

DATE OF POSTING.....NOV 2, 2015

POSITION TITLE.....TRANSITIONAL GENERAL MANAGER

SALARY RANGE: \$60,000 BASE WITH POTENTIAL QUARTERLY BONUSES, RELOCATION EXPENSES NEGOTIABLE

HOURS: FULL TIME, EXEMPT

PURPOSE

The Transitional General Manager is responsible for the overall management of the cooperative and attaining the objectives as established by the Board of Delegates in accordance with the Co-op's Mission Statement, Strategic Plan, and the Cooperative Principles. This includes actively facilitating a management transition process through which the staff will resume self-management as outlined in Mariposa's bylaws. In addition to ensuring the co-op is meeting sales goals, this person will be tasked with providing opportunities for staff development, team building and boosting staff morale. This position will be contracted through December 31, 2019 with compensation and benefits negotiated with Mariposa's Board of Delegates as part of the process of accepting the position.

AUTHORITY, DUTIES & RESPONSIBILITIES

The Transitional General Manager is hired by and reports directly to the Cooperative's Board of Delegates. The Transitional General Manager is responsible and accountable for all the following areas and is expected to adhere to a specific timeline for transitioning the Co-op to self -management.

BOARD-MANAGEMENT LINKAGE

- Prepare and present timely and effective reports to the Board supported with appropriate analysis. Reports will focus on monitoring business performance and compliance with policies and limits defined by the board, progress towards goals, significant deviations from goals, compliance or sound business performance, and plans for corrective action
- Maintain effective communication and working relationships with Board of Delegates
- Pro-actively identify and advise the board about issues of concern or issues that could benefit the Co-op
- Assist the board in accessing training and support for fulfilling its duties
- Provide operations reports to board reflective of all departments; report on business plan development and performance; liaise with convener, vice-convener, treasurer, and secretary

OPERATIONS

- Oversee the general functioning of daily store operations in collaboration with staff
- Ensure a focus on providing a welcoming, positive, respectful store experience for all customers and staff. Prioritize meeting customer needs while maintaining store security and employee safety and well-being
- Ensure compliance with all applicable laws: business licenses, permits, health regulations, zoning, workers comp, employment security, etc
- Ensure the building is adequately maintained and meets all security, health and safety standards
- Ensure assets are utilized productively and safeguarded from loss
- Negotiate with contractors for major repair and maintenance projects

- Ensure adequate insurance for all Co-op operations
- Oversee development of product and pricing strategies. Ensure the use of effective merchandising
- Control labor costs and enhance productivity
- Represent the Co-op (or designate a delegate) to the general public, media and other businesses in the community

PLANNING

- Achieve performance objectives for the store, individual departments, membership program and staff development. Meet with relevant staff to review performance in relation to goals; develop and implement plans for corrective action; provide opportunities for professional development and training
- Work with department heads to track progress on goals and to address department, store and scheduling needs
- Research and utilize national cooperative resources
- Coordinate preparation of the annual business plan based on long-range strategic plans and the Co-op's mission, policies, goals, and financial needs
- In coordination with the Board, research and create long-range plans that reflect Mariposa's bylaws, mission, and end-statements

FINANCE

- Ensure fiscal responsibility in Co-op operations and the financial viability of the Co-op
- Ensure Co-op financial practices, money-handling, and other internal financial controls conform to accepted accounting principles
- Provide and interpret timely, accurate financial statements for the Board of Delegates and Finance Committee. Provide financial analyses of current operations and projections for future plans
- Manage the budget, monitor deviations, take corrective action and report to the Board on actions taken
- Work with and oversee staff and/or contracted services to ensure timely, accurate accounts payable, payroll, accounts receivable, bank deposits, bank reconciliation, entering of daily cash receipts, and member equity records
- Ensure timely, accurate tax payments. Work with outside accountant to obtain most favorable tax status
- Support department coordinators in developing annual budgets, working with finance manager and finance committee to finalize and present to board and membership.
- Prepare annual capital, operations, and cash flow budgets for board approval; review and approve of deviations from the budget
- Ensure timely completion of annual financial review

MEMBERSHIP & OUTREACH

- Ensure effective implementation of membership promotion and involvement programs and shares program. Ensure the maintenance of accurate membership records

- Ensure the Co-op maintains clear and effective communication with our membership
- Ensure the Co-op is marketed to the community to increase sales, membership and visibility within the community
- Ensure representation of Mariposa Co-op in the local communities and national co-op community. Network with other co-ops and co-op organizations to further cooperative values and nurture cooperative economics

PERSONNEL

- Ensure development of cost-effective, equitable and legal personnel policies, using staff input
- Plan for labor needs, and coordinate hiring qualified staff for all positions, following established hiring policies
- Ensure timely evaluations for all staff, with objective criteria based on job descriptions
- Ensure that performance problems are properly addressed, documented, and resolved
- Ensure maintenance of job descriptions, training programs, and employee compensation and benefit packages
- Foster employee job satisfaction and commitment to the Co-op. Ensure that Mariposa Co-op promotes staff development and empowerment in support of its mission and for the benefit of all employees and member-owners
- Meet targeted goals for transition to Self Management and ensure that staff are being properly trained and have access to professional development in order to succeed at their new roles
- Read and honor the staff handbook, and include affected staff when making changes
- In collaboration with the HR Manager, assist department heads with HR needs within their department
- Attend conferences, seminars, etc. relative to cooperative management and natural food products
- Contract operational consultants (finance, personnel, safety and security, customer service, etc.) by supporting coordinators and/or directly liaising with them

CHANGE MANAGEMENT

- Direct and manage, in partnership with the Board of Delegates, the Change Specialist
- Ensure that there is a change management strategy
- Identify and manage anticipated resistance during change
- Support organizational design and definition of roles and responsibilities, if needed
- Participate in defining and measure success metrics and monitor change progress
- Create and sustain interpersonal and social relationships to inspire, motivate, influence, and help with concerns
- Lead with confidence, emotional intelligence and resiliency in the face of setbacks
- Analyze the internal and external factors needed for change, and their effect on the change initiative

QUALIFICATIONS AND SKILLS

Priority Skills & Experience

Operations Management & Retail Experience

- 3-5 years experience in retail operations management
- Ability to balance the needs of multiple stakeholders
- Ability to manage a rapidly growing business (in sales, staff, members, etc.)
- Ability to prioritize competing needs, tasks, and projects
- Ability to translate a strategic plan into action
- Experience with financial management, budgeting, and reporting for a retail business
- Exceptional customer service experience

Personnel & Management Experience

- Experience with hiring, firing, and compensation
- Experience conducting evaluations, ensuring accountability, and supervision
- Experience delegating and coordinating tasks amongst a team
- Experience with relationship- and team-building, cultivating buy-in, maintaining a vision, and bringing others on board
- Experience giving, receiving, and integrating both positive and constructive feedback
- Experience coaching and training

Additional Priority Experience

- Organizational change/transition experience
- Evidence of accountability and follow through
- Experience working in a collaborative, participatory setting
- Experience working in a multi-racial, multi-class, multi-cultural environment
- Skills in facilitation, collective, and/or democratic decision-making

Desired Skills & Experience

Communication and Culture-Building

- Ability to set and meet standards for creating a welcoming, positive, and respectful environment for shoppers and staff
- Responds to challenging comments & behavior with compassion and patience
- Ability to synthesize, analyze, and communicate key business information to others
- Approaches conflict directly and respectfully and has skills in resolving conflict
- Willingness to engage in difficult conversations
- Ability to be a unifying force; works to build unity and harmony within the group
- Skilled in creating staff orientation and training processes as well planning for long-term professional development
- Upholds group agreements and decisions
- Robust writing, speaking, and listening skills

Additional Desired Skills & Experience

- Experience in grocery and/or natural foods retail
- Working knowledge of POS systems
- Proficiency with Excel, Microsoft Suite, Quickbooks, and Google Suite
- Experience developing and implementing systems/structures to ensure organizational efficiency and transparency
- Experience working with a board, building board-staff relations, and supporting board development
- Experience in/with cooperatives
- Ability to travel on occasion

Values

- Demonstrates accountability to and alignment with Staff Collective mission and [values](#)
- Commitment to leadership development and professional development
- An active interest in working in a multiracial, multicultural workplace that views this as an asset, even when it makes working together harder
- Commitment to self-management
- Commitment to the [international cooperative principles](#)
- Commitment to building membership engagement
- A team-oriented approach to work
- Deep interest and investment in coops and collectives as tools for advancing social and economic justice

This position description is a summary of the typical functions of the job, not an exhaustive or comprehensive list of all possible job responsibilities, tasks, and duties. The responsibilities, tasks, and duties of the jobholder might differ from those outlined in the job description and other duties, as assigned, might be part of the job.

COMPENSATION AND APPLICATION PROCESS

The Transitional General Manager will receive a competitive compensation package including base salary of \$60,000, potential incentive pay, and negotiable relocation expenses. Benefits include employer contribution towards health and dental insurance. The actual compensation package will depend on a variety of factors, and will be negotiated during the interview process.

To give us a better understanding of your interest in this unique position, please answer each of the following questions in 200 words or less.

1. Why do you want to work at a co-op as opposed to a non-cooperative retail establishment?
2. Share your previous experience, if any, with cooperatives, collectives, co-management, and/or democratic decision-making.
3. Why do you want to be part of helping our staff transition to a new, more democratic management structure?

Applicants should submit a cover letter, résumé, answers to the above questions, and salary history to vice-convener@mariposa.coop. Applications without a cover letter may not be considered.

Individuals from diverse backgrounds are encouraged to apply. Mariposa Food Co-op is an Equal Opportunity Employer