 General Manager

COMMON MARKET FOOD CO-OP

The Co-op is the destination of choice in the Frederick, MD area for high quality, health foods, with an emphasis on *locally-grown* and *regionally produced* *organic* and *ecologically sound* products. It also is a *financially sustainable* operation that supports and yields *economic*, *social* and *environmental* returns to its members and the community, and works to engage consumers in higher levels of participation in the cooperative. We work to increase the Co-op’s market position to bring the benefits of the cooperative model to more people. We are currently renovating a second store building to expand our ability to deliver local and organic food.

POSITION SUMMARY

The General Manager is responsible for the successful overall management and operation of the Common Market Food Co-op in accordance with its core mission and cooperative values. This includes strategic planning, board relations, financial operations, human resources, leadership, contracts and compliance, public relations, co-op governance support and other responsibilities related to effectively managing the Co-op. The General Manager reports to the *Board of Directors*, which is elected by the owners of the cooperative. The Board operates under *Policy Governance*, a system that emphasizes vision and encourages empowerment and accountability. As the General Manager is the main link between the Board and the Co-op Staff, effective teamwork with both groups is essential to success. The General Manager is also responsible for reporting to and supporting the activities of the Board of Directors and governance processes in general. This position upholds the Co-op’s standards through effectively developing and supporting the Co-op’s management team and staff, implementing efficient and productive systems, demonstrating stellar leadership, and being accountable for financial performance all in a manner that demonstrates the values of Common Market Food Co-op and the cooperative movement.

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| FLSA STATUS  | Exempt  |
| REPORTS TO  | Board of Directors  |
| SUPERVISES  | Store Manager(s), HR Director, CFO, Marketing Director, IT  |
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ESSENTIAL DUTIES AND RESPONSIBILITIES

**1. Employee Management and Development**

a. Promote desired Co-op employment culture through staff training and communication.

b. Participate in interviewing and selecting employees according to Co-op procedures.

c. Collaborate with direct reports in establishing procedures to ensure administration of department programs.

d. Conduct regular performance evaluations and provide real-time feedback regarding performance of direct reports. Create training and development opportunities that enhance employees’ abilities and builds upon their skills, knowledge and abilities.

e. Supervise work performance and conduct of direct reports and upholds Common Market Food Co-op’s performance management practices of offering progressive corrective action and staff recognition in accordance with Co-op policies, procedures, labor and legal guidelines.

f. Model behaviors that support the values of Common Market Food Co-op through supportive and participatory leadership qualities, promoting cooperative team building and motivating staff to achieve goals.

g. Promote a pleasant, can-do, and amicable atmosphere within the store and the development of friendly staff and customer relationships.

**2. Strategic Development**

a. Take a leading role with the Board in proposing and developing organizational strategies that meet the *Ends Policy* established by the Board.

b. With the support of the Staff Leadership Team, develop and create tactical plans, goals and objectives that align with Common Market Food Co-op’s organizational strategy.

c. Oversee the implementation of store operations, information technology, marketing, human resources, finance, and other strategies that strengthen the Co-op.

d. Develop an annual business plan. Support reporting staff in developing specific plans for their departments and other reports and documents.

e. Monitor trends in the grocery industry and legislation affecting the Co-op.

**3. Customer Experience**

a. Create and maintain an employment environment in which staff are empowered to pro-actively address and resolve customer concerns on the floor.

b. Exceed our customers’ expectations for service and provides a welcoming environment for people of all backgrounds in accordance with the Co-op’s customer service standards.

c. Ensure customers receive prompt, friendly and courteous services in a professional manner that highlights our cooperative advantages.

**4. Governance**

a. Provide logistical and administrative support for regular Board of Directors activities such as communication, meetings, and retreats.

b. Execute governance activities as directed by Board of Directors including elections, Board development, retreats, and other projects.

c. Report consistently to the Board following Board-established reporting standards at monthly Board meetings, committee meetings, and through regular communication to the Board.

**5. Operations**

a. Ensure that store retail departments operate effectively and efficiently, store objectives are met, outcomes are achieved and performance standards are upheld.

b. Assist and monitor retail departments in establishing and carrying out financial plans for sales, margin, labor and effective inventory management.

c. Facilitate development of and monitor a store merchandising program that differentiates the Co-op in the Frederick grocery marketplace.

d. Ensure that product selection is innovative and meets operational objectives, category management plans, consumer and membership needs and product guidelines.

e. Monitor inventory management programs and practices.

f. Ensure information technology operations meet operational needs, maintain data integrity, and serve Co-op customers needs.

g. Establish and monitor personnel policies that protect organizational risk and meet operational goals.

h. Develop marketing operations that draw customers into the store, differentiate the Co-op in its marketplace, and serve the Co-op membership.

**6. Financial Management**

a. Review financial reports and ensure that direct reports meet obligations in a timely manner.

b. Respond to changes in operations to ensure continued financial success of the Co-op.

c. Ensure responsible stewardship of the Co-op’s assets.

**7. Contracts and Compliance**

a. Act as organizational point of contact for other organizations and for legal compliance.

b. Maintain existing contractual obligations and secure favorable contract terms on new contracts.

c. Ensure Co-op compliance with government regulations including labor, safety, food safety.

**8. Facilities, Safety, and Security**

a. Oversee the timely completion and opening of the second store.

b. Establish and monitor programs for maintenance of facilities and assets to ensure they are well maintained and concerns are promptly addressed.

c. Ensure effective management of security, safety and loss prevention.

d. Ensure all direct reports use of safe practices and address health, safety and security concerns promptly.

e. Support the Co-op’s security and safety protocols and establish strong control measures.

**9. Other Duties**

a. Abide by all Co-op policies and procedures as specified in the Employee Handbook or established by the Board of Directors.

b. Assist in inventory counts, storewide cleaning and other projects as needed.

c. Attend meetings and events as requested.

d. Maintain familiarity with all core responsibilities for employees of Common Market Food Co-op.

e. Support the cooperative values and principles daily.

f. Compile reports as requested.

g. Participate in regional and national cooperative events and initiatives.

Skills and Experience

Any acceptable combination of education, training and/or experience that would provide the required knowledge, skills, and abilities is qualifying.  A typical way to obtain the knowledge and abilities would be:

**1. Education and Experience**

a. 5+ years of experience in retail grocery management.

b. 2+ years of experience working with a Board of Directors

c. Experience managing financial statements and projections.

d. Experience managing multiple stores.

e. Experience managing a top-level management team and staff.

f. Previous experience creating and developing effective procedural standards.

g. High School diploma, GED or equivalent certificate.

**2. Language Ability**

a. Demonstrate superior oral and written communication ability and be able to communicate with people of diverse backgrounds.

b. Comprehend complex instructions, correspondence and memos.

c. Effectively present information in one-to-one and small group situations to customers and other employees.

d. Public speaking in small to large group settings.

**3. Math Ability**

a. Understand equations, reports and financial terms used in grocery retail management systems.

b. Apply basic algebraic concepts to read and forecast budgets.

**4. Reasoning Ability**

a. Apply common sense understanding to carry out detailed written or oral instructions.

b. Deal with problems involving a few concrete variables in standardized situations.

c. Prioritize multiple demands.

**5. Computer Skills**

a. Use Microsoft Word, Excel, Email and website software proficiently.

**6. Other**

a. Attention to detail and ability to follow written and verbal instructions.

b. Proven ability to set and achieve department and organizational goals.

c. Desire to determine, foster and develop the best qualities and contributions of department personnel.

d. Ability to travel, including overnight stays or longer.

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ESSENTIAL INTELLECTUAL COMPETENCIES

To perform the job successfully, an individual should demonstrate the following competencies:

**1. Managing People**

a. Empower managers and staff to proactively provide excellent customer service.

b. Delegate and direct duties and assignments tactfully and effectively.

c. Develop staff’s skills and encourage growth.

d. Train and mentor management staff to be proactive mentors for their reports and proactive advocates for Co-op's culture.

e. Continually work to improve supervisory skills.

**2.** **Problem Solving**

a. Identify and resolve problems in a timely manner.

**3.** **Customer Service Environment**

a. Empower managers and staff to manage difficult or emotional customer situations.

b. Communicate respectfully at all times.

c. Respond promptly to customer needs.

d. Respond to requests for service and assistance.

**4. Adaptability**

a. Adapt to changes in the work environment.

b. Maintain and encourage focus on Coop Goals.

c. Manage competing demands.

d. Deal with frequent change, delays, and unexpected events.

**5. Work Habits**

a. Consistently report to work and arrive at meetings and appointments on time.

b. Ensure work responsibilities are covered when absent.

d. Work quickly and accurately with a sense of urgency; complete tasks on time.

e. Strive to increase productivity, meet productivity standards.

g. Demonstrate accuracy and thoroughness.

h. Look for ways to improve and promote quality.

i. Apply feedback to improve performance.

j. Monitor own work to ensure quality.

k. Respond to management direction by the Board of Directors.

l. Commit to meeting department goals and expectations.

**6. Safety and Security**

a. Protect the safety of self, co-workers, and Co-op customers at all times.

b. Follow all safe food handling guidelines as required by local, state, and federal laws.

c. Use equipment and materials properly. Operate equipment properly and in a safe manner that will not lead to injury of self or others.

d. Address without delay any potentially harmful equipment or situations not consistent with Co­-op policy.

e. Report safety-related accidents and incidents immediately to Human Resources.

f. Follow all safety policies and procedures.

ESSENTIAL PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**1. Frequent Physical Demands**

a. Sit and review information on a computer screen or on paper for long periods of time.

b. Stand for extended period of time.

c. Lift and move up to 25 pounds.

d. Must be able to work mornings, afternoons, evenings, nights and weekends as needed.

**2. Occasional Physical Demands**

a. Lift and move up to 50 pounds.

**3. Specific Vision Ability**

a. Close vision, distance vision, peripheral vision, and depth perception.

What you should ***LOVE*** to do

* Identify, hire, and train employees to become excellent team members and leaders.
* Deliver exceptional customer service.
* Grow sales and control costs.
* Merchandising and selling.
* Be an integral part of your local community.
* Be committed to the Co-operative principles.
* Work cooperatively with a strong management team and the Board of Directors.

IMPORTANT DISCLAIMER NOTICE

This is an exempt position. The job duties, elements, responsibilities, skills, functions, experience, educational factors and the requirements and conditions listed in this job description are representative only and not exhaustive of the tasks that an employee may be required to perform. The employer reserves the right to revise this job description at any time and require employees to perform other tasks as circumstances or conditions of its business, competitive considerations or the work environment change.

This is to certify that I have received a copy of the job description for my job. I have read the job

description and can do the essential functions of the job including:

□ Essential Intellectual Requirements

□ Essential Physical Requirements

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EMPLOYEE SIGNATURE DATE

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EMPLOYEE NAME