

POSITION PROFILE

BRANCH MANAGER

REVENUE

Key Performance Activity:

- Achieve \$_____ in existing customer monthly revenue for the year
- Motivate and hold accountable reporting managers to sell a minimum of \$_____ per month in additional sales / project work each month
- Market to both existing and non-existing customers for additional project work. This can be done through email blasts, flyers, mailers, yellow pages, radio, etc.

Key Result:

Achieve total revenue of \$_____ in fiscal year ____

Comments:

PROFIT

Key Performance Activity:

- Manage total labor % from both direct and managerial labor (combined) to under 70%
- Manage janitorial supplies cost to under 2.75%
- Ensure resale supplies are marked up a minimum of 25% at all times. 30% being standard
- Price all additional work at a minimum of 50% markup
- Manage overtime to less than 0.30% to sales
- Go over financials and job cost with management team monthly and require swift action on low profit accounts

Key Result:

Achieve total profit of \$_____ in fiscal year ____

Comments:

CUSTOMER RETENTION

Key Performance Activity:

- Maintain personal relationships with all accounts over \$5,000 in monthly revenue. Establish monthly recurring calendar appt for partnership meeting and include the account supervisor. Perform inspections and record notes etc at each visit.
- Require managers to do the same with top 10 revenue accounts and submit inspections to you monthly
- Address any and all issues with competitive urgency. Everything should be resolved within 24 hours.
- Continuously reinforce and increase the value we bring to each customer.
- Ensure all customers are contractually secure at all times. Start trying to obtain each renewal at 12 months out. Also, renew at every possibility and with every change to the program.

Key Result:

Maintain a calendar year total lost / defection rate of < 2%

Comments:

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SAFETY

Key Performance Activity:

- Make sure managers perform required periodic safety trainings to a tee....without exceptions.
- Continuously preach safety and reinforce the importance of performing job functions safely.
- Make sure PPE is provided in EVERY case that it is required and available when desired (but not required)
- Periodically re-evaluate processes to ensure they are being performed safely.
- Ensure vehicles are maintained properly and kept safe

Key Result:

Operate the company safety program to ensure 0 recordables

Comments:

EMPLOYEE TURNOVER

Key Performance Activity:

- Perform in-depth interviews and maintain minimum criteria for all new hires. Continuously interview for all positions...even when fully staffed.
- Ensure new orientation and training procedures are completed on every new hire...without exception.
- Ensure annual reviews are completed on time for all team members.
- Have a succession plan in place for all management positions.
- Continuously upgrade team to reach 'A' or 'B' status

Key Result:

Achieve a 52-week rolling turnover rate of less than 50% (captured monthly)

Comments:

PERSONAL DEVELOPMENT

Key Performance Activity:

- Attend two training seminars per year
- Read one self or business-related book per year
- Reach industry certification of RBSM after one year

Key Result:

Strive for both personal and business-related growth

Comments:
