



# It's what you do

Support pack

More about the role you play



Store Manager





# Contents

## What's in store...

This pack is to help you understand your role a little better. Take a stand still moment and think about the role you play today and what you might do differently tomorrow.

- Your role and priorities
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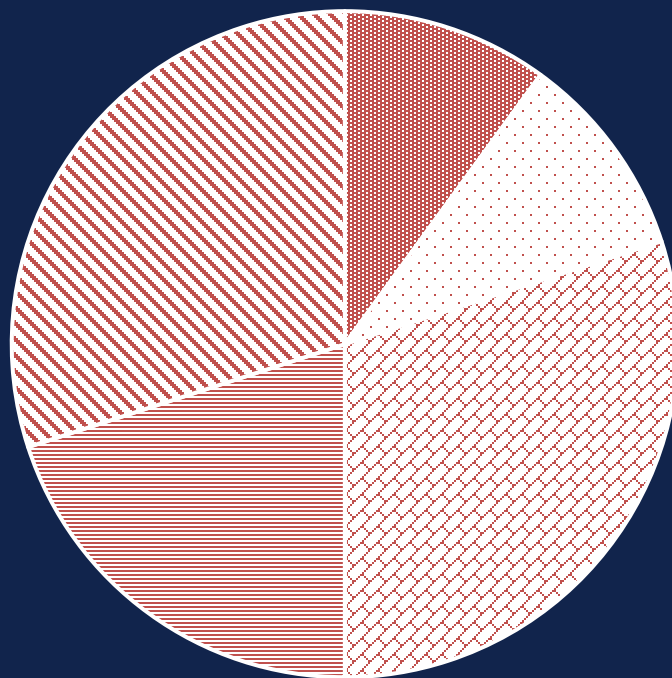
# Your role and priorities

## What you do

What you do as a store colleague has been split into the **5 what we do's** which you would have seen in your role profile. The purpose of the **what we do's** is to unite colleagues and be clear on how you contribute to the **store purpose** and a winning Co-op.

As a Store Manager you play an important role in leading our stores, you'll notice you'll have different amounts of time and activities in the different **what we do's** compared to other store roles. Here is a chart which shows a guide of where your time may be spent, depending on your store needs this may vary.

Store Manager



- Ensure the store is safe, legal & operational
- Friendly & thoughtful service
- Engaging with everyone to succeed together
- Co-operating for a fairer world
- Embrace Change





# Your role and priorities

## Store activities

For our stores to run smoothly for our customers we have activities that need to be done which make up your store operating model . These are activities we do week in & week out, there may be additional tasks that come and go through the year... This is where we **embrace change**.

We've looked at activities which either must, should or could be completed by particular roles.

### Must

I'm prepared and confident in carrying out this activity.

### Should

I'm able to carry out this activity and others in the team should be able to as well

### Could

I can carry out this task but it's better if others in the team do so.





# Your role and priorities

## Store activities

Ensure your store is safe, legal & operational			
Activity	Must	Should	Could
General replenishment		•	
Price changes		•	
Day to day safety checks	•		
Promotion & POS changes		•	
Ambient code checking		•	
Reduce to clear & code checking		•	
News & Mag returns process		•	
FTG replenishment			•
Costa replenishment			•
ISB replenishment			•
Checkout readiness			•
Managing short/over deliveries		•	
Receipt of deliveries		•	
Product returns		•	
Securing high value products		•	
Warehouse organisation		•	
Process waste		•	
Post Office			•
Fuel Station			•
Premises Licensing	•		
SOAR auditing	•		
Fire safety review	•		
Challenge/refusal report review	•		
Staff searches	•		
Confidential waste process		•	
CCTV Review		•	
Assisting law enforcement		•	
Legal MyWork tasks		•	
HHT & MyWork checks		•	
Fire alarm testing		•	
Opening & closing the store			•
Cash review & sign off	•		
Petty cash processing	•		
Review & action emails	•		
Lotto reconciliation		•	
Cash collections		•	
Processing cash requests			•
Leakage health checks	•		
Pvt & branch charges	•		
Ordering and reviewing orders	•		
Range review planning	•		
GAP checking & actioning		•	
Stock counts; residual, negatives, store stock take, exceptions, etc		•	
SEM		•	
Range review		•	

Engaging with everyone to succeed together			
Activity	Must	Should	Could
Profit & loss review & share	•		
Weekly performance review, share & action plan	•		
Phone calls - Customer, Community, Co-op	•		
3rd Party liaison & Store visits	•		
Store impact review - Trade planning	•		
Colleague recruitment & induction	•		
Training (formal & informal), Coaching & supporting under performance	•		
MyHR processes & MyLearn processes	•		
Performance reviews & talent planning	•		
ER Procedures; Disciplinarys, absence, investigations, etc	•		
Talkback reviews, team engagement, coaching	•		
Planning colleague activity including coaching	•		
TARA planning, scheduling, reviewing, auditing, etc		•	
Flexibility & availability reviews		•	

Co-operating for a fairer world			
Activity	Must	Should	Could
Community engagement	•		
Community fund & causes engagement	•		
Foodshare	•		
Local cause liaison	•		
Membership onboarding	•		

Friendly & thoughtful service			
Activity	Must	Should	Could
Dealing with customer feedback	•		
Reviewing YSYS & customer complaints/compliments	•		
Lead & coordinate ecommerce & partnership activities	•		
Product advocacy	•		
Helping customers		•	
Resolving till and AST issues		•	
Ready for customer checks		•	
Checkout operation			•
Fault & servicing reporting and follow up	•		
Store walk and actioning/delegating		•	
Checkout readiness			•

*This may slightly change depending on type of store but should provide a generic view, this doesn't mean we would want you to stop a specific activity just consider who and how it should be carried out.*





# Your role and priorities

## Stop, start & continue

At times it's helpful to take time to reflect on the way we go about our work on a day to day basis. There may be things we need to let go of or do differently to make the most of our time and get the best outcome.

In addition to the store activity list, here's some guidance about what you may need to STOP, START and CONTINUE doing in your role. It might be you're already working in this way, in which case, brilliant! However, the list featured on the next pages should help create meaningful work for you.



Did you know?

During the last couple of years we've trialed different approaches to ways of working in stores. Our colleagues have shaped the future of instore ways of working through trials, insight and letting us know what works best for them.

The start/stop/continue section has been created from what we've learnt with colleagues and supports.....

Store Managers told us they were able to split their time more effectively towards management activity using the support material and empowering their teams

Customer Team Members during the trial were given the opportunity to learn & do activities that they normally wouldn't do. This helped them develop and helped our Store Managers spot fantastic internal talent

We have learnt when colleagues are trusted to try new things and take on more activities the store feels like there's more time & colleagues are more engaged

Both letting go of old ways and being brave to try something new isn't easy. It can take time, speak to your team and encourage each other to embrace the change.

Role profiles and supporting material have been condensed and been made more visual. We've used a digital approach so tools are easy to access online, and easier for colleagues to give insight





# Stop doing...

## Store Operations

Carrying out activities that's not part of the operating model and important to the success of your store

## Behaviour

Completing all the tasks other colleagues must/should be doing

Undertaking activities yourself rather than co-operating with others by coaching

Giving colleagues instructions/answers and develop others by empowering them to make decisions themselves

Being focussed on KPI delivery rather than by being future focussed in discussing opportunities on what needs to be done to achieve

# Start doing...

## Store Operations

Encourage/allow all colleagues to support customers with complaints and resolve within their ability

Share stock management activities with colleagues.

Encourage the team to plan and complete stock counts, promotion changes, range changes, SEM processes, and other stock management activities

Inspire the team by role modelling the leadership behaviours, coaching on the job and creating connections operationally into how it delivers the store purpose and Co-op strategy

Plan operational activities with colleagues

Empower team to build confidence and stretch/broaden store skill base

Rotate tasks to build skills and grow shared responsibility by forging relationships

## Behaviour

Focussing on your own personal growth, what you may need to do more/less off, using the leadership hub

Creating time to plan and prepare operational activities, colleague development, community initiatives (FoodShare, Community activities, etc) to enable co-operating for a fairer world.

Embrace Co-op strategic plans/change initiatives by engaging the team and implementing seamlessly so they become the new ways of working

Advocating leadership behaviours to role model Co-op ways of being

Develop an open culture where colleagues can share continuous improvement ideas and have open conversation with leadership, peers and customers

Bring to life the ways of working shared in the role profiles

High challenge, high support to enable colleagues to maximise potential through coaching

Speak up to share best practice or to highlight issues for the greater good of everyone

Be curious asking questions to probe an answer and the right thing to do to support colleagues to grow

Plan and deploy activities to develop others through coaching opportunities

Be a voice in the community advocating the ways of Co-op and spreading what makes Co-op different in retail to co-operate for a fairer world

Consider opportunities where you can collaborate with other stores to grow your people and business through co-operated ways of working

## People

Build a collaborative way of working in the store where everyone co-operates together to succeed together

Have a succession plan in store & encourage Team Leaders to be involved. Role model developing others to drive progression within your store & beyond

Encourage Team Leaders to perform people management duties where policy allows, for example; investigations, note taking, absence reviews, etc.

Encourage Team Leaders to be a part of recruitment selection process where possible by being a vital part in successful inductions - Making collaborative decisions

Empower Team Leaders to have more involvement in using TARA - scheduling, signing off, planning productivity, etc.

## Safety & risk

Encourage colleagues to take charge and intervene if they see a potential incident or near miss

Encourage colleagues to report issues that may lead to an incident or accident in store





# Continue doing...

People
To lead on recruitment and induction process for new colleagues. Ensure candidates and new colleagues are treated fairly and inducted to the Co-op via process (completing modules, signing off necessary documents, adequate uniform, etc.)
To lead on people management activities, for example; absence reviews, disciplinaries, investigations, etc.
Review colleague availability and flexibility to ensure good working condition and store cover. Ensure schedules are planned with 3weeks notice

Safety & risk
Completing all processes & procedures as defined by Co-op policy to ensure safe and legal operations at store
Raising issues appropriately and proactively for necessary support (AM, OSS, Facilities, etc)
Ensuring all colleagues understand Co-op policies and are coached/trained to keep our stores, colleagues, customers and visitors safe throughout all trading hours
Complete safety checks and relevant MyWork activities and/or paperwork
Manage visitors, e.g. Police, EHO, trading standards, etc.

Store Operations
Be accountable for ensuring a customer centric approach to operations by colleagues, putting the customer first and giving great service which delivers our service promises.
Continue with the responsibility for the general management activities, for example; P&L, cash management, sales, waste, availability, productivity, etc.
Carry out shop floor and warehouse activities when necessary
Coach colleagues best practices to maintain high level efficiency
Encourage the team to anticipate queues and respond by putting the customer ahead of activities, if safe to do so and how that delivers our service promises
Be accountable for doing and training others on inventory, service and back office activities as to policy in the operating model

Behaviour
Deliver great service to customers and communities through putting customers first in operational planning and colleague communications. Have knowledge of community activity and explore how the store can be involved
Ensure all colleagues (when appropriate) are involved in collaborative decision making, operational activities and performance insight
Ensure & encourage Team Leaders to make sure CTMs are typically more involved in shop floor/warehouse operations; replenishment, price changes, code checks, stock management, POS service etc.
Coach colleagues best practices within the store to encourage a sustainable accountability change
Continue the responsibility for leadership activities/performance. For example P&L, operational performance, customer feedback, payroll, etc.
Working collaboratively with your member pioneer to identify opportunities to demonstrate our Co-op difference. Advocate Co-op and inspire the team to be involved in community events/activities and expressing Co-ops purpose and promises. Thank team when they express 'Being Co-op' and are delivering our vision of co-operating for a fairer world.
Advocate Co-op promises, ways of being and leadership behaviours in everything you do with people, purpose and procedures







# Your role and priorities

## What good looks like

Here are some points on what good looks like as a Store Manager. This supports in bringing to life the behaviours in your role and what you or others would see, hear or feel.

This is generally what we'd consider good to look like, there's plenty of room to add the magic when bringing your personality to work. Think about how you can develop in your role mastering the points within the **5 what we do's**.



### Ensure your store is safe, legal & operational

- Challenge the team if there is non-compliance and coach colleagues there and then
- Regular conversations about store safety (SOAR) with all colleagues
- Empower colleagues to be proactive, identify and make decisions to mitigate risks in store
- Ensure colleagues have completed training and coach where necessary.
- Plan time to be able to review safe, legal and operational performance
- Have a culture in store of speaking up and sharing ideas to improve the stores performance
- Being able to complete all the MUST and SHOULD points in the store activities
- Share store results and performance with the team. Hold stand still moments to collaboratively build team based plans, thinking about the Must, Should, Could
- Recruit colleagues based on the Co-op colleague behaviours, ways of being Co-op and their desire for a better way of doing business in the community through our store operations
- Have conversations with colleagues on how they bring the Co-op values to life and how their day to day contributes to Co-op vision of co-operating for a fairer world.
- Encourage open feedback from the team to yourself and between each other, role modelling talk not tick opportunities

What you'll see, hear or feel...

- Completed actions from store safety (SOAR) visits so teams feel secure
- Financial & operational measures of performance are achieved or excelled
  - Team understand policies & procedures.
  - There is a proactivity towards safety and performance.





## Embrace change

- Coach the team on any change initiatives being implemented
- Be curious about how your team prefer to learn and use different techniques to teach when implementing change initiatives
- Take time to understand the reasons for any change to be able to share with the team
- Recognise that some colleagues may take longer to adopt change coach and support as required
- Co-operate with other stores by speaking to them to find out about best practices that can be used
- Proactively discusses colleague performance on an individual basis in the moment and uses the colleague check-in questions as part of the performance process

What you'll see, hear or feel...

- Training completed for the team on time
- Engaged team members who feel involved in decisions and involved in change
  - Evidence of coaching and different engagement methods
  - Change initiatives and new ways of working is embedded in the store



## Engaging with everyone to succeed together

- Use various ways to communicate to the team so it appeals to everyone. Use your time effectively to engage the team so colleagues are proud to work together for Co-op
- Encourage the team to speak up by talking and not ticking to share their thoughts for continuous improvement
- Being able to complete all the MUST and SHOULD points in the store activities
- Making sure communication is two way so the team feel like they're listened to
- Being on hand to help colleagues by showing you care
- Reviewing training progress to make sure all the team have completed relevant training to carry out their role. Sharing learning progress with colleagues to open up conversations
- Seek opportunities for diverse working with all our colleagues to build an inclusive culture.
- Understand where colleagues are in their development and speak to colleagues about their aspirations and goals
- Challenge colleagues where they don't demonstrate Co-op colleague behaviours
- Coach colleagues proactively on the job and talk them through the why
- Where possible engage beyond your team with other Co-ops, Funeralcare homes and stakeholders

What you'll see, hear or feel...

- Talk Back results are positive
- Colleagues see opportunities with a growth mind-set
  - Colleagues say their role is meaningful





## Easy & friendly customer experience

- Taking time to walk around the store and view it through the eyes of our customers and co-ordinating the team so everyone can deliver our service promises
- Share customer feedback with all the team
- Give colleagues the opportunity to speak up and get their thoughts on ways to improve the customers shopping experience
- Taking time to speak to customers to understand their feedback and any potential opportunity for community links
- Coaching colleagues proactively on the job and talk them through the why
- Challenging the team when customers are not being put first in behaviours and actions
- Being able to complete all the MUST and SHOULD points in the store activities
- Working all trading hours to have a great picture of what customers visit your store and understanding the different demands on your team

What you'll see, hear or feel:

- Improved YSYS performance
- Positive customer feedback - Customer Service Helpline  
Store service plan
- Team putting customers before activity and advocating service promises



## Co-operating for a fairer world

- Speak to colleagues to gather suggestions of local community causes and initiatives to connect with
- Collaborative working with your member pioneer to understand what tools, resources and events are available to support your community aligned to the wider Co-op strategy
- Consider innovative ways to contribute to the Co-op national charity and ways to support your community
- Encourage your team to be involved and care for their community
- Provide colleagues with recognition when they demonstrate ways of being Co-op and Co-op colleague behaviours
- Develop shared responsibility instore for community involvement/engagement. Ensure colleagues know how they can contribute to the Co-op strategy and how the Co-op does business differently
- It's in the work you do e.g. cause selection, engaging with local causes, FoodShare
- Using resources available e.g. Food donation policy, template for a Fairtrade assembly
- Being flexible to enable colleagues e.g. flexibility around working patterns to allow people to do things in their community
- Using hours given for community effectively
- Encourage & role model working with other Co-ops, logistics and funeral care colleagues where possible to bring plans to life

What you'll see, hear or feel...

- Colleagues with relationships in the local community
- Up to date and well utilised community notice board
- All colleagues a Co-op member with a cause selected
- Cooperation between other Co-ops, logistics/depots and funeral care homes
- Good relationships with local member pioneer with knowledge of the community plan
- The team feel engaged and empowered to support the local community through being Co-op



# Missions

## Understanding your store segment

We have 4 different types of store segments which influence your range, format, services and what we think your customers need.

How you lead a store may be slightly different due to the different customer needs, if you don't know your store segment ask your Area Manager.



### **Everyday Convenience**

The majority of our stores are this mission

Working in this type of store means you'll need to be multi-skilled to handle any operational activity in your store

Get to know your customers and promote the benefits of membership to encourage shared ethics and values

For this mission you should be adaptable to different customer types depending on time of day



### **Everyday Convenience +**

Working in this type of store means you'll need to be multi-skilled to handle any operational activity in your store

Get to know your customers and promote the benefits of membership to encourage shared ethics and values



### **Everyday Convenience Urban**

You'll be working in a challenging environment which means you may need to react quickly to certain situations

Your customer interaction will vary so it means serving customers at speed is necessary whether it's workers on their break, tourists visiting the store or students

Customer basket spend will be small and will mainly be convenience shopping for a specific need

Stores are essential within the community to provide the right shopping experience, but not many customers are members, they choose us for a convenient experience



### **Local Supermarket**

You'll have the opportunity to interact with customers and support their needs as they buy a variety of products

You'll receive training to be able to work anywhere in the store but you may find yourself working in a specific area, that doesn't mean though that you may get asked to work anywhere when required

Customer basket spend will be larger on average than the other customer missions

Lots of our customers are members too so there is a shared purpose of our ethics and values which creates connections

