Career Pathways Example

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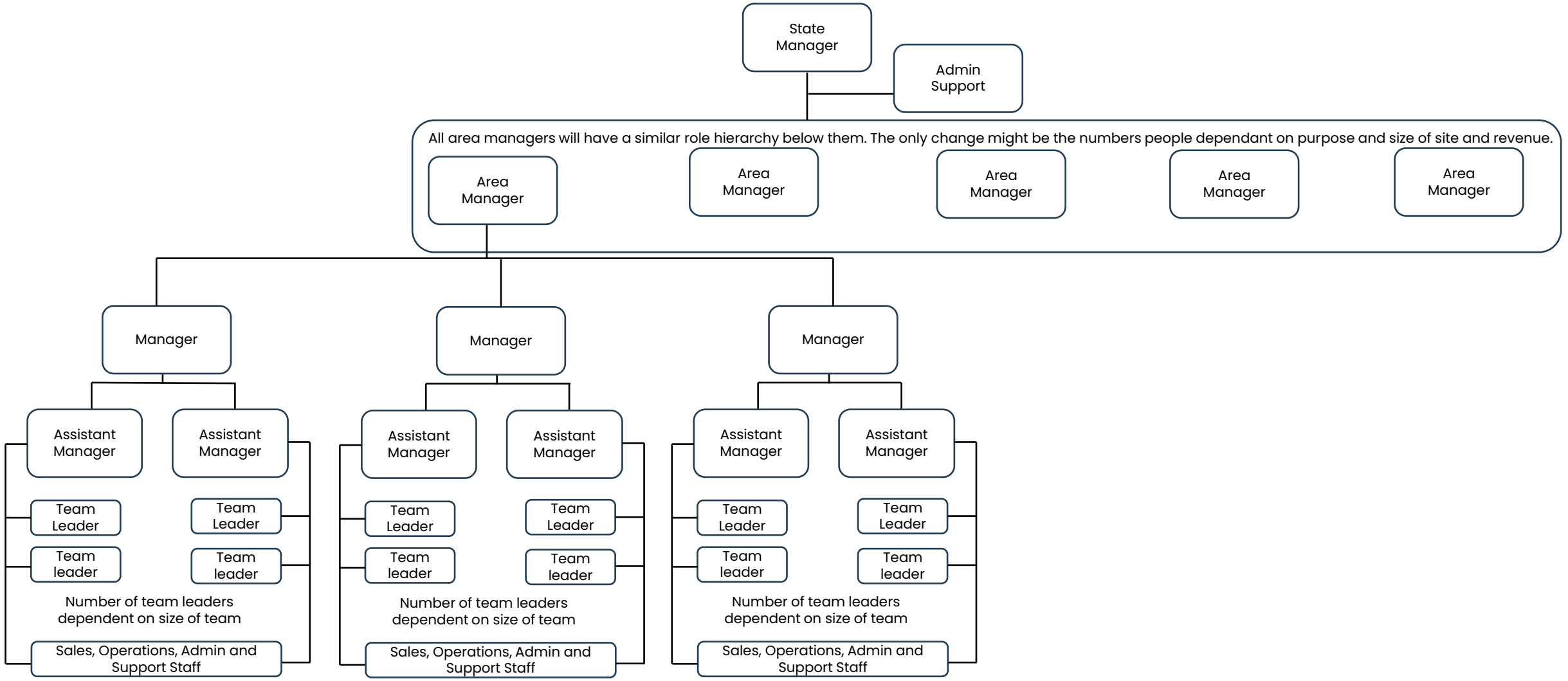
Business Transformation and Restructuring | Organisational Diagnostic | Organisational Development and Culture | Organisational Coaching

Career Pathways Example

Senior Management	State Manager	The State Manager drives growth, efficiency and effectiveness for operations across the state. They coach the Area Managers and establish the operating rhythms for the state. They are the lead engagement point to drive the implementation and embedding of company directives into the network.
Middle Management	Area Manager	Area Manager manage their area. They are accountable for the P/L of their area, customer experience & the overall management of their area. They coach and hold the Managers and Assistant Managers accountable to drive growth.
Operational Management	Manager Assistant Manager	Managers manages the day to day running of the team and site. They are accountable for the P/L of the site, customer experience & the overall management of the team. AM assists the Managers manage the site and manages COGS, Labor & Rostering and any support the manager needs..
Supervisors	Team Leader	An employee appointed by the employer oversee the team while on shift.
Administration and individual contributors	Admin Staff Sales Staff Operational Staff Support Staff	A undertake duties as directed within the limits of their competence, skills and training,

Org Structure example



Role hierarchy

Role	What leaders do at this level	What's different From the level below	How performance is measured	
State Managers	• Have a decision time horizon of up to 12 months • The lead the operations of their state • Leaders are involved in direct people management and are required to actively direct and influence others in the pursuit of specific and set objectives and represent the company when required. • Their primary planning focus is on their immediate area of responsibility within the current year but with an understanding of broader, longer-term implications • They ensure the delivery of the revenue growth and customer experience defined for their state and manage their operational budget in line with the goals set	• Their portfolio is much larger than the Area Manager roles and they are accountable to driving growth and customer experience for the whole state. • They need to think about the next 12 months across the state when it comes to making decisions that influence the allocation of resources, time and money to drive growth and customer experience. • They are managing much larger budgets and have a bigger scope of influence. • They usually travel once a week and will be primarily based in the state head office (where there is one). • They work closely with their internal stakeholders at a state level.	Weekly – Monthly State Sales and Comparison growth results Weekly – Monthly State EBITA results Turnover % Monthly Cost of goods sold and Labor %	Weekly – Monthly Customer feedback results Weekly – Monthly State operational performance results Employee Engagement Score Safety results
Area Managers	• Have a decision time horizon of up to 6 months • The lead the operations of their area of site • Leaders are involved in direct people management and are required to actively influence and direct others daily • They need to work closely with their Managers to drive effectiveness and efficiency for operations to meet and exceed the goals that have been set for the area (COGS, Labor, customer Exp, Revenue and EBITA) • They provide assurance that all sites they lead meets the organisation's standard	• They make decisions to improve growth and customer outcomes for their portfolio of sites • They won't be in the day to day running of the sites although they may jump in if required. • They coach and manage Managers to drive efficiency and quality in the sites they manage. • They will be in their portfolio of sites for at least 3 days a week. They lead the forecast of their sites for the upcoming month.	Daily - Sales and Comparison growth results Area EBITA results Daily - Weekly Area Revenue results Turnover % Weekly Cost of goods sold and Labor %	Daily - Weekly Area Customer feedback results Daily - Weekly operational performance results Employee Engagement Score Safety results

Role hierarchy

Role	What leaders do at this level	What's different From the level below	How performance is measured	
Managers	• Have a decision time horizon of up to 3 months • The lead the operations of the site they manage • Leaders are involved in direct people management and are required to actively influence and direct others daily • They need to work closely with their Area Manager, Assistant Managers to drive effectiveness and efficiency for operations to meet and exceed the goals that have been set (COGS, Labor, Customer feedback, Revenue and EBITA) • They provide assurance that the site they lead meets the organisational standard	• They are in the day to day running of their sites. • They are actively managing and coaching their teams daily. • They are accountable for their site • They lead the forecast of their site for the upcoming week.	Daily - Weekly sites EBITA results Daily - Weekly sites Sales and Comp growth results Turnover % Daily Cost of goods sold and Labor %	Daily - Weekly Customer feedback Daily - Weekly Operational metrics Employee Engagement Score Safety results
Assistant Manager	• Have a decision time horizon of up to 1 week • Leaders are involved in direct people management and are required to actively influence and direct others daily • They need to work closely with their Manager (where in place), Team Leaders and team to drive effectiveness and efficiency for operations to meet and exceed the goals that have been set (COGS, Labor, Customer feedback, Revenue and EBITA) • They will manage and allocate Labor (rostering) and stock in consultation with their Manager	• They help manage the team day to day at the sites. • They manage the rosters and arrange cover where needed. • They manage issues escalated from the team and escalate issues to the Manager as needed. • They have accountability to ensure stock is ready and available to meet the forecast.	Daily sites EBITA results Daily sites Sales and Comp growth results Turnover % Daily Cost of goods sold and Labor %	Daily sites Customer feedback Daily operational results Employee Engagement Score Safety

Role hierarchy

Role	What leaders do at this level	What's different From the level below	How performance is measured	
Team Leader	• Having a decision time horizon for their shift and will also need to consider impact to the following shift. • They ensure the shift runs with the resources allocated to the shift. • They ensure there is sufficient stock and available to meet demand. • They allocate team to meet customer demands • They are on the floor with the team performing their duties. • If they are the most senior person on shift, they deal with and manage escalations from team including difficult customers.	• They are in a supervisory role where they manage people and resources to fulfil the needs of the shift.	Relevant Operational metrics (speed, accuracy, mistakes etc)	Customer feedback Safety

Role hierarchy

Role	What individuals do at this level	How performance is measured
Sales, Operations, Admin and Support Staff	• Perform duties as assigned by position description. • Adhere to all safety and security policies and procedures. • Work effectively as part of a team to ensure efficient operations. • Communicate clearly and effectively with other team members and management. • Perform other duties as assigned by the Team Leader or Manager • Greet customers with a friendly and welcoming attitude. • Handle customer inquiries and resolve any issues promptly. • Assist with inventory management and restocking supplies as needed. • Maintain a clean and organised work area	• Safety • Customer feedback and complaints • Relevant operational metrics (speed, quality and accuracy) • Organisational values

Development Pathway example

Development Category		Individual contributors	Team Leader	Assistant Manager	Manager	Area Manager
Induction	New	Team relevant training	2 weeks on site training	3 Weeks on site training	4 Weeks on site training	
	Existing		1 week on site training	2 Weeks on site training	3 Weeks on site training	
Core (Level 1)			Leadership Basics	Leadership Basics	Leadership Basics	Leadership Basics
Core (Level 2)			Team Leader program	Assistant Manager program	Manager program	
Compliance		Code of conduct	Code of conduct	Code of conduct	Code of conduct	
		IT Security Awareness	IT Security Awareness	IT Security Awareness	IT Security Awareness	
		Safety Essentials	Safety Essentials	Safety for Leaders	Safety for Leaders	
		Bullying and Harassment	Bullying and Harassment	Bullying and Harassment	Bullying and Harassment	
		Emergency evacuation	Emergency evacuation	Emergency evacuation	Emergency evacuation and response	
			Conflict resolution	Conflict resolution	Conflict resolution for leaders	
			Manage Time and Attendance	Manage Time and Attendance	Manage Time and Attendance	
			Finance Essentials	Finance for Managers	Finance for Managers	Finance for Area Managers
					Procurement and Expenses for Managers	Procurement and Expenses for Area Managers