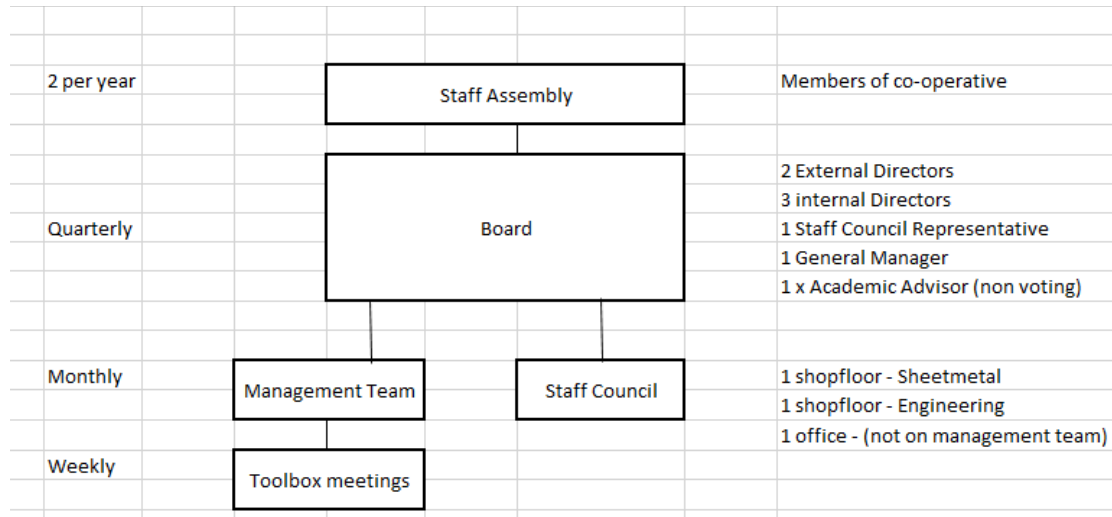


# Responsibilities and Decision Making at C-Mac

## Network Governance Model Member Participation

### Managing the Co-operative



Members Have Direct Input	Members Have Direct Input
<p><b>Assembly - meets twice /year</b> Role : Approve Major Decisions</p> <ul style="list-style-type: none"> <li>• Elect Directors</li> <li>• Approves General Manger</li> <li>• Receives and Approves Managements Budget</li> <li>• Receives and Approve Managements Business Plan</li> <li>• Approves Company and Business Acquisitions</li> <li>• Ensure C-Mac operates according to Co-operative Principles</li> <li>• Approves forfeiture of shares</li> <li>• Approves transfer of debentures.</li> <li>• Approve the expulsion of a member.</li> </ul>	<p><b>Tool Box- meets weekly</b> Role: Communicate with Management</p> <ul style="list-style-type: none"> <li>• Operational issues/ labour allocation</li> <li>• Performance issues</li> <li>• Procedures and documents</li> <li>• Staff Training</li> <li>• Off Site Work</li> <li>• Safety Issues</li> <li>• Purchases small items.</li> </ul>

<ul style="list-style-type: none"> <li>• Approve the suspension of a member</li> <li>• Agree to remove a director.</li> <li>• Approve payments to directors</li> <li>• Can call special general meeting</li> <li>• Approves Remuneration of Directors</li> <li>• Tracks Blueprint for a Co-operative Decade – “Building a Better World”.</li> </ul>	
<p><b>Members have Indirect Input . Elect someone to make decisions on their behalf</b></p>	<p><b>Members have Indirect Input. Elect someone to make decisions on their behalf</b></p>
<p><b>Board</b> Meets quarterly Role: Strategy, oversight and compliance of the co-operative</p> <ul style="list-style-type: none"> <li>• Determines strategy</li> <li>• Approves application for membership</li> <li>• Makes a call on shares for capital from members</li> <li>• Issues Co-operative Capital Units</li> <li>• Approves Transfer of debentures.</li> <li>• Approves Repurchase of Shares</li> <li>• Approves Transfer of Shares</li> <li>• Appoints a casual vacancy to the Board.</li> <li>• Approves cancellation of membership</li> <li>• Disposal of Surplus Funds are Determined by the Board <ul style="list-style-type: none"> <li>▪ 10% and not more for the Social Fund</li> <li>▪ 20% and not less than retained for the co-operative</li> <li>▪ 70% and not more than for distribution to members - rebate, bonus</li> </ul> </li> </ul>	<p><b>Staff Council</b> Meets – Every 3 months with management Role : Complementary to Management in Staff Communication</p> <ul style="list-style-type: none"> <li>• Allocation of the 10% of profits – community &amp; charities,</li> <li>• Social Club oversight</li> <li>• Working Conditions</li> <li>• Staff Benefits</li> <li>• Staff support &amp; welfare</li> <li>• Staff Morale</li> <li>• Co-operative (7) Principles – adherence, monitoring progress, implementation</li> <li>• Supports other co-operatives</li> <li>• Dispute settlement</li> <li>• Cliff’s Community Award – selection</li> <li>• Environmental Sustainability</li> <li>• Elects Delegate for Board</li> <li>• Reports to Board Meetings</li> <li>• Report to General Assembly Meeting</li> </ul>

<p>shares, limited dividends and bonus.</p> <ul style="list-style-type: none"> <li>• Makes Provision for Losses</li> <li>• Advises all members on what directors are retiring</li> </ul>	
<p><b>Members as employees of the co-operative are responsible to the management in the Operation of the Business</b></p>	
<p><b>Management Team</b>  Role: manages the business on a day to day basis and implements the business strategy.</p> <ul style="list-style-type: none"> <li>• Organises the co-operative on a daily basis.</li> <li>• Ensures budgets &amp; targets are met.</li> <li>• Employs &amp; remunerates staff</li> <li>• Disciplines &amp; Terminates staff</li> <li>• Conducts Staff Assessments and organises Training</li> <li>• Makes purchases up to \$10,000</li> </ul>	

## **COMPANY MANUAL JOB DESCRIPTION**

### **General Manager of Co-op**

The General Manager is the most important role in the co-operative and the success of the co-operative depends on this role successfully being carried out. The General Manager represents the co-operative and portrays a positive image to members and others in the community. The General manager embodies co-operative culture and will:

- Understand the Seven International Co-operative Principles and ensures these are understood and practised within the co-operative by members.
- Encourage membership and active patronage in the co-operative by it's members.
- Communicate developments of the co-operative with members through toolbox meetings.
- Educate the general public about the co-operative and its achievements – speak at meetings, give interviews etc.
- Keep current on issues relating to the International Co-operative Alliance and the co-operative movement in Australia.
- Ensure that the democratic and participative institutions of tool box meetings, staff council and general assembly all work effectively and that information flows up and down the organisation in order that decision making is effective.
- Ensure that the objectives of members for secure and fulfilling jobs are achieved.

The General Manager provides leadership, communication and coaching to the co-operative members. He is a role model for participative leadership. He cultivates and motivates the co-operative members in an evolving culture of trust, team work, accountability, self confidence, personal growth and business ownership.

The General Manager will assist employees understand the purpose of the co-operative and how it compares with other business models. The General Manager must inform employees about the co-operative through staff meetings, training programs and printed material. The General Manager will improve member relations and will bring about the resolution of disputes amongst members.

The General Manager is responsible for the overall operation and strategic direction of the co-operative as delegated by the board. The board under direction from the General Assembly leads the co-operative and provides direction to the General Manager who decides how best to implement Board decisions and directions so as to serve members effectively. This relates to:

- Strategic planning
- Directing
- Controlling
- Organising
- Co-ordinating

- Staffing

Desired Qualities of the General Manager

- Business acumen
- Communication proficiency
- Problem solving and analysis
- Project management
- Strategic thinking
- Ability to convey ideas and communicate effectively
- Genuine interest and belief in the co-operative system
- A desire to succeed and continuously improve performance
- An ability to recognise differences in people and be flexible in dealing with them.
- Integrity - Honest and fair in all dealings.

Qualifications/ Core Competencies

- Excellent across the board knowledge of engineering and fabrication
- Understanding of all statutory requirements to do with business operations
- Production management
- Experience as a manager, a leader with the ability to motivate and lead by example
- Have good people handling and communication abilities
- Understanding of accounting procedures
- Understanding of finance and computers

Job Description
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Accountable to:

- Reports to the Directors at Board meetings
- Reports to co-operative owners at the Bi- Annual General Assembly
- Meets with the Staff Council on a quarterly basis.

Responsibilities:

The General Manager, also when appropriate in conjunction with his management team will carry out the following duties. In this role he will be assisted by the book keeper , management team members, accountant, any engaged advisers and mentors,:

*Strategic:*

- Ensure that the business stays profitable through the business cycles of manufacturing.
- Have a deep understanding of his duties
- Be responsible for the success of the co-operative

- Be responsible for the strategic direction of the co-operative with the objective of attaining sustainability, profitability and growth.
- Develops business and marketing strategies.
- Establish and coordinate current and long-range strategic objectives, plans and policies as well as objectives and strategies in accordance with authority delegated by the Board of Directors.
- Manages budgets to highlight key areas and return on investment funds.
- Analyses operating results of the company relative to established objectives and ensures appropriate action is taken to remedy unsatisfactory results.
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*Core:*

- Responsible for the successful development of all divisions of C-Mac
- Presents proposed operating and capital expenditure budget for review and approval by the Board of Directors
- Presents ROI proposals for capital asset expenditure to Board for approval.
- Implement the specific limitations of the authority of subordinates in regard to commitments, expenditures and personal actions as agreed by the board.
- Approves all key staff appointments and employment.
- Supervises the training program.
- Maintains an effective system of communication throughout the company. Advises on the utilisation of the financial resources.
- Provides motivation and support to managers.
- Be responsible for and continuously improve the Health and Safety of staff in line with WH&S regulations and good injury management practices.
- Keeps all information systems and company records up to date.
- Creates and maintains budgets.
- Maintains and improves the quality assurance system ISO9000
- Controls cash flow.

Evaluates, in conjunction with the board, employee performance and company effectiveness