

BUSINESS MANAGER'S RESPONSIBILITIES IN MEDIUM AND LARGE ORGANISATIONS

LEADERSHIP

Communication

- Keep staff informed on important issues
- Available to listen to peoples concerns & ideas; follow up as required
- Keep Owners/Board informed on key issues;
- Reporting to Board
- Provide guidance and direction to managers on staffing issues
- Hold Management Meetings; set Agendas, chair meetings

Performance reviews

- Salary setting & advice
- Performance reviews

Staffing & organisation

- Monitor staffing levels for optimum balance
- Review organisational structure for appropriateness
- Review changes to staffing levels
- Approve changes to staffing levels
- Discussions with unions, Industry Associations on a range of issues
- Enterprise Agreement work

Recruitment

- Employee hiring guidelines
- Decisions on hiring new people
- Interview applicants for permanent and casual employment
- Review Medical Examination reports on new employees

Retrenchment

- Redundancy procedures
- Carry out terminations

Recognition

- Recognise important staff achievements and milestones
- Involvement: 25 years of service, retirements, farewells
- Recognise Safety achievements milestones, records

Training

- Identify training needs & opportunities
- Approve training costs as required

Career Development

- Monitor personal development of staff
- Provide guidance as required

OHS

- Safety Policy currency, distribution, adherence
- Monitor Safety Incentive Program for appropriateness, effectiveness
- Monitor Safety Committees' activity, membership, effectiveness
- Monitor safety performance
- Monitor Injury procedures & W/comp procedures
- Act on safety and W/comp issues as required
- Fulfil legal responsibilities re OHS (Occupational Health and Safety)
- Follow up LTI's (Lost Time Injuries) and near-misses

Environmental

- Monitor adherence to Environmental policy
- Recommendations on improvements on environmental issues

Internal control

- Monitor account approvals, expense approvals etc
- Monitor internal controls for effectiveness and appropriateness
- Approve staff expenses
- Approve payrolls
- Approve pay levels for new staff and changes to existing
- Monitor stocktake results & accuracy of perpetual records
- Approve write-offs of stock losses/shortages
- Approve stock write-downs to seconds
- Approve Credit Notes

GENERAL STRATEGIC

Vision / Mission

- Ensure business has appropriate focus, goals, objectives, principles

Strategic Planning

- Regular reviews of market trends
- Regular reviews of costs and efficiencies
- Instigate & organise strategic reviews/forums
- Reviews of production utilisation & efficiencies
- Monitor competitor activity
- Recommendations on equipment upgrades & expansions
- Travel to keep abreast with emerging market trends worldwide
- Travel to keep abreast with emerging technology & techniques
- Monitor newspapers & publications for ideas, trends & products

Project Management

- Identify projects
- Establish project goals and outcomes
- Organise project managers as required
- Monitor project performance

Security

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- Ensure adequacy of security arrangements for each site
- Provide advice as appropriate

Capital Expenditure Evaluations

- Coordinate preparation of Capital Expenditure Budget
- Review future needs, including cars, fork trucks

Financial Analysis

- Review monthly accounts and follow up as required
- Coordinate monthly updates to Profit Forecast
- Coordinate Annual Budget
- Monitor Cash Flow

Product Range

- Approve Product Rationalisation guidelines
- Review/Approve new product proposals
- Coordinate R&D on new products

Technology

- Understanding of the business' production technology
- Basic understanding of engineering issues as appropriate
- Understanding of office technology
- Manufacturing - general principles and practical knowledge as appropriate

Product Quality

- Monitor quality, presentation, labelling, consistency
- Coordinate corrective action to fix problems
- Monitor/approve significant product design and presentation changes

MARKETING

Market Planning

- Understanding of strategic marketing principles
- Oversee reseller strategy, distribution chain
- Monitor and keep marketing focus on profitable products and services
- Maintain appropriate marketing mix of resources eg sales team, promotion
- Coordination of, or instigation of, product development
- Coordinate USP (Unique Selling Proposition) development

Customer Service

- Understanding of customer service
- Monitor customer satisfaction levels

Sales Management

- Understanding of sales management and sales team leadership
- Oversee customer management system
- Monitor training needs of sales people

Selling and networking

- Basic selling activities
- Visits to key customers
- Networking in the industry and market
- Active profile in industry associations and commerce associations & functions
- Support staff holding trade nights

Presentations

- Make presentations to prospects on products and services
- Assist staff with their presentations, preparation, etc

Publicity

- Spokesperson to media or other groups on strategic issues

Technical issues

- Keep abreast of industry codes, Standards
- Provide technical advice to staff and customers

Market

- Understanding of the industry

Advertising and Promotion

- Approve overall promotional budget
- Review new brochure copy & layouts
- Literature: Check technical content
- Review specific promotions as required
- Review agency briefs & their responses

Trade Practices

- Monitor adherence to laws & Policy
- Coordinate training program attendance
- Address specific issues as required

Quality Assurance

- QA Manager Responsibilities set out in QA Manual

Contracts and Tenders

- Review & Sign tenders and contracts
- Approve guarantees & undertakings

Trade Marks, Patents, Business Names

- Manage these, including renewals, additions, deletions

OPERATIONS

Freight and Shipping

- Monitor performance of carriers
- Monitor arrangements, including pricing, service
- Approve changes in strategy or arrangements

Raw Materials

- Raw material selection, choices, changes, prices
- Oversee ordering and stocks

Finished Goods Inventory levels

- Monitor stock levels, quality, condition,
- Monitor lead times, stock-outs, delivery performance

Customer concerns

- Respond to approaches from customers
- Coordinate dispute resolution or overcoming of concerns

Pricing

- Approve pricing strategies & structures
- Approve price increases
- Approve discount levels, limits and procedures

Production

- Monitor production scheduling procedures/guidelines
- Ensure appropriate balance/consultation between sales & production staff
- Monitor operating level for balance with sales activity
- Monitor maintenance expenditure and downtime
- Monitor and assist with liaison with key suppliers
- Approve major maintenance outlays and spare parts orders

Asset Sales and Purchases

- Oversee asset purchases and sales
- Oversee vehicle disposals

Property Management

- Oversee security arrangements
- Monitor zoning changes, status
- Monitor adjacent property activity

ADMINISTRATION / ACCOUNTING

Legal Issues

- Address these as they arise

Management Accounting

- Monitor reporting information, performance indicators etc. for relevance & accuracy

Cost Accounting

- Review product costing workings, especially basis of calculations

Financial Accounting and Reporting

- Review and sign Annual Accounts

Credit Management

- Review credit policy and monitor adherence
- Approve extended credit, critical decisions, risk assessment, exposures

Systems management

- Monitor training & competencies
- Monitor computer systems utilisation, currency adequacy
- Oversee systems modifications & upgrades

Insurance

- Review Insurance covers for adequacy