

# Middlebury Natural Foods Co-op

## General Manager Job Summary

### Job Purpose

To lead our cooperative so that it achieves the Ends policies determined by our board of directors, as follows:

*Mission Statement:* The Middlebury Natural Foods Cooperative is a democratic, member-owned cooperative committed to providing healthy, competitively priced foods; encouraging ecologically sound and healthful patterns of production and consumption; and responding to members' needs accordingly.

*Ends Statement:* Our cooperative exists so that MNFC member-owners, customers, and the community benefit from:

- Healthy Foods
- Vibrant Local Economy
- Environmentally Sustainable and Energy Efficient Practices
- Co-operative Democratic Ownership
- Learning About These Values

Our Mission and our Ends guide us in day-to-day operations, inform our decision making, and serve as a constant reminder of our purpose as a cooperative.

### Reporting Relationships

The general manager reports to the board of directors, which is elected by the member-owners of the cooperative. The board uses Policy Governance, a system that emphasizes vision and values, empowerment, and accountability. The board creates policy to define the results the general manager is expected to achieve within defined limits of prudence and ethics.

### Overview of Responsibilities

The job of the general manager is to ensure achievement of organizational results as defined in Ends policies and to avoid unacceptable conditions as defined in executive limitation policies. The general manager has the authority to use any reasonable interpretation of these policies.

The general manager is empowered to make all operational decisions based on a reasonable interpretation of board policy and has the authority to hire, direct, structure, and evaluate all staff.

The general manager's performance will be evaluated through systematic and rigorous monitoring of expectations established in policies. Policies include asset protection, financial conditions, business planning and financial budgeting, staff

treatment and compensation, treatment of consumers, membership equity and benefits, communication and support to the board, board logistical support, and emergency management succession.

A full set of the board's policies is available upon request.

## **Qualifications**

1. **Financial management:** Knows the meaning of financial variables and how to use them in a business context.
2. **Business planning:** Takes vision and strategies and turns them into operational plans. Aligns plans with mission, vision and values.
3. **Building and leading teams:** Effectively facilitates the formation of teams by creating a climate of trust and encouraging information sharing. Has experience leading a management team.
4. **Collaboration:** Cooperation and teamwork in groups. Open to hearing multiple voices and participating in democratic processes.
5. **Commitment to JEDI values:** Champions justice, equity, diversity, and inclusion (JEDI).
6. **Managing retail and admin functions:** Knows enough about co-op retail and admin departments to effectively manage them.
7. **Professional communication:** Communicates appropriately and effectively with diverse audiences using varied formats and styles.
8. **Accountability:** Is willing and able to hold people accountable for co-op, and self success. Willing to be held accountable.
9. **Adaptability:** Resilient and keeps moving forward in the face of challenges and new information.
10. **Ease with transparency:** Understands importance of sharing information throughout the organization when needed.
11. **Appreciative:** Willing to share credit and inspire others by providing appropriate recognition.
12. **Self-motivated:** Does not require constant oversight. Proactively identifies opportunities and challenges.
13. **Embraces co-op cooperative structure:** Articulates what makes co-ops different and embraces cooperative values.
14. **Models excellent performance:** Demonstrates expectations of others through their own actions.