



Dawn E. Dzurilla
Founder & Managing Partner
New York, NY: 212-734-4912
Naples, FL: 239-261-0715
dawnd@gaiahumancapital.com
Skype: dawn.e.dzurilla

June, 2010

Private & Confidential

Executive Search Assignment
General Manager of Natural Foods & Quality Goods Cooperative Corp.

A nationwide search for the next **General Manager** of a \$14 million (annual revenues) Natural Foods & Quality Foods Co-op is underway. The Board of Directors of this organization (Natural Foods Co-op) has retained our executive search firm, Gaia Human Capital Consultants, which has a long track record of successful searches for senior executives in the "green economy", to assist in securing a well-qualified professional.

We would like to invite you to please suggest the names of any individuals you feel should be encouraged to become a candidate. The Search Committee is committed to conducting the broadest possible national search for a candidate of exceptional quality. For your review, please find the position's job specification, which is included in this letter.

Please direct communications to me –

Ms. Dawn Dzurilla, Founder & Managing Partner
Gaia Human Capital Consultants
Email: dawnd@gaiahumancapital.com

On the following page, please note an important update (June 1, 2010) concerning policy governance.

Please be assured that the entire Search Committee and Gaia Human Capital Consultants have pledged total confidentiality, consonant with the paramount need to protect the confidentiality of the individuals involved.

On behalf of the Search Committee, I would like to thank you in advance for contributing to the search process with your time, encouragement and your advice.

With kindest regards,

Dawn

Dawn E. Dzurilla
Founder & Managing Partner
Gaia Human Capital Consultants
dawnd@gaiahumancapital.com
New York, NY: 212-734-4912
Naples, FL: 239-261-0715
Skype: dawn.e.dzurilla

General Manager of Natural Foods & Quality Goods Cooperative Corp

Summary

Our client presently has two (2) natural foods stores, both food Co-ops are located in [Ithaca, New York](#). The Co-op has over 7000 members; it is member-owned and member-governed. Both locations are open to the public and have a wide variety of time-proven natural foods products. Plans are presently underway for significant growth.

A dynamic business with deep roots in the local community, in 1982, the co-op hired its first full-time manager and elected a governing Council to oversee the store's operations - the co-op's first elected governing body. Today, this organization employs approximately 150 staff including an administrative team of approximately 20 including, Marketing, Finance & Accounting, Human Resources & Information Systems.

Important Update Concerning Policy Governance as of June 1, 2010

The Personnel Committee brought forward a proposal at the May Council meeting committing Council to making a decision regarding changing its governance system by the end of the year (2010), with all governance trainings to be conducted by the end of this summer. The proposal was passed unanimously.

Furthermore, Council is welcoming six (6) new board members.

Purpose of General Manager's Position

To provide leadership with a strong focus on future growth initiatives - "focused not necessarily on today, but on tomorrow." Manage the store operations and meet the goals and objectives set by the Board (Council).

Responsibilities

Executive Leadership:

The General Manager will provide critical leadership and council to develop and implement strategic, financial and operational strategies which create present and future value for the Co-op, its members, employees, customers and local community. As the Co-op continues to grow, this individual will have a crucial role in its growth. This individual will be a key member of the management team.

As the most senior staff member of the organization, this individual will collaborate with various company board members (Council), employees, external consultants, members/investors, as well as community stakeholders, members of the national co-op industry and general and local press.

Reporting Structure: The General Manager will report to Council and between meetings to Council President. Reporting directly to the General Manager are 5 – 6 individuals including 2 store managers.

Planning:

- A. Take initiative for expansion issues and the organizational readiness.
- B. Coordinate preparation – by September 1st - of annual business plan, for review and approval by Council.
- C. Provide Council with information and support in development of long-range plans.
- D. Keep Council informed of threats and opportunities in Co-op's market.
- E. Set annual measurable objectives for all of the General Manager's supervisees.

Financial Management:

- A. Present first draft of proposed annual capital, operating, and cash flow budgets by September 1st each year. Make changes to the proposed budgets and provide related information and analysis, as requested by Council.
- B. Achieve financial goals as set and prioritized by Council.
- C. Report to Council on financial performance of Co-op.
 - i. Quarterly standardized written financial reports (Income & Expense, Balance Sheet, Cash Flow, Ratios) according to Council Workplan.
 - ii. Provide financial analyses of current operations and future plans.
 - iii. Maintain ultimate authority over expenditures from all budget lines except those over which Council has reserved authority.
- D. Pursue financing as directed by Council. Coordinate preparation of loan proposals and negotiate with potential lenders for favorable terms.
- E. Monitor deviations from budget, take corrective action and report to Council actions taken.
- F. Substitute unbudgeted for previously budgeted capital expenditures, as needed, up to \$5,000 per item provided that the total capital budget is not exceeded by more than 5%. Make recommendations to Council on sale of assets over \$1,000.
- G. Report to Council, in writing and as soon as practical, any monetary or other loss with a value of \$250.00 or more, and the steps taken or to be taken by the General Manager to address said loss.

Operations:

- A. Ensure that operations of both stores comply with requirements of Co-op Bylaws and with policies approved by Council. Recommend appropriate policy changes to Council as needed.
- B. Ensure compliance with all applicable local, state and federal laws.
- C. Oversee expansion, remodeling, and major repair and maintenance projects. Negotiate with landlords as needed, with regard to these projects.
- D. Negotiate & approve contracts for routine store operations: purchase, lease and service of store equipment; cleaning, maintenance and repair of equipment and facilities; store use by non-Co-op entities; professional services by consultants. Atypical or non-recurring contracts, including but not limited to those involving real estate or involving the GM as a service provider, shall not be finalized without Council consent. Wherever feasible, the General Manager shall solicit and review at least two proposals for any contractual service.
- E. Ensure adequate insurance for Co-op; present annual report to Council on insurance coverage in accordance with the Asset Protection Policy and Council Workplan.
- F. Ensure security of building, equipment and inventory.
- G. Develop store operational policies and procedures consistent with Co-op Bylaws and with policies approved by Council.
- H. Ensure that a worker safety program is in place for the stores as required by the Personnel Policy.

Community Outreach:

- A. Ensure that the Co-op engages in outreach and marketing consistent with its business plan and goals.
- B. Ensure the Co-op's active involvement with the national cooperative community and organizations.

Council & Membership:

- A. Work with Council, appropriate committees and staff to promote Co-op membership and involvement.
- B. Make presentations to Membership Meetings as directed by Council. Write General Manager Report for newsletter periodically.
- C. Ensure that a vigorous, accessible member-labor program is in operation.
- D. Attend Council meetings regularly.

- E. Provide monthly written reports on store operations for Council agenda packets and entertain questions on such reports at Council meetings.
- F. Provide other reports and complete tasks according to the schedule established in Council's annual work plan.
- G. Ensure production of a monthly newsletter for the Co-op that (1) Serves as an open and accessible member forum on Co-op issues, (2) Meets Council's needs for timely and thorough communication with members, and (3) Promotes Co-op as a community leader in natural foods, integrated healthcare and the co-op movement.
- H. Appoint staff to fill staff positions on standing committees as needed and serve as a member of any Expansion Committee and as an ex officio member of the Executive Planning Committee.
- I. Ensure the publication of the Co-op's Annual Report by the date of the Annual Meeting the following year.
- J. Report promptly to Council, in writing, regarding any legal action that involves the Co-op, including but not necessarily limited to claims, lawsuits or administrative proceedings. Refrain from committing Co-op to a course of action in a legal matter without prior consultation with Council or its designee.
- K. Meet regularly with the Council President (or President's designee).

Personnel:

- A. Ensure compliance with the Official Personnel Policy and recommend to Council changes to personnel policy as needed.
- B. Submit to Council - by September 1st - an annual staff Compensation Report for the coming year in accordance with the Personnel Policy and Council Workplan.
- C. Ensure that every Co-op employee's working conditions and environment are safe, healthy and free of harassment or discrimination.
- D. Make a written report to Council, at least quarterly, on the timeliness of staff evaluations (e.g., how many have not been completed on time).

Additional Responsibilities:

- Perform other tasks as assigned by Council;
- Report all vacations and leaves to the President, in writing and in advance.

Transition of Authority:

This individual will immediately transition into the role of General Manager from an interim GM. Council expects this new General Manager to have an immediate impact on the firm, and it is estimated that the full transition of authority will be within 3 – 4 weeks from the date of employment.

Qualifications

Strategic Leadership Qualities:

- Strategic and forward-thinking in nature; this individual must possess superb leadership qualities;
- Demonstrated initiative abilities and a capacity to lead with vision;
- Ability to entertain multiple points of view, skill at fostering collaborative decision-making.

Hands-on & Involved Management Qualities:

- Supervisory experience in hiring, training, conflict resolution, evaluations and disciplinary action;
- Ability to foster and model respectful, kind and collaborative relations, and take steps to improve communication, among staff, Council, members and others;
- Ability to handle multiple demands;
- Familiarity with issues of diversity, democracy, discrimination, harassment in the workplace.

Years of Experience:

- Possessing at least five – six years experience in a relevant management-level position, or advanced training and experience in a relevant field.

Industry Experience:

- Strong experience with cooperatives, other organizations with comparable characteristics and workplace democracy;
- Knowledge of the natural foods industry;
- Knowledge of the financial management of a retail operation;
- Experience with marketing and customer service in a retail setting.

Collaborative Experience:

- Experience working with or for a Board of Directors desirable;
- Demonstrated ability to follow through on commitments.

Industry Leadership Qualities:

- This individual should be willing to publically take a leadership role in the emerging national co-op and natural foods industry;
- A strong degree of integrity is a must, and (s)he should possess a passion for sustainability and environmental conservation and renewable energy.

Educational Qualifications:

- A Bachelors Degree is essential. A Masters Degree is preferred.

Language Skills:

- Written and spoken English is necessary.
- Excellent communication skills, written and verbal.

Key Competencies

Competencies are the measurable or observable knowledge, skills, abilities, and behaviors critical to successful job performance.

- *Knowledge Competencies* - Practical or theoretical understanding of subjects: Demonstrated computer literacy; familiarity with MS Word and Excel required. Familiarity with data base management desirable.
- *Skill and Ability Competencies* – Natural or learned capacities to perform acts: Entrepreneurial, intelligence, team player, goal setting, strategic, analytical, stress management, judgment, consultative management, managerial, marketing, interpersonal, project management, organizational management.
- *Behavioral Competencies* - Patterns of action or conduct: Persuasiveness, independence, creativity and resourcefulness.

Compensation:

Annual compensation range is up to \$90,000. A generous employee benefit package is included. Compensation is set & reviewed by Council. Relocation benefits are available.

Duration of General Manager Position :

Based upon terms of the employment contract (no less than one year).

Travel Requirements:

Travel locally, occasionally to annual industry conferences.

Desired on-boarding date:

August 15, 2010

Contact Information:



Dawn E. Dzurilla

Founder & Managing Partner

Gaia Human Capital Consultants

(Retained executive search consulting firm)

dawnd@gaiahumancapital.com

New York, NY: 212-734-4912

Naples, FL: 239-261-0715

Skype: dawn.e.dzurilla

www.gaiahumancapital.com