

# Career Framework Guide

Job Families





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# Trading Focussed Leadership

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# Trading Focussed Leadership Family

## Level 10

Roles of this kind must achieve measurable results through the direct management and co-ordination of resources and, where relevant, external “partners”. These roles are characterised by their accountability for meeting customer and member needs.

### Nature of Work

- Lead a significant function at Midcounties, developing and implementing strategy/operational plans for the function in line with identified organisational needs.
- Lead the relevant function, ensuring that the appropriate people strategy is in place to recruit, retain, train & develop staff effectively.
- Build key internal and external stakeholder relationships and manage the integration of the department with others in order to deliver a better service to customers.
- Anticipate and identify strategic business needs, issues and business drivers and lead the development to enable Midcounties to achieve its goals.
- Develop and agree key performance indicators and targets for the business area managed, monitoring performance and taking appropriate actions to ensure objectives and operational standards are met or exceeded.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- A deep and broad understanding of the business
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Experience of leading delivery within a complex organisation with multiple competing demands.
- Strong commercial acumen and experience of managing significant budgets.
- Significant people management experience with experience of leading a multi-disciplined workforce.
- Good previous experience within a retail organisation.
- Excellent Levels of Numeracy, Literacy and IT skills.

### KPIs

- Effective plans established to develop the skills needed to achieve medium to long-term business objectives
- Delivery of operations, programmes or projects within cost, time and quality requirements
- Succession plans in place for team
- Efficient and effective allocation of resources in the department
- Internal and external customer satisfaction feedback.

# Support Focussed Leadership

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# Support Focussed Leadership Family

## Level 10

These roles are accountable for the quality of expertise and recommendations they provide to the business and its leaders. The focus is on the longer term, establishing and advising on policy or business decisions with performance measured by contribution to rather than direct operational delivery

### Nature of Work

- Lead a significant support function at Midcounties, developing and implementing strategy/operational plans for the function in line with identified organisational needs.
- Lead the relevant function, ensuring that the appropriate people strategy is in place to recruit, retain, train & develop staff effectively.
- Build key internal and external stakeholder relationships and manage the integration of the department with others in order to deliver a better service to customers and trading functions.
- Anticipate and identify strategic business needs, issues and business drivers and lead the development to enable Midcounties to achieve its goals.
- Develop and agree key performance indicators and targets for the business area managed, monitoring performance and taking appropriate actions to ensure objectives and operational standards are met or exceeded.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- A deep and broad understanding of the business
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Experience of leading delivery within a complex organisation with multiple competing demands.
- Strong commercial acumen and experience of managing significant budgets.
- Significant people management experience with experience of leading a multi-disciplined workforce.
- Good previous experience within a retail organisation.
- Excellent Levels of Numeracy, Literacy and IT skills.

### KPIs

- Effective plans established to develop the skills needed to achieve medium to long-term business objectives
- Delivery of operations, programmes or projects within cost, time and quality requirements
- Succession plans in place for team
- Efficient and effective allocation of resources in the department
- Internal and external customer satisfaction feedback.

# Customer Support & Management

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Your Co-op Job Families



# Customer Support & Management Family

## Level 5

Provide a high quality customer experience through the provision of high quality and efficient customer service; or manage a team to ensure they provide such service. These roles will be involved in the provision of advice to the customer, and sometimes managing customers over a period of time or days. These roles will be junior specialists, more senior administrative colleagues, or team leaders for operational roles. Role holders will require knowledge of a number of systems and procedures, and be able to provide advice and guidance on these. Work assignments are likely to be done over days and weeks, although role holder may contribute to projects or initiatives over a longer timeframe. Roles at this level often require some vocational training or knowledge acquired through some significant experience in the appropriate area of specialism.

## Nature of Work

- Plan and organise own work over timescales of up to a few days (with some instances of longer planning) to ensure all tasks are completed to required standards.
- May supervise a team of operational staff; allocating tasks on a daily or slightly longer term basis, and ensuring their completion to agreed standards.
- May train or mentor junior colleagues in operational skills by sharing knowledge and experience in order to develop their abilities.
- Conduct tasks in accordance with defined policies, procedures and instructions to ensure compliance, efficiency and effectiveness, escalating as appropriate.
- Deal with customer needs sensitively and efficiently, to ensure that customers receive an excellent service.
- Manage customer cases to ensure they are dealt with appropriately and the customer receives excellent service (for up to days or weeks).
- Recognise customer needs and proactively identify options to meet their requirements, drawing on a broad knowledge of the entire customer offer in a business unit.
- Ensure own and team compliance with appropriate standards, policies and regulations, and the identification of risks, escalating where appropriate.
- Deliver own work in line with agreed KPI's, contributing to the area's achievement of commercial objectives.

## Knowledge and Experience

- Vocational qualification if relevant to the role, or equivalent relevant work experience.
- Technical understanding of the business and processes managed.
- Strong communication skills, including the ability to communicate effectively customers and with colleagues.
- Ability to effectively manage a team, if relevant to the role.
- Regulatory and market awareness relevant to own specific area of business.

- Ability to manage and plan own workload to deadlines, including handling conflicting and changing priorities.
- Proficient IT skills.
- Ability to work as part of a team.

## KPIs

- Customer satisfaction, including minimising complaints, and dealing with complaints satisfactorily.
- Contribution to the achievement of team targets.
- Operational KPI's relevant to the role.
- Managing performance of others against Co-operative values, if a line management role,
- Evidence of development of self and others (where relevant to the role).
- Feedback from colleagues.
- Demonstrate agreed behaviours.
- Compliance with appropriate standards and regulations.

## Level 6

Provide a high quality customer experience through the direct or indirect management of people and resources, or through the provision of specialist customer advice and support. Roles at this level will be professional roles providing expertise and advice to the organisation, or middle management roles, managing operational teams to deliver against set business plans. Role holders will be expected to work autonomously within a set framework of policies and procedures, and may be expected to contribute to developing and improving these. Role holders will require the ability to provide advice and guidance to others, and may require the ability to lead and manage staff. There will be a need to balance competing priorities and complete work assignments over weeks and months.

## Nature of Work

- Likely to manage a team of customer facing individuals and create the conditions that allow them to perform at their best, promoting their development, and ensuring the provision of excellent customer service.
- May coach or mentor colleagues by sharing knowledge, experience and expertise in order to develop their abilities and behaviours.
- Manage own and others' work in accordance with defined policies, procedures and instructions to ensure compliance, efficiency and effectiveness, escalating as appropriate.
- Apply technical expertise, broad knowledge of the customer offer and own judgement to diagnose customer needs and provide good customer service.
- Balance conflicting priorities, over time, to best serve customer needs and ensure deadline are met.

- Take responsibility for dealing with (sometimes escalated) customer cases and concerns in order to achieve the best possible outcomes for the customer, potentially managing relationships over weeks.
- Ensure own and team compliance with appropriate standards, policies and regulations, and the identification and management of risks within agreed frameworks, escalating where appropriate.
- Ensure delivery of own and team's work in line with agreed KPI's, contributing to the area's achievement of commercial objectives.
- Identify opportunities for development and take responsibility for improving own and team knowledge of the service and changing customer needs.

## **Knowledge and Experience**

- Technical qualification if relevant to the role, or equivalent relevant work experience.
- Significant experience in a customer facing role.
- Technical understanding of the business and processes managed.
- Strong communication skills, including the ability to communicate effectively customers and with colleagues.
- Ability to effectively manage a customer facing team.
- Ability to manage and plan own workload to deadlines, including handling conflicting and changing priorities.
- Regulatory and market awareness relevant to own specific area of business.
- Ability to manage and plan own workload to deadlines, including handling conflicting and changing priorities.
- Proficient IT skills.

## **KPIs**

- Customer satisfaction, including minimising complaints, and dealing with complaints satisfactorily.
  - Contribution to the achievement of team targets.
  - Performance of the team managed, if relevant to the role.
  - Operational KPI's relevant to the role.
  - Managing performance of others against Co-operative values, if a line management role.
  - Evidence of development of self and others (if relevant to the role).
  - Feedback from colleagues.
  - Demonstrate agreed behaviours.
  - Compliance with appropriate standards and regulations.
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## Level 7

Manage a defined customer facing operation to ensure efficiency and effectiveness, and the delivery of excellent products and services to the customer. Roles at this level will be professional roles providing expertise and advice to the organisation, or middle management roles, managing operational teams to deliver against set business plans. Role holders will be expected to work autonomously within a set framework of policies and procedures, and may be expected to contribute to developing and improving these. Role holders will require the ability to provide advice and guidance to others, and may require the ability to lead and manage staff. There will be a need to balance competing priorities and complete work assignments over weeks and months.

### Nature of Work

- Manage a team of customer facing individuals and create the conditions that allow them to perform at their best, promoting their development, and ensuring the provision of excellent customer service.
- Provide clarity of direction to teams managed through clear communication, ensuring colleagues have the necessary information to carry out their role effectively.
- May build and develop community relationships, through acting as the face of the business and creating a strong external brand representation of MCC.
- May coach or mentor colleagues by sharing knowledge, experience and expertise in order to develop their abilities and behaviours.
- Manage a small to medium-sized customer facing operation, ensuring delivery against strategy, business plans, and the agreed customer offer.
- Embed Co-operative culture, values and purpose in operation managed, contributing to the provision of excellent customer service.
- Take responsibility for dealing with (sometimes escalated) complex customer cases and concerns in order to achieve the best possible outcomes for the customer, potentially managing relationships over weeks.
- May input into the development of and implement detailed operational plans in line with business strategy to deliver against KPIs, including budget and revenue targets.
- Ensure own and team compliance with appropriate standards, policies and regulations, and the identification and management of risks within agreed frameworks, escalating where appropriate.
- Ensure delivery of own area's work in line with agreed KPI's, contributing to the area's achievement of commercial objectives.
- Identify and recommend potential business improvements in order to ensure the highest quality customer service is provided.

### Knowledge and Experience

- Ability to manage a customer facing operation.
- Technical understanding of the business and processes managed.
- An understanding of the broader business, and how the section managed fits in with other areas.
- Strong communication skills, including the ability to communicate effectively with individuals at all levels both inside and outside the organisation.
- Ability to manage colleagues – creating the conditions for them to perform at their best.

- Ability to understand complex policy and strategy and create clarity of expectations for staff.
- Ability to manage others through periods of change.
- Regulatory and market awareness relevant to the role.

## KPIs

- Delivery of commercial objectives in operation managed – revenue, costs & profitability as appropriate to role.
- Customer satisfaction in operation managed, and dealing with complaints satisfactorily.
- Sound management of risk within agreed framework.
- Colleague engagement in operation managed.
- Operational KPI's relevant to the role.
- Managing performance of others against Co-operative values.
- Evidence of developing self and others.
- Feedback from colleagues.
- Demonstrate agreed behaviours.
- Compliance with appropriate standards and regulations (own and area managed).
- Evidence of continual professional development.

## Level 8

Manage a large customer-facing operation, or a number of smaller operations, ensuring that the business plans are successfully rolled out in these areas, and that the operations are efficient and effective. These are senior professional or senior management positions. Operational management roles at this level will manage large, somewhat diverse, teams in order to deliver against business plans. Senior professional roles will provide expert advice to the business or Group, and will have the expertise and experience to be able to advise the more complex problems within their area of expertise. There may be a requirement to develop policies and procedures at this level, and role holders will require the ability to apply knowledge in a broad range of different business situations.

Development of staff is likely to be a requirement, either in a line management or mentoring capacity.

## Nature of Work

- Manage a medium to large or technically complex customer facing operation, ensuring delivery against strategy, business plans and the agreed customer offer.
- May input into the development of and implement detailed operational plans in line with business strategy to deliver against KPIs, including budget and revenue targets.
- Operationalise the business unit vision it to make it clear and meaningful for employees at all levels.

- Handle complex customer/operational issues in line with policies, procedures and regulation, in order to achieve the best outcomes for all stakeholders.
- Use management information to recommend business improvement, ensuring the highest quality customer service is provided across area managed.
- Take responsibility for self-development (keep abreast of developments in relevant area of expertise) and development of others to improve individual and team performance for the benefit of the business unit.
- Oversee the sharing and implementation of policies and procedures for own area to help embed them into the business and ensure compliance.

## **Knowledge and Experience**

- Professional or management qualification relevant to the role, or equivalent by experience.
- Ability to manage a significant budget.
- Knowledge of external best practice relevant to the role.
- Ability to manage a large customer-facing operation.
- Ability to review and improve operating procedures to drive improvements in performance.
- Ability to lead and inspire a large team of people, including managing those who are also managers.
- Ability to communicate and influence effectively at all levels of the organisation.
- Ability to manage multiple competing priorities.
- Ability to translate strategy into policy and operational procedures.

## **KPIs**

- Delivery of commercial objectives in operation managed – revenue, costs & profitability as appropriate to role
  - Customer satisfaction in operation managed
  - Sound management of risk within agreed framework
  - Colleague engagement in operation(s) managed
  - Operational KPI's relevant to the role
  - Managing performance of others against Co-operative values
  - Evidence of developing self and others, in line with agreed plans
  - Feedback from colleagues, including senior colleagues
  - Demonstrate agreed behaviours
  - Compliance with appropriate standards and regulations (own and area managed)
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## Level 9

Lead and manage large customer facing operations, providing clarity around the business strategy, and ensuring that divisions managed are suitably integrated and joined up. These roles are senior management positions and are likely to require the job holders to manage and integrate related functions, and to work across the business. They will manage relationships at a senior level and will plan and organise work for at least a year ahead (although often more than this). Role holders may be responsible for functional strategy, and will make a contribution to broader business strategy. They will also be responsible for the development of policies in their own area, and for driving continuous improvement across the service areas managed.

### Nature of Work

- Lead a team of managers and be responsible for creating the conditions that allow them and their teams to perform at their best, promoting their development and contribute to effective talent management across the organisation.
- Manage a large and complex customer facing operation, ensuring delivery against strategy, business plans and the agreed customer offer.
- Translate business unit strategies into operational plans, using managerial expertise to deliver against KPIs, budgets and revenue targets.
- May lead and support business-specific change projects by acting as the accountable sponsor in order to ensure delivery to agreed goals and objectives.
- Drive high quality and improving customer service in areas managed, ensuring successful delivery of the product/service offer to the customer, in line with business strategy.
- Ensure an appropriate framework is in place to deal with complex customer and operational issues in order to achieve the best outcomes for the organisation and its stakeholders.
- Ensure own and team compliance with standards, policies and regulations, and the identification and management of risk, implementing changes to mitigate against these, including changing risk management frameworks where appropriate.
- Approve budgets at an area, regional or sub-functional level to ensure resources are allocated appropriately.
- Deliver against the agreed profit and loss targets, ensuring revenue maximisation and cost efficiency.

### Knowledge and Experience

- Professional or management qualification if relevant for the role, or equivalent by experience.
- Significant business experience at a senior level.
- Significant experience of managing large budgets, and if relevant to the role, drive revenue generation.
- Experience of running a large customer-facing business operation.
- Ability to set clear strategy and business plans, and oversee delivery against this.

- Experience of leading large customer-facing functions through periods of significant change.
- Strong influencing skills, including the ability to advise at senior levels.
- Ability to build and manage relationships with senior stakeholders.
- Significant budgetary management experience, and the ability to set and approve budgets for others.
- Excellent communication skills, and the ability to create clarity for staff from potentially complex strategy and policy.
- Ability to lead other managers.

## **KPIs**

- Delivery of commercial objectives – revenue, costs & profitability as appropriate to role.
- Customer satisfaction in sub-function or area managed.
- Sound management of risk.
- Colleague engagement in sub-function or area managed.
- Managing performance of others against Co-operative values.
- Evidence of medium-term talent management in own area.
- Feedback from colleagues, including senior colleagues.
- Demonstrate agreed behaviours.
- Business compliance with changing regulations.
- Evidence of continual professional development.



# Professional Services & Administration

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Your Co-op Job Families

# Professional Services & Administration Family

## Level 5

Roles at this level will provide analytical or advisory support within a specialist area. Are likely to be individual contributors working within a team, offering first line support to internal customers.

### Nature of Work

- Provide a broad range of support services to the business, using initiative to anticipate business needs and respond accordingly.
- Respond to complex practical queries using initiative and judgement to provide a customer orientated service to all.
- Organise, input into and monitor databases to ensure accurate recording; undertake analysis and produce non-standard reports to provide the business with the information it needs to support decision-making.
- Proactively review relevant systems and processes within own area of work and make recommendations to continuously improve efficiency and performance.
- Communicate and share relevant information with stakeholders as directed by more senior colleagues, to promote collaborative working and to keep stakeholders up-to-date with activities.
- Maintain an awareness of other teams and departments and build positive relationships with them to ensure a joined-up service is provided to the business.

### Knowledge and Experience

- Relevant academic qualification, e.g. Secondary School Certificate
- Practical relevant work experience in the provision specialist support service.
- Computer literacy including proficiency in relevant computer software.
- Good interpersonal skills and the ability to work as a team member.
- A working understanding of the functional area.
- Ability to manage a varied workload.

### KPIs

- Accuracy and quality of work.
  - Adherence to work routines and given instructions.
  - Speed and volume of support/advise
  - Feedback on interaction with other functions (helpfulness, responsiveness).
  - Participation in continuous improvement activities.
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## Level 6

Developing professional or newly qualified. Roles at this level will provide first line specialist support and advice within own area of expertise. Typical work includes analysis of data, preparation and writing of reports to support decision making. May supervise the work of a small team.

### Nature of Work

- Complete complex technical activities, utilising knowledge of specialist procedures, to provide technical specialist support to the business.
- Provide training to colleagues or stakeholders on an area of specialism to upskill and educate others in the business support services provided.
- Review and interpret information and advise internal customers of appropriate action to fulfil procedural and regulatory requirements.
- Independently collate, cleanse and analyse data, and make recommendations based on analysis to support the decision-making process.
- Monitor systems, processes and practices within area of specialism, plan and carry out regular reviews to identify opportunities for improvement in light of changing needs, feedback and/or current best practice thinking.
- May provide supervision and/or management of staff, allocating work, co-ordinating day-to-day activities and providing guidance to enable the smooth delivery of services/tasks

### Knowledge and Experience

- Degree or equivalent in a relevant discipline, or equivalent experience.
- May be working towards a professional qualification.
- Experience of processes and procedures in a specialist area.
- Experience of using software related to own area of specialism to extract, analyse and report on data.
- Ability to communicate/present complex information concisely and to a non-technical audience.
- Meticulous attention to detail and strong problem solving skills.

### KPIs

- Feedback on quality of advice and guidance from internal customers.
  - Feedback on interactions with colleagues and customers.
  - Effective management of suppliers where appropriate.
  - Evidence of efficient time management and prioritisation.
  - All relevant documentation maintained accurately.
  - Evidence of continuing professional development.
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## Level 7

Qualified professional providing an advisory service or technical analysis and recommendations to internal customers within a specialist area of expertise. May be responsible for drafting policy under guidance and direction and/or working in partnership with a specific area within the business to support change and improved performance.

### Nature of Work

- Manage the delivery of activities within a specialist area, in line with relevant policies and procedures, to ensure performance meets set targets/key performance indicators to support the business.
- Use professional/technical expertise to diagnose and resolve issues with the business.
- Develop relationships with other professional specialists, identify and initiate opportunities to collaborate to deliver solutions.
- Process complex data and apply technical knowledge when conducting root cause analysis to identify solutions to complex issues/unique requests from colleagues or stakeholders.
- Research best practice in own area of expertise, and review and analyse detailed business models to support senior management in developing and improving policies, processes and systems relevant to own area.
- Coordinate small projects, and leads workstreams within larger projects, contributing to the achievement of department/function goals or acting as a resource to deliver action and activities.

### Knowledge and Experience

- Professional qualification, chartered status or equivalent experience.
- Sound working knowledge of policies, procedures, regulations and legislation in area of specialism.
- Excellent communication skills with the ability to engage a variety of audiences.
- Ability to translate technical concepts and provide specialist guidance and advice to others.
- Ability to manage multiple internal and external stakeholders.
- Excellent analytical and problem solving skills.
- Significant experience of software related to own area of specialism, with the ability to build basic models or tools.
- Up to date knowledge of external issues (legislative, regulatory, best practice standards etc.) that affect specialist area.
- Experience in effectively managing external suppliers/contractors

### KPIs

- Evidence of quality advice and solutions.
- Feedback from internal and external customers and colleagues.
- Delivery of projects to agreed time, cost and quality standards.
- Regular and accurate monitoring and reporting.
- Contribution towards policy development where appropriate.
- Ensures own compliance with all statutory requirements.

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## Level 8

Specialised professional with responsibility for providing a consultative service to the broader business, including the drafting of policies and processes for Midcounties Cooperative, either across the Group or within a specific area of expertise within own business area. Role holders may also have the responsibility for managing a department including team performance.

### Nature of Work

- Develop and lead the implementation of operating plans for an area to support the achievement of wider functional/organisational goals.
- Partner with relevant area to understand their strategic goals and provide subject matter expertise to support and facilitate effective decision-making.
- Develop and manage ongoing relationships with key stakeholders to identify and deliver solutions that benefit all parties.
- Provide professional advice and guidance to senior management, sharing expertise and information to support effective decision-making
- Provide technical guidance and recommendations as a subject matter expert in order to support the resolution of the most complex issues from across the business, and develop precedents to improve service delivery within own specialist area.
- Analyse highly-complex data, and produce the highly-complex reports, or oversee the reporting cycle in own area of specialism, to be used by senior management in the decision-making process.
- Contribute to the development of new/enhanced policies, processes and systems, and lead on the implementation of improvements in a defined area of a support function
- Lead, motivate and engage team members, monitoring performance, to ensure a high-performing and cohesive team which works in a collaborative manner.
- Provide individually tailored development support including timely feedback to enable high performance and appropriate career progression.

### Knowledge and Experience

- Significant postgraduate experience in specialist support area.
- Subject matter expert in policies, procedure, regulations and legislation in area of specialism.
- Excellent communicating and influencing skills, with the ability to negotiate, collaborate and influence.
- Experience of managing internal relationships at all levels.
- Demonstrable credibility and a network of contacts in an area of expertise.
- Significant experience providing the depth and breadth of knowledge needed to be impactful at senior levels.
- Project or change management certification, or equivalent experience in leading and implementing complex business change solutions.
- Experience of leading a team in a senior level role.

## KPIs

- Evidence of active contribution to appropriate teams/meetings.
  - Achievement of project/financial objectives aligned with business KPIs.
  - Customer feedback/satisfaction.
  - Ensures own compliance with statutory requirements and helps others understand their obligations.
  - External knowledge of specific area.
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## Level 9

Roles at this level will lead policy interactions with the Board. They will be the leading expert within their field and manage a team of professionals in order to influence policy and align their functional area of expertise with the interests of the Business Area or Midcounties Cooperative more broadly. Role holders will input into wider strategic decisions and will be measured against the quality and integrity of their advice and recommendations.

## Nature of Work

- Lead a significant function at Midcounties, developing and implementing strategy/operational plans for the function in line with identified organisational needs.
- Communicate strategic plan throughout the function, ensuring high levels of awareness and engagement.
- Lead, motivate and develop a diverse functional team of senior specialists and managers, setting objectives, managing performance and ensuring that staff have the necessary skills to deliver organisational objectives.
- Anticipate and identify strategic business needs, issues and business drivers and lead the development and implementation of new/enhances systems, processes and policies to enable Midcounties to achieve its goals.
- Provide functional expertise and guidance to senior management and stakeholders to support the achievement of strategic/operational goals.
- Lead the development and implementation of policies, processes and systems in order to ensure they are in line with strategic business objectives.
- Develop and agree key performance indicators and targets for the business area managed, monitoring performance and taking appropriate actions to ensure objectives and operational standards are met or exceeded.
- Anticipate and identify strategic business needs, issues and business drivers and lead the development and implementation of new/enhances systems, processes and policies to enable Midcounties to achieve its goals.
- Provide functional expertise and guidance to senior management and stakeholders to support the achievement of strategic/operational goals.
- Lead the development and implementation of policies, processes and systems in order to ensure they are in line with strategic business objectives

- Develop and agree key performance indicators and targets for the business area managed, monitoring performance and taking appropriate actions to ensure objectives and operational standards are met or exceeded.

## **Knowledge and Experience**

- Extensive postgraduate experience in specialist support area.
- Deep knowledge of specialist support area combined with broad knowledge of the industry and the relevant external environment (legislative, regulatory, best practice standards, etc.).
- Strong influencing and stakeholder management skills; able to influence senior leaders.
- Experience of managing internal relationships at the most senior level.
- Experience of leading delivery within a complex organisation with multiple competing demands.
- Ability to maintain a strong connection between the professional service area and the business environment.
- Experience of leading organisation wide business change programmes.
- Strong commercial acumen and experience of managing significant budgets.
- Significant people management experience with experience of leading a multi-disciplined workforce.

## **KPIs**

- Internal and external customer satisfaction feedback
- Overall business perception of function
- Delivery of operations, programmes or projects within cost, time and quality requirements
- Succession plans in place for team
- Effective plans established to develop the skills needed to achieve medium to long-term business objectives
- Integration and relationships with other business areas
- Efficient and effective allocation of resources in the department

# Contracts & Commercial

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Your Co-op Job Families



# Contracts & Commercial Family

## Level 5

Roles at this level will provide a range of logistical and administrative support services to internal clients. Activities are likely to include reconciliation of information, maintenance of databases and the compilation of information upon request.

### Nature of Work

- Performs routine assignments at the entry level to a professional role.
- Draft and prepares routine contracts/ purchase orders, other agreements and internal approvals in line with standard formats.
- Adhere to a range of standard procedures and precedents to solve problems which arise, with instruction direction and guidance available from others.
- Establish integrity in managing databases/reconciliations in order to ensure accuracy and compliance with standard formats.
- Liaise with internal stakeholders to respond to routine queries regarding contract and commercial issues.
- Provide feedback on existing cost and commercial management processes to contribute to the improvement of processes and systems.

### Knowledge and Experience

- Relevant academic qualification, e.g. Secondary School Certificate plus relevant vocational training.
- Business acumen and commercial judgement awareness.
- An awareness of the functional specific competencies for this level with limited level of understanding of their application.
- Good verbal and written communication skills, requires common courtesy and tact.
- Ability to draft standard letters and responses.
- An understanding of their limitations i.e. when the role holder needs to ask for assistance.

### KPIs

- Timely and accurate preparation of data.
  - Adherence to standard procedures.
  - Deadlines consistently met.
  - Development of competence through performing structured work assignments.
  - Development of functional specific and business process knowledge.
  - Feedback from internal customers.
-

## Level 6

Developing professional, with a good understanding of contract management, commercial and supplier agreements. Typical work includes the provision of advice and guidance to clients, reviewing documentation and checking content against established guidelines and ensuring data is accurately processed, documented and logged.

### Nature of Work

- Draft and prepare more complex contracts, other agreements and internal approvals in line with standard and non standard formats.
- Establish integrity and offer advice/guidance to clients in order to ensure accuracy and compliance with standard formats.
- Collect data and help to prepare supporting documentation such as schedules, feasibility studies and cost reports, to ensure senior management have quality information to facilitate their decision-making.
- Monitor contracts and commercial management processes, share knowledge and provide feedback on existing procedures in order to identify opportunities for the improvement of processes and systems.
- Assist senior staff to resolve stakeholder issues by flagging issues as soon as they are encountered and suggesting appropriate solutions in order to contribute to client care to ensure ongoing client satisfaction.
- Individually contribute to a range of professional contract management assignments and monitor and review work undertaken by more junior colleagues, in order to ensure programmes of work are undertaken and any project milestones are met.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Developing understanding of specific markets, customers/ supplier agreements.
- A good understanding of functional specific and business process.
- Requires appropriate training to HND level or equivalent or significant relevant work experience.
- A good working knowledge and understanding of the functional specific competencies and ability to apply them with supervision and direction.
- Relationship building skills with cross-functional colleagues, customers and suppliers.

### KPIs

- Timely and accurate preparation of data.
  - Adherence to standard procedures.
  - Deadlines consistently met.
  - Development of competence through performing structured work assignments.
  - Application of functional specific and business process knowledge.
  - Feedback from internal customers.
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## Level 7

Operates at a professional level and will directly manage the day to day relationship with customers or suppliers, including resolution of problems and management of contract / commercial queries. Typically will provide support on large scale bids or contracts or have end to end ownership of smaller projects including high level analysis of trends, adherence to budgets and SLAs.

### Nature of Work

- Draft and prepare complex contracts, agreements and internal approvals in line with standard and non standard formats.
- Analyse and review a range of data to collate trends and prepare documentation, providing advice and making recommendations to support cost and commercial management decision-making.
- Establish integrity in complex advisory/support work in order to ensure accuracy and compliance with standard formats and develops negotiation/bids strategies.
- Deliver a number of small to medium projects and assignments or significant components of larger assignments, ensuring appropriate use of resources and budgets to deliver the required scope of work within set deadlines.
- Analyse and identify commercial/ procurement documents to ensure all information is accurate, relevant and adhered to, in order to ensure they are approved by the business.
- Build and maintain mutually beneficial relationships with colleagues, customers and suppliers to deliver the value to the company.
- Coach and mentor team members within the function to assist with their development and ensure work is timely and accurate.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree, professional qualification and/or significant domain experience.
- A professional understanding of domain specific markets, products, customers and suppliers.
- A high degree of knowledge of functional specific and business processes and ability to apply them with minimum supervision.
- The ability to create beneficial relationships with cross functional colleagues, customers and suppliers.
- Ability to influence internal and external stakeholders, to resolve conflict and provide value. using data and analysis to support line of reasoning.

### KPIs

- Timely and accurate preparation of data.
- Adherence to standard procedures.
- Deadlines consistently met.
- Development of competence through performing structured work assignments.
- Adherence to functional specific and business process requirements.
- Feedback from internal and external customers.

## Level 8

Specialised professional, providing support and guidance on bids/tenders or contract activities to deliver a comprehensive service to the business. Will work directly with suppliers and contractors to ensure their capability to deliver within budgetary and quality requirements. Typically will work on high value or large scale commercial bids or contracts.

### Nature of Work

- Build valued relationships with senior clients and stakeholders, in order to ensure client satisfaction, develop the contract management service and create new business opportunities.
- Act as a key technical resource within the field of commercial/contract management, providing technical advice and solutions to colleagues in order to support successful project delivery across a range of projects.
- Analyse and compile a range of complex data and documents, using knowledge to review and assess analysis and provide recommendations to contribute to project decision-making.
- Lead, coach and develop the skills and capabilities of team members in order to share knowledge, increase team skill level and improve the standard of service delivery.
- Lead and manage individual contract/agreement assignments from inception to completion, managing teams and resources to ensure delivery standards meet client expectations.
- Seek to continuously develop processes and lead the implementation of new commercial management system improvements, working to improve services, drive innovation and enhance project delivery.

### Knowledge and Experience

- Requires technical training to degree standard, professional qualification and/or significant experience.
- A high degree of understanding of the business and business processes and ability to apply them independently to meet business objectives.
- Possesses expertise to be called upon as a commercial/ procurement delegate for specific complex assignments.
- Able to provide advice, guidance and leadership in customer and people management with the development of other competencies for the requirements of the function.
- Ability to engage and influence cross-functional/cross site teams.

### KPIs

- Timely and accurate preparation of data.
- Adherence to process standards.
- Deadlines consistently met
- Development of competence through performing structured work assignments.
- Adherence to functional specific and business process requirements.
- Feedback from internal/external customers and peer group.
- Performance of team.
- Quality of contracts and supply chain management performance of IPT customers/suppliers throughout the project lifecycle.

## Level 9

Will either operate as technical experts with a deep specialism in one or more fields or have a strong managerial focus. Provides support and advice on contractual or commercial issues; building and managing relationships with suppliers and internal/external customers to increase revenue, decrease costs and minimise risk across the business. Their primary focus is to protect the best interests of Midcounties Cooperative.

### Nature of Work

- Analyse and review complex information from a range of data sources including colleagues' recommendations, in order to identify how different options may impact on the contract management service and make appropriate changes to drive commercial success for clients, and in turn, Midcounties.
- Develop contract and commercial management processes and policies and lead the implementation of system improvements in an area of specialisation, ensuring improvements are in line with strategic business objectives.
- Manage relationships with key clients in order to identify new commercial opportunities and understand how the contract management offering can be adapted and improved to drive customer satisfaction.
- Act as a technical expert on the largest and most complex developments, providing strategic advice and insight to senior leaders in the organisation to support successful delivery and commercial decision-making in line with organisational strategies.
- Influence a range of senior stakeholders, building and managing critical relationships in order to ensure all parties are informed and aligned about how to develop and extend the contract management service and create new business opportunities.
- Educate and influence senior colleagues about risk policies and governance processes to instil a culture of awareness and commitment to risk management and ensure compliance with organisational policies and codes of conduct.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Relevant professional qualification or chartered status.
- Substantial/expert experience, including experience of leading the most complex developments with a diversity of deliverables.
- Proven ability to lead a team/function with commercial focus and demonstrable commercial acumen.
- Experience of building and utilising client relationships at high-level, including the ability to act as a trusted advisor.

### KPIs

- Internal and external customer satisfaction feedback.
- Overall business perception of function/unit.
- Delivery of advice, programmes or projects within cost, time and quality requirements.
- Succession plans in place for team.
- Effective plans established to develop the skills needed to achieve medium to long-term business objectives.
- Integration and relationships with other business areas.
- Efficient and effective allocation of resources in the department.

# Finance

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Your Co-op Job Families

# Finance Family

## Level 5

Entry-level finance professional. Performs routine general accounting activities such as account reconciliations, journal entries, and creating standard reports.

### Nature of Work

- Performs routine analysis and reconciliation of G/L accounts.
- Assists with the collection, verification and interpretation of accounting information.
- Contributes to the preparation of standard financial reports.
- Prepares basic variance explanations.
- Supports internal and external audit process by providing data, documentation and explanations of variance questions.

### Knowledge and Experience

- Needs familiarity with GAAP, G/L systems, account reconciliations and analysis, month end close responsibilities
- Developing a general understanding of the accounting function and the products and services of the business area or company.
- Shares knowledge effectively within the team. Cooperates with and works effectively with colleagues.

### KPIs

- Accuracy of data input.
  - Willingness to learn.
  - Adherence to procedures and processes.
  -
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## Level 6

Developing finance professional or recently qualified. Applies accounting concepts under limited guidance. Typical work includes general ledger maintenance, account reconciliations, documentation of financial transaction analyses, and preparation of reports for management.

### Nature of Work

- Assists with the preparation of monthly forecasts, variance and trend analysis, and interprets results for management.
- Maintains, analyses and reconciles diverse G/L accounts.

- Collects, verifies and interprets accounting information.
- Identifies accounting issues and researches information for problem resolution.
- Drafts segments of statements and reports.
- Compares performance of G/L accounts with expected trends.
- Supports internal and external audit process by providing data, documentation and explanations of variance questions.

## Knowledge and Experience

- Studying for a professional qualification and/or deep practical experience of financial systems and processes.
- Skills and experience in data analysis and interpretation.
- Supervisory experience where relevant.
- Able to manage competing demands on time.
- Ability to influence others, using factual information e.g. standard ways of working / financial data to support line of reasoning.

## Level 7

Professionally qualified accountant with solid technical knowledge. Consolidates data from various sources to prepare accurate and timely financial reports and statements and /or performs analysis and interpretation of financial data; conducts investigations of discrepancies to resolve accounting issues.

## Nature of Work

- Carry out all operational aspects of professional finance, specific to own area of work, with limited supervision e.g. budgeting, forecasting, financial reporting etc.
- Contribute to the development of processes and procedures within own area of financial expertise to ensure adherence to statutory regulations.
- Ensures the accuracy and availability of financial information required to support business decisions.
- Prepares a variety of reasonably standard, periodic "intermediate" or "end products" such as cost reports, trial balances, balance sheets, profit-and-loss statements.
- Takes ownership of and solves more complex and/or technical problems and issues within own area of finance to ensure customer satisfaction and business improvement.
- Provides guidance and direction to more junior colleagues including checking accuracy of financial data and information provided.

## Knowledge and Experience

- Educated to degree level and/or a professional finance qualification or equivalent experience
- Ability to present and explain financial data or regulatory requirements to multiple audiences
- Requires the ability to work independently and to provide consultative advice on specific technical issues.
- Requires a thorough understanding of accounting principles
- Solid experience of systems and financial processes.



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## Level 8

Specialised accounting professional providing advanced financial expertise in the areas of budgeting, financial, and statistical analyses. May lead a small professional team or serve as a business partner to a division within Midcounties Cooperative and/or oversee and participate in the research and analysis of detailed analytical and complex accounting issues.

### Nature of Work

- Monitors key performance indicators and financial processes to identify process improvements.
- Evaluates financial results and provides insights, implications and recommendations to senior management.
- Prepares explanations and advice for senior management regarding accounting issues and financial statements.
- Provides ad hoc analysis on non-routine accounting matters.
- May manage a small professional finance team, overseeing workload and outcomes and accountable for developing team's technical skills and knowledge.
- Services as key a technical resource during internal and external audit process.

### Knowledge and Experience

- Ability to lead a small professional finance team.
- Comprehensive knowledge of UK GAAP and other accounting principles.
- Technical expertise to be called upon as a consultant for complex assignments within or across functional areas.
- Thorough understanding of industry practices and Midcounties Co-operative policies and procedures.
- Able to communicate complex accounting concepts to own business area and less experienced staff.

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## Level 9

At this level, role holders will either be a deep expert within a specific financial field e.g. Tax or Treasury; lead a professional team of accountants within a specific department e.g. Financial Planning or Internal Audit or manage the finance function for a business area within Midcounties Co-operative. Role holders will be measured against the quality and integrity of financial information and contribution to the business area they support.

## **Nature of Work**

- Serves as a deep expert within a specific area of expertise.
- Ensures the accuracy and integrity of company accounting records and reports through effective recording, verification and processing of data.
- Leads a finance function to ensure proper controls are in place and executed and provides oversight of the budgeting, reporting, performance management, business planning, and investment activities.
- Drives internal control improvements and manages the review/ monitoring process.
- Plans, directs and controls the business planning process and advises management on business developments.

## **Knowledge and Experience**

- Fully understands impacts of financial decisions on the business.
- Possesses depth or breadth of experience and knowledge of accounting and finance in addition to broad business experience.
- Experience of leading a professional finance function.
- Effectively communicates to numerous audiences including senior management and staff.
- Leads the development of effective networks of internal and external customers.

## **KPIs**

- Succession plans in place for team.
- Efficient and effective allocation of resources in the department.

IT

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Your Co-op Job Families

# IT Family

## Level 5

Entry level IT professional. Will complete activities within a functional stream within IT managing own workload and resolving standard problems and queries. May also offer first line support to internal customers.

### Nature of Work

- Undertake basic software development or system analysis/testing under supervision.
- Complete simple maintenance tasks and makes routine upgrades to existing systems against pre-set criteria.
- Respond to customer enquiries and issues, escalating where necessary.
- Co-ordinate with the other relevant IT departments and workstreams to ensure the smooth business operation of their processes flow in accordance with the established procedures and guidelines.
- Maintain systems, processes and documentation to ensure delivery and effectiveness of administrative processes and procedures.
- Deliver small administrative projects or the administration of larger projects so that all information is kept up to date and coordinated on behalf of the project team.
- Responsible for identifying straightforward technical problems and finding resolutions or referring problems as necessary.

### Knowledge and Experience

- Relevant academic qualification, e.g. Secondary School Certificate plus relevant vocational (IT) training.
- Experience in an IT environment to enable independent management of an administrative work stream.
- Good written and oral language skills in order to articulate technical issues associated to work area.
- Good interpersonal skills and ability to work as a team member.
- Familiarity with the relevant departmental and company wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of standard computer software.

### KPIs

- Timeliness and accuracy of fault/query resolution
  - Adherence to specifications, systems, processes and procedures
  - Timeliness and accuracy of fault/query resolution
  - Customer satisfaction feedback
  - Accurate information provision on projects
  - Tasks completed to agreed quality and timescales.
-

## Level 6

Developing professional with knowledge gained through on the job training and experience. Typical work includes systems performance monitoring, application maintenance, customer service response, equipment testing in compliance with security regulations and Midcounties policies.

### Nature of Work

- Undertake software development or system analysis/testing with readily available supervision.
- Install, maintain and upgrade basic systems and networks.
- Respond to escalated and more complex customer enquiries, working with the customer to establish the most appropriate solution available.
- Monitor and support a range of processes and systems in the department to ensure that they are effectively maintained and coordinated within company procedures, guidelines and expectations, recommending improvement where possible.
- Diagnose and correct technical IT faults.
- Deliver small-scale projects or well defined tasks on major projects to improve IT support to the business.
- May manage the activities of assigned administrative personnel across a range of IT processes to meet departmental and business requirements.
- Support the team manager by providing a coaching and mentoring service to the team.
- Prepare standard management information reports with relevant data to aid management decision making in the department.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Previous IT experience required in order to be able to change existing processes/procedures effectively to meet customer needs.
- Requires detailed knowledge of specific IT processes, systems, platforms and applications and ability to translate knowledge and experience into recommendations.
- Familiarity with the relevant departmental and company wide procedures, policies and guidelines.
- Computer literacy and a good understanding of relevant software.

### KPIs

- Level of technical expertise
  - Issue resolution to customers
  - Adherence to internal systems, processes and procedures
  - Recommendations implemented
  - Customer satisfaction feedback
  - Delivery of project work-streams within cost, time and quality requirements
  - Monthly team KPI's
  - Management information delivered to time and quality requirements
  - IT faults identified
-

## Level 7

IT professional responsible for the effective operation and ongoing improvement of all systems processes within own specialist domain or business area. Role holders will either operate as a specialist within a particular domain or oversee the work of a small team to ensure the provision of timely and effective IT support that meets the Group or Business Area's operational business needs.

### Nature of Work

- Research, analyse and document business requirements for new IT systems/applications/platforms or enhancements/changes to existing systems/applications/platforms.
- Develop IT specifications that meet the requirements of customers.
- Diagnose and correct complex technical problems or faults, acting as a point of escalation for more junior staff.
- Implement and deliver to policies, guidelines and procedures within the scope of responsibility, reviewing the quality and efficiency of these and formulating recommendations for improvements that meet best practice and business objectives.
- Manage relationships with customers and stakeholders to ensure a high quality integrated service is provided on time and to budget.
- Manage mid-sized IT projects in the area of expertise to improve IT service provision to the business or acts as a key resource in large-scale projects.
- Manage a team to ensure that they perform and provide a consistent service to the business.
- Collate and analyse relevant management information to assist business decision making.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Possibly holds a relevant professional qualification or equivalent experience.
- Requires detailed knowledge of specific IT processes & systems, and ability to translate knowledge and experience into recommendations to add value to the business.
- Good leadership and interpersonal skills, ability to work as a team member.
- Overall conceptual understanding of IT fields.
- Familiarity with the relevant departmental and company wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

### KPIs

- Issue resolution to customers
- Adherence to internal policies and processes
- IT faults identified
- Customer satisfaction feedback
- Quality and appropriateness of specifications
- Delivery of work or projects within cost, time and quality requirements
- Timeliness and accuracy of fault/query resolution
- Team objectives
- Relevance and quality of management information delivered

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## Level 8

Contributes to the implementation, development and management of applications and systems. Will work closely with internal customers and stakeholders to better understand and support business needs. Role holder will either operate as a technical specialist within own area of specialism or manage a professional team.

### Nature of Work

- Design complex IT specifications to meet critical user requirements.
- Monitor developments in relevant professional fields and act as a source of technical guidance in order to resolve complex problems, input into the development of IT practices, and provide advice on the business impact of IT.
- Implement policies, agreeing and controlling associated budgets to ensure efficiency, productivity and cost control.
- May manage external contractors to ensure service standards are met.
- Manage relationships with business stakeholders to understand business requirements and develop appropriate solutions, in order to deliver a better service to customers.
- Lead significant IT projects (which impact across the whole business) in order to improve IT service provision to the business.
- Manage, motivate and develop a team of individuals to ensure they have the capability to deliver the objectives set for the department.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree
- Relevant professional qualification or equivalent experience.
- Proficiency in an IT discipline/area (e.g. specialising on a certain application, infrastructure component, etc ;)
- May have experience of leading part of a wider IT department.
- A thorough and broad understanding of the business and relevant IT systems/platforms/applications.
- A sound understanding of the external environment and new technologies in the market
- Good working knowledge of professional standards and codes.
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.
- Familiarity with the relevant departmental and company wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

### KPIs

- New ideas and initiatives realised
- Policies implemented in line with the annual plan
- Budget control
- Customer satisfaction feedback
- Succession plans in place for team

- Contractor service standards met
  - Achievement of team/department objectives
  - Delivery of projects within cost, time and quality requirements
  - Integration with other related departments
- 

## Level 9

Will either operate as technical experts with a deep specialism in one or more domains or have a strong managerial focus. Role holders may be responsible for ensuring the resolution of complex technical issues that relate to effective systems operations and may take leading positions with projects and / or in the overall delivery and integrity of IT Services for a business area. Management roles at this level will be responsible for the performance of a team.

### Nature of Work

- Act as the leading authority within a given IT discipline in order to provide solutions to the business, therefore ensuring best practice internally and externally.
- Lead all IT activities in their department and ensure the appropriate governance framework is in place to enable business objectives to be met in a cost effective way, where return on investment is maximized.
- Develop and lead the delivery of key large-scale IT projects which impact across the business ensuring that they are consistent with local and group strategy and delivered effectively.
- Lead the department/team, ensuring that the appropriate people strategy is in place to recruit, retain, train & develop staff effectively.
- Contribute to long-term IT strategy, reviewing existing infrastructure and advising on areas which require improvement.
- May negotiate with external contractors in order to agree and set service standards.
- Build key internal and external stakeholder relationships and manage the integration of the department with others in order to deliver a better service to customers.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Relevant professional qualification or equivalent experience.
- May have expert knowledge in an IT discipline/area (e.g. specialising on a certain application, infrastructure component, etc ;)
- Experience of leading an IT department and its integration with other functions.
- A deep and broad understanding of the business and relevant IT systems/platforms/applications.
- A broad understanding of the external environment and new technologies in the market
- Good working knowledge of professional standards and codes.
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.



- Familiarity with the relevant departmental and company wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

## **KPIs**

- Customer satisfaction feedback
- Overall business perception of IT
- Delivery of programmes and projects within cost, time and quality requirements
- Succession plans in place for team
- Contractors deliver level of service required to achieve mid and long-term business objectives
- Integration with other business areas
- Efficient and effective allocation of resources in the department
- Effective plans established to develop the skills needed to achieve medium to long-term business objectives

# Marketing & Communications

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Your Co-op Job Families

# Marketing & Communications Family

## Level 5

Entry level Marketing / Communications professional providing support to product / campaign teams through the collation and production of materials, drafting of customer communications and on-line research.

### Nature of Work

- Undertake basic information gathering or market/product research or assist more senior marketing staff with more complex market research under supervision.
- Complete simple marketing analysis against pre-set criteria for use by others in the department.
- Respond to basic business enquiries and issues, escalating where necessary.
- Coordinate with the other relevant Marketing departments and workstreams to ensure the smooth business operation of their processes in accordance with established procedures and guidelines.
- Maintain systems, processes, websites and documentation to ensure delivery and effectiveness of administrative processes and procedures, making recommendations for improvement where relevant.
- Deliver small administrative projects or the administration of larger projects so that all information is kept up-to-date.

### Knowledge and Experience

- Relevant academic qualification, e.g. Secondary School Certificate plus relevant vocational training.
- Experience in a Marketing environment to enable independent management of an administrative work stream.
- Good written and oral language skills in order to articulate technical issues associated to work area.
- Good interpersonal skills and ability to work as a team member.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of standard computer software.

### KPIs

- Appropriate resolution of standard enquiries and issues.
- Adherence to specifications, systems, processes and procedures.
- Recommendations implemented.
- Customer satisfaction feedback.
- Accurate information provision on projects.
- Fit-for-purpose systems, processes, websites and documentation.
- Tasks completed to agreed quality and timescales.
- Fulfilment of pre-set evaluation criteria for analysis/research.

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## Level 6

Developing Marketing / Communications professional with a good understanding of how Marketing / Communications supports own business area. Role holders are likely to be individual contributors and involved in activities which include information gathering, market research, undertaking defined tasks on a larger project, and campaign performance analysis.

### Nature of Work

- Assist more senior team member in the formulation and implementation of short-term marketing and communication plans for specific brands/products/market segments.
- Undertake market research and product/service reviews and forecasts.
- Complete marketing analysis across a range of service lines for use by others in the department.
- Respond to escalated business enquiries, working with the customer to establish the most appropriate solution available.
- Monitor and support a range of processes and systems in the department to ensure that they are effectively maintained and coordinated within company procedures, guidelines and expectations, recommending improvement where possible.
- Deliver small-scale projects or well-defined tasks within major projects to improve Marketing support to the business.
- May manage the activities of assigned administrative personnel across a range of marketing processes to meet departmental and business requirements.
- Prepare standard management information reports with relevant data to aid management decision-making in the department.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Previous Marketing experience required in order to be able to change existing processes/procedures effectively to meet customer needs.
- Requires sound knowledge of Marketing processes, systems and techniques and ability to translate knowledge and experience into recommendations.
- Good written and oral language skills in order to articulate technical issues associated to work area.
- Good interpersonal skills and ability to work as a team member.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Computer literacy and a good understanding of relevant software.

### KPIs

- Level of marketing expertise.
- Issue resolution for customers.

- Adherence to internal systems, processes and procedures.
  - Recommendations implemented.
  - Customer satisfaction feedback.
  - Delivery of project workstreams within cost, time and quality requirements.
  - Management information delivered to time and quality requirements.
  - Level of input into marketing planning.
  - Accuracy and timeliness of work.
- 

## Level 7

Qualified marketing professional responsible for end-to-end management of smaller-scale campaigns/initiatives, or for co-ordinating significant aspects of more complex campaigns. Will manage relationships with business and external stakeholders, ensure that campaign activity is aligned with the bigger picture, and make recommendations to improve future Marketing activity.

### Nature of Work

- Contribute to the development and implementation of short- and long-term marketing and communication plans for specific brands/products/campaigns/initiatives.
- Evaluate and undertake market research and product/service reviews and forecasts.
- Independently run marketing campaigns and events in order to ensure that products/services/brands are properly exposed to the marketplace.
- Implement and deliver to policies, guidelines and procedures within the scope of responsibility, reviewing their quality and efficiency and formulating recommendations for improvements that meet best practice and business objectives.
- Manage relationships with customers and stakeholders to ensure a high quality integrated service is provided on time and to budget.
- Manage mid-sized marketing projects in the area of expertise to improve marketing service provision to the business, or act as a key resource in large-scale projects.
- May manage a small team, maximising their performance and providing a consistent service to the business.
- Collate and analyse relevant management information to assist business decision making.

### Knowledge and Experience

- Relevant academic qualifications, e.g. university degree.
- Possibly holds a relevant professional qualification or equivalent experience.
- Requires conceptual knowledge of Marketing techniques and processes, and an ability to translate knowledge and experience into recommendations to add value to the business.
- Good leadership and interpersonal skills, ability to work as a team member.
- Sound understanding of the business.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

## KPIs

- Level of input into marketing planning.
  - Relevance of research and market reviews.
  - Effectiveness of marketing campaigns.
  - Accuracy and timeliness of work completed.
  - Adherence to internal policies and processes.
  - Recommendations implemented.
  - Customer satisfaction feedback.
  - Delivery of work or projects within cost, time and quality requirements.
- 

## Level 8

Specialised Marketing / Communications professional responsible for overseeing the management of a number of high impact campaigns across a portfolio of products. They will lead the planning and design of Marketing / Communications activity within their remit and be responsible for liaising with senior business stakeholders to align activities to business needs.

## Nature of Work

- Develop and implement short- and long-term marketing and communication plans in partnership with the business for defined brands/products/market segments.
- Design, commission and manage surveys, research and marketing campaigns and events, ensuring that they are in line with overall strategy and that products/services/brands are properly exposed to the marketplace.
- Monitor developments in relevant professional fields and act as a source of technical guidance in order to input into the development of Marketing practices in the department and provide advice on the business impact of Marketing.
- Implement policies, agreeing and controlling associated budgets to ensure efficiency, productivity and cost control.
- May manage external contractors to ensure service standards are met.
- Manage relationships with business stakeholders to understand business requirements and develop appropriate solutions, in order to deliver a better service to customers.
- Lead significant Marketing projects (which impact across the whole business) in order to improve Marketing service provision to the business.
- Manage, motivate and develop a team of individuals to ensure they have the capability to deliver the objectives set for the department.

## Knowledge and Experience

- Relevant academic qualification e.g university degree.
- Relevant professional qualification or equivalent experience.
- Proficiency in a Marketing discipline/area and experience of managing a major brand/service line/market segment.

- May have experience of leading part of a wider Marketing department.
- A thorough and broad understanding of the business.
- Good working knowledge of professional standards and codes.
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

## KPIs

- Performance of brands/products/market segments.
  - Effectiveness of surveys, research and marketing campaigns.
  - Quality of advice and new ideas.
  - Policies implemented in line with the annual plan.
  - Budget control.
  - Customer satisfaction feedback.
  - Achievement of team/department objectives.
  - Delivery of projects within cost, time and quality requirements.
- 

## Level 9

Leads the Marketing / Communications function within a Midcounties Co-operative business area, managing stakeholders and relationships across different functions. Accountable for developing and implementing the Marketing / Communications strategy for their business area, in accordance with overall Brand and Midcounties Co-operative business objectives and strategy.

## Nature of Work

- Develop and implement short- and long-term marketing and communication plans for a significant area of the organisation, in partnership with the business, contributing to future direction for the business area served.
- Act as the leading authority within a given Marketing discipline in order to provide solutions to the business, ensuring best practice internally and externally.
- Lead all Marketing activities in the department and ensure the appropriate governance framework is in place to enable business objectives to be met and return on investment maximized.
- Develop and lead the delivery of key large-scale Marketing projects which impact across the business ensuring that they are consistent with local and Group strategy and delivered effectively.
- Lead the department/team, ensuring that the appropriate people strategy is in place to recruit, retain, train & develop staff effectively.
- Contribute to long-term Marketing strategy, reviewing existing infrastructure and advising on areas which require improvement.
- May negotiate with external contractors in order to agree and set service standards.

- Build key internal and external stakeholder relationships and manage the integration of the department with others in order to deliver a better service to customers.

## **Knowledge and Experience**

- Relevant academic qualifications, e.g. university degree.
- Relevant professional qualification or equivalent experience.
- May have expert knowledge in a Marketing discipline/area.
- Experience of leading a Marketing department, associated budgets, and its integration with other functions.
- A deep and broad understanding of the business.
- Good working knowledge of professional standards and codes.
- Good leadership and interpersonal skills, ability to communicate and influence at senior management level.
- Familiarity with the relevant departmental and company-wide procedures, policies and guidelines.
- Computer literacy and a good knowledge of relevant software.

## **KPIs**

- Performance of a Marketing function for a business unit.
- Level of input into business direction and strategy.
- Return on investment made.
- Delivery of the annual departmental business plan.
- Internal and external customer satisfaction feedback.
- Delivery of programmes and projects within cost, time and quality requirements.
- Succession plans in place for team.
- Efficient and effective allocation of resources in the department.
- Effective plans established to develop the skills needed to achieve medium- to long-term business objectives.



# Customer Service

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Your Co-op Job Families

# Customer Service Family

## Level 1

These roles provide the first level of customer contact within their specific area of work e.g. pharmacy, store or call centre. Work will be task focused and role holders should be fully operational and competent within a few days of 'on the job training'.

### Nature of Work

- Receive and interact with customers by responding to simple, routine queries and escalate where necessary
- Provide direct support to customers within established procedures, such as taking payments for goods purchased and / or and answer straightforward questions
- Work with simple technologies, systems, software / telecoms equipment and well defined basic processes to deliver measurable performance
- Follow laid down departmental procedures and specific instructions in order to effectively perform routine tasks and day-to-day activities
- May operate simple equipment and perform isolated tasks with specific objectives such as filing, data input, stock replenishment.
- Interacts courteously to maintain a positive client experience.

### Knowledge and Experience

- Basic knowledge of systems
- Basic knowledge of rules and operating procedures
- Basic product knowledge i.e. what is sold within own working environment

### KPIs

- Compliance with defined instructions.
  - Level of hands on support required
  - Speed of response
  - Customer feedback
-

## Level 2

These roles provide customer assistance within their area of work e.g. pharmacy, funeral home, nursery, store or call centre requiring some specific knowledge of products or services on offer. Work will be task focused and role holders should be fully competent within a matter of weeks.

### Nature of Work

- Ensure products are kept well stocked / services well advertised and correctly priced to gain and maintain customer interest.
- Provide courteous and attentive service to customers to promote customer interest.
- Identify and report when there are problems with processes or systems so that action can be taken.
- Carry out simple sales support tasks and assist others by following defined procedures.
- Work according to a clearly defined schedule with some autonomy over what task / activity to complete first

### Knowledge and Experience

- Some prior work experience of a generalist nature
- Basic knowledge of health and safety policy and procedures.
- Knowledge of products or services specific to own area of work

### KPIs

- Compliance with safety and procedures
  - Improved productivity and efficiency
  - Speed of response
  - Customer feedback
- 

## Level 3

These roles are customer focused, providing a high quality service and care to Midcounties Cooperatives customers. They will require some specialist training and experience (e.g. Bakery / Travel Advice) and be expected to operate within clearly defined procedures and agreed working standards.

### Nature of Work

- Carry out a range of customer service activities and handle standard customer enquiries using existing procedures and working standards.
- Manage daily tasks, prioritising work schedule as appropriate and in line with business expectations.
- Assist more broadly across other areas and/ or provide support to junior colleagues as and when required.

- Collect and prepare standard data related to ongoing issues and highlight any anomalies.
- Respond to personal targets and improve personal performance using performance management systems and protocols.

## Knowledge and Experience

- Good general interpersonal skills to deal courteously and effectively with internal and external stakeholders.
- Experience working in retail within a customer facing role.
- Broad knowledge and understanding of products sold or services offered within own area of work.

## KPIs

- Compliance to defined procedures and policies.
- Customer feedback (helpfulness and responsiveness).
- Customer query resolution.

## Level 4

These roles provide specialist customer assistance requiring technical product and /or knowledge of services, gained through significant 'on the job training' or specialist courses e.g. NVQ. Role holders will be expected to provide solutions to customer queries, in line with Midcounties Cooperative's offerings and services.

## Nature of Work

- Carry out a range of customer service activities and handle non-standard or more complex customer cases and enquiries using existing procedures.
- Operate in accordance with policies and rules, while performing routine safety checks on own equipment and working environment and where relevant government legislation e.g. driving regulations.
- Report problems and/or issues with facilities, working environment or systems to appropriate escalation points /channels.
- Contribute to the achievement of predefined standards, targeted quotas and KPIs.
- Manage own workload, over short time frames to ensure outputs are delivered in line with expectations and operational target.

## Knowledge and Experience

- **Good** organisation skills with the ability to manage own time over the short term.
- Good interpersonal skills with the ability to build trusting relationships with customers e.g. parents/ grieving families.
- Computer literate with a good understanding of relevant systems and procedures.
- NVQ or equivalent practical experience coupled with detailed knowledge of products sold / services offered.

## KPIs

- Compliance to defined procedures and policies.
- Customer feedback (helpfulness and responsiveness).
- Customer query resolution.
- Feedback from colleagues.

# Internal Support

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Your Co-op Job Families

# Internal Support Family

## Level 2

These roles provide basic administrative support within a team. The emphasis is on adhering to clear instructions to provide routine, task focused services.

### Nature of Work

- Carry out clearly defined, administrative tasks and activities to assist the ongoing work of the team / department.
- Operate basic office equipment and non-computer based systems to file, distribute and record data.
- Update non-complex, regular reports in accordance with clearly established procedures.
- May contact customers, suppliers or colleagues from within the business to exchange basic information.

### Knowledge and Experience

- Basic entry level clerical experience.
- Computer literate.

### KPIs

- Compliance with defined instructions.  
Speed of volume and transactions.
- 

## Level 3

These roles provide administrative and/or practical support within or for a specific team. The emphasis is on producing information or data for use by others.

### Nature of Work

- Collect and collate routine information, verify its completeness and identify any obvious discrepancies.
- Collate data and input into standard systems in order to produce outputs in agreed formats for others to analyse.
- Complete standard electronic and paper based documentation in line with procedures in order to ensure effective internal / external record keeping and communication.
- Respond to queries internally and externally and refer more complex issues appropriately.

## Knowledge and Experience

- Basic administrative and organisation skills with the ability to complete tasks and activities without direct supervision.
- Accuracy and attention to detail.
- Computer literate with a basic understanding of relevant systems and procedures.
- Common courtesy and tact when dealing with colleagues or customers.

## KPIs

- Accuracy and quality of work
  - Compliance to defined procedures and policies
  - Speed of response to requests
  - Feedback on interaction with other functions (helpfulness, responsiveness)
- 

## Level 4

These roles provide administrative/technical support within a specific area, such as corporate functions. The emphasis is on attention to detail, accuracy and flexibility ensuring that all outputs are in line with legislative and regulatory requirements and agreed timescales.

## Nature of Work

- Manage own workload, over short time frames to ensure outputs are delivered in line with expectations and requests from the team/business area
- Review, verify and update documents inline with standard procedures, using company systems and technology where relevant
- Provide logistical support to team or persons including updating and maintaining calendars, reserving meeting rooms and arranging travel
- Uses the full functionality of standard office software as required to prepare routine letters, memoranda, reports and similar documents following detailed instructions

## Knowledge and Experience

- Good administrative and organisation skills with the ability to manage own time over the short term
- Accuracy and attention to detail, coupled with the ability to spot errors and use a common sense approach to work load
- Computer literate with a good understanding of relevant systems and procedures
- Good general interpersonal skills to deal courteously and effectively with internal and external stakeholders



## KPIs

- Accuracy and quality of work
- Compliance to defined procedures and policies
- Speed of response to requests
- Feedback on interaction with other functions (helpfulness, responsiveness)