

Position Objective and Responsibilities

Job Title: General Manager

Reports to the board of directors

Position Objective

To direct, promote, and coordinate the operations of the cooperative in a manner that will optimize the cooperative's market share and savings, improve the cooperative's efficiency, help achieve the cooperative's mission and goals, and result in outstanding customer service.

Position Responsibilities

The general manager's responsibilities involve supervision, public relations, marketing, profitability and sales, service, reporting, capital requirements, and other duties as assigned by the board of directors.

The general manager will maintain a positive attitude that promotes team work within the cooperative and a favorable image of the cooperative.

Supervision

Supervision involves developing and communicating cooperative goals and results to personnel; selecting, supervising, and supporting the employee team; and upholding cooperative policies.

Develop and communicate cooperative goals and results to all personnel

1. Develop and review budget and goals with staff within 60 days of fiscal year end
2. Review progress as compared to budget with staff quarterly
3. Hold regular employee meetings

Select, supervise, and support the employee team

1. Create and maintain an atmosphere in which employees willingly produce at maximum capacity
2. Supervise maintenance of preferred staffing levels

General Manager: Position Objective and Responsibilities, Page 2

3. Assign employee responsibilities and maintain job descriptions
4. Develop performance standards
5. Supervise ongoing employee training
6. Complete and administer a yearly merit review with all direct reports
7. Develop and maintain a salary administration program and pay competitive wages based on performance
8. Plan for and provide opportunities for employee advancement and development
9. Continually build upon personal skills and knowledge

Uphold cooperative policies

1. Enforce and uphold all cooperative policies
2. Ensure cooperative facilities and equipment meet all federal, state and OSHA regulations
3. Receive no OSHA, state, or federal citations
4. Ensure no customer is uninformed of safe product handling
5. Supervise maintenance and housekeeping of all cooperative facilities and equipment

Public Relations

Public relations involves building and maintaining positive relationships with cooperative members, other cooperatives, and the business community.

1. Develop sound working relationships with other cooperatives and within the business community
2. Personally and officially represent your cooperative by participating in the community
3. Develop member confidence in and understanding of the cooperative
4. Adhere to and promote all department and cooperative policy and decisions
5. Promote participation of member customers in the cooperative
6. Build a positive cooperative image

Marketing

Marketing involves developing and directing marketing activities

1. Prepare and review marketing plans with employees on a regular basis
2. Review individual department marketing plans annually
3. Review individual department sales and promotion programs annually
4. Plan marketing activities and review results and expectations with employees

Profitability and Sales

Profitability and sales involves establishing and achieving sales and profitability goals, and increasing the cooperative's market share through regular sales efforts.

Establish and achieve profitability goals

1. Supervise performance of purchasing functions to insure greatest value, while taking advantage of all discounts
2. Supervise pricing and inventory policies designed to price competitively and achieve desired gross margin
3. Establish profit expectations

Establish and achieve sales goals

1. Establish sales goals and develop plans to achieve them
2. Maintain inventories at levels to assure service with a minimum of delivery delays, yet maintain inventory turn goals

Increase market share through regular sales efforts

1. Supervise sales staff and sales efforts
2. Review daily reports
3. Review sales results with staff regularly
4. Ensure employees have the knowledge and information needed to achieve market share growth

Service

Service involves providing and promoting the service necessary to meet the cooperative's goals and needs.

1. Ensure all customers receive courteous and efficient service from all employees
2. Handle claims and complaints promptly
3. Promote outstanding customer service

Reporting

Reporting involves keeping the board informed of the cooperative's status and activities, and assisting with board activities.

1. Submit monthly reports, general information, and recommendations to the board of directors
2. Assist the board in formulating policies and provide all facts needed for board decision making
3. Make policy recommendations and carry out board policies
4. Arrange for board review of insurance, banking, auditing, and other board-approved relationships
5. Help plan the annual meeting and report to cooperative members

Capital Requirements

Capital requirements involves determining the cooperative's fixed asset needs and presenting a fixed asset budget to the board.

1. Present annual budget to the board
2. Obtain authorized approval from the board of directors before purchasing any fixed assets that will cost \$_____ or more
3. Obtain approval from the board of directors prior to the sale of any fixed assets

Other Duties

The general manager will perform duties as assigned by the board of directors and will enforce and uphold the cooperative's credit policy.

Perform duties as assigned by the board of directors

1. Willingly perform all duties as assigned by the board of directors

Enforce and uphold the cooperative's credit policy

1. Do not charge to customers on COD
2. Do not extend credit to customers who have not been approved by the credit manager
3. Do not authorize customer charges that exceed set credit limits
4. Keep all personal accounts current