

## Position Objective and Responsibilities

### Job Title: Lumber Department Manager

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Reports To: \_\_\_\_\_ in the  
\_\_\_\_\_ department.

### Position Objective

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To direct, promote, and coordinate department operations 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

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The lumber department manager's responsibilities involve supervision, marketing, profitability and sales, reporting, purchasing, resale pricing, inventory, service, maintenance, and other duties as assigned by management.

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

### Supervision

Supervision involves establishing and communicating department goals and results to employees, staffing the department and delegating the workload, actively supporting employee growth, and upholding cooperative policies.

#### **Establish and communicate department goals and results to employees**

1. Establish department goals with assistance from the general manager
2. Conduct department planning and updating meeting within \_\_\_\_\_ weeks of fiscal year end
3. Conduct department planning and reporting session within \_\_\_\_\_ days upon receiving the monthly management report

#### **Staff department and delegate work load to meet market requirements**

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1. Establish and update job descriptions for all positions within the department
2. Staff and adjust plant work force to fit seasonal needs with a minimum of unproductive labor costs
3. Employ seasonal work-sharing arrangements to minimize layoffs and unemployment compensation costs

### **Actively support employee growth**

1. Schedule and supervise orientation for new department employees
2. Update employees regularly on new product knowledge
3. Identify in writing annually training needed for individual employees
4. Discuss performance \_\_\_\_\_ with each department employee
5. Complete and administer a yearly merit review with each department employee following management approval
6. Stimulate and develop positive morale and team spirit that leads to high productivity
7. Actively work to increase personal skills and knowledge

### **Uphold cooperative policies**

1. Uphold all cooperative policies
2. Ensure that department facilities and equipment meet all federal, state, and OSHA regulations
3. Inform all customers of safe product handling
4. Develop and update a regular maintenance schedule for all department facilities and equipment

## **Marketing**

Marketing involves developing and implementing an annual marketing plan, directing department marketing activities, and developing an annual sales and promotion program.

### **Develop and implement an annual marketing plan**

1. Submit department's marketing plan to the general manager by \_\_\_\_\_

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2. Review the following marketing activities with the general manager by the \_\_\_\_\_ of each month:
  - Market share report
  - Sales analysis report
  - Strategy review report
  - Competitive pricing analysis report
  - Sales promotional efforts
  - Plans for the following month

### **Direct department marketing activities**

1. Review branch sales goals with department employees each month
2. Review the following marketing activities with department employees each month:
  - Market share report
  - Sales analysis report
  - Strategy review report
  - Competitive pricing analysis report
  - Sales promotional efforts
  - Plans for the following month

### **Develop an annual sales and promotion program**

1. Establish an advertising expense budget at the beginning of each year; review with and get manager's approval
2. Hold one major open house sale each year and at least one minor sale each year

## **Profitability and Sales**

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

### **Establish and achieve department profitability and sales goals**

1. Establish and achieve the profitability and sales goals identified in the annual budget

**Increase market share through regular sales efforts**

1. Review sales reports monthly with department employees
2. Review daily reports with salespeople weekly and forward the reports to your supervisor
3. Submit sales call recap monthly to management
4. Ensure department staff has current tools to make successful sales presentations

**Reporting**

Reporting involves submitting all required operational reports to management within the time limits stated below.

1. Submit daily invoices and sales recaps to management daily with no errors or discrepancies
2. Turn in all product receipts and supporting materials to management daily
3. Resolve discrepancies in daily inventory report forms within \_\_\_\_\_ hours
4. Submit monthly reports to management by the \_\_\_\_\_ of each month. Monthly reports should include the following:
  - Monthly accountability
  - Inventory recap
  - Sales promotion recap
  - Sales effort recap
  - Competitive retail market report
  - Employee performance recap
  - Facility and equipment maintenance recap
  - Review outstanding customer reports including credit, complaints, and requests

**Purchasing**

Purchasing involves purchasing products for resale.

1. Purchase products of quality that will result in a minimum of customer complaints
2. Ensure the cost of products will allow for competitive pricing while still meeting the cooperative's financial objectives
3. Make purchases from outside the cooperative system only if they provide a substantial financial advantage

### **Resale Pricing**

Resale pricing involves establishing prices of products and services.

1. Set prices that are competitive with industry guidelines and local competitors
2. Set prices that allow the cooperative to meet sales and financial objectives

### **Inventory**

Inventory involves managing inventory levels.

1. Develop and maintain a system for monitoring and controlling inventory levels that results in minimal shrinkage
2. Supervise checking of all in-shipments for accuracy against the delivery ticket, proper quantity, price as ordered, and quality
3. Strive to get \_\_\_\_\_ turns on commodities
4. Clear out obsolete inventories annually
5. Maintain a fiscal year-end inventory not to exceed \_\_\_\_\_% of sales
6. Resolve discrepancies in daily inventory report forms within \_\_\_\_\_ hours
7. Maintain inventories at levels to assure service with a minimum of delivery delays, yet maintain inventory turn goals

### **Service**

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

1. Have equipment in excellent operating condition by the beginning of the \_\_\_\_\_ season
2. Ensure all items sold through the department are delivered and installed within \_\_\_\_\_ weeks of sale or receipt
3. Enforce regulations to ensure an even flow of product to accounts
4. Handle claims and complaints promptly
5. Supervise quality control to assure maintenance of product specifications
6. Ensure no customer has improperly installed or inefficiently maintained equipment
7. Ensure all services provided assist in achieving department profitability
8. Make arrangements ahead of time for coverage of duties in case of a planned absence, such as vacation, or an unplanned absence, such as illness
9. Lose no customers due to services provided by the department

## **Maintenance**

Maintenance involves maintaining property, facilities, and equipment.

1. Ensure property, facilities, and equipment remain in good repair and appearance
2. Make recommendations on replacement, additions, or deletions of facilities and equipment when needed and/or economically justified
3. Lose no customer due to unsatisfactory equipment performance

## **Other Duties**

The department manager will perform other duties as assigned by the general manager and will enforce and uphold the cooperative's credit policy.

### **Perform other duties as assigned by the general manager**

1. Perform duties as requested by the general manager

### **Enforce and uphold the cooperative's credit policy**

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