the farm business.
BS6K8	Knows and understands the impact of supply and demand, the value chain, and how they affect the business.
BS6K9	Knows and understands different business ownership structures and the implications of these.
BS6K10	Knows and understands the current stage of the business and the capability required to maintain/grow the business.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Financial management

Competency BM4:

Manages the business through knowledge and skills which ensure financial sustainability.

Code	Skills
BM4S1	undertakes benchmarking between external parties to set targets and improve performance.
BM4S2	Develops, monitors, interprets and reports on farm budgets using accurate record-keeping.
BM4S3	Completes cash flow forecasts and compares them to actuals to make data-informed management decisions.
BM4S4	Effectively communicates the farm budget details to relevant stakeholders, including the farm owner.
BM4S5	Undertakes partial budgeting when making an on-farm change.
BM4S6	Gathers and analyses business information to develop a long-term financial plan.
BM4S7	Contributes to the decision-making and prioritisation processes for capital expenditure (capex).
BM4S8	Manages the farm business capital transactions and budgets to achieve target outcomes.
BM4S9	Undertakes due diligence prior to signing contractual agreements, understands obligations, and completes associated tasks.
BM4S10	Ensures the farm team understands that their actions can have financial effects on farm.
BM4S11	Operates an effective cash management system and business administration processes.

BM4S12	Undertakes analyses, performance and determines investment opportunities for the farm business.
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Code	Knowledge
BM4K1	Knows and understands benchmarking between organisations, with a view to improvement of farm performance.
BM4K2	Knows and understands the development and use of farm budgets, cash flow forecasts and farm accounts.
BM4K3	Knows and understands debt and the impact of debt loading and repayment on cash flow.
BM4K4	Knows and understands the factors that impact tax requirements and can effectively communicate with the accountant.
BM4K5	Knows and understands how to monitor working capital/disposable income for business management and personal expenditure, and manages overdrafts and cash.
BM4K6	Knows and understands the steps involved to obtain finance to establish, extend, or diversify an agribusiness.

Quality and control

Competency BM5:

Manages the business through the application of knowledge and skills to control the quality of farm production.

Code	Skills
BM5S1	Establishes procedures and controls to ensure all products meet the standards as stipulated in the business Quality Assurance Manual and Food Safety Field Ops Manual.
BM5S2	Establishes systems to ensure traceability is in place with clear responsibilities.
BM5S3	Controls the quality of production, ensuring products and deliveries to units/storage and process facilities are within the stipulated timescale and quality.
BM5S4	Ensures management and systems are in place for certification, audits and quality control procedures.
BM5S5	Establishes effective record-keeping around non-conformances, with costings, quality assurance procedures and complaints.

Code	Knowledge
BM5K2	Knows and understands the factors that ensure good quality products which enhance farm profitability.

Business sustainability

Competency BM6:

Manages the business using knowledge and skills to develop strategic and operational plans that support and develop the business.

Code	Skills
BM6S1	Identifies and acts on opportunities of operational improvement, utilising the principles of lean management.
BM6S2	Identifies the physical resources of the farm business and their impacts or limitations.
BM6S3	Develops strategies to improve the performance of the production system.
BM6S4	Evaluates land tenure and business ownership options.
BM6S5	Plans for the long-term sustainability of the business.
BM6S6	Networks with colleagues and industry groups.
BM6S7	determines personal and business KPIs and other targets and goals for the farm business, and tracks performance against these.
BM6S8	Develops, updates, and communicates all policies, values, and goals to the farm team.
BM6S9	Engages with a network of advisers to supply expertise where required.
BM6S10	Plans a succession structure that evolves as the business grows.
BM6S11	determines and monitors a business growth and savings plan.
BM6S12	Develops risk management plans and is responsible for disaster recovery implementation.

Code	Knowledge
BM6K1	Knows and understands the value in having a network of advisers to supply expertise and is actively building a network of advisers.

BM6K2	Knows and understands industry (or agri-organisation) marketing methods, and on-farm marketing methods for an agribusiness product.
BM6K3	Knows and understands the current stage of the business and the capability required to continue growing the business.

Technical

OPERATOR (DEVELOPING)



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Competency TO1:

Supports successful technical operations through knowledge and skills of technology, machinery, vehicles and structures that enhances production and business viability.

Code	Skills
TO1S1	Ensures familiarity with farm layout.
TO1S2	Ensures familiarity with key locations.
TO1S3	Follows effective building management practices as per business policy and procedures.
TO1S4	Uses and looks after fencing tools effectively.
TO1S5	Assists with erecting, maintaining and repairing electric and non-electric fences, walls and other boundaries and field separation features, as directed.
TO1S6	Demonstrates experience using computers, smartphones, and apps.
TO1S7	Uses technology-based systems to collect data and improve workplace quality, where applicable.
TO1S8	Demonstrates confidence in linking technology with implements, computers, smartphones and apps and in collecting data to improve the efficiency and accuracy of operations.
TO1S9	Applies the value of collecting good quality data and how it can be used to make decisions.
TO1S10	Identifies problems, faults and inconsistencies requiring action.
TO1S11	Demonstrates familiarity with a range of other technologies and aids on the farm.
TO1S12	Applies the value of collecting good quality data and how it can be used to make decisions.
TO1S13	Holds a current and relevant driver's licence.

TO1S14	Demonstrates appropriate instruction, training and certificates for driving vehicles used on farm.
TO1S15	Wears a suitable helmet when using an ATV.
TO1S16	Checks and drives a basic wheeled tractor with an attached implement on flat or hilly terrain.
TO1S17	Develops strategies to manage personal and external factors that may contribute to injury at work.
TO1S18	Demonstrates responsible driving, giving due care, respect and attention to others on site and on roads.
TO1S19	Holds certificates or undertakes training with farm machinery applicable to the role.
TO1S20	Holds certificates where needed and has undergone appropriate training to operate storage, warehouse and packhouse machinery used on farm.

Code	Knowledge
TO1K1	Knows and understands the business security process.
TO1K2	Knows and understands basic vehicle maintenance and operation, including setting up and calibration to achieve required results.
TO1K3	Knows the importance technology plays within the industry and the opportunities available to them to use technology.
TO1K4	Knows and understands how electronic systems work on-farm and what their role is.
TO1K5	Knows and understands the value of collecting good quality data and how it can be used to make decisions.
TO1K6	Knows and understands the business policy around the use of mobile and smartphones for business and personal use at work.
TO1K7	Knows and understands how to use technology-based systems to collect data to improve the efficiency of operations.
TO1K8	Knows and understands how to adapt their driving, giving due care, respect and attention to conditions (slope, wet, etc), risks (overhead power cables, low buildings, etc.) and when towing loads.
TO1K9	Knows and understands how to safely operate a light utility vehicle (LUV), with trailed equipment or a mounted load, on flat or hilly terrain.
TO1K10	Knows and understands how to select the correct fuel when operating vehicles and machinery.

TO1K11	Knows and understands which driving licences are needed and when the renewal period is due, relevant to the job.
TO1K12	Knows and understands how to operate machinery safely.

Technical

SUPERVISOR (ADVANCING)



Technical

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Competency TS1:

Supports the management of technical operations through knowledge and skills related to technology, machinery, vehicles and structures that enhances production and business viability.

Code	Skills
TS1S1	Familiarises themselves and others with the farm layout.
TS1S2	Supports the erecting and maintenance of electric and non-electric fences, walls and other boundaries and field separation features.
TS1S3	Draws up a maintenance programme for all electric and non-electric fences, walls and other boundaries and field separation features, as directed.
TS1S4	Develops safe operating procedures for fencing, walls and other boundary and field separation activities
TS1S5	Produces and follows a maintenance programme for all electric and non-electric fences, walls and other boundaries and field separation features, as directed.
TS1S6	Develops safe operating procedures for fencing, walls and other boundary and field separation activities.
TS1S7	Uses technology-based systems and solves technical issues where appropriate.
TS1S8	Teaches others how to use smartphones, computers, and other technology-based systems, as well as the various tools and products available for data collection.
TS1S9	Supports the business policy on the use of mobile devices and smartphones for personal and business purposes.
TS1S10	Encourages and demonstrates the use of new technologies and data for insights and decision-making.
TS1S11	Evaluates the use of new technologies and data for insights and decision-making and communicates the results to staff.

TS1S12	Ensures accurate records are kept and utilised to support business decisions, market requirements, evidence and timing of operations, etc.
TS1S13	Carries out basic vehicle maintenance.
TS1S14	Maintains infrastructure on farm for operational success.
TS1S15	Practices good vehicle hygiene to avoid biosecurity risks entering the farm.
TS1S16	Ensures gun safety is practised on farm where appropriate.
TS1S17	Implements a routine maintenance schedule of vehicles, plant, machinery and equipment.
TS1S18	Produces processes to ensure staff have appropriate training and licenses for farm vehicles, machinery and other equipment used with annual checks.
TS1S19	Takes action where staff do not regard the business requirements of safe driving and operation of vehicles, machinery and other equipment used.
TS1S20	Practices responsible driving on roads, giving due care, respect and attention to conditions and when towing loads.
TS1S21	Develops a maintenance and servicing programme and recording system for all vehicles and implements them to ensure they are in good, safe working order.
TS1S22	Develops breakdown and emergency procedures for all vehicles and implements them to ensure they are in good, safe working order.
TS1S23	Supports the team in managing the work programme for all fieldwork.

Code	Knowledge
TS1K1	Knows and understands business security processes in line with farm policy and procedures.
TS1K2	Knows and understands how to maintain and replace boundaries.
TS1K3	Knows and understands fencing-related risks, how to cut, handle, join, transport and store wire safely.
TS1K4	Knows and understands new fencing technologies.
TS1K5	Knows and understands how to interpret data to gain insights and aid decision-making.
TS1K6	Knows and understands the importance technology plays within the industry and the opportunities available to the business to use technology, and the importance of communicating this with the team.
TS1K7	Knows and understands how to safely operate farm machinery.

TS1K8	Knows and understands strategies to manage personal and external factors that may contribute to vehicle-related injuries on the farm.
TS1K9	Knows and understands safety and regulatory obligations when operating farm vehicles.
TS1K10	Knows and understands the risks around hygiene when cleaning machinery, and trains staff on the importance of vehicle hygiene to avoid biosecurity risks entering the farm.
TS1K11	Knows and understands potential risks for vehicle movement in the farmyard, around the farm and off-farm.
TS1K12	Knows and understands the regulations and licenses required for driving and the use of business vehicles and machinery.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Competency TM1:

Manages technical operations through knowledge and skills related to technology, machinery, vehicles and structures that enhances production and business viability.

Code	Skills
TM1S1	Identifies and communicates with the team on the farm layout.
TM1S2	Holds responsibility of business security processes.
TM1S3	Manages and oversees the erecting and maintenance of electric and non-electric fences, walls and other boundaries and field separation features.
TM1S4	Uses data and technology software to analyse and improve farm performance.
TM1S5	Uses technology and data to evaluate current farm practices and increase efficiency, productivity and performance.
TM1S6	Ensures best practice around hygienic cleaning of machinery.
TM1S7	Produces and monitors a maintenance schedule for vehicles and machinery.
TM1S8	Trains staff in performing basic vehicle maintenance.
TM1S9	Trains staff on safe driving practices.
TM1S10	Ensures the farm team follows best practices for vehicle and machinery safety and hygiene and complies with regulatory requirements.
TM1S11	Ensures a strategy is in place for the driving and use of business vehicles, equipment and machinery.
TM1S12	Ensures best practice around hygienic cleaning of machinery.
TM1S13	Produces and oversees a clear replacement policy and procedure for farm vehicles and technology.

TM1S14	Produces and oversees policy for adopting new technology that supports management requirements.
TM1S15	Identifies and distinguishes clean water drainage (springs, streams and roof water) versus dirty water drainage (from livestock, dirty yards or machinery washing).

Code	Knowledge
TM1K1	Knows and understands the hygiene risks when cleaning machinery, and the importance of training staff on vehicle hygiene to prevent biosecurity risks from entering the farm.
TM1K2	Knows and understands the regulations and license requirements for driving and the use of business vehicles and machinery.



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Recruitment and retention

Competency PO2:

Supports the business using knowledge and skills to fulfil employment obligations and plan career development.

Code	Skills
PO2S1	Focuses on career development goals and has a clear plan to achieve this.
PO2S2	Ensures accurate records are kept for leave, hours worked, and wages paid.
PO2S3	Abides by all employment obligations, including specific responsibilities, accommodation agreements, minimum wage requirements, records of holidays and leave, hours worked and wages paid.

Code	Knowledge
PO2K1	Knows and understands their own training requirements for ongoing self-development, and to achieve their goals.
PO2K2	Knows and understands own rights around employment agreements, minimum wage requirements, and formal accommodation agreements (where applicable), and knows how to communicate any issues to superiors.
PO2K3	Knows and understands the true hourly rate they are being paid, and that remuneration is linked to their skills and responsibilities.
PO2K4	Knows and understands all employment obligations, including specific responsibilities, accommodation agreements, minimum wage requirements, records of holidays and leave, hours worked and wages paid.
PO2K5	Knows and understands own rights around work time and workload and strives for a reasonable work/life balance.



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Recruitment and retention

Competency PS2:

Supports the management of staff through the recruitment and retention process, shaping a culture of professional development and creating a business which fosters honesty, integrity and ambition.

Code	Skills
PS2S1	Researches and considers opportunities to develop industry skills which enhance their own employability skills and those of the business.
PS2S2	Conducts career planning for the next 2-5 years, sets targets for professional development, and undertakes training to support these targets.
PS2S3	Ensures the team understand the importance of skills development and is supported in growing their skills and understanding of career opportunities available to them.
PS2S4	Assists in the development of systems and processes to ensure the team can progress within the business and sets these expectations.
PS2S5	Teaches less experienced team members to understand their own rights around employment agreements, minimum wage requirements, and accommodation, and how to communicate any issues to superiors.
PS2S6	Communicates any issues around employment compliance to superiors or the farm owner, both regarding the team or self.
PS2S7	Demonstrates an understanding and compliance of ethical dilemmas.
PS2S8	Ensures staff salaries accurately reflect their skills and abilities where applicable.
PS2S9	Encourages staff to be good tenants, and communicates to the owner/manager if staff accommodation is not compliant with legal requirements.
PS2S10	Ensures employment agreements are in place and up to date for all employees reporting to them.

PS2S11	Ensures accurate records are kept around leave, hours worked, and wages paid.
PS2S12	Ensures formal accommodation agreements are in place where applicable.
PS2S13	Resolves any staff issues around remuneration to ensure best practice, for example, ensures minimum wages or above are paid for all hours worked.
PS2S14	Encourages others to promote sustainability through ensuring understanding around cause and effect of subject.

Code	Knowledge
PS2K1	Knows and understands what their career path requires and the skills required to get there, and actively looks for and considers opportunities to grow skills and take the next step.
PS2K2	Knows and understands own training requirements for on-going self-development.
PS2K3	Knows and understands employment obligations with regard to accommodation agreements, minimum wage requirements, and around records of holidays and leave, hours worked and wages paid.
PS2K4	Knows and understands the procedures for termination of employment in accordance with relevant legislation.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Recruitment and retention

Competency PM2:

Manages people through the recruitment and retention process, shaping a culture of professional development and creating a business which fosters honesty, integrity and ambition.

Code	Skills
PM2S1	Ensures staff are supported in growing their skills and understanding the career opportunities available to them.
PM2S2	Holds an awareness of their own training requirements for ongoing self-development, and to achieve their goals.
PM2S3	Ensures the team understands and supports skill development and career growth.
PM2S4	Ensures the business team understands and supports skill development and career growth.
PM2S5	Focuses on their career development goals and a clear plan to achieve this.
PM2S6	Complies with relevant legislation, including the Modern Slavery Act.
PM2S7	Encourages others to promote sustainability.
PM2S8	Ensures the planned strategy is set out for professional development.
PM2S9	Creates a work environment conducive to ensuring the highest levels of honesty and integrity in dealing with others and carrying out work.
PM2S10	Ensures staff salaries accurately reflect their skills and abilities.
PM2S11	Encourages staff to be good tenants and communicates to the operations manager if staff accommodation is not compliant with legal requirements.
PM2S12	Ensures employment agreements are in place and up to date for all employees reporting to them.
PM2S13	Ensures accurate records are kept around leave, hours worked, and wages paid.

PM2S14	Ensures formal accommodation agreements are in place when providing accommodation.
PM2S15	Resolves any staff issues around remuneration to ensure best practice.
PM2S16	Participates in staff planning, recruitment, training, and appraisals.

Code	Knowledge
PM2K1	Knows and understands to abide by employment obligations with regard to accommodation agreements, minimum wage requirements, and record of holidays and leave, hours worked, and wages paid.
PM2K2	Knows and understands the recruitment and retention processes.
PM2K3	Knows and understands the different types of employees/workers in your business (employed, seasonal, contractor, consultant).
PM2K4	Knows and understands how to support staff with techniques to empower and develop them to reach their full potential.
PM2K5	Knows and understands the importance that references play in protecting your business from harm.

Leadership

OPERATOR (DEVELOPING)



Leadership

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Leadership

Competency PO3:

Supports a successful business by applying knowledge and skills and engages as a successful member of a high-performing team.

Code	Skills
PO3S1	Shows empathy and respect for people, animals and the environment, and shows care for other people's property.
PO3S2	Speaks, listens and shares ideas appropriately and asks questions when unsure or unclear.
PO3S3	Attends and contributes to team meetings as required.
PO3S4	Contributes to a workplace where open and honest communication is encouraged and proactively manages interpersonal conflict, demonstrating respect for all team members.
PO3S5	Follows directions of supervisors and managers and works well with a diverse team to complete assigned tasks and meet goals.
PO3S6	Supports the business owner's values in achieving business goals.
PO3S7	Identifies and communicates any business issues to superiors.
PO3S8	Understands public perceptions of the industry.
PO3S9	Inspires others on the team to develop a strong work ethic that increases productivity.
PO3S10	Assists in increasing the workforce through inspiring others to work for the business.
PO3S11	Assists with problem-solving.
PO3S12	Thinks about consequences before they act, understands and reflects on their words, actions and behaviours, and the effect these may have.

PO3S13	Maintain the highest levels of honesty and integrity in dealing with others and carrying out work.
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Code	Knowledge
PO3K1	Knows and understands the way they communicate and how it affects others.
PO3K2	Knows and understands that their mistakes may result in consequences to their employer as well as themselves.
PO3K3	Knows and understands on-business leadership, for example, how to consider different team members and communicate to a group.
PO3K4	Knows and understands that a good business team has open and honest communication, and regular constructive feedback.

Strategy and operations

Competency PO4:

Supports a successful business by applying knowledge and skills to work independently as a high-achieving business operative.

Code	Skills
PO4S1	Participates positively and proactively in staff training and appraisals.
PO4S2	Contributes to the team culture to support the business's values and goals.
PO4S3	Recognises mistakes made, accepts advice and learns from feedback.
PO4S4	Develops pride in how they contribute to their business's performance.
PO4S5	Identifies and assesses options before making a decision to ensure a positive outcome.
PO4S6	Demonstrates adaptability and flexibility in new and changing situations.
PO4S7	Takes into account available information to make reasoned decisions.
PO4S8	Uses basic literacy and numeracy skills to good effect, and if skills are lacking, puts in place practices to counter this.
PO4S9	Demonstrates curiosity about the job, business and industry, and is motivated to work towards goals by learning new tasks, skills and information.

PO4S10	Arrives at work on time with appropriate clothing and equipment to complete a work day, completes jobs, and takes appropriate breaks (uses company clothing/equipment if provided).
PO4S11	Is self-managing and responsible, is learning to manage time well to increase efficiency.
PO4S12	Recognises problems and when they need to seek advice or support, and uses initiative to find or ask for solutions.
PO4S13	Works in a lean and effective manner to increase financial sustainability.

Code	Knowledge
PO4K1	Knows and understands the importance of taking care of business equipment.
PO4K2	Knows and understands that accuracy is important for record-keeping purposes and sustainable business models.
PO4K3	Knows and understands the importance of sustainable practices.
PO4K4	Knows and understands what a good work ethic is and why this is important to enhance a business.

Leadership

SUPERVISOR (ADVANCING)



Leadership

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Leadership

Competency PS3:

Supports the manager by leading staff to achieve goals through ensuring the wellbeing and motivation of a highly skilled, productive workforce.

Code	Skills
PS3S1	Demonstrates the values, ethics and behaviours of a good workplace culture, through leading by example and proactively managing interpersonal conflict.
PS3S2	Maintains the highest levels of honesty and integrity in dealing with others and carrying out work.
PS3S3	Fosters a team with clear direction and vision, open and honest communication, and empowers it to achieve the business owner's values and goals.
PS3S4	Sets and enforces a culture of respect for equipment and assets.
PS3S5	Supports staff to achieve their best performance, be self-managing, and be responsible.
PS3S6	Participates in staff planning, recruitment, training, and appraisals, and implements the staff training budget (if devolved to the supervisor level).
PS3S7	Ensures the business has the right mix of skills to perform its tasks competently, including contractors and technical professionals.
PS3S8	Ensures the workplace fosters a reasonable work/life balance, treats staff well and offers motivating, enjoyable work that avoids constant fatigue by monitoring staff workloads.
PS3S9	Monitors and manages staff to ensure productive working relationships, builds people's capability, and avoids conflict in the workplace.
PS3S10	Assists with the establishment of HR policies, plans and procedures for the business, including recruitment, performance management, and reviews (if required).

PS3S11	Assists with a staff induction process that ensures new staff can work as efficiently, safely and independently as possible during the probation period.
PS3S12	Communicates to ensure work times and workloads for the business team meet best practice and comply with legal obligations, and seeks to resolve any issues.
PS3S13	Allocates and delegates tasks within the team in the farm manager's absence, appropriate to the team members' skill levels.
PS3S14	Suggests improved ways of working efficiently to reduce hours worked in the enterprise.
PS3S15	Communicates clearly and openly with team members and external parties to explain the farm's vision, values and operational requirements.
PS3S16	Balances profitability with hours of work, for example, uses technological skills to work efficiently and productively.
PS3S17	Applies critical thinking skills to make suggestions that enhance the business model and staff wellbeing.
PS3S18	Builds professional relationships with the wider sector to enhance the business and share best practice.
PS3S19	Identifies strengths and weaknesses in self and acts on these appropriately through self-reflection and self-development.
PS3S20	Actively develops team members and supervises inexperienced staff.
PS3S21	Strives to meet the goals of the farm and ensures all farm policies are complied with.

Code	Knowledge
PS3K1	Knows and understands the role of the business manager in terms of their need to dedicate time to running the business.
PS3K2	Knows and understands how to evaluate the strengths and weaknesses of the business team, and how to get the best from them.
PS3K3	Knows and understands how long tasks should take to be efficient and effective, and trains others to meet these expectations, particularly junior staff.
PS3K4	Knows and understands their obligations around their own time management and is able to prioritise work tasks.
PS3K5	knows and understands how to access identified development opportunities.
PS3K6	Knows and understands how critical thinking can enhance the business.
PS3K7	Knows and understands how to supply contractors with all the necessary information to carry out a service.

Strategy and operations

Competency PS4:

Supports the management of the business through knowledge and skills that ensure strategic clarity about direction of travel, staffing skills and relationships with external parties.

Code	Skills
PS4S1	Analyses data to identify opportunities to work more effectively and efficiently, improving the business.
PS4S2	Fosters a good working relationship with directors and owners.
PS4S3	Manages and takes responsibility for business activities when the manager is away from the site.
PS4S4	Presents a positive attitude and approach under varying circumstances and conditions.
PS4S5	Manages deadlines, acts on time and demonstrates anticipatory skills by planning and preparing in advance.
PS4S6	Contributes to the development and implementation of operational goals in alignment with values and succession plans
PS4S7	Makes themselves familiar with business data, such as financial data, and accesses expert advice and further information as required.

Code	Knowledge
PS4K1	Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.
PS4K2	Knows and understands that strategic aims are a tool to focus staff on the desired business direction.
PS4K3	Knows and understands that data should be used where available to drive operational and strategic management decisions.

Leadership

MANAGER (MASTERING)



Leadership

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Leadership

Competency PM3:

Leads staff to achieve goals through ensuring the wellbeing and motivation of a highly skilled, productive workforce.

Code	Skills
PM3S1	Creates a workplace where open and honest communication is encouraged and proactively manages interpersonal conflict.
PM3S2	Ensures staff are supported to be self-managing and responsible.
PM3S3	Ensures the business has the right mix of skills to perform its tasks competently, including contractors and technical professionals.
PM3S4	Ensures the workplace fosters a reasonable work/life balance, so staff are treated well and offered motivating, enjoyable work that avoids constant fatigue.
PM3S5	Supports the farm owner's values and goals and communicates with and empowers the farm team to achieve them.
PM3S6	Builds a team culture to support the farm's values and goals.
PM3S7	Monitors and manages staff to ensure productive working relationships, builds people's capability, and avoids conflict in the workplace.
PM3S8	Oversees recruitment, selection, and induction of staff in an agribusiness.
PM3S9	Balances profitability with hours of work.
PM3S10	Communicates with the farm manager to ensure work times and workloads for the farm team meet best practice and comply with legal obligations, and seeks to resolve any issues.
PM3S11	Communicates with and between business partners, banks/accountants, and the farm team.
PM3S12	Delegates tasks appropriately between team members and within team dynamics.

PM3S13	Inspires others on the team to have a good work ethic that increases productivity.
PM3S14	Increases the number of high-quality staff by inspiring others to want to work for the business.
PM3S15	Solves problems that enhance business efficiency and production quality.
PM3S16	Makes decisions in a timely manner that benefit the business and staff.
PM3S17	Communicates with contractors and subcontractors.
PM3S18	Self-assesses strengths and weaknesses and implements strategies to address them to enhance performance.
PM3S19	Supports the development of staff for the wider good of the business and industry.
PM3S20	Makes data-informed decisions to enhance the business.
PM3S21	Focuses on the farm's strategic aims and strives to achieve its business goals.
PM3S22	Fosters a good working relationship with boards, directors and owners where applicable to enhance creativity, diversity and productivity.

Code	Knowledge
PM3K1	Knows and understands the management strategies that map staff skills and highlight skills gaps to be filled within the business.
PM3K2	Knows and understands the benefits of clear communication to enhance productivity.
PM3K3	Knows and understands what the strengths and weaknesses are of the farm team and how to get the best from them.
PM3K4	Knows and understands how to use technological skills to work efficiently and productively.

Strategy and operations

Competency PM4:

Manages the business using knowledge and skills that ensure strategic clarity on the direction of travel, staffing, skill requirements and relationships with external parties.

Code	Skills
PM4S1	Accesses expert advice and further information when required.
PM4S2	Observes detail, knows the farm, grazing, stock, finances and team.

PM4S3	Ensures governance structures are in place in line with the business's scale and size.
PM4S4	Reports on data and adjusts delivery to relevant audiences.
PM4S5	Proactively manages suppliers and contractors.
PM4S6	Develops risk management plans and is responsible for disaster recovery implementation.
PM4S7	Establishes a business structure that reflects their business and personal goals.
PM4S8	Implements policies and procedures for operational activities undertaken.
PM4S9	Meets financial and regulatory obligations.
PM4S10	Develops policies and procedures which enable proactive decision-making.
PM4S11	Develops and implements a process to manage key business risks.

Code	Knowledge
PM4K1	Knows and understands the benefits of clear communication with internal and external parties that enhances productivity.
PM4K2	Knows and understands how anticipating deadlines and looking ahead reduces workplace stress and spreads workloads for all people concerned.
PM4K3	Knows and understands that strategic aims are a tool to focus staff in the desired business direction.
PM4K4	Knows and understands that data should be used where available to drive operational and strategic management decisions.
PM4K5	Knows and understands to supply contractors with all the necessary information to carry out a service.



The Institute for Agriculture and Horticulture

Arable (and horticulture) **Capabilities**

Arable (and horticulture)

OPERATOR (DEVELOPING)



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Plant health and productivity

Competency AO3:

Supports successful crop production through knowledge and skills which maximise productivity and ensure plant health.

Code	Skills
AO3S1	Ensures crops are grown to the required standards and specifications, continuity, quality, volume and yield and meet the minimum standard requirements, including relevant crop protocols and assurance schemes.
AO3S2	Identifies key weeds, pests and diseases and reports their presence.
AO3S3	Ensures optimal organic manure application at agreed rates. (Outdoor production)
AO3S4	Ensures optimal fertiliser application at agreed rates.
AO3S5	Ensures optimal digestate application at agreed rates. (Outdoor production)
AO3S6	Operates irrigation equipment effectively in accordance with agreed procedures.
AO3S7	Complies with legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.
AO3S8	Follows an irrigation schedule to enhance crop growth and yield (if applicable).

Code	Knowledge
AO3K1	Knows and understands crop physiology and the development process, and how they affect crop management.
AO3K2	Knows and understands the impact of key weeds, pests and diseases on the crop.

AO3K3	Demonstrates knowledge and understanding of crop health, nutrition and relevant legislation, and applies this consistently in practice to maintain compliance.
AO3K4	Knows and understands relevant legislation and the basic principles of Integrated Pest Management and its practical application.
AO3K5	Knows and understands crop irrigation needs and how this affects yield.
AO3K6	Knows and understands legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.

Crop production

Competency AO2:

Supports successful crop production through applying knowledge and skills that assist with the smooth planning of crop production.

Code	Skills
AO2S1	Demonstrates an awareness of the choice of varieties relevant to conditions and market requirements.
AO2S2	Self-assesses own skills to ascertain the need for familiarisation to prepare, test, calibrate and set up equipment.

Code	Knowledge
AO2K1	Knows and understands the requirements for record-keeping and maintains records appropriately.

Harvest

Competency AO4:

Supports successful crop production through knowledge and skills which ensure the successful harvesting and storage of crops at post-harvest.

Code	Skills
AO4S1	Works independently under exceptional circumstances such as equipment breakdown, inclement weather, etc.

AO4S2	Carries out harvest operations, understanding quality and quantity expectations.
AO4S3	Ensures efficient production through modelling best practice and following business procedures.
AO4S4	Recognise when the crop is ready for harvest.
AO4S5	Prepares and calibrates machines for harvest. (Outdoor production)
AO4S6	Assesses soil conditions before the crop is harvested. (Outdoor production)
AO4S7	Stores crops in suitable conditions to maintain quality.

Code	Knowledge
AO4K1	Knows and understands key points of relevant conservation requirements.
AO4K2	Knows and understands health and safety requirements related to vehicles on roads.
AO4K3	Knows and understands key points regarding health and safety requirements related to hygiene.
AO4K4	Knows and understands chemical and mechanical techniques for maintaining crop quality.
AO4K5	Knows and understands the requirements of the pre-defined sales programme and communicates any discrepancies to their line/business manager.

Soil and growing media

Competency AO4:

Supports a successful enterprise through knowledge and skills that enhance the sustainability of the business and the environment through careful management of the soil.

Code	Skills
AO1S1	Follows the management programme for growing crops
AO1S2	Carries out remedial drainage work, as required and instructed. (outdoor production)
AO1S3	Complies with the regulations governing the control of pollution from relevant facilities and materials.
AO1S4	Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).

AO1S5	Keeps up-to-date records for the nutrient management plan.
AO1S6	Follows a cropping plan for crops, cultivations and rotations appropriate to the soil type and land classification. (Outdoor production)
AO1S7	Identifies critical causes of compaction and erosion and implements land management practices to minimise these. (Outdoor production)
AO1S8	Undertakes cultivation tasks to minimise compaction and erosion. (Outdoor production)
AO1S9	Ensures the appropriate range of equipment is available and in good working order.
AO1S10	Decides on appropriate operations based on ground conditions, in conjunction with the owner/manager or supervisor. (Outdoor production)
AO1S11	Undertakes drainage operations as required. (Outdoor production)
AO1S12	Complies with the business's nutrient management plan.
AO1S13	Identifies the best and problem field areas.
AO1S14	Carries out cultivation operations.
AO1S15	Sets up, calibrates and tests the range of available equipment to ensure it's in good, safe working order.
AO1S16	Undertakes accurate assessments of ground conditions prior to any operation.

Code	Knowledge
AO1K1	Knows and understands the relevance of appropriate land drainage. (Outdoor production)
AO1K2	Knows and understands the potential need for further drainage. (Outdoor production)
AO1K3	Knows and understands cultivation and crop choice, and the appropriateness for changing climate conditions and extreme weather events. (Outdoor production)
AO1K4	Knows and understands mineral status, soil organic matter, pH, etc., and uses this to assist with the production of a nutrient management plan. (Outdoor production)
AO1K5	Knows and understands basic drainage maps/plans and be able to take this information into account during field operations. (Outdoor production)
AO1K6	Knows and understands the signs of compaction and sets up the appropriate sub-soiler correctly. (Outdoor production)
AO1K7	Knows and understands the importance of soil type and land classification. (Outdoor production)

AO1K8	Knows and understands key soil structure and texture for land area worked. (Outdoor production)
AO1K9	Knows and understands different cultivation techniques available for relevant crop and soil conditions. (Outdoor production)
AO1K10	Knows and understands the importance of biological activity in the soil as an indicator of soil health. (Outdoor production)
AO1K11	Knows and understands appropriate crop types for land and market. (Outdoor production)

Arable (and horticulture)

SUPERVISOR (ADVANCING)



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Plant health and productivity

Competency AS3:

Supports the management of crop production through knowledge and skills which maximise productivity and ensure plant health.

Code	Skills
AS3S1	Identifies key weeds and assists with implementation of the management plan as required.
AS3S2	Identifies key pests and diseases and assists with implementing the management plan as required.
AS3S3	Communicates the Integrated Pest Management ambition to operators, agronomists, etc.
AS3S4	Develops fertiliser recommendations relevant to conditions and crops.
AS3S5	Ensures optimum fertiliser application.
AS3S6	Oversees implementation of the nutrient plan with regard to crop requirement and availability from manure, slurry, compost and digestate.
AS3S7	Ensures crops are grown to the required standards and specifications, continuity, quality, volume and yield and meet the minimum standard requirements, including relevant crop protocols and assurance schemes.
AS3S8	Ensures compliance with legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.
AS3S9	Operates the irrigation equipment and instructs others, as appropriate.

Code	Knowledge
AS3S1	Identifies key weeds and assists with implementation of the management plan as required.
AS3S2	Identifies key pests and diseases and assists with implementing the management plan as required.
AS3S3	Communicates the Integrated Pest Management ambition to operators, agronomists, etc.
AS3S4	Develops fertiliser recommendations relevant to conditions and crops.
AS3S5	Ensures optimum fertiliser application.
AS3S6	Oversees implementation of the nutrient plan with regard to crop requirement and availability from manure, slurry, compost and digestate.
AS3S7	Ensures crops are grown to the required standards and specifications, continuity, quality, volume and yield and meet the minimum standard requirements, including relevant crop protocols and assurance schemes.
AS3S8	Ensures compliance with legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.
AS3S9	Operates the irrigation equipment and instructs others, as appropriate.

Crop production

Competency AS2:

Supports the management of crop production through knowledge and skills which evaluate cropping systems and crop types in preparation for planting.

Code	Skills
AS2S1	Demonstrates an awareness of available varieties relevant to land /environmental conditions and market requirements.
AS2S2	Ensures that drilling operations align with previously adopted cultivation methods. (Arable only)
AS2S3	Ensures policy in place for variety selection in accordance with market requirements, seed treatment and management.
AS2S4	Evaluates the need for and use of pre-emergence herbicides. (Outdoor production)

AS2S5	Ensures that correct and adequate storage facilities are available for all varieties and crops to be harvested.
AS2S6	Evaluates longer-term drainage plans and budgets accordingly. (Outdoor production)
AS2S7	Designs and budgets for the rotational cycle, rather than the annual cropping cycle.

Code	Knowledge
AS2K1	Knows and understands the appropriate processes for record keeping and the maintenance of records.
AS2K2	Knows and understands market requirements, timescales, etc., related to farm cropping schedules.
AS2K3	Knows and understands the benefits, risks and management of cover crops. (Outdoor production)

Harvest

Competency AS4:

Supports the management of crop production through knowledge and skills which ensure successful harvesting and storage of crops at post-harvest.

Code	Skills
AS4S1	Manages harvesting operations on a daily basis, including standard practices and procedures, staffing, quality and meeting crop targets.
AS4S2	Considers impacts and revises plans in unexpected conditions.
AS4S3	Recognises when the crop is ready for harvest for a particular market.
AS4S4	Plans labour requirements effectively and ensures teams, equipment and machinery are prepared and ready for harvest operations.
AS4S5	Assesses soil conditions before the crop is harvested. (Outdoor production)
AS4S6	Keeps post-harvest records to enhance business strategy and ensure traceability.
AS4S7	Ensure that the harvested crop is sorted according to the pre-defined sales program.
AS4S8	Charts risks to security and health associated with the handling of crops at harvest and storage.

AS4S9	Ensures close liaison with relevant teams for forecasting and harvesting to optimise customers' requirements and maximise crop return.
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Code	Knowledge
AS4K1	Knows and understands the procedures for setting up harvesting equipment.
AS4K2	Knows and understands the relevant legislation and customer specifications, such as moisture content and pest and disease protection.
AS4K3	Knows and understands chemical and mechanical techniques for maintaining crop quality.
AS4K4	Knows and understands how handling, harvesting and storage of crops reduces risk to security and health.

Soil and growing media

Competency AS1:

Supports the management of crop production through knowledge and skills that enhance the sustainability of the business and the environment through careful management of the soil.

Code	Skills
AS1S1	Plans cultivation tasks in line with business policy. (Outdoor production)
AS1S2	Ensures the right range of equipment is available and in good working order. (Outdoor production)
AS1S3	Undertakes an accurate assessment of ground conditions prior to any operation. (Outdoor production)
AS1S4	Designs and budgets for further work on the drainage scheme, as appropriate. (Outdoor production)
AS1S5	Complies with regulations governing pollution control from relevant facilities and materials, and communicates this to the team.
AS1S6	Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).
AS1S7	Oversees compliance requirements and consent conditions, making sure all plans are implemented and monitored, reported, and kept up to date.
AS1S8	Develops and follows cropping plans for cultivations and rotations appropriate to the soil type and land classification. (Outdoor production)

AS1S9	Identifies critical source areas of compaction and erosion and implements land management practices to protect these. (Outdoor production)
AS1S10	Plans cultivation tasks to minimise compaction and erosion. (Outdoor production)
AS1S11	Ensures appropriate training and instruction are in place for principal operator(s).

Code	Knowledge
AS1K1	Knows and understands appropriate cultivation techniques available for relevant crop and soil conditions. (Outdoor production)
AS1K2	Knows and understands the farm's nutrient budget and nutrient cycling. (Outdoor production)
AS1K3	Knows and understands key soil structure and texture for land area and is able to carry out tests, including Visual Soil Assessment (VSA). (Outdoor production)
AS1K4	Knows and understands the importance of soil type and land classification. (Outdoor production)
AS1K5	Knows and understands the importance of biological activity in the soil as an indicator of soil health. (Outdoor production)

Arable (and horticulture)

MANAGER (MASTERING)



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Plant health and productivity

Competency AM3:

Manages crop production through knowledge and skills which maximise productivity and ensures plant health.

Code	Skills
AM3S1	Demonstrates a sound understanding of crop physiology and plant development.
AM3S2	Identifies key weeds and implements management processes as applicable.
AM3S3	Identifies key pests and diseases and implements Integrated Pest Management processes as applicable.
AM3S4	Communicates Integrated Pest Management ambition with operators, agronomists and other interested parties.
AM3S5	Develops appropriate strategies for weed control.
AM3S6	Ensures crops are grown to the required standards and specifications, continuity, quality, volume and yield and meet the minimum standard requirements, including relevant crop protocols and assurance schemes.
AM3S7	Ensures compliance with legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.
AM3S8	Operates the irrigation equipment and instructs others, as appropriate.
AM3S9	Takes account of local weather forecasts when planning operations.
AM3S10	Develops fertiliser recommendations appropriate to conditions and crop choice.
AM3S11	Ensures optimum fertiliser application to sustainably enhance plant growth.
AM3S12	Develops and implements a crop nutrient plan based on crop requirements and the availability of nutrients from manure, slurry, compost and digestate.

Code	Knowledge
AM3K1	Knows and understands crop physiology and development to an extent which enables management decisions that enhance plant health and yield.
AM3K2	Knows and understands the likely risks from weeds, pests and diseases and mitigation measures.
AM3K3	Knows and understands all relevant legislation and the importance of complying
AM3K4	Knows and understands the principles of Integrated Pest Management and its practical application.
AM3K5	Knows and understands legal, customer and employment procedures and Codes of Practice and commits to implementing them in the production of crops.
AM3K6	Knows and understands the available system types, including costings.
AM3K7	Knows and understands sources of reliable information, including Defra RB209 and FACTS qualified agronomist.

Crop production

Competency AM3:

Manages crop production through knowledge and skills that evaluate cropping systems and crop types in preparation for planting.

Code	Skills
AM2S1	Demonstrates an awareness of the choice of varieties relevant to conditions and market requirements.
AM2S2	Ensures that drilling operations align with previously adopted cultivation methods. (Outdoor production)
AM2S3	Evaluates different farming techniques, including precision farming techniques. (Outdoor production)
AM2S4	Examines the opportunity for variable seed rate based on external factors such as soil type, pests and weeds.
AM2S5	Assesses appropriate crop types for land and market. (Outdoor production)
AM2S6	Ensures that correct and adequate storage facilities are available for all varieties and crops to be harvested.
AM2S7	Designs and budgets for a rotational cycle, rather than an annual cropping cycle. (Outdoor production)

Code	Knowledge
AM2K1	Knows and understands the choice of varieties relevant to conditions and market requirements.
AM2K2	Knows and understands appropriate record keeping for all operations.
AM2K3	Knows and understands market requirements and timescales.
AM2K4	Knows and understands and considers the benefit, risk and management of cover crops. (Outdoor production)

Harvest

Competency AM4:

Manages crop production using knowledge and skills that ensure successful harvesting and post-harvest storage.

Code	Skills
AM4S1	Ensures effective record keeping, harvesting schedule, harvesting responsibilities, and yield.
AM4S2	Identifies potential additional health and safety risks during the harvest period.
AM4S3	Assesses soil conditions before the crop is harvested. (Outdoor production)
AM4S4	Plan labour requirements and prepare teams and machines for harvest.
AM4S5	Uses equipment effectively for monitoring in-field adjustments and efficiencies throughout the season. (Outdoor production)
AM4S6	Monitors the quantity and quality of harvest materials to form data-led decisions.
AM4S7	Considers impacts and revises the plan in unexpected conditions.
AM4S8	Utilises in-field residues and waste materials effectively. (Outdoor production)
AM4S9	Manages soil and tare to ensure they are removed from the field effectively.
AM4S10	Ensures that the harvested crop is sorted according to the pre-defined sales program.
AM4S11	Charts risks to security and health associated with the handling of crops at harvest and storage to ensure food safety.
AM4S12	Ensures close liaison with relevant teams for forecasting and harvesting to optimise customers' requirements and maximise crop return.

Code	Knowledge
AM4K1	Knows and understands procedures for harvest equipment set-up.
AM4K2	Knows and understands legislation for the protection of harvested crops from pests and diseases.
AM4K3	Knows and understands methodologies such as moisture control and crop protection to reduce damage caused by crop pests and diseases.
AM4K4	Knows and understands how to maintain crop quality using chemical and mechanical techniques.
AM4K5	Knows and understands the legal, customer and employment procedures and Codes of Practice for the production of crops and the importance of implementing them.
AM4K6	Knows and understands how soil conditions and conservation areas affect harvest. (Outdoor production)
AM4K7	Knows and understands food safety regarding the handling and storage of crops.

Soil and growing media

Competency AM1:

Manages crop production through knowledge and skills that enhance the sustainability of the business and the environment through careful management of the soil.

Code	Skills
AM1S1	Plans cultivation tasks. (Outdoor production)
AM1S2	Ensures the relevant equipment is available and in good working order. (Outdoor production)
AM1S3	Undertakes an accurate assessment of ground conditions prior to any operation. (Outdoor production)
AM1S4	Manages land drainage as appropriate to operations. (Outdoor production)
AM1S5	Develops a maintenance programme for all equipment. (Outdoor production)
AM1S6	Assesses the need for further drainage by undertaking a site investigation. (Outdoor production)
AM1S7	Ensures cultivation and crop choice are appropriate to changing climate conditions and extreme weather events. (Outdoor production)

AM1S8	Designs and budgets for further work on the drainage scheme, as appropriate. (Outdoor production)
AM1S9	Complies with regulations governing pollution control from relevant facilities and materials and communicates this to the team.
AM1S10	Prevents contamination of soil by disposing of waste products in line with legislation (waste regulations).
AM1S11	Oversees compliance requirements and consent conditions, making sure all plans are implemented and monitored, reported, and kept up to date.
AM1S12	Develops a cropping plan for crops, cultivations and rotations appropriate to the soil type and land classification. (Outdoor production)
AM1S13	Identifies critical source areas and implements land management practices to protect these. (Outdoor production)
AM1S14	Identifies soil properties, which include mineral status, soil organic matter and pH. (Outdoor production)
AM1S15	Plans cultivation tasks to minimise soil compaction and erosion and improve soil health. (Outdoor production)
AM1S16	Ensures the appropriate range of equipment is available and in good working order. (Outdoor production)
AM1S17	Ensures appropriate training and instruction are in place for principal operator(s). (Outdoor production)

Code	Knowledge
AM1K1	Knows and understands different cultivation techniques available for relevant crop and soil conditions. (Outdoor production)
AM1K2	Knows and understands how to develop the farm's nutrient budget and nutrient cycling. (Outdoor production)
AM1K3	Knows and understands key soil structure and texture for land area and is able to carry out tests, including Visual Soil Assessment (VSA). (Outdoor production)
AM1K4	Knows and understands the principles of land drainage and appropriate usage for relevant scenarios. (Outdoor production)
AM1K5	Knows and understands different cultivation techniques available for relevant crop and soil conditions. (Outdoor production)
AM1K6	Knows and understands the importance of soil type and land classification. (Outdoor production)

AM1K7	Knows and understands key soil structure and texture for the land area. (Outdoor production)
AM1K8	Knows and understands the importance of biological activity in the soil as an indicator of soil health. (Outdoor production)
AM1K9	Knows and understands the benefits of integrating livestock or organic matter into the soil.



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Protected environment and productivity

Competency PCO1:

Supports the practices of a successful protected environment through knowledge and skills that maximise plant productivity.

Code	Skills
PCO1S1	Monitors protected structures to ensure structural integrity. (Protected cropping)
PCO1S2	Undertakes maintenance activities of protected structures to ensure a safe and productive environment. (Protected cropping)
PCO1S3	Monitors the condition of cladding materials to ensure maximum benefit to crop yield. (Protected cropping)
PCO1S4	Undertakes the replacement of cladding materials in line with management plans. (Protected cropping)
PCO1S5	Operates environmental control as per instructions, to ensure the desired quality and yield of the crop. (Protected cropping)
PCO1S6	Operates environmental controls as per instructions to assist in managing cropping cycles. (Protected cropping)
PCO1S7	Prepares substrate / growing media as per instructions to maximise plant growth. (Protected cropping)
PCO1S8	Applies nutrients, as per instructions, to a closed nutrient solution system. (Protected cropping)
PCO1S9	Undertakes maintenance of closed cropping systems as instructed to ensure high cropping yields.
PCO1S10	Applies industrial acids, as per instructions, to nutrient solutions as required. (Protected cropping)

Code	Knowledge
PCO1K1	Knows and understands how structural integrity assists in maximising crop growth, ensures health and safety and enhances business operations. (Protected cropping)
PCO1K2	Knows and understands the maintenance of protected structures as per organisational requirements. (Protected cropping)
PCO1K3	Knows and understands how cladding material maximises crop yield. (Protected cropping)
PCO1K4	Knows and understands how to replace cladding materials. (Protected cropping)
PCO1K5	Knows and understands how the protected environment affects plant yield, including light levels, temperature, humidity and CO2 levels. (Protected cropping)
PCO1K6	Knows and understands that plant growth can be enhanced or held back through different environmental conditions. (Protected cropping)
PCO1K7	Knows and understands how substrates / growing media support plant growth. (Protected cropping)
PCO1K8	Knows and understands how to mix soluble nutrients within a closed system. (Protected cropping)
PCO1K9	Knows and understands how to maintain closed cropping systems to achieve high crop yield.
PCO1K10	Knows and understands the relevant legislation regarding the storage and use of fertilisers and industrial acids. (Protected cropping)

Outdoor fruit production

Competency FO1:

Supports successful fruit production through knowledge and skills that assist with the smooth running of a productive orchard.

Code	Skills
FO1S1	Undertakes grafting activity as per instructions.
FO1S2	Undertakes formative pruning to ensure a strong canopy which meets the organisations objectives.
FO1S3	Undertakes annual pruning of fruiting trees and shrubs to ensure a high crop yield.

FO1S4	Undertakes mulching as per farm specifications to enhance crop yield and plant health.
FO1S5	Operates frost protection systems which protect plants from damage.

Code	Knowledge
FO1K1	Knows and understands the process of grafting that ensures strong graft unions and high crop yield.
FO1K2	Knows and understands how formative pruning affects the size and shape of fruit-bearing trees and shrubs.
FO1K3	Knows and understands how pruning affects the flowering and fruiting of trees and shrubs.
FO1K4	Knows and understands the benefits of mulch to trees and shrubs.
FO1K5	Knows and understands how frost protection reduces damage to flowers and increases yield.



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Protected environment and productivity

Competency PCS1:

Supports the management of a successful protected environment through knowledge and skills which maximise plant productivity.

Code	Skills
PCS1S1	Co-ordinates routine monitoring of protected structures to ensure structural integrity. (Protected cropping)
PCS1S2	Assists in managing maintenance activities for the protected structure to ensure a safe and productive environment. (Protected cropping)
PCS1S3	Monitors cladding materials to ensure maximum benefit to crop yield. (Protected cropping)
PCS1S4	Coordinates and undertakes the replacement of cladding materials in line with management plans. (Protected cropping)
PCS1S5	Assists in managing environmental controls to ensure the desired quality and yield of the crop. (Protected cropping)
PCS1S6	Assists in managing the protected environment to ensure cropping schedules are met. (Protected cropping)
PCS1S7	Assists with the management of substrate/growing media preparation in line with organisational aims. (Protected cropping)
PCS1S8	Assists with the management of the organisation's use of nutrients within a closed system to maximise crop yield and health. (Protected cropping)
PCS1S9	Assists with managing the maintenance of closed cropping systems to ensure high cropping yield.
PCS1S10	Assists with the management and application of industrial acids to nutrient solutions as required. (Protected cropping)

Code	Knowledge
PCS1K1	Knows and understands the correct procedures for structure maintenance to ensure a safe and effective business model. (Protected cropping)
PCS1K2	Knows and understands the advantages and disadvantages of different cladding materials for maximising crop yield against sustainable finances. (Protected cropping)
PCS1K3	Knows and understands the lifespan of cladding materials and how to replace them. (Protected cropping)
PCS1K4	Knows and understands how differing environmental conditions affect plant growth, and how to manipulate these within a protected environment. (Protected cropping)
PCS1K5	Knows and understands how manipulating a protected environment ensures that cropping schedules are met. (Protected cropping)
PCS1K6	Knows and understands the effects of different substrates / growing media upon plant health and crop yield. (Protected cropping)
PCS1K7	Knows and understands how different combinations of nutrients within a closed system affect crop yield and health. (Protected cropping)
PCS1K8	Knows and understands the maintenance requirements of closed systems and how this affects business models.
PCS1K9	Knows and understands the relevant legislation regarding the storage and use of fertilisers and industrial acids. (Protected cropping)

Outdoor fruit production

Competency FS1:

Supports the management of successful fruit production through knowledge and skills which maximise plant productivity and sustainable business practice.

Code	Skills
FS1S1	Assists with the management of grafting fruit varieties to match markets and business outcomes.
FS1S2	Manages formative pruning to agreed timelines that meet business objectives.
FS1S3	Assists with the management of pruning operations to ensure a high crop yield.
FS1S4	Assists with the management of mulching that increases crop yield and plant health.
FS1S5	Assists with managing a program of frost protection that protects blossoms from damage.

Code	Knowledge
FS1K1	Knows and understands the management of effective propagation to ensure business objectives.
FS1K2	Knows and understands the strategic importance of formative pruning to meet business needs.
FS1K3	Knows and understands how pruning operations assist in an increased fruiting yield that matches business objectives.
FS1K4	Knows and understands how mulching root zones enhances plant health and crop yield.
FS1K5	Knows and understands how frost protection systems protect flowers from damage and assist with enhancing crop yield.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Protected environment and productivity

Competency PCM1:

Manages a successful protected environment through knowledge and skills which maximise plant productivity and sustainable business practice.

Code	Skills
PCM1S1	Ensures strategic oversight of protected structures to ensure integrity. (Protected cropping)
PCM1S2	Manages maintenance activities of protected structures to ensure a safe and productive environment. (Protected cropping)
PCM1S3	Takes decisions on types of cladding used for protected cropping. (Protected cropping)
PCM1S4	Manages the cyclical replacement of cladding materials as required for business operations. (Protected cropping)
PCM1S5	Manages environmental controls to ensure the desired crop quality and yield. (Protected cropping)
PCM1S6	Manages the protected environment to ensure cropping schedules are met. (Protected cropping)
PCM1S7	Devises management plans for the use of substrate / growing media to maximise crop quality and yield (Protected cropping)
PCM1S8	Manages the organisation's use of nutrients within a closed system to maximise crop yield and health. (Protected cropping)
PCM1S9	Manages the maintenance of a closed cropping system to ensure high cropping yield and sustainable business planning.
PCM1S10	Manages the use of acids for acidification of nutrient solutions to enhance crop yield. (Protected cropping)

Code	Knowledge
PCM1K1	Knows and understands how structural integrity assists in maximising crop growth, ensures health and safety and enhances business operations. (Protected cropping)
PCM1K2	Knows and understands the correct procedures for structure maintenance to ensure a safe and effective business model. (Protected cropping)
PCM1K3	Knows and understands the advantages and disadvantages of different cladding materials for maximising crop yield against sustainable finances. (Protected cropping)
PCM1K4	Knows and understands the lifespan of cladding materials and when they require replacing, as well as how they are replaced. (Protected cropping)
PCM1K5	Knows and understands how information can be used to model optimum growing conditions for crops within a protected environment. (Protected cropping)
PCM1K6	Knows and understands how the environment can be manipulated to ensure cropping schedules fit business needs. (Protected cropping)
PCM1K7	Knows and understands how different substrates / growing media support plant growth and a sustainable business model. (Protected cropping)
PCM1K8	Knows and understands how different combinations of nutrients within a closed system affect crop yield and health. (Protected cropping)
PCM1K9	Knows and understands the maintenance requirements of closed systems and how this affects business models.
PCM1K10	Knows and understands all legislation regarding the storage and use of fertilisers and industrial acids. (Protected cropping)

Outdoor fruit production

Competency FM1:

Manages successful fruit production through knowledge and skills which maximise plant productivity and sustainable business practice.

Code	Skills
FM1S1	Manages grafting of fruit varieties to align with market and business outcomes.
FM1S2	Manages formative pruning of trees and shrubs to form a canopy which ensures business objectives are met.
FM1S3	Manages a program of pruning operations which increases fruiting yield.
FM1S4	Manages a mulching program that improves plant health and crop yield.

FM1S5	Manages a frost-protection program that protects blossoms from damage.
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Code	Knowledge
FM1S1	Manages grafting of fruit varieties to align with market and business outcomes.
FM1S2	Manages formative pruning of trees and shrubs to form a canopy which ensures business objectives are met.
FM1S3	Manages a program of pruning operations which increases fruiting yield.
FM1S4	Manages a mulching program that improves plant health and crop yield.
FM1S5	Manages a frost-protection program that protects blossoms from damage.



The Institute for Agriculture and Horticulture

Livestock **Capabilities**

Livestock (Breeding)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Breeding

Competency LO1:

Supports livestock production through knowledge and skills that ensure the successful breeding and birthing of livestock.

Code	Skills
LO1S1	Follows farm protocol around health, welfare and hygiene requirements of newborn animals.
LO1S2	Implements good personal and animal safety regarding animal behaviour immediately after birth/hatching.
LO1S3	Observes signs of birth and reports these to senior staff.
LO1S4	Assists with mating and mating management activities as directed, including observing and reporting on the behaviour/signals of animals.
LO1S5	Identifies different breeds and classes of livestock.

Code	Knowledge
LO1K1	Knows and understands the key points of the rearing requirements of young animals.
LO1K2	Knows and understands the basic principles of livestock selection and breeding for increased productivity.
LO1K3	Knows and understands how to safely handle adult animals to reduce the risk of injury.
LO1K4	Knows and understands the signs of heat.
LO1K5	Knows and understands the importance of adequate intake of colostrum within 6 hours of birth.

Livestock (Breeding)

SUPERVISOR (ADVANCING)



Livestock

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Breeding

Competency LS1:

Supports the management of livestock production through knowledge and skills that ensure successful breeding and birthing of livestock.

Code	Skills
LS1S1	Manages animals at each stage of gestation and follows farm policy when observing and managing them.
LS1S2	Follows farm policy to make sure livestock are identified and managed appropriately.
LS1S3	Manages animal health and birthing difficulties, including diagnosing and treating common health problems, and knows when Vet intervention is necessary.
LS1S4	Monitors animal rearing to reach or surpass farm targets.
LS1S5	Maintains records and identification of livestock according to farm standards and legal requirements.
LS1S6	Follows farm policy around keeping breeding-related observations and records.
LS1S7	Recognises and records livestock identified as in heat and takes actions according to farm policy.
LS1S8	Implements synchronisation and intervention process, where appropriate.
LS1S9	Implements, monitors and reports progress against mating management strategies and the mating plan.
LS1S10	Monitors livestock selection for increased productivity.
LS1S11	Monitors mating-related observations and records.
LS1S12	Follows farm policy around calving/farrowing/lambing and rearing.

Code	Knowledge
LS1K1	Knows and understands stages of birth, timeframes, what normal behaviour looks like and when to intervene.
LS1K2	Knows and understands how to identify unwell livestock, and the importance of reporting unusual behaviour to senior staff.
LS1K3	Knows and understands breeding-related health issues and how to treat them.
LS1K4	Knows and understands protocol around the farm's breeding policy and expectations, and the importance of following them.
LS1K5	Knows and understands breeding concepts and practices, including artificial insemination and natural mating, genetics and interventions.
LS1K6	Knows and understands the welfare requirements of young and breeding animals.
LS1K7	Knows and understands the importance of adequate intake of colostrum within 6 hours of birth.

Livestock (Breeding)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Breeding

Competency LM1:

Manages livestock production using knowledge and skills to ensure successful breeding and birthing of livestock.

Code	Skills
LM1S1	Develops, implements and communicates the breeding policy for the farm.
LM1S2	Monitors and analyses breeding results with appropriate actions.
LM1S3	Determines and monitors the birth and rearing plan to meet farm policy.
LM1S4	Develops, implements and communicates the birth and rearing policy for the farm.
LM1S5	Monitors and analyses birth and rearing results with appropriate actions.
LM1S6	Co-ordinates with the breeding company and vet regarding mating plan requirements.
LM1S7	Determines, implements and monitors the mating and breeding plan to meet farm policy and performance targets.
LM1S8	Administer relevant health treatments to animals.
LM1S9	Shares the importance of adequate intake of colostrum within 6 hours of birth.

Code	Knowledge
LM1K1	Knows and understands the methods and strategies of breeding livestock to improve the flock or herd.

Livestock (Husbandry)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Husbandry

Competency LO2:

Supports livestock production through knowledge and skills that ensure successful livestock husbandry.

Code	Skills
LO2S1	Demonstrates an attitude that is caring towards animals and assists with moving and handling livestock in a way that shows empathy and care for the animal.
LO2S2	Complies with farm animal health plan/ policy, in particular biosecurity.
LO2S3	Assists with implementing or administering animal health treatments as directed.
LO2S4	Recognises normal livestock health and identifies key health issues and abnormal behaviour, and reports these to senior staff.
LO2S5	Recognises sickness or injuries to animals that require attention and promptly refers these to senior staff and/or administers treatment if appropriately trained and as per the agreed farm animal health plan.
LO2S6	Recognises when stock do not respond to treatment or where sickness or injuries require emergency euthanasia and promptly refers these to senior staff and/or carries out euthanasia if appropriately trained and confident, as per the agreed farm animal health plan.
LO2S7	Assists senior staff with calving/lambing/farrowing, as directed.
LO2S8	Keeps records of animal treatments in line with farm protocols and procedures.

Code	Knowledge
LO2K1	Knows and understands the Five Freedoms. In particular, the movement and handling of livestock are done safely, with minimal stress and risk of injury to the animal and staff.

LO2K3	Knows and understands the biosecurity risks posed by visitors, other animals and equipment shared with other farms; knows where visitors should park and the disinfection practices.
LO2K2	Knows and understands the importance that husbandry activities such as foot bathing, foot trimming, vaccination and routine worming play in maintaining animal health and welfare and preventing disease.
LO2K3	Knows and understands the importance of compliance with veterinary medicines storage requirements, accurate estimation of bodyweight, accurate measurement of dose, withholding periods, use by dates and use by after first opening dates and farm animal health plan/policy
LO2K4	Knows and understands the basic signs of health and basic signs of disease, and typical normal and abnormal behaviours.
LO2K5	Knows and understands procedures for segregation within the group and for isolation from the group if an infectious condition is suspected.
LO2K6	Knows and understands the procedures of humane slaughter, including timeliness and correct methods of euthanasia for relevant livestock classes.
LO2K7	Knows and understands the signs of female animals about to give birth and understands basic animal anatomy and the principles of how animals function.
LO2K8	Knows and understands the importance of record keeping and recording everything as per the animal health plan in the medicine book.
LO2K9	Knows and understands the main toxic weeds and plants, and their effects on animal health, where appropriate.

Livestock (Husbandry)

SUPERVISOR (ADVANCING)



Livestock

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Husbandry

Competency LS2:

Supports the management of livestock production through knowledge and skills that ensure successful livestock husbandry.

Code	Skills
LS2S1	Monitors all livestock on farm for performance, economic and welfare reasons.
LS2S2	Adheres to legal and farm animal welfare guidelines and takes responsibility for one's own actions relating to animal welfare.
LS2S3	Treats livestock safely and effectively for both the animals and themselves.
LS2S4	Complies with farm animal health policy and legislation around biosecurity and the use of veterinary medicines.
LS2S5	Recognises normal livestock health and identifies key health issues and abnormal behaviour, and reports these to senior staff
LS2S6	Recognises sickness or injuries to animals that require attention and promptly refers these to senior staff and/or administers treatment if appropriately trained and as per the agreed farm animal health plan.
LS2S7	Diagnoses, treats and knows when to seek further assistance for animal health problems.
LS2S8	Recognises when stock do not respond to treatment or where sickness or injuries require emergency euthanasia and promptly refers these to senior staff and/or carries out euthanasia within the sphere of competence and as per the agreed farm animal health plan.
LS2S9	Supervises calving/lambing/farrowing.

LS2S10	Implements treatment with dry animal therapy/teat sealant correctly at drying off, including putting tubes into the teat hygienically, using antibiotics safely, marking and recording treated animals.
LS2S11	Monitors livestock preventative health programmes to measure effectiveness.
LS2S12	Monitors junior staff to ensure correct animal handling techniques.
LS2S13	Keeps records of animal treatments in line with farm protocols and procedures.
LS2S14	Moves and handles livestock safely on-farm and demonstrates to junior staff the correct animal handling techniques for a given situation.
LS2S15	Supervise the loading of livestock for transport, sale or slaughter as directed and complete documentation requirements.
LS2S16	Completes the required documents for animal transport in line with legal requirements and farm policy.
LS2S17	Resolves any issues around housed animals, fences, feed and water condition.

Code	Knowledge
LS2K1	Knows and understands the Five Freedoms. In particular, the movement and handling of livestock are done safely, with minimal stress and risk of injury to the animal and staff.
LS2K2	Knows and understands the importance that husbandry activities such as foot bathing, foot trimming, vaccination and routine worming play in maintaining animal health and welfare and preventing disease.
LS2K3	Knows and understands best practice in livestock hygiene and biosecurity.
LS2K4	Knows and understands the basic signs of health and disease and typical normal and abnormal behaviours.
LS2K5	Knows and understands procedures for segregation within the group and for isolation from the group if an infectious condition is suspected.
LS2K6	Knows and understands the symptoms of common animal health issues and their causes, can treat them according to farm policy and legal requirements, and record animal health medicine use and treatments.
LS2K7	knows and understands how to follow procedures of humane slaughter, including timeliness and correct methods of euthanasia of relevant livestock classes
LS2K8	Knows and understands the main toxic weeds and plants, and their effects on animal health, where appropriate.

LS2K9	Knows and understands management strategies required to achieve optimum animal health.
LS2K10	Knows and understands the importance of record keeping and records everything as per the animal health plan in the medicine book.
LS2K11	Knows and understands the requirements for documents for transport, sale and/or slaughter.

Livestock (Husbandry)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Husbandry

Competency LM2:

Manages livestock production through knowledge and skills that ensure successful livestock husbandry.

Code	Skills
LM2S1	Adheres to legal and farm animal welfare guidelines and takes responsibility for their own actions relating to animal welfare, and ensures all staff demonstrate correct animal handling techniques through demonstration and training.
LM2S2	Ensures transportation documentation is completed correctly and that stock is safely prepared and loaded for transport, sale or slaughter as required by industry regulations/assurance schemes.
LM2S3	Evaluates culling versus treatment options and creates a data-informed action plan.
LM2S4	Monitors procedures to ensure humane slaughter of all classes of stock.
LM2S5	Manages vet consultations regarding animal health treatments.
LM2S6	Ensures all staff understand and correctly use equipment through demonstrations and training.
LM2S7	Determines and monitors an animal health plan and implements management strategies to achieve optimum animal health and meet performance targets.
LM2S8	Determines expectations and monitors the farm team's behaviour regarding the animal welfare code.
LM2S9	Ensures staff are trained on common diseases and how to prevent them.
LM2S10	Develops, implements and communicates animal health, husbandry and welfare policies with the team and monitors its effectiveness.
LM2S11	Determines, implements and communicates policies around culling and euthanising decisions.
LM2S12	Identifies and disciplines staff treating animals poorly.

LM2S13	Administer relevant health treatments to animals, including vaccination and euthanasia.
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Code	Knowledge
LM2K1	Knows and understands their responsibilities regarding livestock codes of welfare, health, transport and production.
LM2K2	Knows and understands the Five Freedoms. In particular, the movement and handling of livestock are done safely, with minimal stress and risk of injury to the animal and staff.
LM2K3	Knows and understands the importance that husbandry activities such as foot bathing, foot trimming, vaccination and routine worming play in maintaining animal health and welfare and preventing disease.
LM2K4	Knows and understands best practice in livestock hygiene and biosecurity.
LM2K5	Knows and understands the basic signs of health and disease and typical normal and abnormal behaviours.
LM2K6	Knows and understands procedures for segregation within the group and for isolation from the group if an infectious condition is suspected.
LM2K7	Knows and understands the symptoms of common animal health issues and their causes, how to treat them according to farm policy and legal requirements, and the importance of recording animal health medicine use and treatments.
LM2K8	Knows and understands how to competently follow procedures of humane slaughter, including timeliness and correct methods of euthanasia of relevant livestock classes.
LM2K9	Knows and understands the main toxic weeds and plants, and their effects on animal health, where appropriate.
LM2K10	Knows and understands management strategies and understands how to apply them to achieve optimum animal health.

Livestock (Nutrition)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Nutrition

Competency LO3:

Supports successful livestock production through knowledge and skills that ensure animals receive high-quality feed regimes, which sustainably enhance production.

Code	Skills
LO3S1	Helps to ensure that animals receive adequate feed quantity and quality, including access to a daily supply of clean drinking water.
LO3S2	Assists with maintaining optimum grazing conditions, including weed control under direct and personal supervision and where appropriately licensed to do so.
LO3S3	Assists with feeding livestock, as directed.
LO3S4	Assist with the moving of fencing in the grazing system.
LO3S5	Assists with loading feed equipment, as directed.
LO3S6	Observes in-shed feeding systems and reports issues to senior staff.

Code	Knowledge
LO3K1	Knows and understands the main points of body condition measuring and can relate the general condition of the stock to their age and stage of production.
LO3K2	Knows and understands how the feed requirements of an animal change with their stage of production, and in the case of youngstock, by age and weight.
LO3K3	Knows and understands the type and amount of feed that should be on offer to the different age classes of livestock and knows what good quality feed and feed damage look like.
LO3K4	Knows and understands common poisonous weeds and the importance of correctly controlling them with either agrochemicals or using handheld or mechanical equipment.

LO3K5	Knows and understands the importance of not letting stock graze following spraying until it is safe to do so.
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Livestock waste

Competency LO4:

Supports responsible livestock production through knowledge and skills that ensure the effective management of animal waste, in line with legal requirements.

Code	Skills
LO4S1	Correctly stores animal carcasses awaiting disposal and prevents access from other animals.

Code	Knowledge
LO4K1	Knows and understands farm procedure in relation to disposal of used disinfectants, used sheep dips and storage of out-of-date medicines.
LO4K2	Knows and understands the legal requirements for the correct storage and disposal of animal carcasses.

Livestock (Nutrition)

SUPERVISOR (ADVANCING)



Livestock

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Nutrition

Competency LS3:

Supports the management of livestock production through knowledge and skills that ensure animals receive high-quality feed regimes, which sustainably enhance production.

Code	Skills
LS3S1	Ensures animals are fed to meet their needs, with an understanding of potential animal health implications.
LS3S2	Identifies crop pests and weeds and can take action or report issues to the manager.
LS3S3	Sets the feeding levels of feedstuffs, including measuring, weighing and calculating dry matter for feed budgets.
LS3S4	Adjusts feeding levels to manage feed surpluses and deficits, such as extra feed, stocking rates and drops in production.
LS3S5	Develops a feed budget, uses a spring rotation planner, and monitors the feed wedge.
LS3S6	Monitors, reports and resolves animal conditions and discusses their management with senior staff.
LS3S7	Allocates pasture areas, puts up electric fences and knows how to make them live.
LS3S8	Identifies whether surplus production is occurring and reports it to the farm manager or farm owner.
LS3S9	Identifies pasture pests and weeds and takes action or reports issues to the farm manager.
LS3S10	Recognises good pasture quality and knows what bad pasture quality looks like.
LS3S11	Assesses if animals are being fed to agreed levels by using residuals as part of the decision-making process.

LS3S12	Carries out day-to-day feed management and adjusts to seasonal requirements, for example, by monitoring grass rates and growth conditions.
LS3S13	Monitors, measures and analyses grazing through the use of tools.
LS3S14	Resolves issues around unusual grazing and weeds to promote animal health.
LS3S15	Manages the loading and operation of feed wagons or bale feeders in the yard or field.
LS3S16	Resolves issues around in-shed feeding systems to promote animal health and productivity.
LS3S17	Observes fertiliser application rates and can apply fertiliser as instructed, or as based on farm policy.

Code	Knowledge
LS3K1	Knows and understands animals require different feeding allocations and transition management.
LS3K2	Knows and understands which fields are being grazed and what species are currently being reared.
LS3K3	Knows and understands the seasonal nature of the farming model and climate dependencies, and feed supply versus animal demand.
LS3K4	Knows and understands factors which contribute to animal feed demand.
LS3K5	Knows and understands feeding requirements through autumn/winter to achieve appropriate body condition score and yield levels.
LS3K6	Knows and understands the on-farm feeding policy and how to calculate the grass area and supplement amounts to meet animal requirements.
LS3K7	Knows and understands different feeds and their feed values and properties used in their farm system.
LS3K8	Knows and understands the principles of livestock nutrition.
LS3K9	Knows and understands how to observe abnormal weeds, or weeds not responding to herbicides, and the importance of reporting these to senior staff.
LS3K10	Knows and understands best practise to avoid damage to pasture and soils, and the importance of implementing this.
LS3K11	Knows and understands the changes to rotation length and average pasture cover as a way of managing pasture growth and quality.
LS3K12	Knows and understands how weather affects the pasture growth curve and is aware of feed supply versus herd demand.

LS3K13	Knows and understands how to calculate pasture and crop eaten for nutritional evaluation.
	Knows and understands how to check and report on residual feedstuffs.
LS3K15	Knows and understands which agrochemicals to use and how to safely use agrochemicals to control weeds in the pasture.
LS3K16	Knows and understands that some crops have associated animal health risks.
LS3K17	Knows and understands principles of pasture production and methods used to feed pasture to livestock.
LS3K18	Knows and understands how to manage soil to ensure sustainability on-farm, such as fertility and pH, and its physical and biological properties.
LS3K19	Knows and understands how to minimise wastage of supplementary feeds.
LS3K20	Knows and understands how to calculate the best supplementary feed for the stage of lactation using a supplement price calculator.
LS3K21	Knows and understands how to identify specific issues related to brassica-fed animals.

Livestock waste

Competency LS4:

Supports the management of livestock production through knowledge and skills that ensure the effective management of animal waste, in line with legal requirements.

Code	Skills
LS4S1	Manages disposal of dead stock correctly in line with legal requirements and farm policy.

Code	Knowledge
LS4K1	Knows and understands farm procedure in relation to the disposal of used disinfectants, used sheep dips and storage of out-of-date medicines and supervises others in ensuring these procedures are carried out correctly.
LS4K2	Knows and understands the legal requirements for correct storage and disposal of animal carcasses.

Livestock (Nutrition)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Nutrition

Competency LM3:

Manages livestock production through knowledge and skills that ensure animals receive high-quality feed regimes, which sustainably enhance production.

Code	Skills
LM3S1	Develops, implements, communicates and monitors the farm feeding policy.
LM3S2	Determines, implements and communicates the cropping policy on farm to support relevant feed regimes.
LM3S3	Addresses implications of how seasonal weather events may affect the farm system and plans to manage feed risks accordingly.
LM3S4	Applies and monitors feed budget concepts such as animal demand and grass supply, growth rates and quality.
LM3S5	Balances production and cost to meet farm nutrition policy.
LM3S6	Carries out accurate body condition scoring of livestock.
LM3S7	Negotiates with relevant staff on economic decisions around feed types, timings and crops.
LM3S8	Determines, implements and communicates on-farm feeding policy.
LM3S9	Undertakes upskilling with new feed research and technologies, for implementation or proposal.
LM3S10	Determines, implements and communicates all on-farm policies regarding the nutrient management plan and the link to fertiliser policy.
LM3S11	Implements strategies for pasture, pests and weed control.
LM3S12	Implements the system for feed within the owner's expectations.
LM3S13	Manages grazing and feed supply and demand using data analysis tools.

LM3S14	Manages soil to ensure sustainable long-term use by maintaining and enhancing soil properties.
LM3S15	Plans and implements a pasture improvement programme, such as deciding which fields need re-grassing or should be used for crops.
LM3S16	Provides a cost-benefit plan for presenting to the farm owner.
LM3S17	Removes fields for silage and organises silage to be cut at the appropriate time.
LM3S18	Trains staff on reporting residual or feed issues.
LM3S19	Adjusts supplement use based on data such as pasture residuals and the feed supply/demand curve.
LM3S20	Agrees to a supplement policy in conjunction with the farm owner, and sources feed and costings in line with farm policy.
LM3S21	Trains staff on how to safely feed out, to minimise wastage.

Code	Knowledge
LM3K1	Knows and understands and can explain the nutritional requirements of the livestock in their care to optimise their health and welfare.
LM3K2	Knows and understands the regulations governing land management and how they may impact how land is used.
LM3K3	Knows and understands how to create cost-benefit plans around feeding.
LM3K4	Knows and understands how to keep up to date with new developments in livestock nutrition relevant to their farm and applies them if applicable.
LM3K5	Knows and understands the amount of feed available and understands how to ensure feed supply meets feed demand.

Livestock waste

Competency LM4:

Manages livestock production through knowledge and skills that ensure the effective management of animal waste, in line with legal requirements.

Code	Skills
LM4S1	Develops, implements and monitors farm systems for the safe storage, handling and disposal of used disinfectants, used sheep dips and out-of-date medicines, ensuring

	compliance with environmental and veterinary medicines legislation and promoting best practice across the farm team.
LM4S2	Ensures robust farm policies and procedures are in place for the storage, collection and disposal of animal carcasses, maintaining legal compliance, biosecurity standards and accurate records, while coordinating with approved disposal contractors and regulatory requirements.

Code	Knowledge
LM4K1	Demonstrates detailed knowledge of the legal, environmental and biosecurity requirements relating to the storage, handling and disposal of used disinfectants, used sheep dips and out-of-date veterinary medicines, including the responsibilities of the farm business and relevant waste regulations.
LM4K2	Demonstrates detailed knowledge of the legal requirements, biosecurity risks and approved methods for the storage, handling and disposal of animal carcasses, including record-keeping requirements, contractor responsibilities and measures to prevent pollution and disease spread.



The Institute for Agriculture and Horticulture

Livestock (Dairy cattle) **Capabilities**

Livestock (Dairy cattle)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

See also **Beef cattle** capabilities.

Dairy cattle

Competency DO1:

Supports successful dairy production through knowledge and skills that ensure high milk quality.

Code	Skills
DO1S1	Undertakes operational tasks as instructed, in line with business policy and procedures, to maintain milk quality.
DO1S2	Maintains hygiene in the milking parlour, milking plant, tanks and yards.

Code	Knowledge
DO1K1	Knows and understands correct procedures if something goes wrong during milking, such as if chemical accidents occur when cleaning milking machinery.
DO1K2	Knows and understands the impact of cattle health on milk production and understands the requirement to identify cows undergoing treatment and how to prevent milk that is unfit for human consumption from entering the milk storage tank.
DO1K3	Knows and understands the significance and causes and effects of somatic cell count (SCC), and mastitis in dairy cows.
DO1K4	Knows and understands the importance of clean PPE and good hygiene practices, and knows the factors that affect milk quality, milk testing, milk cooling, and dairy company milk tanker tickets.

Competency DO2:

Supports successful dairy production through knowledge and skills that ensure efficient milking, which enhances business.

Code	Skills
DO2S1	Assists with making sure cows are milked and exit the parlour in the most time-effective way, as directed.
DO2S2	Assists with the cleaning and maintenance of the milking parlour, any automatic milking systems, milk pipeline, milk cooling and storage equipment.
DO2S3	Milks cows correctly and evenly, and trains heifers for milking correctly.
DO2S4	Assists with in-parlour feeding where applicable.
DO2S5	Ensures that calves have colostrum quickly and that it doesn't go into the milk tank.

Code	Knowledge
DO2K1	Knows and understands how to bring cows to the parlour for milking, including the proper use of the backing gate if applicable.
DO2K2	Knows and understands how a milking parlour operates, and is able to carry out simple milking tasks. Knows safe practices during milking, such as stretching to reduce injury and RSI, and self-protection from animals.
DO2K3	Knows and understands the farm's system for marking cows, reasons for those markings, and knows how to manage herds correctly during milking.

Livestock (Dairy cattle)



Livestock

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

See also **Beef cattle** capabilities.

Dairy cattle

Competency DS1:

Supports the production of high milk quality through the application of knowledge and skills.

Code	Skills
DS1S1	Maintains hygiene in the milking parlour, milking plant, tanks and yards.
DS1S2	Identifies faults, fixes and maintains the milking parlour and associated equipment.
DS1S3	Maintains the dairy company policy manual ensuring requirements are met.
DS1S4	Manages all animal records accurately and ensures these are up to date.
DS1S5	Records and maintains all herd health treatments and events according to on-farm policy and legal requirements.
DS1S6	Evaluates and responds to supply chain feedback.

Code	Knowledge
DS1K1	Knows and understands regulatory requirements, procedures and tests for factors that affect milk quality and the importance of training less experienced staff on hygienic milking and mastitis control procedures.
DS1K2	Knows and understands the risks to on-farm milk quality and how to assist with implementing solutions to milk quality problems.

Competency DS2:

Supports production management through knowledge and skills that ensure efficient milking, enhancing business.

Code	Skills
DS2S1	Trains less experienced staff on correct milking techniques and how to carry out milking tasks safely, efficiently, and correctly.
DS2S2	Manages milking to optimise quality, efficiency and yield.
DS2S3	Monitors stocks and supplies held for the milking parlour and reports/orders if products are low.
DS2S4	Follows farm policy when conducting drying-off treatments, such as hygienically inserting tubes into the teat, using antibiotics safely and marking and recording treated animals.
DS2S5	Identifies and treats milking problems in dairy cows.
DS2S6	Discusses drying-off decisions with the farm manager and monitors the condition of animals at dry off as per farm policy.

Code	Knowledge
DS2K1	Knows and understands how a milking parlour operates and carries out milking tasks.
DS2K2	Knows and understands how to mark animals correctly according to industry best practice.
DS2K3	Knows and understands how to use a drafting system.
DS2K4	Knows and understands how to manage the different herds and/or groups on-farm, and why this is important.

Livestock (Dairy cattle)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

See also **Beef cattle** capabilities.

Dairy cattle

Competency DM1:

Manages production through knowledge and skills that ensure high milk quality.

Code	Skills
DM1S1	Organises the milking parlour for inspections in conjunction with staff and external parties.
DM1S2	Develops, implements and communicates policies and processes to ensure that milking hygiene requirements are met by staff.

Code	Knowledge
DM1K1	Knows and understands how to maintain standards within a milking parlour to ensure high levels of hygiene are met in line with inspections.

Competency DM2:

Manages production using knowledge and skills that ensure efficient milking, enhancing the business.

Code	Skills
DM2S1	Monitors actual production against milk production targets and makes adjustments that adhere to farm policy.
DM2S2	Develops and communicates the farm's milking policy and monitors its effectiveness.

DM2S3	Follows and ensures adherence to quality assurance standards, including the milk processor's requirements.
DM2S4	Manages and organises herd tests in accordance with farm and processor policies or legal requirements.

Code	Knowledge
DM2K1	Knows and understands that comparing targets against actuals provides data that can be used to enhance business resilience.



The Institute for Agriculture and Horticulture

Livestock (Beef cattle)

Capabilities

Livestock (Beef cattle)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

See also **Dairy cattle** capabilities.

Beef cattle

Competency LBO1: Contributes to the successful production of cattle by applying practical knowledge and skills that support animal health and welfare and the efficient operation of the business.

Code	Skills
LBO1S1	Assists with calf disbudding.
LBO1S2	Assists with bull calf castration.
LBO1S3	Carries out tagging following procedures.

Code	Knowledge
LBO1K1	Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.
LBO1K2	Knows and understands that castration without anaesthetic can be carried out with a rubber ring within the first week of life only.
LBO1K3	Knows and understands the requirements for tagging and why it's important.



Livestock

Livestock (Beef cattle)

SUPERVISOR (ADVANCING)

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

See also **Dairy cattle** capabilities.

Beef cattle

Competency LBS1:

Supports the production of high-quality cattle through the application of knowledge and skills that ensure the effective management of animal health and welfare and the efficient operation of the business.

Code	Skills
LBS1S1	Undertakes and supervises safe calf disbudding.
LBS1S2	Undertakes and supervises bull calf castration.
LBS1S3	Undertakes and supervises tagging and maintains accurate records.

Code	Knowledge
LBS1K1	Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.
LBS1K2	Knows and understands that castration without anaesthetic can be carried out with a rubber ring within the first week of life only.
LBS1K3	Knows and understands the requirements for tagging and why it is important.

Livestock (Beef cattle)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

See also **Dairy cattle** capabilities.

Beef cattle

Competency LBM1:

Manages production of high-quality cattle through the application of knowledge and skills that ensure the effective management of animal health and welfare and the efficient operation of the business.

Code	Skills
LBM1S1	Manages safe calf disbudding.
LBM1S2	Manages bull calf castration.
LBM1S3	Manages tagging and maintains accurate records.
LBM1S4	Manages interactions with the British Cattle Movement Service and obtains accurate passports for each animal, ensuring passports are signed, and a holding sticker is applied.

Code	Knowledge
LBM1K1	Knows and understands the methods for disbudding and that anaesthetic must be used, and that chemical cauterisation can be undertaken in the first week of life only.
LBM1K2	Knows and understands that castration without anaesthetic can be carried out with a rubber ring within the first week of life only.
LBM1K3	Knows and understands the requirements for tagging and why it's important.
LBM1K4	Knows and understands the importance of timely tagging and applying for cattle passports and the importance of accurate passport information.



The Institute for Agriculture and Horticulture

Livestock (Pigs)

Capabilities

Livestock (Pigs)

OPERATOR (DEVELOPING)



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Pork

Competency LPO1:

Supports the successful production of pork through knowledge and skills that support maintaining high standards of animal health, welfare, productivity and business performance.

Code	Skills
LPO1S1	Stores and uses livestock semen appropriately.
LPO1S2	Assists with artificial insemination on livestock/ and the supervision of natural mating.
LPO1S3	Assists with the assessment/response to ventilation and environmental needs.

Code	Knowledge
LPO1K1	Knows and understands how to identify different breeds of pigs.
LPO1K2	Knows and understands the consequences of poor semen storage.

Livestock (Pigs)

SUPERVISOR (ADVANCING)



Livestock

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Pork

Competency LPS1:

Supports the production of high-quality pork through the application of knowledge and skills that ensure the effective management of animal health, welfare, productivity and business performance.

Code	Skills
LPS1S1	Ensures the storage and use of livestock semen is carried out appropriately.
LPS1S2	Carries out artificial Insemination on livestock/ and supervises natural mating.
LPS1S3	Carries out assessment and responds to ventilation and environmental needs.

Code	Knowledge
LPS1K1	Knows and understands the consequences of poor semen storage.

Livestock (Pigs)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Pork

Competency LPM1:

Manages production of high-quality pork through the application of knowledge and skills that ensure the effective management of animal health, welfare, productivity and business performance.

Code	Skills
LPM1S1	Ensures the storage and use of livestock semen is carried out appropriately.
LPM1S2	Determines when to carry out artificial insemination on livestock and supervises natural mating.
LPM1S3	Manages assessments and plans responses to ventilation and environmental needs.

Code	Knowledge
LPM1K1	Knows and understands the consequences of poor semen storage and the importance of communicating this to the team.



The Institute for Agriculture and Horticulture

Livestock (Sheep)

Capabilities

Livestock (Sheep)

OPERATOR (DEVELOPING)



Livestock

At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Lamb

Competency LSO1:

Supports the successful production of sheep through knowledge and skills that support and enhance the business.

Code	Skills
LSO1S1	Prepares the animal for shearing/wool handling.
LSO1S2	Assists with crutching or dagging.
LSO1S3	Assists with foot-trimming.
LSO1S4	Assists with external parasite control by the application of veterinary medicine/ pesticide to the outside surface of the sheep.
LSO1S5	Assists with tail docking and castration under supervision.
LSO1S6	Carries out electronic identification device tagging procedures under supervision.

Code	Knowledge
LSO1K1	Knows and understands how to identify different breeds of sheep.
LSO1K2	Knows when crutching or dagging should be carried out and why it is important
LSO1K3	Knows when foot trimming should be carried out and why it is important
LSO1K4	Knows what method is used on farm, including plunge dipping, sheep shower, jetter or pour-on. Understands the importance of minimising contact with treated animals.
LSO1K5	Understands wet-adoption and why it's used
LSO1K6	Understands the symptoms of hypothermia (low body temperature) in lambs and the need to take action to warm the lamb

LSO1K7	Knows that tail docking and castration too early can interfere with lamb suckling and prevent adequate colostrum intake
LSO1K8	Knows that tail docking and castration can be carried out with a rubber ring within the first week of life only
LSO1K9	Knows that short docking of tails is not allowed. Knows that docked tail length must cover at least the anus of males and at least the vulva of females
LSO1K10	Knows that the electronic (yellow) tag should be placed in the left ear and that lambs destined for slaughter before 12 months of age need the electronic tag only.

Livestock (Sheep)

SUPERVISOR (ADVANCING)



This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Lamb

Competency LSS1:

Supports the production of high-quality sheep through the application of knowledge and skills that ensure the effective management of animal health, welfare and productivity.

Code	Skills
LSS1S1	Prepares the animal for shearing/wool handling
LSS1S2	Identifies the need for crutching or dagging
LSS1S3	Identifies the need for foot-trimming
LSS1S4	Identifies the need for external parasite control by the application of veterinary medicine/ pesticide to the outside surface of the sheep.
LSS1S5	Performs tail docking and castration.
LSS1S6	Performs electronic identification device tagging procedures.

Code	Knowledge
LSS1K1	Knows and understands how to identify different breeds of sheep.
LSS1K2	Knows and understands when crutching or dagging should be carried out and why it is important.
LSS1K3	Knows and understands when foot trimming should be carried out and why it is important.
LSS1K4	Knows and understands what method is used on farm, including plunge dipping, sheep shower, jetter or pour-on. Knows how to minimise contact with treated animals.
LSS1K5	Knows and understands wet-adoption and why it's used.

LSS1K6	Knows and understands symptoms of hypothermia (low body temperature) in lambs and the need to take action to warm the lamb.
LSS1K7	Knows and understands that tail docking and castration too early can interfere with lamb suckling and prevent adequate colostrum intake.
LSS1K8	Knows and understands that tail docking and castration can be carried out with a rubber ring within the first week of life only.
LSS1K9	Knows and understands that short docking of tails is not allowed, and that docked tail length must cover at least the anus of males and at least the vulva of females.
LSS1K10	Knows and understands that the electronic (yellow) tag should be placed in the left ear, and lambs destined for slaughter before 12 months of age need the electronic tag only.

Livestock (Sheep)

MANAGER (MASTERING)



Livestock

At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Lamb

Competency LSM1:

Manages production of high-quality sheep through the application of knowledge and skills that ensure the effective management of animal health, welfare, productivity and business performance.

Code	Skills
LSM1S1	Prepares the animal for shearing/wool handling.
LSM1S2	Manages crutching or dagging.
LSM1S3	Manages foot-trimming.
LSM1S4	Manages external parasite control by applying veterinary medicine/pesticide to the outside surface of the sheep.
LSM1S5	Manages tail docking and castration.
LSM1S6	Manages electronic identification device tagging procedures under supervision.

Code	Knowledge
LSM1K1	Knows and understands how to identify different breeds of sheep.
LSM1K2	Knows and understands when crutching or dagging should be carried out and why it is important.
LSM1K3	Knows and understands when foot trimming should be carried out and why it is important.
LSM1K4	Knows and understands what method is used on farm including plunge dipping, sheep shower, jetter or pour-on, and to minimise contact with treated animals.
LSM1K5	Knows and understands wet-adoption and when it should be used.
LSM1K6	Knows and understands symptoms of hypothermia (low body temperature) in lambs and the need to take action to warm the lamb.

LSM1K7	Knows and understands that tail docking and castration too early can interfere with lamb suckling and prevent adequate colostrum intake.
LSM1K8	Knows and understands that tail docking and castration can be carried out with rubber ring within the first week of life only.
LSM1K9	Knows and understands that short docking of tails is not allowed and that docked tail length must cover at least the anus of males and at least the vulva of females.
LSM1K10	Knows and understands that the electronic (yellow) tag should be placed in the left ear and that lambs destined for slaughter before 12 months of age need the electronic tag only.



The Institute for Agriculture and Horticulture

Poultry **Capabilities**



At this level, individuals are gaining momentum and applying their knowledge and skills in practical contexts. They're building competence through experience, working with increasing confidence and consistency while still requiring guidance and support.

Poultry husbandry

Competency POO1:

Supports poultry production through knowledge and skills that ensure successful poultry husbandry.

Code	Skills
POO1S1	Demonstrates an attitude that is caring towards poultry and assists with moving and handling poultry in a way that shows empathy and care for the birds.
POO1S2	Complies with farm bird health plan/policy, in particular biosecurity.
POO1S3	Assists with preparing and administering vaccines: Follow instructions precisely and correctly.
POO1S4	Assists with preparing the necessary equipment and appropriate conditions for new birds.
POO1S5	Can identify a range of commercially relevant species of poultry.
POO1S6	Identification of normal & abnormal behaviour and the reasons for changes.
POO1S7	Supports ensuring that the correct facilities are in place (ventilation, litter condition, airflow/control of openings) for indoor housing.
POO1S8	Supports ensuring the correct facilities (provision of shade/shelter and sufficient access points back to housing to prevent bullying) for outdoor housing.

Code	Knowledge
POO1K1	Knows and understands the Five Freedoms. In particular, the moving and handling of poultry is done safely, with minimal stress and risk of injury to the animals and staff.
POO1K2	Knows and understands the biosecurity risks posed by visitors, other birds/animals, and equipment shared with other farms; knows where visitors should park and the disinfection practices.

POO1K3	Knows and understands the basic principles of vaccination and the importance of correct administration
POO1K4	Knows and understands the differences between free range and indoor requirements
POO1K5	Knows and understands the type and amount of feed that should be on offer to the different ages/classes of birds and knows what good quality feed and feed damage looks like.
POO1K6	Knows and understands the legal requirements for the correct storage and disposal of bird carcasses.

Poultry meat production

Competency POO2:

Supports the successful rearing of poultry for meat production through knowledge and skills that support and enhance the business.

Code	Skills
POO2S1	Assisting with rearing birds to a suitable / target weight and condition for processing.
POO2S2	Assess, as instructed, whether the growth of young birds meets production targets in line with organisational requirements.
POO2S3	Assists with preparing the necessary equipment and appropriate conditions for new birds.
POO2S4	Carries out humane slaughter approved by legislation.
POO2S5	Prepare/provide appropriate feed and water.
POO2S6	Apply brooding/growing procedures appropriate to the species.

Code	Knowledge
POO2K1	Knows and understands the growth targets required for organisational purposes.
POO2K2	Is familiar with the necessary equipment (e.g., brooders/heaters, feeders, drinkers, lights) and resources needed.
POO2K3	Knows and understands appropriate conditions and feed and water provision, dependent on the stage of production required for birds.
POO2K4	Knows and understands how to handle birds and place them in their new environment.

POO2K5	Knows and understands the procedures of humane slaughter, including timeliness and correct methods.
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Poultry breeding

Competency POO3:

Supports the successful breeding of poultry through knowledge and skills that support and enhance the business.

Code	Skills
POO3S1	Assist with the provision of feed and water for brooding birds.
POO3S2	Assists with the selection of suitable males for breeding - correctly identifies males suitable and unsuitable for breeding.
POO3S3	Collection, grading and storage of eggs for breeding purposes- Handle, grade, mark and store eggs in line with organisational requirements
POO3S4	Assist with artificial insemination if relevant to the species, including the insemination of hens in line with organisation requirements.

Code	Knowledge
POO3K1	Knows and understands equipment (e.g. brooders/heaters, feeders, drinkers, lights), resources and appropriate conditions.
POO3K2	Knows and understands the condition / physical characteristics of males suitable and unsuitable for breeding.
POO3K3	Knows and understands the correct dosage and quality of semen used for artificial insemination and frequency required to maximise fertility, where relevant to species.
POO3K4	Knows and understands production targets for the appropriate breed/species.

Poultry hatching

Competency POO4:

Supports successful hatching through knowledge and skills that support and enhance the business.

Code	Skills
POO4S1	Receive and select eggs for hatching – Store eggs in a suitable environment/condition. Select eggs for incubation in line with organisation requirements.
POO4S2	Prepare the incubator properly to receive eggs and load the eggs correctly.
POO4S3	Assist with checking egg fertility and selecting eggs for transfer in line with organisational requirements.
POO4S4	Correctly recognise and dispose of sub-standard products in line with legal and organisational requirements.
POO4S5	Prepares birds for transportation.
POO4S6	Assist with preparing and administering vaccine – follow instructions precisely and correctly when assisting with administering a treatment

Code	Knowledge
POO4K1	Knows and understands correct storage conditions for eggs pre-incubation.
POO4K2	Knows and understands how to prepare, load and incubate hatching eggs –prepare eggs for incubation at set times.
POO4K3	Knows and understands how to recognise infertile eggs and why eggs would be unsuitable for incubation.
POO4K4	Knows and understands how to take off poultry.
POO4K5	knows and understands the appropriate incubation conditions and times for the species.
POO4K6	Knows and understands the basic principles of vaccination.
POO4K7	Knows and understands the conditions of birds unfit for transport and the correct dispatch method in line with legislation.

Poultry egg production

Competency POO5:

Supports successful egg production through knowledge and skills that support and enhance the business.

Code	Skills
POO5S1	Ensure eggs are handled, graded, marked and stored in line with organisational requirements.
POO5S2	Assist with bringing birds into lay.
POO5S3	Accurately measure the birds' development using the appropriate method and equipment.
POO5S4	Assist with providing the appropriate conditions and resources necessary to bring birds into lay.

Code	Knowledge
POO5K1	Knows and understands the factors which would explain why eggs would be unsuitable for incubation.
POO5K2	Knows and understands production targets for the appropriate breed/species.
POO5K3	Knows and understands the appropriate conditions and resources necessary to bring birds into lay.
POO5K4	Knows and understands correct storage conditions for eggs prior to entering the food chain.



SUPERVISOR (ADVANCING)

This level represents a move into higher-level capability. Individuals are stretching further, applying skills with greater autonomy and judgement, supporting others, and taking on additional responsibility. They're beginning to adapt their approach to different situations and challenges.

Poultry husbandry

Competency POS1:

Supports management in poultry production through knowledge and skills that ensure successful poultry husbandry.

Code	Skills
POS1S1	Monitors all birds on farm for performance, economic and welfare reasons.
POS1S2	Adheres to legal and farm bird-welfare guidelines and takes responsibility for their own and their team's actions related to bird welfare.
POS1S3	Ensures animals are fed to meet their needs, with an understanding of potential animal health implications.
POS1S4	prepares necessary equipment and appropriate conditions for new birds.
POS1S5	Can identify a range of commercially relevant species of poultry.
POS1S6	carries out humane slaughter approved by legislation.
POS1S7	Identifies normal and abnormal behaviour and the reasons for changes.

Code	Knowledge
POS1K2	Knows and understands the importance of husbandry activities, such as vaccination, in maintaining bird health and welfare and preventing disease.
POS1K3	Knows and understands best practice in bird hygiene and biosecurity.
POS1K4	Knows and understands when and why birds need to be housed for the prevention of disease spreading.
POS1K5	Knows and understands the type and amount of feed that should be on offer to the different age classes of birds, and knows what good quality feed and feed damage look like.

POS1K6	Knows and understands the legal requirements for the correct storage and disposal of bird carcasses.
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Poultry meat production

Competency POS2:

Supports management in the successful rearing of poultry for meat production through knowledge and skills that support and enhance the business.

Code	Skills
POS2S1	Applies correct brooding procedures – prepares, monitors and maintains necessary equipment and appropriate conditions for new birds.
POS2S2	Manages appropriate feed and water provision.
POS2S3	Rears birds to suitable / target weight and conditions.
POS2S4	Assesses and monitors that the growth of young birds meets production targets in line with organisational requirements.
POS2S5	Bring birds into lay by identifying and selecting suitable males for breeding.
POS2S6	Prepares and administers vaccines correctly.

Code	Knowledge
POS2K1	Knows and understands how to apply effectively all elements required for brooding, including equipment, e.g. brooders/heaters, feeders, drinkers, lights, resources, appropriate conditions and feed and water provision and why it's important that these are completed correctly.
POS2K2	Knows and understands the factors that can impact the growth targets required for organisational purposes.
POS2K3	Knows and understands the full principles of vaccination and the importance of correct administration.

Poultry breeding

Competency POS3:

Supports the management of successful breeding of poultry through knowledge and skills that support and enhance the business.

Code	Skills
POS3S1	Applies the correct process and resources to bring birds into lay.
POS3S2	Ensure that the birds develop using the appropriate methods and equipment with the right inputs from the team.
POS3S3	Monitor and maintain the collection, grading and storage of eggs for breeding purposes, providing input and guidance where required.
POS3S4	Monitor and maintain artificial insemination, if relevant to the species, providing input and guidance as required.
POS3S5	Prepare hens and monitor their insemination in line with organisational requirements.
POS3S6	Prepare males and monitor the collection of semen in line with organisational requirements.

Code	Knowledge
POS3K1	Knows and understands the factors that can impact the production targets for the appropriate breed/species.
POS3K2	Knows and understands how to maintain correct conditions and apply appropriate resources to bring birds into lay.
POS3K3	Knows and understands how males should be handled during semen collection to maintain good welfare and maximise semen quality.
POS3K4	Knows and understands the factors affecting bird fertility and semen quality.
POS3K5	Knows and understands the factors and causes that can affect the condition and physical characteristics of males and why this makes them suitable or unsuitable for breeding.

Poultry hatching

Competency POS4:

Supports management in successful hatching through knowledge and skills that enhance the business.

Code	Skills
POS4S1	Supervises the receipt and selection of eggs for hatching, ensuring workers follow the correct process and giving advice and guidance when required on storage and selection of eggs.
POS4S2	Manage, monitor and maintain the preparation, loading and incubation of hatching eggs.
POS4S3	Ensure eggs are prepared for incubation at set times, the incubator is prepared correctly to receive eggs and eggs are loaded into the incubator correctly by the team.
POS4S4	Checks egg fertility and selects eggs for transfer in line with organisational requirements, and provides advice and input as required.
POS4S5	Manages, monitors and maintains the hatch and dispatch of poultry.
POS4S6	Monitors the take-off of poultry, ensuring substandard products are correctly recognised and disposed of in line with legal and organisational requirements, and monitors the preparation of birds for transportation.
POS4S7	Ensures humane dispatch of chicks, not suitable for production.

Code	Knowledge
POS4K1	Knows and understands the importance of correct egg storage and the consequences if this is not done effectively.
POS4K2	Knows and understands the factors which would explain why eggs would be unsuitable for incubation.
POS4K3	Knows and understands the reasons why it is important to have appropriate incubation conditions/times closely monitored and maintained.
POS4K4	Knows and understands the factors that can affect the condition of birds making them unfit for transport.
POS4K5	Knows and understands the full principles of vaccination and the importance of correct administration.

Poultry egg production

Competency POS5:

Supports management through successful egg production through knowledge and skills that support and enhance the business.

Code	Skills
POS5S1	Applies the correct process and resources to bring birds into lay.
POS5S2	Ensures that the birds develop using the appropriate methods and equipment with the right inputs from the team.
POS5S3	Manages, monitors and maintains the collection, grading and storage of eggs for human consumption.
POS5S4	Ensures eggs are handled, graded, marked and stored in line with organisational requirements.

Code	Knowledge
POS5K1	Knows and understands the factors that can affect flock performance for the appropriate breed/species.
POS5K2	Knows and understands how to maintain correct conditions and apply appropriate resources to bring birds into lay, and the reasons why these must be maintained correctly.
POS5K3	Knows and understands the factors affecting egg quality and actions that can be taken to maximise this.



At this level, individuals demonstrate a high degree of capability and confidence. They consistently apply and adapt best practice, lead and develop others, and use their knowledge and experience to inform decisions, solve complex problems and drive improvement.

Poultry husbandry

Competency POM1:

Manages successful poultry production through knowledge and skills that ensure successful poultry husbandry.

Code	Skills
POM1S1	Adheres to legal and farm bird welfare guidelines and takes responsibility for own actions relating to bird welfare and ensures all staff demonstrate correct bird handling techniques through demonstration and training.
POM1S2	Determines and monitors a bird's health and diet plan and implements management strategies to achieve optimum bird health to meet performance targets. (Also liaises with a poultry-specific vet during times of bird illness to quickly identify and treat symptoms)
POM1S3	Ensures that the correct housing guidelines for preventing the spread of disease are followed, and ensures all staff do the same.
POM1S4	Monitors the equipment and ensures appropriate conditions for new birds.
POM1S5	Ensures only humane slaughter approved by legislation is carried out.
POM1S6	Monitors both water and air quality to optimise bird health and performance.
POM1S7	Maintains crop/flock records for traceability.
POM1S8	Liaises with poultry integrators (chick quality, bird depletion).

Code	Knowledge
POM1K1	Knows and understands the Five Freedoms. In particular, the movement and handling of poultry are done safely, with minimal stress and risk of injury to the animals and staff.
POM1K2	Knows and understands the importance of husbandry activities, such as vaccination, in maintaining bird health and welfare and preventing disease.

POM1K3	Knows and understands best practice in bird hygiene and biosecurity.
POM1K4	Knows and understands their responsibilities regarding bird codes of welfare, health, transport and production.
POM1K5	Knows and understands the legal requirements for the correct storage and disposal of bird carcasses.

Poultry meat production

Competency POM2:

Manages the successful rearing of poultry for meat production through knowledge and skills that support and enhance the business.

Code	Skills
POM2S1	Ensures birds are reared to a suitable / target weight and conditions.
POM2S2	Manages, creates and shares the breeding policy aligned with the organisation's requirements.

Code	Knowledge
LOM2K1	Knows and understands how to maintain product quality and ensures the team understands its importance.
POM2K2	Knows and understands how to apply effectively all elements required for brooding, including equipment and shares this with the team.
POM2K3	Knows and understands the full principles of vaccination and the importance of correct administration.

Poultry breeding

Competency POM3:

Manages the successful breeding of poultry through knowledge and skills that support and enhance the business.

Code	Skills
POM3S1	Ensures the rearing of birds to the suitable /target weight and condition for breeding, utilising people and resources as required.
POM3S2	Oversees that the birds' development is through using the appropriate methods and equipment, with the right inputs from the team.

Code	Knowledge
POM3K1	Knows and understands the factors and causes that can affect the condition and physical characteristics of males and why this makes them suitable or unsuitable for breeding.

Poultry hatching

Competency POM4:

Manages successful hatching through knowledge and skills that support and enhance the business.

Code	Skills
POM4S1	Ensures the team manages, monitors and maintains the receipt and selection of eggs for hatching, following the correct process.
POM4S2	Manage, monitor and maintain the preparation, loading and incubation of hatching eggs.
POM4S3	Manages, monitors and maintains the hatch and dispatch of poultry.
POM4S4	Ensures humane dispatch of chicks, not suitable for production.

Code	Knowledge
POM4K1	Knows and understands the factors that can affect the condition of birds making them unfit for transport. Making sure they share this with their team.
POM4K2	Knows and understands the full principles of vaccination and the importance of correct administration.
POM4K3	Knows and understands the reasons why it is important to have appropriate incubation conditions/times closely monitored and maintained.

Poultry egg production

Competency POM5:

Manages successful egg production through knowledge and skills that support and enhance the business.

Code	Skills
POM5S1	Ensures the correct process and resources to bring birds into lay are carried out n by the team.
POM5S2	Manages the team to ensure the correct process and resources are used to bring birds into lay.
POM5S3	Manages, monitors and maintains the collection, grading and storage of eggs for human consumption.

Code	Knowledge
POM5K1	Knows and understands how to maintain correct conditions and apply appropriate resources to bring birds into lay, and the reasons why these must be maintained correctly.
POM5K2	Knows and understands the factors that can affect flock performance for the appropriate breed/species.
POM5K3	Knows and understands the factors affecting egg quality and actions that can be taken to maximise this.



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Behaviour **Capabilities**



Behaviours (all levels)

Respect

Competency BR:

Treats others with respect

You show respect in every interaction, on the yard, in the field, and beyond. You value different perspectives, cultures and ways of working and create an environment where people feel heard, included and treated fairly. You understand that respect builds strong teams, better partnerships and a more positive industry.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BRO1	Treats others with courtesy, politeness, and consideration	BRS1	Promotes an inclusive, respectful team environment	BRM1	Creates and sustains a positive, inclusive, high-performing culture
BRO2	Works effectively with colleagues and volunteers. Respects diversity and inclusion in everyday interactions	BRS2	Supports others and encourages collaboration and teamwork	BRM2	Champions diversity, equality, and inclusion across the organisation
BRO3	Listens to others and contributes positively to teamworking	BRS3	Manages relationships constructively and resolves conflict appropriately	BRM3	Handles complex interpersonal situations with professionalism and fairness
BRO4	Maintains appropriate behaviour with a range of people	BRS4	Demonstrates awareness of different perspectives and needs	BRM4	Builds trust and respect across teams and stakeholder groups
		BRS5	Builds strong, respectful working relationships	BRM5	Leads by example in valuing and developing people



Communication

Competency BC:

Communicates for effective outcomes

You communicate clearly, honestly and at the right time to get the job done well. Listen as much as you speak, check understanding, and adapt your approach to suit the situation, whether giving instructions, raising concerns or working with others. You understand that good communication prevents mistakes and drives better results.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BCO1	Communicates clearly and appropriately in day-to-day situations	BCS1	Communicates clearly, confidently, and with purpose	BCM1	Communicates strategically to influence and achieve outcomes
BCO2	Listens to others and responds positively	BCS2	Builds rapport and strong working relationships	BCM2	Builds and maintains strong partnerships and networks
BCO3	Shares information as required to support work activities	BCS3	Adapts communication style to different audiences and situations	BCM3	Resolves conflict and builds consensus
BCO4	Engages positively with colleagues, visitors, and stakeholders	BCS4	Supports knowledge sharing and collaboration	BCM4	Promotes a culture of open, effective communication
BCO5	Uses basic communication tools effectively	BCS5	Manages stakeholder interactions effectively	BCM5	Represents the business with credibility and authority



Responsibility

Competency BRY:

Takes responsibility

You take ownership of what you do and what happens as a result. If something goes wrong, you focus on putting it right and learning from it, not blaming others. You speak up if something isn't right and deal with it early. You understand that doing this shows others they can rely on and trust you.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BRYO1	Takes responsibility for own tasks and performance	BRYS1	Takes ownership of decisions, tasks, and team outputs	BRYM1	Is accountable for team and organisational performance
BRYO2	Works with care, diligence, and attention to detail	BRYS2	Demonstrates sound judgement and problem-solving ability	BRYM2	Makes informed decisions in complex or uncertain situations
BRYO3	Seeks support when unsure and learns from mistakes	BRYS3	Responds positively to feedback and supports others to improve	BRYM3	Leads on problem-solving and drives solutions
BRYO4	Responds appropriately to feedback and guidance	BRYS4	Manages time and resources effectively to meet expectations	BRYM4	Manages performance, risk, and accountability effectively
BRYO5	Demonstrates flexibility and adaptability in changing situations	BRYS5	Addresses issues proactively and escalates when appropriate	BRYM5	Promotes a culture of ownership, accountability, and continuous improvement

Integrity

Competency BI:

Acts with integrity

You do the right thing, even when no one is watching. You're honest, consistent and fair in your decisions and actions. You stand by your word and follow through on commitments. Integrity underpins trust, with colleagues, customers and the wider industry.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BIO1	Acts honestly and follows instructions, policies, and procedures	BIS1	Acts consistently with integrity, even when under pressure	BIM1	Sets and upholds high ethical standards across the organisation
BIO2	Is open about mistakes and seeks guidance to resolve them	BIS2	Is transparent in decision-making and communication with others	BIM2	Makes principled decisions, balancing risk, responsibility, and impact
BIO3	Handles information appropriately and understands confidentiality basics	BIS3	Maintains confidentiality and manages sensitive information appropriately	BIM3	Embeds a culture of openness, accountability, and trust
BIO4	Demonstrates reliability, punctuality, and a strong work ethic	BIS4	Builds trust through dependable delivery and professional conduct	BIM4	Handles complex or sensitive issues with integrity and professionalism
BIO5	Takes pride in completing tasks correctly and safely	BIS5	Role models, business values and ethical behaviour	BIM5	Acts as a visible role model for ethical leadership

Learning mindset

Competency BL:

Continually learning and improving

You stay curious and open to better ways of working. Learn from experience, both successes and mistakes and actively seek out new knowledge, skills and technologies. You understand that a strong learning mindset helps you adapt, stay competitive and build a more resilient business.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BLO1	Shows enthusiasm for learning and development	BLS1	Actively develops own knowledge and skills	BLM1	Champions lifelong learning and professional development
BLO2	Takes responsibility for developing own skills	BLS2	Applies learning to improve performance and outcomes	BLM2	Uses insight, evidence, and experience to drive improvement
BLO3	Learns from experience, feedback, and mistakes	BLS3	Encourages learning and development in others	BLM3	Develops others through coaching, mentoring, and feedback
BLO4	Demonstrates adaptability and willingness to improve	BLS4	Uses evidence and knowledge to inform decisions	BLM4	Leads innovation and continuous improvement initiatives
BLO5	Understands how their role contributes to wider objectives	BLS5	Identifies opportunities for improvement and change	BLM5	Aligns learning and development with strategic goals



Safety

Competency BS:

Promotes safe working practices

You put safety first, every time. Take responsibility for protecting yourself, your team and anyone on the farm by following safe systems of work, using the right equipment and challenging unsafe behaviour. You understand that a safe farm is a productive and sustainable farm.

Code	Operator (Developing) >	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BSO1	Follows safe working practices and uses equipment correctly	BSS1	Actively identifies and manages risks in day-to-day work	BSM1	Leads a strong safety culture across the organisation
BSO2	Recognises basic risks and hazards in the workplace	BSS2	Promotes safe working practices within the team	BSM2	Ensures systems, processes, and training support safe working
BSO3	Takes responsibility for personal safety and that of others	BSS3	Challenges unsafe behaviours and encourages others to speak up	BSM3	Takes accountability for safety performance and compliance
BSO4	Seeks guidance when unsure about safety procedures	BSS4	Ensures work is planned and delivered safely	BSM4	Embeds wellbeing and environmental responsibility into operations
		BSS5	Champions' health, safety, and wellbeing	BSM5	Drives continuous improvement in health and safety standards



Trust

Competency BT:

Builds trust in the profession

You act in a way that reflects well on you, your business and the wider agricultural industry. You know how to be professional, reliable and respectful in both your working and personal conduct. You understand that trust is hard-earned and easily lost, and protect it through consistent, positive actions.

Code	Operator (Developing)	Code	Supervisor (Advancing) >	Code	Manager (Mastering)
BTO1	Behaves professionally with colleagues, visitors, and the public	BTS1	Represents the organisation positively to stakeholders and partners	BTM1	Champions professionalism and high standards across the sector
BTO2	Demonstrates a positive attitude to work and the industry	BTS2	Builds trust through consistent, high-quality work and communication	BTM2	Builds long-term trust with stakeholders, partners, and communities
BTO3	Understands how their behaviour reflects on the organisation	BTS3	Takes responsibility for meeting commitments and managing expectations	BTM3	Aligns actions with organisational values, strategy, and reputation
BTO4	Follows through on commitments and completes tasks as expected	BTS4	Acts as an ambassador for the business and industry	BTM4	Leads by example in promoting the industry positively
BTO5	Acts in an environmentally responsible manner	BTS5	Promotes environmental responsibility and good practice	BTM5	Influences and shapes professional standards and behaviours

