

**Purpose: To manage Co-op operations to meet the goals and objectives set by the Board of Directors. The manager conducts all Co-op business in a professional and businesslike manner and reports to the Board of Directors.**

### **General Manager Responsibilities**

*It is the responsibility of the General Manager to ensure that these tasks are completed. It IS NOT the responsibility of the General Manager to personally complete these tasks.*

#### **I. Planning**

- A. Supervise preparation of annual business plan and budget for final Board approval.
- B. Co-ordinate long-range planning process with the Board of Directors.
- C. With Board President, set Board meeting agendas.
- D. Plan and implement changes in store layout, with staff input, for best use of space to enhance sales and staff efficiency.
- E. Participate in regional and national co-op industry organizations.

#### **II. Finance**

- A. Report to Board, at least monthly, on financial performance of Co-op, including daily cash and deposit developments.
- B. In consultation with the treasurer, prepare timely annual capital, operating and cash flow budgets for Board approval.
- C. In consultation with the treasurer, revise the operating budgets as necessary according to operating experience and advise the board for its consent on a timely basis
- D. Monitor deviations from budget, take corrective action and report to Board on deviations and actions taken.
- E. In consultation with the treasurer, ensure maintenance of timely and accurate accounts payable, payroll and financial records from bookkeeper and other financial services. Notify Board of any bills past due date.
- F. Approve capital expenditures within budget. Submit requests to Board for emergency expenditures not included in budget subject to the Board's limit.
- G. In consultation with the treasurer, review and monitor the financial controls to safeguard assets and monitor fiscal performance. This includes insuring that an efficient and effective accounting system is in place and maintained.
- H. In consultation with the treasurer, select, secure, and coordinate all legal, accounting, banking, consulting and other professional services that are deemed necessary for the protection and promotion of the assets of the association.

#### **III. Operations: External**

- A. Ensure compliance with all applicable laws: business licenses, permits, health regulations, labor laws, etc.
- B. Ensure cleanliness, safety and maintenance of Co-op store.
- C. Supervise any remodeling or major repair or maintenance projects.

- D. Seek out and develop potential building use plans and compatible leasing arrangements of additional building spaces.
- E. Ensure adequate and appropriate insurance.
- F. Ensure the efficiency of the Co-op's organizational structures.
- G. In consultation with an officer approved by the board, negotiate all major contracts to which the association will become a part, such as loans, leases, mergers, acquisitions, labor contracts and real estate or capital purchases, as directed by the Board of Directors, and present the resulting agreements to the Board for acceptance and final approval.

#### **IV. Operations: Internal**

- A. Oversee ordering of new and regularly stocked products. Identify, develop, and evaluate opportunities for new products and services.
- B. Supervise inventory control including; monitoring, assessment, and adjustment.
- C. Ensure appropriate appearance of: produce, shelves, displays, and equipment.
- D. Develop and maintain professional relations with suppliers.
- E. Oversee status of all equipment to ensure it is functioning properly. When necessary take action to have equipment repaired, up to preset board limit, or notify Board of need to repair or replace equipment.
- F. Oversee merchandise programs to ensure coherent in-store image.
- G. Oversee and ensure that Special Orders are processed in a timely and professional manner.
- H. Oversee and ensure that customer requests are considered in a timely and professional manner, and provide feedback on actions taken in response to customer requests. SEE V. C below
- I. Ensure that quarterly and end-of-year inventory is calculated.
- J. Review the pricing of the products and services provided by Natural Alternative Food Co-op. to meet both sales projections and profit margins in those areas.

#### **V. Marketing and Member Services**

- A. Coordinate development of marketing plan for inclusion in annual business plan.
- B. Oversee advertising and develop new marketing opportunities.
- C. Ensure prompt, friendly, knowledgeable customer service on the part of all staff. Become familiar with the customers and their shopping experience to maximize their satisfaction and, insofar as possible within the constraints of the budget, provide for their needs.
- D. Work with Board and staff to implement membership increase and involvement programs.

E. Write General Manager report for Co-op newsletter. Make presentations to membership at meetings, and prepare communications to be e-mailed to the membership.

F. Supervise volunteer programs. Analyze impact on operations and propose changes in system to Board as needed.

G. Keep members informed about Co-op affairs, encourage member participation in the Co-op, and see that member complaints and suggestions are given consideration.

H. Supervise community outreach programs

## **VI. Human Resources**

A. Hire, dismiss and change the duties and compensation of the positions answering to the General Manager.

B. Ensure orientation and on-the-job training, and skills development for all staff.

C. Develop, and update as needed, job descriptions for all staff members.

D. Establish channels for staff input and recognition

E. Ensure regularly scheduled annual evaluations for all staff, based on written job descriptions and performance standards.

F. Ensure effective employee relations, including cooperation, coordination, and morale. conduct staff meetings on at least a monthly basis.

## **Evaluation**

The General Manager is evaluated by the Board of Directors. Factors to be considered include:

a. The degree to which the store stays within the annual budget.

b. The state of morale and spirit of cooperation within the store. This includes the degree of cooperation, communication and coordination between the managers and employees.

c. Meeting or exceeding the Association's goals and objectives. This will include revenue and profit goals.

d. Demonstrated capacity and ability to establish and maintain the organizational stability of the Association.

e. Success at maintaining good relations with members and other customers.

## **Other**

A. Attend Board, membership, committee, and staff meetings.

B. Perform other tasks as assigned by the Board of Directors in a timely fashion.