

## Fact sheet



**OUTBACK**  
*Stores*

67 Pruen Rd,  
BERRIMAH NT 0828  
P: (08) 8982 1900  
F: (08) 8982 190  
E: [info@outbackstores.com.au](mailto:info@outbackstores.com.au)

# Becoming a store manager — what you need to know

Thank you for expressing your interest in a Store Management position with Outback Stores.

Within this file, please find further information as follows:-

- Outback Stores Code of Conduct
- Information from our website
- Information pertaining to the salary structure and Induction Program
- Position Profile

If you are interested in working as a Store Manager, Store Manager Couple or Team (i.e. one as the Store Manager, the other as the Assistant Store Manager), please complete the Application Form provided, including both professional and personal referees as requested and return along with your CV and covering letter via fax – 08 8982 1901, email – [careers@outbackstores.com.au](mailto:careers@outbackstores.com.au) or post – ATTN: Human Resources, Outback Stores, GPO Box 1953 Berrimah NT 0828.

For your further information, it is Outback Stores policy that all applicants are required to successfully complete a Pre-employment Medical, National Criminal History Check, initial and then random testing for illegal drugs as part of the recruitment process.

Should you require any further information please contact Human Resources on 08 8982 1900 or visit our website – [www.outbackstores.com.au](http://www.outbackstores.com.au)



**Outback  
Stores  
managers**



## Code of Conduct

Outback Stores is committed to doing business with Communities, team members, suppliers and other stakeholders in accordance with our core values.

The Outback Stores Code of Conduct explains the standard of conduct required by all our team members when dealing with each other, communities, suppliers, contractors and anyone we interact with in our business.

## Our Values

### Integrity

We are committed to the principles of truth and honesty and we will be equitable, ethical and professional.

### Diversity

We respect and embrace cultural differences.

### Health & Safety

Health and safety is a fundamental element of all our activities.

### Simplicity

We value and practice simplicity.

### Quality

We measure quality by our stakeholder satisfaction.

### Accountability

As individuals we will be transparent, accountable to our organisation, stakeholders and each other.

## Our Integrity

Embrace and act in accordance with Outback Stores core values at work and work-related social situations, or any situation in which you are representing Outback Stores.

Make truthful statements, promises or commitments that you and Outback Stores are able to meet.

Learn and comply with Outback Stores policies and procedures, and all relevant laws.

Role model and share your knowledge about this Code with others. Raise situations you think could be in breach of the Code and encourage others to raise concerns.

## Our Conduct

### Fair Trading

Outback Stores will provide communities with the confidence that we will always be open, honest, trustworthy and transparent in all our dealings with them.

I will:

- Deal openly and honestly with customers.
- Follow safety and product information standards and action product withdrawals and recalls.
- Honour customers' rights to a refund or exchange.
- Ensure I follow health and safety guidelines for our customers.

Outback Stores will work with suppliers of goods and services in a constructive and fair manner.

I will:

- Deal fairly and honestly with suppliers and not use undue pressure, coercion or unfair tactics.
- Outback Stores will interact with competitors in a fair and reasonable manner.

I will:

- Deal fairly with competitors and not influence or restrict their dealings.
- Not enter into any discussions or agreements with competitors regarding prices, discounts or sales.
- Not misuse our position to restrict competition in the marketplace.

## Safety, Health & Wellbeing

Outback Stores will provide a working and shopping environment where team members and customers are safe. Outback Stores will not accept behaviour that puts at risk the safety of team members, customers, suppliers, contractors or anyone we interact with in our work with Outback Stores. This includes physical and psychological violence or harm, or threats of violence or harm.

I will:

- Ensure that the choice and awareness of nutrition is available for community stores in which Outback Stores trades.
- Behave in a way that ensures my safety and the safety of others. I will not put the safety of others or myself at risk.
- Follow all safety requirements.
- Attend fit for work, not under the influence of alcohol or other drugs/substances.
- Not possess or traffic illegal drugs or weapons at work.
- Not smoke on company premises except in designated areas.
- Maintain personal presentation standards.
- Maintain an appropriate work/life balance.

## Diversity and Equal Opportunity

Outback Stores is committed to diversity and equal opportunity. We will recognise and appreciate the value of our differences, internally amongst team members and also externally amongst communities, suppliers, contractors and anyone we interact with in our work with Outback Stores. We will not accept harassment, sexual harassment, discrimination, bullying or any other inappropriate workplace behaviour.

I will:

- Not unlawfully discriminate against people in the provision of our goods and services, and in all aspects of employment including recruitment, training, promotion, remuneration and benefits and termination of employment on prohibited grounds (such as age, gender, race, disability, religion, etc).
- Treat everyone that I interact with in the course of my employment with dignity, courtesy and respect.

- Contribute positively to an environment where team members and others I interact with can work and customers can shop without the distress or interference caused by harassment, sexual harassment, discrimination or bullying.
- Not make any disparaging or untruthful remarks about other team members, customers, competitors, contractors or suppliers.

## Conflict of Interest

Situations can sometimes arise where a team member has interests which can conflict with those of Outback Stores. For example, a conflict of interest exists where a team member makes an Outback Stores business decision, or influences a decision (of a supplier, customer, contractor, another team member), that provides a personal benefit to themselves or a related third party such as a partner, relative, business or associate. Outback Stores recognises there is potential for a conflict of interest in a range of situations involving team members, customers, suppliers and other parties, and will work with team members to resolve potential or actual conflicts of interest.

I will:

- Declare any actual or potential conflict of interest to Outback Stores.
- Ensure other employment does not impair my ability to perform my role for Outback Stores.
- Not accept gifts from customers, agents, contractors or suppliers.
- Only accept entertainment where it is an essential part of doing business, an existing business relationship exists, and the CEO has approved it.
- Only purchase merchandise direct from suppliers when it is an approved business requirement.
- Not offer or accept a bribe or engage in fraud.

## Confidentiality of Information

Information is considered confidential when it is not readily available to the public. The majority of information used throughout Outback Stores is confidential. If you are in doubt, treat information as confidential. Outback Stores will not accept the unauthorised disclosure of confidential information.

I will:

- Use confidential information solely for authorised purposes. I will not use it inappropriately to gain an advantage for myself or someone else, or to cause detriment to Outback Stores.
- Maintain accurate business records, including work attendance, merchandise and accounting records, and not falsify them.
- Enter into agreements with external parties to the extent that I have the authority and approval to do so.
- Process markdowns correctly and not take or give unauthorised markdowns.
- Pay for company or community stock or assets before consuming them or leaving the workplace with them.
- Process transactions correctly and not process my own transactions, or transactions for friends or family.

## Privacy

Outback Stores is committed to ensuring the privacy of individuals and safeguarding the personal information provided by team members, potential team members, communities, suppliers, contractors and anyone else we interact with in our work with Outback Stores. Outback Stores will not accept collection, use or disclosure of information for anything other than the purpose for which it is required.

I will:

- Respect the privacy of individuals.
- Respect information I have or know about team members, customers, suppliers, contractors and anyone else I interact with in my work with Outback Stores.
- Collect, retain and disclose information appropriately.

## Company Resources

Outback Stores will not accept deliberate or reckless damage to, or the theft or misuse of its resources, or the resources of others who we interact with in our work with Outback Stores. Resources include: stock, money, equipment, stationery, files, data, records, computer hardware and software, intellectual property and company work time.

I will:

- Use company resources for the purpose intended.
- Abide by copyright and trademark laws, including company logos.

## Who is Outback Stores?

### **Mission**

To make a positive difference in the health, employment and economy of remote indigenous communities by providing quality, sustainable retail stores.

### **Vision**

Outback Stores aspires to be the national manager of choice for quality, sustainable retail stores in remote Indigenous communities.

### **Core Values**

**Integrity:** We are committed to the principles of truth and honesty and we are equitable, ethical and professional.

**Diversity:** We respect and embrace cultural differences.

**Health and safety:** Health and safety are fundamental elements in all our activities.

**Simplicity:** We value and practise simplicity.

**Quality:** We work to the highest standards believing that Indigenous people deserve the best.

**Accountability:** We are transparent and accountable to our organisation, stakeholders and each other and we do what we say we are going to do.

### **About Us**

Outback Stores began trading in November, 2006.

The company was set up at a cost of \$48.1 million by a group of senior retailers drawn from large supermarket businesses such as Coles Myer and Woolworths, with the support of Federal Government body Indigenous Business Australia.

The concept sprang from a need to find a solution for issues that were becoming common in many Aboriginal communities – rising nutrition-related health problems, unreliable food supplies, empty shelves in stores and stores closing because of poor management and build-up of debt.

Outback Stores' role would be to form partnerships with communities by managing stores on their behalf so they become commercially successful and have reliable supplies of healthy, affordable food.

Any profits would go towards projects in the communities.

Outback Stores now operates stores across the Northern Territory, Queensland and Western Australia.

When Outback Stores comes in to manage a community shop, it works with a store committee to develop a management agreement. This agreement includes signing up to a business structure that ensures fair distribution of profits. It also covers operational issues such as no "book up", no debt and for stores to be separately incorporated.

## Store Managers

All Store Managers attend centralised Induction Programs and in store training before being appointed into the community and are supported by Area Managers, Relief Managers, professional systems, proper stock control and HR, IT and Finance staff.

Store employees are drawn from the local community and are encouraged to develop their skills and knowledge in the retail environment.

Much thought and planning goes into what is sold at the stores and nutritionists are involved in choosing the range in line with Outback Stores' mission to make a positive difference to the health of people living in remote communities.

The Nutritionists follow up by monitoring the stores to make sure the right products are being sold and that they are being displayed appropriately.

The sourcing of stock is also an important issue and Outback Stores' primary concern is that communities have reliable, affordable supplies of quality food and grocery items.

To meet this aim, it has a centralised supply to keep prices down and forms partnerships with as many local suppliers as possible.

## Salary Structure

### On commencement and during probation ~ 24 weeks

\$45,000 p.a.

### On appointment to store ~ after probation

\$55,000 p.a. (Store Manager)

\$50,000 p.a. (Assistant Store Manager)

In addition to your salary, your remuneration package includes: all electricity and power bills, telephone connection and cost of all local phone calls, fully furnished accommodation, six weeks' annual leave, annual return airfares, access to and use of a 4WD vehicle and where possible, satellite for internet and pay TV connections.

## Induction

The Store Manager Induction Program is a comprehensive program designed to introduce participants to the skills, knowledge and experience required in becoming a Store Manager and /or Assistant Store Manager working with a remote Indigenous community for Outback Stores.

The Induction Program, is made up of a series of modules, including, Community Engagement & Customer Service, POS System, Finance, Nutrition, Occupational Health & Safety, Cross Cultural and, as well as Outback Stores policies, procedures and specific systems. The Induction also introduces you to the Cert IV in Retail.

Please discuss accommodation options with Human Resources. A list of provisions will be forwarded upon Offer of Employment to assist with packing, however the best guidelines are 'luggage to the capacity of a dual cab Ute.

## Further Training

If you haven't already done so, you will be required to complete a Certificate IV in Retail Management via distance education. Should you be successful with your application, further details will be disclosed during the Induction Program.

***POSITION PROFILE***

*Store Manager*

<b><i>Position:</i></b>	<b>Store Manager</b>
<b><i>Location:</i></b>	Remote Communities
<b><i>Primary Purpose:</i></b>	This role is accountable for ensuring the effective store operations and customer service through the effective implementation and management of OBS retail operations policies and procedures and the development of local store initiatives.
<b><i>Reports to position:</i></b>	Area Manager
<b><i>Date:</i></b>	Thursday January 15 <sup>th</sup> 2009

**Section 1 – Key Performance Indicators**

List the responsibilities of the position and how the responsibilities are measured e.g. KPI: Operational Excellence; Measure: Understands and adheres to organisational policies and procedures.

**Section 2 – Experience**

Detail the experience required to undertake the position e.g. previous retail experience desired.

**Section 3 – Leadership/ Personal Attributes**

OBS Leadership Attributes required for position

For all other positions, detail the Personal Attributes required to undertake the position e.g. enjoys interacting with customers, enjoys being part of a team, has excellent communication skills.

Section 1	Key Performance Indicators	
KPI	Responsibilities	Measures
<p><b>Operational excellence</b></p>	<p>Implement agreed Area Operations strategy and comply with all relevant operations policies and procedures to ensure:</p> <p><b><u>Effective Retail Operations</u></b> Ensure compliance and effective store management of:</p> <ul style="list-style-type: none"> <li>• Stock ordering</li> <li>• Inventory management</li> <li>• Cash Handling</li> <li>• Dissipation</li> <li>• Store OH&amp;S requirements</li> <li>• Food handling and hygiene</li> </ul> <p><b><u>Workforce and Capacity Planning</u></b> Effective management of store staff, scheduling and rosters ensuring appropriate staffing structures based on sales volumes. Effective contingency for unplanned absences.</p> <p><b><u>Customer Service</u></b> Effective implementation and management of agreed OBS store customer service standards and procedures.</p> <p><b><u>Community Engagement</u></b> Effective engagement and support of the local community in accordance with OBS guidelines. Active management to improve the recruitment, promotion and retention of indigenous employees at store level.</p> <p><b><u>Compliance</u></b> Ensure store compliance with all OBS policies relevant to retail stores:</p> <ul style="list-style-type: none"> <li>• OH&amp;S</li> <li>• EEO &amp; discrimination</li> <li>• Recruitment</li> <li>• Food handling and hygiene</li> <li>• Industrial Relations</li> <li>• Ranging and pricing</li> </ul> <p><b><u>Systems &amp; Reporting</u></b> Manage the delivery of agreed monthly Store Operations reports for profits, sales, wages, dissipation, recruitment activity, turnover and training and development activity.</p>	<p>Sales, profit, and dissipation targets.</p> <p>Achieve wages budget.</p> <p>Targets for indigenous employment.</p> <p>Number of customer complaints and disputes.</p> <p>Number of employee complaints, disputes and Workcover claims.</p> <p>Employee turnover levels.</p> <p>Accurate, relevant and timely reporting.</p> <p>Audit results.</p>

Section 1	Key Performance Indicators continued ....	
KPI	Responsibilities	Measures
<b>Leading &amp; developing people</b>	<p>Effectively lead and develop the Store team ensuring optimum employee satisfaction and productivity by:</p> <ul style="list-style-type: none"> <li>• Adhering to all OBS HR policies &amp; procedures in the recruitment and management of employees.</li> <li>• Establish and support an open and honest working environment for employees fostering collaboration and teamwork.</li> <li>• Provide coaching and training to all employees to maximise their performance</li> <li>• Identify and recommend employees with potential to undertake higher levels of training and be appointed as Store Managers.</li> </ul>	<p>Employee retention rates.</p> <p>Employee complaints and disputes.</p> <p>Employee satisfaction levels.</p>
<b>Store Business Growth</b>	<p>Local Store initiatives are developed &amp; implemented in conjunction with the Area Manager to deliver:</p> <ul style="list-style-type: none"> <li>• Improved store profit, sales, cost management and customer service.</li> <li>• Improved engagement with local community.</li> <li>• Focus on continuous improvement of all Operations processes and procedures.</li> </ul>	<p>Reduction of area operational costs.</p> <p>Number of new initiatives implemented with positive impact on area profit and market share.</p>
<b>Values &amp; Behaviours</b>	<p>Behaves and acts to uphold OBS's values and code of conduct in all internal and external interactions by:</p> <ul style="list-style-type: none"> <li>• Communicating intentions and ideas openly and honestly.</li> <li>• When required challenge OBS employees, Board or external stakeholders to behave in accordance with OBS values and Code of Conduct.</li> <li>• Use OBS values and Code of Conduct as a basis for decision making.</li> <li>• Articulate to others how the OBS values and Code of Conduct support the achievement of OBS business objectives.</li> <li>• All OBS procedures and policies are implemented to protect OBS reputation, employees, regulatory requirements, property and profit.</li> </ul>	<p>Level of internal and external complaints or disputes relating to harassment or discrimination for function.</p> <p>Actual and potential conflicts of interests declared.</p> <p>Level of damage impacting OBS as a result of functional oversights.</p>

## Section 2: Technical Skills & Experience

Extensive retail experience.  
 Cultural intelligence; particularly relating to Australian indigenous cultures and issues.  
 Analytical interpretation and problem-solving skills.  
 Good business, communication, people management, stakeholder management and customer service skills.  
 Computer literacy.  
 Good problem solving and decision making skills.

## Section 3: Leadership/ Personal Attributes

Capacity to role model desired OBS values and behaviours.  
 Strong focus on collaboration, committed to growth, continuous improvement and customer service.  
 Good planning, time management and organisation skills.  
 Good negotiation skills.  
 Good coaching skills.

## Section 4: Organisation Profile

**Reports to:** Area Manager

**Budgetary responsibility:** Varies

**Organisation chart:**



**Direct reports:** Varies