

# Arena Market and Café General Management Team

## General Management Team Purpose

The General Management Team of the Arena Market and Café, consisting of two or three people, manages day-to-day operations of our natural food, organic grocery store and café. Each member of the team is responsible for some of the duties listed below, and collectively the team is responsible for all of them. The team works collaboratively and cross-trains each other to the extent possible in order to ensure the smooth operation of the store in the event of a team member's absence due to illness, personal emergency, vacation, etc.

The Arena Market and Café operates year-round with annual sales exceeding \$1 million, a staff of 20 to 25 employees, and 10,000 square feet of retail and café space, serving the 700+ members of Coastal Organics Cooperative and the wider community.

The GM Team reports to the Board of Directors and sends one representative to Board meetings as a voting, *ex officio* director.

## General Management Team Job Duties

### Manage the Plans

The GM Team implements the goals, policies, and plans established by the Board to guide the successful operation and performance of the market and cafe.

The GM Team provides information to the Board in preparation of an annual report to cooperative members summarizing the operation of the market and café.

### Manage the People

The GM Team develops staffing requirements, work structure, and job descriptions.

The GM Team establishes a pay scale based on the local job market, recruits and hires staff in various positions, trains and develops employees, establishes work schedules, evaluates performance, conducts improvements, and conducts terminations, as necessary.

The GM Team develops and documents policies required for regulatory compliance, safety, and efficiency by employees.

### Manage the Store

The GM Team evaluates customer needs, determines the products that will satisfy customers, selects vendors to supply those products, orders and maintains on-hand quantities, and establishes prices that return a suitable gross margin in a competitive marketplace.

The GM Team monitors store conditions to meet customer service objectives, including signage, store layout, and merchandising of products.

The GM Team oversees marketing and customer information through the web site, social and print media, and other communications channels.

The GM Team represents the co-op in relationships with local businesses and suppliers.

### **Manage the Money**

The GM Team utilizes an advanced point-of-sale system to manage the products and services offered by the market and café, including receiving products, entering costs, establishing prices, and maintaining inventory levels.

The GM Team develops procedures to handle the money coming into the store and oversees the accounts payable process, including cash flow management.

The GM Team prepares periodic operational and financial reports from the point-of-sale system in collaboration with the Chief Financial Officer and co-op bookkeeper.

The GM Team assists in the preparation of annual budgets for income and expenses.

### **Skills/ Qualifications**

Qualified GM Team Members will have some or all of the following:

- Several years of experience in the food industry, preferably food retail, as well as experience managing staff in the food industry, and experience with financial management and customer service.
- Superb interpersonal skills in communicating and interacting with customers, employees, co-op members, and the community.
- An affinity and skills for working with information technology, especially point-of-sale systems.
- An ability to multi-task and work in a fast-paced environment with a sense of urgency.
- Personal attributes to cope with conflict, stress and crisis situations.

Additional desirable qualifications include experience with community cooperatives, working with a board of directors, and working in a collaborative team environment.

### **Compensation**

Compensation and benefits of General Management Team members are determined by the Board, commensurate with experience and other qualifications and with performance in the position once hired.