

FIDDLEHEADS
BOARD OF DIRECTORS MEETING
November 5, 2014
105 Huntington Street, New London

Time	Topic	Resource	Board Action/ Outcome	Leader
6:30-	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be leaders in serving our members. May we conduct this meeting by empowering each other, treating each other with kindness, and maintaining an atmosphere of mutual respect.</i> Check-in			President
6:30- 6:35	Agenda Review		Make adjustments	President
6:35- 6:40	Member Comments			President
6:40- 7:00	Executive Session • To discuss personnel matter		Take action as needed	
7:00- 7:10	Minutes September 30 and October 13 minutes (Board Packet)		Accept minutes	President
7:10- 7:15	President's Report (Board Packet) Note: information regarding NCGA contract to be discussed separately, see below			
7:15- 7:20	Manager's Update (Board Packet)		Ask questions as needed	President
7:20- 7:50	GM Monitoring Report (Board Packet) B6 Staff Treatment and Compensation		Review and accept	
7:50- 8:10	Board Discussion <i>What next steps should we take as a board to communicate with our staff?</i> Prior to discussion review staff questions sent to the board president from the co-manager (board packet) <i>What action does the board recommend regarding the contract with NCGA Development Cooperative?</i> Prior to discussion review the email correspondence between Board Treasurer and Consultant Frank Worrell	Staff questions in board packet President's Report	Develop a plan Recommend next steps	
8:10- 8:15	Consent Items-Any item can be removed for discussion at the request of a board member • Board Monitoring Report C3 Agenda Planning • Board Monitoring Report C4 Meetings		Approve consent items not removed	
8:15- 8:20	Consent Agenda Items Needing Discussion		Approve after discussion	
8:20- 8:30	Closings • November 21 draft agenda (Board Packet) • Meeting Checklist <ul style="list-style-type: none"> ○ Everyone was present physically and attentively ○ No sidebar conversations ○ Maintain topic focus ○ Everyone had a voice and was heard ○ Be honest but not brutal ○ Don't monopolize ○ Clarify the purpose of each agenda item to 		Review Evaluate meeting process: what worked and what needs improvement	President President

	<ul style="list-style-type: none"> begin ○ Signal if you feel personally attacked, disrespected, or put down • Review Decisions, Tasks, Assignments • Adjourn Meeting 			
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Board Packet

1. September 30 minutes
2. October 13 minutes
3. President's Report
4. Manager's Report
5. Monitoring Report
6. Handbook Revisions
7. Handbook Revisions-Grievance
8. Grievance Committee Process and Forms
9. Personnel Files
10. Staff Questions for Board
11. Board Monitoring Report C3 Agenda Planning
12. Board Monitoring Report C4 Meetings

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

I. CALL TO ORDER

Susan Zimmerman called to order a special meeting of the Fiddleheads Board of Directors at 6:04 p.m. on Tuesday September 30, 2014 at 105 Huntington Street, New London, CT.

II. ATTENDANCE

The following Board members were present:

Susan Zimmerman, President
Mark Roberts, Vice President
Sue Phillips, Secretary
Ellen Clinesmith (arrive 6:31 p.m.)
Carolyn Wilson
Ed DeMuzzio
Mona Harmon-Bowman
Bonnie Tompkins
Suzanne Cattanach (arrived 6:06 p.m.)

The following additional persons were present:

Sheila Herbert, Acting Co-Manager
Kristin DeMuzzio, Acting Co-Manager

III. AGENDA REVIEW

Summary: Anticipate that Board Discussion on communication between board and acting co-managers will be part of discussion of their responsibilities, so we are combining those under Board Discussion.

IV. MEMBER COMMENTS

No members present.

V. MINUTES OF PRIOR MEETINGS

A. Minutes of September 16th

No edits.

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

MOTION to accept: Mark Roberts

SECOND: Suzanne Cattanch

All in favor

VI. PRESIDENT'S REPORT

Written report is in Board Packet.

Further clarity was provided as to “personnel issue.” Acting Co-Managers and member-owner HR consultant had approached President with a personnel issue. President consulted with a co-op employment lawyer who was suggested by one of the Acting Co-Managers. Attorney was viewed as an appropriate resource for management and President did not “engage” attorney but facilitated Acting Co-Managers in entering into retainer agreement in order to begin addressing situation as an operational issue. In the future acting co-managers will seek appropriate external guidance in such matters without involving board.

VII. MANAGERS REPORT

Overview: This was an oral report.

First, mentioned that there will be a food stroll on October 15th and co-op will be remaining open with specials.

Second, construction of the cooler using Coolbot technology will begin shortly. A 2-door cooler unit has been purchased for use in the front of the store for Grab ‘n Go.

Third, almost up to full staffing.

Fourth, this weekend is co-op fair – starts at 10:00 a.m. on Saturday, will have representatives of various local/SE CT co-ops.

Fifth, soup service will start later this week. Mange Tout will be providing daily hot soup for purchase in the café area, 7 days a week.

Project Plan for Operationalizing Grievance Review Board:

Document included in Board Packet.

Kelleen Giffin is member-owner HR consultant. She is providing templates that are being reviewed by Acting Co-Managers. They find her very helpful.

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

They have developed a uniform grievance form, and this will be distributed to complainant(s) who will then return to officially pursue grievance.

Workplace Incident of 9/12/14:

Has been handled as was presented in President's written report and a one-page summary distributed by Acting C-Managers. Acting Co-Managers feel that they have obtained useful information and addressed the situation appropriately, but are ensuring that all staff members feel comfortable as well, as this incident involved potential threat of violence by a non-employee.

Organizational Status:

Brief presentation of changing model of staff meetings, particularly efforts to directly engage and work with staff in planning and running meetings. Goal will be full transparency and full investment, involvement and engagement in meetings by all staff. Acting Co-Managers feel like staff development is one of the most important organizational goal right now.

Acting Co-GMs are also interested in working with CDS to conduct a staff survey which would involved both paper surveys and interviews with various staff. Goal would be to obtain information to further help strengthen staff relationships and mutual trust between management and staff.

VIII. BOARD DISCUSSION

A. Acting Co-Manager Responsibilities and Communication Between Board and Acting Co-Managers

Co-op has been in "fire fighting mode" operationally, with Acting Co-Managers primarily responding to immediate situations with some consultation with Board President. We need to determine, in the absence of a lot of information, whether and how to try to change this by either attempting to build capacity in Acting Co-Managers to start functioning more like we might if there was still a full-time on-site trained General Manager or by hiring outside interim manager.

One focus needs to be on how we can receive updates from Acting Co-Managers in the absence of familiarity with current monitoring report status.

Another focus needs to be what support Acting Co-Managers need to be able to function in this role effectively.

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

Both Acting Co-Managers are eager to learn as much as they can during this period of interim management. They are open to taking on task of learning the GM monitoring system and attempting to submit reports. They also are eager to implement new ideas if Board will support them in doing so.

There was a suggestion that we look at upcoming GM monitoring reports and see which ones are most important. Treasurer is willing to work with Acting Co-GMs and Bookkeeper to work on quarterly financials for November.

For October Board would be willing to forego a report on Planning and Budgeting and would like a report on Staff. President will make sure the Acting Co-GMs have both reports from prior year and models from CBLD library.

For November Treasurer will assist Acting Co-GMs to prepare monitoring reports on both Planning and Budgeting and Quarterly financials.

In general, Acting Co-GMs already have our policy manual and will be provided with a full set of past monitoring reports and instructed in how to access CBLD library.

Acting Co-GMs do feel (as mentioned in Managers' Report) that they have adequate external resources right now to perform duties expected of them and that they are comfortable using Board and Board Members as resource for input as they make operational decisions independently.

Finally, Acting Co-GMs feel that they are clear on full GM responsibilities and believe that they are able to execute with the understanding that they have been put into position unexpectedly and will have a steep learning curve.

B. Review Code of Conduct

This is being tabled to end of meeting or a future meeting as time permits.

IX. ACTION ITEMS

A. Appoint Member-Owners to the Hearing Panel

Motion to appoint JD Edwards to grievance panel.

Motion: Ellen

Second: Mark

All in favor

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

Appointment of second member will be deferred to an email decision after we learn availability of one or both additional candidates. We will appoint first person who indicates willingness and the other will be appointed as an alternate. Candidates are Arthur Lerner and George Dowker.

B. Approve Revised Electronic Communications Guidelines

This is being tabled to end of meeting or a future meeting as time permits.

C. Approve October 14th (13th) Meeting Date

Motion to have a meeting on Monday October 13th at 6:00 p.m. at 105 Huntington.

Motion: Mark Roberts

Second: Ed DeMuzzio

All in favor

Goal is for this to be a short meeting. Agenda TBD.

X. EXECUTIVE SESSION TO DISCUSS PERSONNEL MATTER

Motion to go into executive session at 7:29 p.m.

Motion: Mona Harmon-Bowman

Second: Mark Roberts

All in favor

Executive session was exited at 8:29 p.m. No notes were taken and no voting occurred.

XI. CONSENT AGENDA

No action was taken on the consent agenda at this meeting.

XII. ADJOURNMENT

Prior to adjournment Bonnie Tompkins announced the difficult decision to resign from Board.

Motion to adjourn at 8:37 p.m.

Motion: Mark Roberts

Second: Ellen Clinesmith

All in favor.

* * * * *

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of September 30, 2014 [Draft prepared October 6, 2014]

Draft minutes prepared by Sue Phillips on September 30, 2014.

Draft minutes reviewed and prepared for submission to Board by Sue Phillips on October 6, 2014.

Minutes approved by vote of the Board on _____ and put into final form by Sue Phillips on _____.

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of October 13, 2014 [Draft prepared October 24, 2014]

I. CALL TO ORDER

Susan Zimmerman called to order a special meeting of the Fiddleheads Board of Directors at 6:30 p.m. on Monday October 13, 2014 at 105 Huntington Street, New London, CT.

II. ATTENDANCE

The following Board members were present:

Susan Zimmerman, President
Mark Roberts, Vice President
Sue Phillips, Secretary
Carolyn Wilson
Ed DeMuzzio
Mona Harmon-Bowman
Suzanne Cattanach

The following Board Members were absent:

Ellen Clinesmith

The following additional persons were present:

Hinda Kimmel, Employment Attorney

III. AGENDA REVIEW

Summary: No changes.

IV. MEMBER COMMENTS

No members present.

V. MINUTES OF PRIOR MEETINGS

A. Minutes of September 30th

Inadvertently omitted from Board Packet. Tabled until next meeting.

VI. EXECUTIVE SESSION TO DISCUSS PERSONNEL MATTER

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of October 13, 2014 [Draft prepared October 24, 2014]

Motion to go into executive session at 6:37 p.m. and to include Hinda Kimmel.

Motion: Mark Robert

Second: Carolyn Wilson

All in favor

Executive session was exited at 8:18 p.m. No notes were taken and no voting occurred.

Suzanne Cattanaach departed the meeting at 7:37 and was not a part of subsequent activities.

Motion to accept attorney's report of investigation that was presented in executive session.

Motion: Mark Roberts

Second: Ed DeMuzzio

All in favor

VII. PRESIDENT'S REPORT

Overview: Written report is in Board Packet.

President distributed a letter from a member that reflects negative member perceptions related to staff turnover – but this may or may not be related to staff reports of member discontent that are included in President's report.

As an initial matter there will be some planning for Board member attendance at a staff meeting to begin explaining how policy governance works and what the Board's role is vis-à-vis both members and staff. The Board will be considering ways to have better member outreach and the member outreach team at co-op is also working on this. There were many suggestions forwarded from our CDS consultant as to ways to have better Board visibility to both staff and members.

VIII. ADJOURNMENT

Motion to adjourn at 8:37 p.m.

Motion: Mark Roberts

Second: Sue Phillips

All in favor

* * * * *

Draft minutes prepared by Sue Phillips on October 13, 2014.

Draft minutes reviewed and prepared for submission to Board by Sue Phillips on October 24, 2014.

FIDDLEHEADS BOARD OF DIRECTORS

Board Meeting of October 13, 2014 [Draft prepared October 24, 2014]

Minutes approved by vote of the Board on _____ and put into final form by Sue Phillips on _____.

PRESIDENT'S REPORT

October 28, 2014

To keep the board fully informed in the absence of the GM, I am submitting a report of my activities since our board meeting on October 13, 2014. These are the activities as of the date of the board packet.

- Met with Sheila and Kristin to plan agenda for October 28th meeting. (See agenda and email for details)
- Met with Petie Reed to discuss retail space in Parcel J. Petie is following-up with a written proposal
- Participated on Board Support Call with Joel Kopischke (See call summary below)
- Sent letter in response to member correspondence (See letter below)
- Discussed member communication with Jessica James-Carnes. (Article for newsletter below)
- Updated CFNE Loan Officer Jen Caruso on Parcel J and management changes
- Finalized board appointment of George Dowker to Hearing Review Panel
- Discussed next steps with Hinda Kimmel in two phone conversations
- Received invitation from Jen Caruso to participate in cross co-op initiative and responded to doodle (see email invitation below)
- Responded to emails from Kyle Klewin regarding Parcel J (see emails below)
- Reviewed email correspondence regarding NGCA contract with Treasurer (see emails between consultant and Treasurer below)

Co-manager meeting

AGENDA

Meeting with Acting Co-managers
October 13, 2014

1. Review draft agenda
 - a. Staff Treatment Monitoring Report?
 - b. Board Budget and Calendar for 2015?
 - c. Manager's Update?
 - d. Other topics for the agenda?
2. Update on GM investigation
3. Food Stroll emails and text

4. CDS Consulting Services
5. Update on Hearing Review Panel
6. Board-Staff Meeting
7. GM Project Plan
8. Other topics for discussion

Sheila and Kristin,

Thanks for a good meeting yesterday to discuss the agenda for the October 28th meeting. It is great we have established a regular meeting time on Monday at 2:30 two weeks before each board meeting.

To sum our meeting, this month's agenda will include the Staff Treatment Monitoring Report and a Manager's Update. We talked about including sales information in the update report. A suggestion from a board member at last night's meeting is to look at trends in members sales to identify regular shoppers who may have stopped shopping recently. I don't know if this data is available from our POS system?

Thanks for your input on the 2015 board budget and board calendar.

I think we had a good discussion on how the staff know we are a governance board. As we discussed, I will add time for the proposal for a board-staff meeting to the agenda for the October 28th meeting.

My meeting with Petie was excellent and she is sending me a proposal. It was nice to have such a fun discussion given all the difficult ones.

Susan

Board Support Call

Susan & Sue & Mona & Kristin,

Thanks for the call yesterday!

We talked about:

- the report from the Attorney regarding the investigation and next steps leading up to and at Oct 28 mtg

- PR & "bad buzz"
 - how widespread? how lasting? there are pros and cons to doing a member survey. if management feels strongly about pursuing it, Joel can provide some guidance. regardless, it's important to focus on improving where we need to improve. good communication with members focused on positives (while acknowledging shortcomings) and emphasizing our Ends.
- Governance vs working board and staff questions.
 - being gathered now. can be used to help build an FAQ for employees. Joel can help with answers.
- Accepted Carolee's GM search proposal
- Board Recruitment
 - attached are some sample candidate packets showing different approaches
 - the most important aspect is that expectations are clear--no surprises after getting elected! that means possibly requiring a signed conflict of interest form and/or code of conduct prior to getting on the ballot. again, Joel can help with development of packet.
- Member labor. here are some resources on legalities and risks
 - <http://www.cooperativegrocer.coop/articles/2012-01-18/who%E2%80%99s-watching-member-labor-retail-food-cooperatives>
 - <http://www.post-gazette.com/frontpage/2014/08/29/Legal-concerns-end-volunteer-system-at-East-End-co-op/stories/201408270011>
 - <http://www.sevendaysvt.com/vermont/why-some-co-ops-are-killing-off-their-member-labor-programs/Content?oid=2425859>

Thanks again and let me know if you have any questions.

Peace.
Joel

Navarre Letter

October 14, 2014

Karen Navarre
122 Vauxhall Street
New London, CT 06320

Dear Karen,

Thank you for letting the Fiddleheads Board of Directors know about your recent experience at Fiddleheads. We are sorry to hear was not a good experience.

The board has asked our acting co-managers Sheila Hebert and Kristin DeMuzzio to respond directly to your concerns.

On behalf of the Board of Directors, I want to thank you for the ways you are supporting Fiddleheads Natural Foods Coop.

Sincerely

Susan Zimmerman
President
Fiddleheads Board of Directors

Newsletter Article

FROM THE FIDDLEHEADS BOARD OF DIRECTORS

The Fiddleheads Board of Directors has been meeting frequently these past few months. We have had lots of personnel and expansion issues to discuss.

As you have no doubt heard, we are experiencing growing pains at Fiddleheads. For those of you who have raised a child to adulthood, you might liken what is happening to the day you give your 16-year-old the keys to the family car. As a parent you felt pride that your child was accepting adult responsibilities. In that same way, the board is proud of the store's successful growth. But just as the parent and the teen need to form a new relationship, our success is bringing changes in relationships at the store.

In the early days of our store, we could manage staff relations with a direct conversation. We've grown. Direct conversation has had to give way to a more formal personnel process that aims to ensure staff is treated fairly and proper systems are utilized to help us move toward becoming a model workplace.

Those of you who remember the camaraderie of unloading the truck each Wednesday perhaps feel the store isn't the same when unfamiliar staff replace familiar working members. But let's not forget the stress on working members as the orders got larger and larger. Or the stress on our managers to make sure there was adequate store coverage.

Perhaps you can relate to our dilemma as a board if you think how much easier it was when you could grab a toddler out of harm's way rather than worry about your teen behind the steering wheel of a car. Our board needed to grow from a role directly managing the store to delegating day-to-day operations to a full-time General Manager. Our work on behalf of the Fiddleheads members has shifted to setting strategic direction, establishing clear expectations, and monitoring operational performance.

Have all these growing pains at Fiddleheads gone as smoothly as we would have liked? No they haven't! We welcome feedback letting us know what is working well for you and what we can improve to be the great community resource you have asked to be.

Change is a-comin as the board moves forward with new plans for the store. We are beginning the search for a GM with co-op and grocery experience. Staff has already expanded into our new space giving us the opportunity to offer wonderful new products. The board continues to look at the possibility of another expansion into a new location. While change can be difficult and we sometimes feel nostalgic for the way things were, we believe that our continued growth means more great things for our community.

Help us direct the change in the ways that best serve you. How we can make our future together work?

To celebrate the hard work our board and our staff have been doing this year, the board is planning to host a holiday party. It will be an opportunity to relax and reflect. Watch for details in a future eblast and store announcement.

We end with a heartfelt thank you from the Fiddleheads Board of Directors for all you do to support our store!

Cross Sector Coop

Hello (as it happens) Ladies!

I've spoken to each of you briefly about the concept of forming a state based cross-sector co-op / credit union alliance, essential a CT Co-op Business Alliance, if you will. Tom Decker, NCBA, would like to host a conference call for the bunch of us to begin that conversation. Are you game? If so, please fill out this doodle

poll: <http://doodle.com/mhyy93qvai4grpue>

I've made a quick list of other co-ops we could bring into the conversation, but figured we'd start with a small group that already knows each other. Joanne, Tom did mention a women named Kathy. Is that Kathy Chartier of Members CU? Would you like to reach out to Kathy? I understand that you're friends.

[Credit Union League of Connecticut](#) – nonprofit trade assoc (a federated co-op?) providing service to ~130 credit unions in CT.

[Noank Aquaculture Cooperative](#), James Markow

[Noank Community Market](#), a Co-op. *Stacy Shaw, General Manager & Deb Schoolcraft, Assistant Manager*

[Central Connecticut Co-op Farmers' Assoc](#) founded in 1938, it's the only farmer owned and operated feed mill in Connecticut

[Steampunk Cafe](#) – worker-owned, Arcade · Collectibles Store · Coffee Shop in Danielson, CT

[UConn Co-op Bookstore - University of Connecticut](#)

[Swift Waters Artisans' Cooperative](#) ... and many others.

[North End Artists Co-op](#)

[CT Muse Art Cooperative](#) ?

[Connecticut River Artisans Co-op](#)

Talk to you soon,

Jen

Emails with Kyle Klewin

All I wanted to report to you that Parcel J DID NOT obtain CHAMP funding this round. This is not the outcome we wanted but we plan to submit in December's round and are optimistic we will obtain funding in December's round which will be announced in March 2015. This will push the anticipated start date to the fall of 2015.

Kyle Klewin

Partner

From: Susan Zimmerman [susanpzimmerman@sbcglobal.net]
Sent: Friday, October 17, 2014 8:31 AM
To: Kyle Klewin
Cc: Ed DeMuzzio; Mark Roberts
Subject: Re: Meeting with Fiddleheads

Kyle

Sorry not to be in touch sooner. Yesterday was a travel day to LA for a family wedding and I am just now catching up with emails.

I will be back the end of next week and our next board meeting is October 28. Hope after that we can get you a time table.

Susan

Sent from my iPhone

On Oct 16, 2014, at 12:09 PM, Kyle Klewin <kklewin@klewin.com> wrote:

thanks! do you have an idea on timing? Thanks again!

Kyle Klewin
Partner

From: Ed DeMuzzio [EDeMuzzio@GoCCI.com]
Sent: Thursday, October 16, 2014 3:04 PM
To: Kyle Klewin
Cc: Mark Roberts; Susan Zimmerman; Ed DeMuzzio
Subject: RE: Meeting with Fiddleheads

Kyle,
We do not have an equipment list or a store layout yet.
We are working on it and will provide it as soon as we have it.
Ed

Ed DeMuzzio
Treasurer
FiddleHeads Food Co-op
www.FiddleheadsFood.Coop
860.701.9123

-----Original Message-----

From: Kyle Klewin [mailto:kklewin@klewin.com]

Sent: Thursday, October 16, 2014 2:04 PM

To: Susan Zimmerman; Ed DeMuzzio

Cc: Mark Roberts

Subject: RE: Meeting with Fiddleheads

Hi Susan

I wanted to follow up to see if you could send me your equipment list and store layout.

Thanks!

Kyle Klewin

Partner

Klewin Construction, Inc.

1880 Century Park East, Suite 600

Los Angeles, CA 90067

TEL 213 800-3919

FAX 305 709-0715

CELL 954 707-2303

EMAIL kklewin@klewin.com

WEB klewin.com klewingaming.com

NCGA Development Cooperative Study

Susan,

Please review the email correspondence below.

I have also attached the last pro forma that he provided. It does not reflect any changes to the equipment and leasehold improvements that I requested after our discussion with klewin. I have not discussed this with the co-managers.

Ed

From: Ed DeMuzzio **Sent:** Thursday, October 16, 2014 6:18 PM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Frank,

I'm not happy with your response.

Seems like a conflict here. You want to get paid based upon a signed contract yet you do not want to complete the contract.

I will have to discuss it with the acting GM's and the Board.

Ed

Ed DeMuzzio

Treasurer

FiddleHeads Food Co-op

www.FiddleheadsFood.Coop

860.701.9123

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Wednesday, October 15, 2014 11:41 AM **To:** Ed DeMuzzio **Subject:** RE: Labor

Ed,

We had planned to close out the current contract per my previous communications and reach agreement on work done to that point.

We are not able to incur addition costs as requested under the current circumstances. We work directly with Co-op General Mangers as opposed to Board members and as you know we no longer have contact with Richard and have lost any momentum we had up to that point.

We trust you will remit payment for work completed which as I indicated amounts to \$4250.00.

Please let me know your position on this matter.

If you are interested in future work we would be glad to discuss after a General Manager is appointed and once Fiddleheads has attained membership in NCGA.

Thanks

Frank

=====

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

2610 University Avenue West, Suite 210, Saint Paul,
Minnesota 55114
Phone: 651-269-0329
frank.worrell@ncga.coop | www.ncga.coop

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facebook.com/coop.strongertogether or twitter.com/strongrtogethr*

From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Monday, October 13, 2014 2:16 PM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Frank,
Happy Columbus Day.

New information for your pro forma:

- Attached is the proposed floor plan
- The developer will provide the project manager, no cost to us

- The developer will purchase and install equipment and has accepted \$1.6 mill as the cost and he will pay for it
- The developer will provide the space and leasehold requirements as part of the project

Given these changes, can you adjust your sources and uses and financials to reflect these changes?

Also, there isn't any need for PJ to view the site since it is not built but I assume he can provide the design based upon the floor plan.

Any questions/comments?

Ed

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Wednesday, October 01, 2014 3:36 PM **To:** Ed DeMuzzio **Subject:** RE: Labor

Ed,

Any increase over the total Personnel Total of 20% first quarter, 19% second quarter, and 18% 3rd quarter and ongoing.

Thanks

Frank

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

2610 University Avenue West, Suite 210, Saint Paul,
Minnesota 55114

Phone: 651-269-0329
frank.worrell@ncga.coop | www.ncga.coop

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facebook.com/coop.strongertogether or twitter.com/strongertogether*

From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:**
Wednesday, October 01, 2014 2:24 PM **To:** Frank Worrell **Cc:** Ed
DeMuzzio **Subject:** RE: Labor

Can you explain what you meant by any significant increase in labor?

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Wednesday,
October 01, 2014 2:56 PM **To:** Ed DeMuzzio **Subject:** RE: Labor

Thanks

Frank

=====

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

2610 University Avenue West, Suite 210, Saint Paul,
Minnesota 55114
Phone: 651-269-0329
frank.worrell@ncga.coop | www.ncga.coop

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From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Wednesday, October 01, 2014 11:10 AM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Sorry, not yet.

We will discuss tomorrow and hopefully have a decision.

ed

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Wednesday, October 01, 2014 11:41 AM **To:** Ed DeMuzzio **Subject:** RE: Labor

Hi Ed,

I have a team meeting tomorrow. Any decision on wrapping up the contract with a change in fees to work already completed?

Let me know if you have made a decision yet.

Thanks

Frank

=====

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

2610 University Avenue West, Suite 210, Saint Paul,
Minnesota 55114
Phone: 651-269-0329

frank.worrell@ncga.coop | www.ncga.coop

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Join our community online at strongertogether.coop,
facebook.com/coop.strongertogether or twitter.com/strongertogether*

From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Monday, September 22, 2014 5:08 PM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Thank you.
I will get back to you.
Ed

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Monday, September 22, 2014 9:23 AM **To:** Ed DeMuzzio **Subject:** RE: Labor

Ed,

We have incurred \$4250.00 as of now.

Thanks

Frank

=====

Frank Worrell
Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

2610 University Avenue West, Suite 210, Saint Paul,
Minnesota 55114

Phone: 651-269-0329
frank.worrell@ncga.coop | www.ncga.coop

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From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Sunday, September 21, 2014 11:05 AM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Frank,
Thank you for your suggestion.
Before we respond, can you please provide the costs incurred to date?
Ed

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Tuesday, September 16, 2014 4:28 PM **To:** Ed DeMuzzio **Subject:** RE: Labor

Ed,

Here is the contract.

Thanks

Frank

=====

Frank Worrell
Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

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Minnesota 55114
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From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Tuesday,
September 16, 2014 3:14 PM **To:** Frank Worrell **Cc:** Ed
DeMuzzio **Subject:** RE: Labor

Frank,
Thank you for the suggestion.
I will discuss it with susan and get back to you. For now, let's hold off
on PJ's onsite visit.
Richard is on leave so could you please send me a copy of the
contract?
Ed

Ed DeMuzzio
CCi ComputerWorks
860-439-1087
www.GoCCi.com

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Monday,
September 15, 2014 9:34 AM **To:** Ed DeMuzzio **Subject:** RE: Labor

Ed,

Based on our call with PJ I would not lower the estimated project cost
at this point. That means the labor number would have to be

achieved to meet the Debt Service Coverage Ratio.

I discussed the most recent phone calls and e-mails between Richard and you with Dave Blackburn, our Executive Director. We question the need to send PJ Hoffmann for an onsite visit as detailed in the contract given all of the facts at this point. We do not see the project cost going down.

If you agree we would suggest that we bring the contract to a close and reduce the fee to reflect work done to this point.

Please let me know your thoughts.

Thanks

Frank

Frank Worrell

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From: Ed DeMuzzio [<mailto:EDeMuzzio@GoCCI.com>] **Sent:** Sunday, September 14, 2014 9:09 AM **To:** Frank Worrell **Cc:** Ed DeMuzzio **Subject:** RE: Labor

Ok Frank. Does this have any effect on your projections?

From: Frank Worrell [<mailto:frank.worrell@ncga.coop>] **Sent:** Friday, September 05, 2014 10:32 AM **To:** Ed DeMuzzio **Subject:** FW: Labor

Ed,

Below is what I sent to Richard yesterday.

Thanks

Frank

=====

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

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Minnesota 55114
Phone: 651-269-0329
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From: Frank Worrell **Sent:** Thursday, September 04, 2014 2:46 PM **To:** Richard Virgin (fiddleheadsgm@gmail.com) **Cc:** Dave Blackburn **Subject:** Labor

Hi Richard,

I have reviewed the labor and the Proforma again at length. While I can increase the labor costs from the original we had, any significant increase causes the Debt Service Coverage Ratio to fall below the minimums expected. My suggestion at this point is to see how our discussion with PJ Hoffman goes tomorrow regarding project cost assumptions. If we are able to lower project costs I can increase labor costs somewhat.

I attached a simple recap of labor over the past 6 quarters and showing the total in the Proforma after the new store opens. Once we settle on a total Personnel percent we can break down our recommendation by departments. Keep in mind that while you will need to add some Admin expenses, once you are open this category should only increase with COLA adjustments and should thus lower the total labor percent over time.

Looking forward to our call tomorrow.

Thanks

Frank

Frank Worrell

Business Development Director
National Cooperative Grocers Association
Development Cooperative (NCGADC)

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ACTING CO-MANAGERS' CURRENT OVERVIEW
October 20, 2014

Fiddleheads' participation in Main Street's Fall Food Stroll was a great success! The perimeter arrangement of samples and gift card drawing table brought Food Stroll participants all through the store. Outdoor music and circus attired hula hoopers gave the scene a lively and festive atmosphere. All this was organized by Fiddleheads' staff (Heidi Waddell, Rachel Watrous, Amelia Lord and Jenny Lynn Falman).

Staff members Amelia Lord and Andrea Hall had essential roles in assessing and disseminating the revised Grievance Committee's policy, procedures, roles and responsibilities. Ellen Anthony did substantial research and planning for the installation of our new large Coolbot cooler.

These examples illustrate increased staff participation and development. Staff members are also part of the Staff Meeting Planning Group and the Radio Advertisement Group. In addition, a Staff Update is sent out every Friday by Sheila. All staff members are encouraged to contribute to the update.

Kristin and Sheila are meeting with departments and sections on a regular basis dealing with present department growth and development while also focusing on future possibilities in a larger space. Some outcomes.... The Perishable Department team, Allen Longendyke and Sgott MacKenzie, are planning for more cheese and deli offerings as we make more floor space available. Janet Marolda in the Bakery Department has added new vendors including Zest of Stonington, CT.

Our Outreach Department is taking a close look at their job descriptions and the activities that they participate in. The dynamic duo of Jessica James-Carnes and Amelia Lord are exploring which outreach activities have the highest impact and re-arranging Outreach Department priorities to give high impact activities the appropriate amount of development and time that is needed to ensure their success. They will be providing monthly reports and are developing annual goals, expectations and anticipated outcomes.

Kristin is facilitating a training series for Front End staff on the following topics: Customer Service, Co-op Development, Product Knowledge and Store Orientation, and Handbook Review.

Wendy Jakoboski and Tom Anderson-Monterosso arranged for a free two part produce training for the produce staff and some Front End staff with Brian Dey of Four Seasons. The first session covered the latest techniques in produce display.

Our new large Coolbot cooler is ready for bountiful Holiday stocking. There will be plenty of room for turkeys and the rest of the Thanksgiving fixings. The addition of a used two-door cooler in the front of the store has enabled us to expand our Grab 'n Go offerings.

Fiddleheads will be initiating a Monthly Sales Flyer beginning in November. Staff members Robert Tompkins and Heidi Waddell have taken on this project. Local radio advertisement will be doubled as we come into the Holidays and will include segments with staff highlighting products. During the Food Stroll the gift card drawing enabled us to collect over 160 e-mails of potential customers. We'll use these e-mails to offer the participants a 10% discount on a shopping trip.

In September Kristin and Sheila made the physical plant rounds with the Safety Committee. Numerous electrical problems existed including electrical outlets in unsafe locations. All of the electrical problems noted were fixed.

Kristin and Sheila have had two meetings with Ed DeMuzzio and Beverly Gipson. We have examined a current Profit and Loss Statement, a current Balance Statement and the 2014 Budget. We're looking forward to going over a Cash Flow Statement. We are also meeting with Alice Rubin, GM at The Willimantic Food Coop, on November 6th. Alice has offered to give us a detailed explanation of their budgeting procedure.

Currently, sales are close to \$9000/day, lower than projected in the 2014 budget plan by ~\$500.

Susan Zimmerman has met with Kristin and Sheila on a regular basis. She has kept us updated and provided useful materials and support.

Kelleen Giffin continues to be an incredible resource for all Human Resource items, concerns, updates and revisions. Along with an encyclopedic knowledge in the Human Resources field she brings fair-mindedness, creative thinking and resourceful dedication to the table.

Two new staff members have been hired. Mike Risberg, Produce Assistant and Nancy Potter, Coordinator

Submitted by:

Kristin DeMuzzio and Sheila Herbert

MONITORING REPORT, OCTOBER 28, 2014

Policy: B6 – Staff Treatment and Compensation, Adopted: June 18, 2013.

The Acting Co-Managers report compliance with parts of this policy.

Unless indicated otherwise all information is accurate as of October 28, 2014.

We certify that the information contained in this report and attachments is true.

Signed _____, Acting Co-Managers

Attachments: Grievance Committee Packet, Cooperative Grocer Employment Records Maintenance Practices, Employee Handbook updates (Handbook revisions Sept 17 2014 and Oct 20 2014)

The General Manager will not treat staff in any way that is unfair, unsafe, or unclear.

Interpretation:

Since the previous monitoring report was submitted in June 2014, personnel matters surfaced which lead to the unforeseen administrative leave of the general manager (September 4, 2014) and the obligation of the two newly promoted assistant managers (July 15, 2014) to take over all store operations. Therefore, the majority of the contents and findings contained in this monitoring report document not our work but that of the previous general manager (GM). It is the intention of the Acting Co-Managers to review the areas and make recommendations for actions which we believe will lead to compliance.

The Acting Co-Managers believe that our Co-op should exist as a superior workplace for all staff. We interpret compliance is achieved when all the limitations are complied with but not prescriptive or restrictive. Therefore the rules, expectations and operating procedures must be nondiscriminatory, well-defined and provide for a safe work environment. Employee Handbooks are written as the primary tool Co-ops use to meet these ends. However, policies and procedures are not enough. In order for policies to be effective and successful, management (and staff) must be adequately trained and understand how the policies work. Jointly, they must own these processes, and consistently employ them to ensure success and foster meaningful cooperation. In addition, a safe work environment must be in place. This means that management should be trained in workplace violence practices, and has a workplace violence policy in place. Compliance also means that the management provides for a safe physical environment, and that acceptable policies and procedures exist and are being regularly followed.

Operational Definitions:

- Acting Co-Managers will contract with Carolee Colter of CDS Consulting to develop and conduct an employee survey before Nov 30, 2014. The purpose of this survey is to assemble a comprehensive picture of staff opinion and, to assist in the review of the existing Employee Handbook for the clarity, effectiveness and appropriateness of the policies. The results and analysis will be reported on for the next Staff Treatment and Compensation Monitoring Report in June 2015.
- Management will receive relevant training twice each year.
- Management will provide Staff Development training and materials, specifically around Safety & Workplace Violence, Customer Service and Emergency Preparedness.
- Staff Treatment Survey results to be completed April 2015.

Proposed Data:

- Management attended relevant training

	2015	2016	2017
# of managers as of report date			
# of those managers attending two manager trainings during previous 12 months			

- The Co-op has a Safety & Security Manual and training is conducted with new employees within the first 30 days of hire. This practice will begin Jan 2015.
- The Safety Committee will conduct safety and emergency preparedness drills and training with all staff by Jan 1, 2015.
- The Co-op has Emergency Response Manual and training is conducted with new employees within the first 30 days of hire. This practice will begin Jan 2015.
- Staff Treatment Survey results to be completed April 2015.

The GM will not:

1. Operate without written personnel policies that:
 - a. Clarify rules for staff
 - b. Provide for fair and thorough handling of grievances
 - c. Are accessible to all employees
 - d. Inform staff that employment is neither permanent nor guaranteed.

Interpretation:

The Acting Co-Managers believe this to mean that the Co-op should have in place an employee handbook that clearly states policies and procedures in a well-defined manner. The handbook should meet objective, professional standards, and each employee should receive this handbook when they are hired. We also believe it is also the responsibility of the management to ensure that the contents of the handbook are applied consistently and fairly. At the time of hire all employees should be provided with their own personal copy of the current Employee Handbook. In addition, all employees should be provided with an opportunity to ask questions to gain clarity of the Handbook. If portions of the Handbook are revised, these revisions should be distributed to all employees in a timely manner.

The previous General Manager instituted an employee handbook in Dec 2013. The Handbook was created based on existing documents from other consumer cooperatives. Since the Acting Co-Managers have assumed responsibility, we have provided a number of critical and essential updates to the Handbook. See attached.

The Acting Co-Managers believe strongly that grievance procedures have a fundamental place in human resource policies because they ensure that staff has a systematic vehicle to report important issues without prejudice or fear of retaliation by management and/or supervisors.

Until the Acting Co-Managers took over the store operations on September 5, 2014, the grievance policy in our handbook did not provide for “fair and thorough handling of grievances,” as stated in The Cooperative Model Grievance Procedure, developed by Carolee Colter in conjunction with a number of other cooperatives. Since then we have revised this policy based on Best Practices. For example, we changed the name from *Hearing Review*

Panel to Grievance Committee, and redefined how a grievance is handled to address credibility of the program by staff. In collaboration with our staff members serving on the committee, we developed a clear process for the Grievance Committee by defining clear roles and responsibilities, developing adequate guidelines, and putting into place a proper process and forms to submit a grievance. The staff committee members and Acting Co-Managers have received a training overview on the proper handling of harassment and discrimination allegations. Planning is underway to provide harassment and discrimination training for all staff.

Operational Definitions:

- Two current Employee Handbooks will be on file and fully accessible to all.
- The Employee Handbook will be reviewed and updated in 2015 by a staff-selected committee in collaboration with management and a 3rd party HR professional.
- The Employee Handbooks will include a specific grievance process based on the Cooperative Model Grievance Procedure and Best Practices.
- The members of the Grievance Committee will have all the documents and training necessary to perform their jobs.
- A completed Employee Acknowledgement Form (on which employees indicate that they have received and read the Handbook) will be in each employee's personnel file.
- The Employee Handbook and acknowledgement form includes specific language concerning the "at will" status of employment at the Co-op.
- A Staff Treatment Survey will be conducted by April 2015.

Proposed Data:

- The Acting Co-Managers have copies of the Employee Handbooks on file. It is available for review upon request.
- Completed review and revision (as necessary) of employee handbook June 2015.
- Pages 51-53 of the Employee Handbook detail the Grievance Procedure. See Attached.
- As of October 20, 2014 Employees understand and approve of the revised Grievance Procedure.
- As of December 1, 2014 each employee's file includes a signed acknowledgement form. Our Employee Handbook states on page 11: "The Co-op's policy is that employment of employees is "at will." That means you are free to leave the Co-op at any time, with or without a reason and with or without notice. The Co-op also has the right to end your employment at any time, with or without a reason and with or without notice. Although the Co-op may choose to end your employment for "cause," cause is not required."" The Acknowledgement form states, "I specifically acknowledge that employment at the Co-op is 'at will.'"
- Staff Treatment Survey results to be completed April 2015.

2. Cause or allow personnel policies to be inconsistently applied.

Interpretation:

The Acting Co-Managers understand it is not enough to have policies. In an exceptional workplace, employees must perceive that the policies are followed consistently and fairly. Therefore, managers should be trained so they understand how policies work, how to implement and follow them using open communication, and by

exhibiting exemplary behaviors with employees. The Acting Co-Managers have been fostering an open door policy, encouraging all employees to share their concerns with any manager/supervisor or Grievance Committee staff representative with whom they feel comfortable. All information will remain confidential and only be released when legally required. The Acting Co-Managers are currently facilitating review and education sessions on the Employee Handbook with all staff.

Operational Definitions:

- Managers will be trained in their management duties at least annually. Primary areas of training for this purpose include but are not limited to Workplace Safety, Sexual Harassment Prevention and Performance Review process.
- All staff will be fully conversant in the Employee Handbook.
- Grievance Committee reports and process will be evaluated annually for objectivity, efficacy and usability.

Proposed Data:

- Management training in Workplace Safety, Sexual Harassment Prevention, and Performance Review process which will be completed before May 2015.
- Completed staff education and review sessions on the Employee Handbook by February 2015.
- Reports and evaluations from Grievance Committee.
- Staff Treatment Survey results to be completed April 2015.

3. Provide for inadequate documentation, security and retention of personnel records and all personnel related decisions.

Interpretation:

The Co-op will securely maintain employee and employment files for every employee and job applicant for the appropriate length of time. The Acting Co-Managers have determined that many employee files do not contain all the important personnel documents required for compliance. It is our intention to rectify this lapse in legal compliance immediately. At the time of the report, the Acting Co-Managers have procured a lockable filing cabinet in order to secure personnel records. We realize the urgency of this issue and have begun to address the problem. For example, we do not have the signed I-9 Forms which all employers are required to document verification of identity and employment authorization of each new employee hired after November 6, 1986.

Operational Definitions:

- Existing personnel records will be held in a secure location and organized using the Cooperative Grocer Employment Records Maintenance Practices. See Attached.
- The Co-op should follow all state and federal requirements for record retention.
- The Co-op will establish an Organizational Policy on Access to Personnel Files using the example given by Carolee Colter in her report. See Attached.

Proposed Data:

- As of November 15, 2014 all known and existing employee personnel records are locked and there are no instances of records missing or compromised.
- Filing I-9's for current employees by October 31, 2014.

- Only authorized personnel have access to employee records.
- There has been no known unauthorized use of personnel records.

4. Establish compensation and benefits that are internally or externally inequitable.

Interpretation:

Acting Co-Managers realize that in order to fully demonstrate compliance, comparison data must be provided. We recommend this type of data be compiled and be included in the next Staff Treatment and Compensation monitoring report in 2015.

The previous General Manager noted in his last report that “initial pay rates were equal to or higher than those of surrounding co-ops of similar size”. GM also reported that “raises have been given to all employees, however not everyone has received the same percent of raise. This is based on work performance which has been documented.” This statement applies to the year 2013. The only raises awarded by the previous GM in 2014 were as a result of staff promotions.

In the short time that the Acting Co-Managers have been in charge, we have given raises to a few employees based on equity and increased responsibility. We realize, however, that raises should be offered only after performance reviews have been completed and a clear link for performance and pay increases can be articulated. At this time, we do not have a formal process for performance reviews with staff. Initiation of performance reviews for all staff will require the development of a performance review process, appropriate forms for documentation and supportive training. We intend to focus on this critical aspect in the first quarter of 2015.

Beginning in January 2014, management was able to provide additional benefits to eligible employees, including paid-time-off, Family and Bereavement Leave, and three Paid Holidays. The Co-op does not currently offer insurance benefits.

The Acting Co-Managers believe it is essential that our employees have adequate medical care. However, until we have been able to put together our budget for 2015 we will not know if this is fiscally possible. In addition, we intend to assess the current status of employee health insurance by asking employees for information on a voluntary basis – are they covered by parents, spouse, Medicare, state subsidy, or completely supporting cost themselves. Once we analyze this data, we can look at the real needs, and whether we can afford to offer medical benefits.

This policy establishes four criteria:

- co-op employees should be able to expect that they will receive a wage based on their job description and that job’s placement on the wage scale
- benefits offered by the co-op should compare favorably to benefits offered by similar-sized co-ops in our region (comparison of this data to other businesses is very difficult, but other food co-ops are willing to share this information)
- no co-op employees should receive benefits that are not offered to other employees of the same employment status (full or part-time)

Operational Definitions:

- Job descriptions should exist for each position, and each position should have an associated pay level.
- Benefits will appear reasonably comparable to those offered by other co-ops in our region.

Proposed Data:

- Each employee has a job description on file in their personnel file.
- Chart below shows a comparison to similar Co-op jobs in the Northeast Region*

Job Titles	Co-op Min	Co-op Max	Co-op Avg	FH Co-op Average
Assistants	\$10.66	\$15.87	\$11.91	\$11.00
Bookkeeper	\$12.24	\$18.44	\$15.91	\$14.00
Systems Admin	\$12.05	\$19.72	\$16.46	\$14.84
Coordinator/Buyer	\$10.63	\$16.17	\$13.49	\$12.44
Depart. Manager	\$13.50	\$21.70	\$18.34	\$13.72
Front/Back End Manager	\$13.43	\$21.70	\$18.52	\$17.72

**2012 data is provided; Data does not include any cost of living allowance adjustment for 2013-14*

- Chart below will show a Co-op wage comparison to similar jobs in the Northeast Region. (Sample)

	Co-op A	Co-op B	Co-op C	Co-op D	FH Co-op
Assistant					
Coordinator/Buyer					
Bookkeeper					
Systems Admin					
Dept. Manager					
Assistant Manager					

5. Change the GM’s own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Interpretation:

The GM’s compensation and benefits are agreed to by the Board and GM, using the Board’s GM Compensation Process. If the Co-op changes benefits that affect all employees, the GM’s benefits may also change.

Data: Board of Directors has all of this documentation.

The following are updates and clarifications to the Employee Handbook effective immediately. Please update to your copy of the Handbook. We have included page breaks so that the appropriate pages can be placed in the relevant sections.

This revised policy replaces the policy for Meal Periods and Rest Periods found on page 33 of the Employee Handbook.

Employee Break and Lunch periods

Breaks:

Employees who are scheduled to work at least 4 hours are provided a paid 15-minute break. If an employee works 6 hours or more, they will be provided two 15 min paid breaks.

Lunch:

Employee must take 30 min lunch break (unpaid) if they are working 7 1/2 hours or more.

Rest periods shall be arranged so that disruption of work and services is held to a minimum. Staff is responsible to ensure others provide coverage while individuals are on break.

This is a clarification to the policy for Paid Time Off found on pages 35-36 of the Employee Handbook.

Paid Time Off Policy

You may accrue a maximum of 360 PTO hours (45 days) at any one time. Once you reach the maximum, you will not accrue additional PTO until you use enough hours to fall below the maximum.

The following is a written clarification of the overtime policy. The policy may be found on page 31-32 of the Employee Handbook. (This policy revision was discussed at the staff meeting rollout of the handbook in December 2013 based on clarification requested by former employee Veronica T.)

Overtime

You may be required to work overtime when directed by a supervisor. Your Supervisor must authorize all overtime in advance. Unauthorized overtime may result in disciplinary action. If you are an hourly employee, you will receive overtime pay at the rate of time-and-one-half (1 ½) for hours worked in excess of 40 straight-time hours in any one week.

Definitions

Overtime refers to working in excess of 40 hours per week.

Excess hours are hours beyond your normal scheduled hours (e.g. normal scheduled hours are 28 hours per week in many roles).

Excess hours worked are tracked because we budget for job wages based on scheduled hours. Excess hours also need prior approval by your supervisor if they go beyond the normal scheduled hours in any pay period.

The following is a revised policy to the Employment Process found on pages 27-28 of the Employee Handbook

HIRING POLICY

The Management of Fiddleheads is responsible for all hiring decisions. Whenever possible, staff input will be sought. The equal opportunity policy will be respected in all hiring decisions. Management will post all job openings internally for at least 5 days before they are filled. In most instances a selection team will be part of the process. Hiring may come from inside or outside of the organization, as the determination will be the individual who best meets the needs of the Co-op.

STAFFING PROCEDURE

In general, the staffing procedure for hiring new Co-op employees will be as follows:

1. Co-op management determines qualifications (both minimum and highly desired) for each position. These qualifications are used each time a position is posted, i.e. qualifications for a role do not normally change. There may be an occasion when something may be added, e.g. knowledge about a particular departmental area or a second language.
2. All position openings will be posted internally. In some cases, a position may be posted with a notice stating that a **“candidate has been identified”**. This means one of two possibilities:

A Fiddleheads working member meets not only the minimum qualifications of the job, but also meets the highly desired requirements for the role. In this case the management and staff know the individual, and because they meet the highly desired criteria, it is believed they are the best candidate available.

or

Within the last 90 days, candidates for a previously open position were identified that could be a good fit for a future role at Fiddleheads. In this case, these candidates may be invited to interview for the present position while there is only an internal posting. If the hiring supervisor feels they are a good fit for the position, they may be hired for the position without the additional step of external posting.

In both cases stated above, the goal is to hire a qualified individual in the shortest time possible in order to resume the normal business operations of the Co-op. We wish to minimize the investment of time in both the identification and interviewing process when outstanding candidates who meet the above criteria are available. In no way is this meant to short circuit the staffing process. If a staff member meets the qualifications and would

like to be considered for a job posting listed as **candidate identified**, they should let the hiring manager know and they will be given consideration.

3. Co-op management will screen applications and resumes based on minimum and highly desired qualifications. Candidates will be selected for interviews based on meeting posted qualifications. All candidates must provide an application prior to interviewing, and must be legally able to work in the U.S.
4. Current employee applicants will be interviewed if they meet the minimum qualifications for the position. However, if the hiring supervisor feels they are not the most qualified available, the current employee may not be hired into the position.
5. Co-op management will set up an interview committee, schedule interviews, and once selections have been identified, references of applicants will be checked.
6. Management will make the final hiring decision. Whenever possible, staff input will be sought.
7. Co-op management will ensure that phone, email or letter communications are sent to rejected interviewed applicants.
8. The newly hired employee must complete all paperwork within the first three days of their first day of work.

JOB POSTINGS

Internal Job Postings

Internal job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to management. The Co-op provides employees an opportunity to indicate their interest in open positions and advance within the organization according to their skills, knowledge and experience. In general, notices of all job openings are posted internally to employees and co-op members. Positions may also be posted externally based on business needs. (see above for **Candidate Identified** posting criteria)

Job openings will be posted on the employee bulletin board and normally remain open for 5 days. Each job posting notice will include the dates of the posting period, job title, department, supervisor, job summary, essential duties, minimal, (required skills and abilities), and all highly desired requirements (additional skills and abilities adding further value to the role).

To apply for an internally posted opening, you must meet the following requirements:

- ❖ You are a current employee of the Co-op or a working member who meets the highly desired criteria of the posting.
- ❖ You have been in your current position for at least 90 days. (Exceptions to this 90-day requirement may be made by your current supervisor and should be consistent with our business needs.)
- ❖ Your performance meets established work standards in your current position.
- ❖ You have not had any disciplinary action with the past 90 days. You are not on probation or suspension.
- ❖ You meet the minimal qualifications listed for the position on the job posting.

Working Members

Working members who have an interest in being hired for a posted position must apply and provide the required documentation requested during the timetable posted to be considered for a position. All established steps in the hiring process will be followed to assure fairness to all applicants. (See above for criteria using **Candidate Identified** criteria).

Hiring Relatives

Current employees whose relatives or partners are applying for a job based on an externally posted job description should make a full disclosure of the relationship. It is the policy of the Co-op that no employee should be put in the position of supervising a relative or partner.

This revised policy replaces “Section 6: APPEALS PROCEDURE” found on pages 51 through 53 of the Employee Handbook

Section 8: GRIEVANCE PROCEDURE

Any employee has the right to appeal any decision or action by his/her supervisor that s/he believes violated a provision of these personnel policies as they relate to his/her own employment but not to the employment of others. Employees are encouraged to resolve their issues with their immediate supervisor. Should an issue not be resolved with an immediate supervisor, then the General Manager should work to resolve the issue. Should the employee still feel that their issue has not been addressed or that it is inappropriate to bring to the General Manager, they may then file a grievance to be reviewed by the Grievance Committee. If an employee is terminated and decides to go through the grievance procedure, his/her status will change from terminated to suspension without pay until the grievance is resolved.

It is the purpose of this policy to secure, at the lowest possible administrative level, equitable solutions to alleged grievances through procedures under which employees may present grievances free from coercion, interference, restraint, discrimination or reprisal.

DEFINITIONS

Grievance is a written complaint alleging:

- A violation of the Fiddleheads Co-op personnel policies
- An unfair situation and there is no applicable policy to cover
- An existing policy that is unfair or discriminatory and has caused an unfair situation.

Supervisor shall mean the administrative or supervisory person responsible for the area in which an alleged grievance arises.

PROCEDURE

1. In order to file a grievance, the individual should speak with an employee representative of Grievance Committee who can provide guidance for the process. All grievances shall be submitted on the Fiddleheads provided grievance forms and shall include the name and position of the aggrieved party, the time and place where the alleged events or conditions constituting the grievance existed, the identity of the party or parties responsible for causing the grievance, a general statement of the nature of the grievance, and the redress sought by the aggrieved party. A grievance must be filed within 7 calendar days of the action or decision being appealed.

The grievance should be submitted to an employee representative for submission to the Grievance Committee. If the proposed grievance does not fall into one of these three categories, then the Grievance Committee is not the appropriate route. If an employee has a generalized complaint, they should speak with either someone in management or the employee representative to determine how best to handle. If an employee has a conflict with one or more coworkers, that should be resolved in consultation with management.

2. Once your grievance is filed, the Grievance Committee will review the written statement of grievance, any written statement prepared by the supervisor(s) whose action is being appealed, and any other documents related to the matter. The committee may also choose to interview the employee submitting the grievance and the supervisor(s) whose action is appealed. At times, input from additional individuals may also be sought. Every effort will be made to thoroughly hear both sides of the matter and to maintain confidentiality.
3. The Grievance Committee will set a meeting date for the issue to be discussed, and will make every attempt to meet and resolve the issue within 7 days of filing the grievance.
4. The Grievance Committee's work product will be a report on the claim made in the employee's grievance filing and will include written recommendations to management on how to proceed in the light of the finding. The report should list the agreed upon decision(s), the unresolved issues and a recommendation(s) to resolve the remaining issues. It will be incumbent on management to enact the agreed upon decisions and provide timely follow-up decisions for unresolved recommendations. The GM will report back to the Grievance Committee with the final actions for the unresolved issues. The report of the Grievance Committee will be placed in the personnel file of the employee filing the grievance and copies will be provided to the employee and to management.

Membership of the Grievance Committee

Annually the staff will nominate persons as candidates to serve on the Grievance Committee. The staff will then vote to select an individual to serve for that year. There will be a term limit of 3 consecutive years. In order for an employee to serve, the individual should meet the following qualifications:

- ❖ Has been employed at Fiddleheads for a minimum of 12 months.
- ❖ Can maintain strict confidentiality.

- ❖ Can make decisions based on facts rather than on personal relationships.
- ❖ Be in good standing in their work performance.

The employee serving in this role would do so outside of their normal work schedule. The individual will be compensated for their time.

The General Manager will also appoint a staff member to serve on the Grievance Committee who meets the same qualifications as the staff nominated individual. This individual will also serve for one year, would serve outside of their normal work schedule and be compensated for their time. There will be a term limit of 3 consecutive years.

The Fiddleheads Board of Directors on an annual basis will appoint two additional members to the Grievance Committee from the co-op membership. Every attempt will be made to see that one person has a management background and one a labor background. If that is not possible to achieve, the Board of Directors should appoint two persons who have a background in hearing grievance and workplace issues.

The appointment of two member representatives to the Grievance Committee is the sole involvement that the Fiddleheads Board of Directors will have with this grievance process. The Fiddleheads Board of Directors are not involved with the operational aspects of the Co-op. They will not be available for employee complaints or grievances. Should any issues or requests be sent to a Board member, these would be forwarded, without Board discussion or action, to the Employee Representative for appropriate follow-up.

Grievance Committee Process and Forms

Contents include:

Instructions for filing a grievance including forms

Workings of the Grievance Committee

Grievance Committee Evaluation Form

Instructions for Filing a Grievance

Any Fiddleheads employee can file a grievance with the Grievance Committee, and can be assured they can do so without any risk of retaliation. The Grievance Committee provides a means to appeal a management decision affecting an individual employee that cannot be resolved by direct communication with their manager.

The categories for filing a grievance are:

- Violation of an existing policy
- An unfair situation and there is no applicable policy to cover this situation
- An existing policy that is unfair or discriminatory and has caused an unfair situation

If the proposed grievance does not fall into one of these three categories, then the Grievance Committee is not the appropriate route. If an employee has a complaint, and is unsure of how to proceed, they should speak with either someone in management or a staff representative to determine how best to handle it.

If the employee is making an allegation of harassment or discrimination on the basis of membership of a protected class, they need to immediately notify someone in management or a staff representative. These allegations require a separate investigation, and are not appropriate for the Grievance Committee. Employees can be assured that this type of complaint can be brought forward and investigated without any risk of retribution.

Please use the provided form to record your grievance. The grievance must be filed within 7 days of the action or decision being appealed. If you need assistance, a staff representative can answer any questions you may have. The grievance form should be submitted to a staff representative to initiate the process.

Once your grievance is filed, the Committee will review the grievance, request any additional information from the employee or the supervisor involved, and set a meeting date for the issue to be discussed. The Grievance Committee will make every attempt to meet and resolve the issue within 7 days of the grievance being filed.

The Fiddleheads Board of Directors is not involved with the operational aspects of the Co-op. They will not be available for employee complaints or grievances. Should any issues or requests be sent to a Board member, these would be forwarded, without Board discussion or action, to a staff representative for appropriate follow-up.

GRIEVANCE FILING FORM

NAME: _____ DATE: _____

Following the Grievance Policy (pg. 51-53 in the Fiddleheads Employee Handbook), your grievance must fall into at least one of the following categories. The Grievance Committee may refuse to deal with the case if they believe that it does not fit into one of these categories. If you are unsure about the category, you may speak with a staff member of the Grievance Committee before filling out this form.

Please check off which description best fits your grievance:

I believe that there has been violation of an existing policy

I believe that there is an unfair situation and there is no applicable policy to cover it

I believe that an existing policy is unfair or discriminatory and has caused an unfair situation

If your grievance concerns an existing policy, please name the policy with page number in the Fiddleheads Employee Handbook.

Please describe the specific management decision that you are appealing, including the date of the decision and any other facts that you consider relevant.

Have you taken steps to resolve this with the manager who made the decision? (*The Grievance Committee may refuse to hear your grievance if they believe that prior attempts to resolve it have not been made in good faith.*)

Remedy Desired: Please describe the specific results you are seeking through filing this grievance.

- Reverse or change a prior action taken by management

- Change a policy or management actions in the future

- Other?

The information provided on this grievance filing form is true and complete to the best of my knowledge. I understand that falsified information or significant omissions may be considered justification for disciplinary action, up to and including termination. I understand that it is necessary to maintain confidentiality during the grievance process. I agree to only discuss the case with the members of the Grievance Committee, and the other managers involved in the decision I am appealing.

Signature _____ Date _____

Workings of the Grievance Committee

Validity of a Grievance

Once the Grievance Committee has received a grievance, the first task is to determine if the grievance is valid.

1. Does it fit into at least one of the three categories for appeal?
2. Has the employee attempted to resolve the issue through direct communication with the manager who made the decision or with higher-level management? If not, have they provide to a staff representative an acceptable reason for not pursuing direct communication?
3. Does the filed appeal fit within the 7-day time limit for consideration by the panel?

If the grievance does not fall into one of the categories, if the employee has not attempted direct communication with management or provided an acceptable reason for not doing so, or if the time allowed for filing a grievance has lapsed, the Committee will declare the grievance invalid, and the original decision will stand.

If the facts around any of these decisions are unclear, the Grievance Committee will proceed with the grievance. In the course of investigating the grievance, the facts may become clear and the Committee can decide whether the grievance is valid or not.

Investigation and Research

Most grievances will require fact-finding. This may be limited to interviewing the employee and manager involved, or it may involve other interviews or research. Each person interviewed by the Grievance Committee will be requested to sign a confidentiality agreement similar to the one that employee members sign.

The Grievance Committee may request that the general manager produce relevant documents from the personnel file of the employee filing the grievance. For example, if the employee is grieving:

a) A disciplinary action, the Grievance Committee may request the documentation of the disciplinary action being grieved. If the employee claims, "Others did the same thing and weren't disciplined, while I got the book thrown at me," the Grievance Committee may request a verbal summary by general manager of other disciplinary actions taken, if any, for the alleged same offense.

b) A promotion or hiring decision, the Grievance Committee may request information on the criteria used to make the decision, and how the qualifications of the employee filing the grievance compared to those criteria, and how the qualifications of the person given the promotion compared to those criteria.

The Grievance Committee should limit its investigation to facts relevant to the policies in question. If the facts are in dispute, and there is no way to verify them, the Grievance Committee may decide to acknowledge this uncertainty in its final report.

Finding of the Grievance Committee

The Grievance Committee's work product will be a report on the claim made in the employee's grievance filing and will include written recommendations to management on how to proceed in the light of the finding. The report should list the agreed upon decision(s), the unresolved issues and a recommendation(s) to resolve the remaining issues. It will be incumbent on management to enact the agreed upon decisions and provide timely follow-up decisions for unresolved recommendations. The GM will report back to the Grievance Committee within 7 days to acknowledge receipt and to inform the members of the timing for implementing the recommendations and taking actions for unresolved issues. Any final actions taken by the GM will be reported upon completion. The report of the Grievance Committee will be placed in the file of the employee filing the grievance and copies are provided to the employee and to management. The Grievance Committee members should sign each report.

It is expected that the Grievance Committee will strive for consensus. In the absence of consensus, they may issue a majority/minority finding. The Committee will determine how those findings will be reported with regard to voting identification.

Format of the Report

The recommendation of the Grievance Committee will include these components:

1. Statement of the Parties and Grievance

Example: A grievance was filed by _____ on __/__/__. Pursuant to the Fiddleheads Grievance Policy set forth in the Employee Manual (of ___ date). The Grievance Committee investigated the grievance, and this report is the unanimous recommendation of the Grievance Committee. (Or this report is the recommendation of a majority of the Grievance Committee.)

2. The Specific Grievance Complaint

3. Findings of Fact

This may include a statement that certain facts are in dispute, and could not be resolved with certainty.

4. Statement of Policy Issues

Listing which of the three categories the grievance was discussed.

5 Policy Conclusions and Recommendations to

- In cases of complaints of violations to existing policy, the Grievance Committee will determine if in fact management has violated the policy. If so, the Grievance Committee overturns the original decision and sends the case back to management for a new decision in line with the policy.
- In cases of a complaint of an unfair situation for which there is no applicable policy, the Grievance Committee determines if the situation is, in fact, covered by an existing policy. If so, the Grievance Committee determines whether management violated the policy, as above. If there is no applicable policy, the Grievance Committee recommends to management to create a policy and decides how this specific case should be handled, without setting precedent.
- In cases where the fairness of an existing policy is questioned, the Grievance Committee will do its best to determine what the intent of the policy was when it was adopted. The Grievance Committee will then determine whether or not it is indeed unfair and, if so, on what grounds, and recommend a change in policy to management. The Grievance Committee will then decide how this specific case should be handled.

6. Submission Statement & Signatures of the Grievance Committee Members.

Example: This report was submitted to General Manager _____ on __/__/__, to be placed in the employee's personnel file, and a signed copy was also provided to the employee. (All Grievance Committee members sign and date the report.)

Fiddleheads Grievance Procedure Evaluation Form

After each grievance, we evaluate the procedure to see if there are any revisions that would improve the process. We welcome your feedback, and it will remain confidential with regard to the specific case.

Your Role in the Grievance Process

___ Member of the Grievance Committee

___ Employee filing the grievance

___ Manager whose decision was grieved

❖ Were the instructions to the Grievance Committee clear and complete? If not, what areas need to be better explained?

❖ Was the Grievance Committee able to determine whether the grievance fell into one of the three categories (violation of policy, situation with no policy, inherently unfair policy)? Do you have any suggestions for how to make this determination easier?

❖ Was the Grievance Committee able to obtain the information it needed? If not, what kept the committee from getting this information?

- ❖ Was the Grievance Committee able to come to consensus? If not, what factors made consensus impossible?

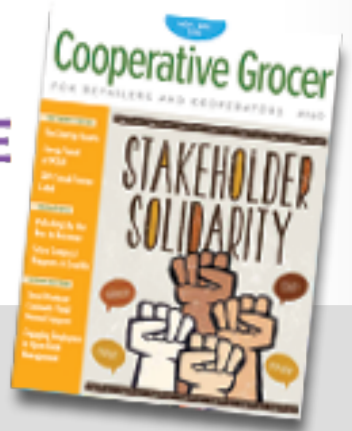
- ❖ Do you have specific changes to propose for the grievance filing form?

- ❖ Do you have specific changes to propose for the format for the Grievance Committee report?

- ❖ Upon reflection, do you feel this process was fair and thorough? If not, what about the process seemed unfair? What information do you think might have been missing?

- ❖ Do you have any other comments?

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Magazine



Personnel Files:

BY [CAROLEE COLTER \(/PROFILE/CAROLEE-COLTER\)](/PROFILE/CAROLEE-COLTER)

[#015 FEBRUARY - MARCH - 1988 \(/ISSUES/15-FEBRUARY-MARCH-1988\)](/ISSUES/15-FEBRUARY-MARCH-1988)

Personnel files are not a sign of encroaching bureaucracy. Even very small organizations should have them. Beyond providing a centralized, convenient place to store all the records relevant to each employee, they serve as documentation supporting your personnel decisions: job placement, promotion, training, pay raises, probation, firing, layoff and references to future employers.

For example, reports from performance evaluations, write-ups of previous disciplinary actions, or resumes detailing past job experience can be used to show a rational, non-discriminatory process for putting someone on probation, or promoting one person instead of another.

Personnel files can also be the source of data for research on the effectiveness of your personnel systems. How is your affirmative action plan progressing? In what areas do you experience the highest turnover and why? Are the employees actually using the benefits provided?

Legal Issues

The legal issues surrounding personnel files concern access of employees to their own files and privacy of the contents from others' access.

Traditionally the law regards personnel records as the property of the employer. Now the Privacy of Information Act allows federal employees access to their records and guarantees against their misuse. A lot of private sector businesses have voluntarily followed the federal government's example.

State laws vary widely. Check with your state Department of Labor. Some place no restrictions of any kind on the employer. Some merely require the employer to provide certain basic information upon request, such as hours worked, gross pay received, pay rates, date of employment. On the other hand, some states, taking a more progressive position on employee rights, mandate free access and limit the employer both in the type of information kept and uses it can be put to.

There is a saying, "Closed files breed litigation." If people can't get access to the records, it's easy for them to suspect there is something false or unfairly damaging being hidden from them. Some organizations, recognizing this possibility, have their workers read and sign every piece of information that goes into the files. Others maintain parallel files. For example, one set of records containing personal information would be open to the employee and the administrator of the benefits plan. Another set for performance information (evaluations, disciplinary action) would be open to the employee, supervisor and the management or workers' representatives on a need-to-know basis.

People deserve to have their medical histories, family situations and performance problems kept private from their co-workers if they wish. Personnel files should be maintained in a secure place under the responsibility of one person, who should give them out only to those designated by your organization's policy.

An Example of Organizational Policy on Access to Personnel Files

"To ensure the right to privacy, the co-op grants each employee access to her/his own file and limits others' access to the employee's supervisor, General Manager, payroll bookkeeper, and the Grievance Committee if the employee is involved in a grievance. The payroll bookkeeper is responsible for maintaining the confidentiality of all personnel files. S/he may establish procedures for how long files may be out of her/his custody, where on the premises they can be taken, and conditions under which copies can be made."

Contents of a Typical Personnel File

Personal Information:

- Name, current address, phone (leave room for updates).
- Who to notify in case of emergency.
- Any vital medical information in the event of on-the-job illness or injury.
- Date of birth (if needed for benefits plan).
- Marital status and dependents (if needed for benefits plan).
- W-4 and 1-9 (IRS) data.

This personal information usually goes on a standard form, often with the employment history.

Application and/or resume and any reference letters or other material submitted with the application: These document a person's qualifications for her/his current position and future positions within the co-op.

If you have solicited references, either letters or notes from phone conversations with previous employers, you need to consider provisions for confidentiality. Former employers are liable for their statements. If one gives a negative reference, but you hire the employee anyway, do you want her/him to read what the former employer has said?

Employment history (within the co-op):

- Titles and dates of each position held.
- Changes in status: part-time, full-time, temporary.
- Wage or salary when hired.
- Raises, dates or raises, and requests for raises.
- The basis for each pay decision: promotion, cost of living, performance evaluation, seniority, bonus, disciplinary action.

Keep this information on each employee in case you ever need documentation of unbiased promotion and pay decisions.

Training records: for consideration of future promotions or job transfers.

- Inside training received (if not implied in the positions held).
- Applications for funding for training outside the co-op.
- Outside classes, workshops, seminars, courses attended and results obtained -- grades, certificate, license, report.

Performance evaluations:

- The person's self-evaluation.
- The immediate supervisor's appraisal.
- Composite or edited compilation of co-workers' ratings and comments.
- Report summarizing the results of the evaluation, goals for future reviews and actions taken, if any, e.g., raises, promotions, training, probation.

Disciplinary action records: Written warnings, terms of probations, notices and reports of suspension and termination. This documentation is essential if an employee should ever legally contest a firing or other disciplinary action.

Insurance records:

- If you offer a choice of insurance plans, which plan enrolled, and dates of joining, switching, dropping.
- Dependents added or dropped.
- Co-payments, whether by cash or payroll deduction.
- Beneficiary designated for life insurance plans.
- Copy of the individual insurance policies.

Health and injury records:

- Reports of job-related injuries and illnesses.
- Workers' compensation claims filed, and outcome of claims.

You could keep copies of injury reports for all staff in one file, for an overview of patterns of injury and illness.

Attendance records: It's important to keep track of absences, whether for illness, leave of absence or regularly scheduled vacation. Documentation of excused and unexcused absences is essential for disciplinary action.

Your payroll timesheets can do double duty as attendance records. You need to put copies of them in the personnel files only when documentation of attendance problems is needed.

Grievances:

- Grievances filed by the employee.
- Grievances filed against her/him (as a supervisor) or otherwise closely involving her/him.
- Reports on final determination of grievances.

Termination Checklist

Employee _____

Department _____

Title _____

Status (full/part time, temp) _____

Date Hired _____

Last Day of Work _____

Pay Rate _____

Forwarding Address: _____

Phone: _____

Returned to General Manager:

____ Key ____ Apron ____ Other

Money owed:

_____ Insurance Copayment

_____ Dependent Insurance

_____ Other _____

Medical Insurance Plan _____

cancelled by _____ for (date) _____

Current Workers Comp claims?

Vacation Balance _____

Sick Pay Balance _____

Comp Time Balance _____

REASONS FOR TERMINATION

___ Voluntary resignation,
date of notice given _____

___ Disciplinary action -- misconduct

___ Unsatisfactory work performance

___ Layoff, position terminated

___ Injury, unable to perform job

Exit interview conducted? ___ By whom? _____

Date _____

Notes attached? _____

REHIRE?

___ yes, left in good standing

___ no

___ with reservations

Termination: When an employee leaves the co-op, there are a lot of details to be settled. A checklist helps make sure you've covered them all.

It is important to document the reasons for and conditions of a person's leaving, because you may be asked by a prospective employer for a reference, or the person may reapply to the co-op in the future. The personnel files should provide you with clear answers to the questions, "Why did s/he leave?" and "Would you rehire?"

However, keep in mind that you, as the former employer, could be held liable for saying something that prevented the person from getting the job. Many employers refuse to give out any information for this reason. Ask for assurance that the information you give will be kept confidential. If you have reason to doubt the discretion of the prospective employer, play it safe and stick to the dates of employment, job titles, salary. You don't owe the prospective employer anything. Because of the legal sensitive nature of references, the task of giving them out should be delegated to one person who understands the need for judgment and discretion.

See other articles from this issue: [#015 February - March - 1988 \(/issues/15-february-march-1988\)](#)

Post new comment

Your name:

[Sheila Herbert](http://www.cooperativegrocer.coop/users/dmrknkqzhv) (<http://www.cooperativegrocer.coop/users/dmrknkqzhv>)

Comment: *

[Disable rich-text \(javascript:void\(0\);\)](#)

▶ [Input format \(#\)](#)

▼ [Notifications \(#\)](#)

Do not send notifications for this update.

Post

Susan Zimmerman <susanzimmerman@sbcglobal.net>
Fwd: Board Interaction with Staff Request
October 27, 2014 4:39 PM

Sent from my iPhone

Begin forwarded message:

From: Susan Zimmerman <susanzimmerman@sbcglobal.net>
Date: October 24, 2014 at 2:01:21 PM EDT
To: Kristin DeMuzzio <krismuzz@gmail.com>
Cc: Sile Herbert <sile.herbert@snet.net>, Joel Kopischke <joelkopischke@cdsconsulting.coop>
Subject: Re: Board Interaction with Staff Request

Kristin,

Thanks for following up on the request for board staff interaction. I wasn't sure from your email if I should have received had an earlier email from Amelia? If so, I don't recall seeing it and I apologize if I missed something.

I would like to bring this request to the board for discussion. Our next meeting is scheduled for Nov 5. We have a full agenda already but I will try to make time as this is a priority.

I can give you better answers as to date and participants after the board discussion.

I have copied our consultant on this email just to let Joel know about your request.

I hope I have answered your questions. Please let me know if you need any more information.

Susan

Sent from my iPhone

On Oct 24, 2014, at 11:07 AM, Kristin DeMuzzio <krismuzz@gmail.com> wrote:

Hi Susan,

I am following up on a request Amelia Lord made to the Board asking it to interact with staff in some way. To assist you, the staff put together a few broad questions for topics they would like to see the board cover either at a staff meeting or in another way. See Below.

Can you please let me know if you received this request, and also, if and when the board could be expected to provide an answer as to when and how?

More specifically, we are looking to plan our next staff meeting in the next few weeks, and would like to be able to include this BOD piece. Namely, when could a board member come and do this. We can be somewhat flexible on the date and time... ideally sometime in mid-November.

I will include the questions here:

1. like them to give an overview of the work they do, the processes, the research and dialog, the results and how all this affects what happens in the store and in the community.

2. I am also interested in basically what their main job is pertaining to the co-op. Basically what is the nature of the relationship between the board and the co-op? I think I know the answer but it wouldn't hurt to refresh.

Thank you in advance for taking time to address this important staff request.

Kristin DeMuzzio
Assistant Manager

|| Fiddleheads Food Co-op
860-701-9123

Board Monitoring Policy

C3 Agenda Planning

Q1 We will create, and modify as necessary, an annual calendar that includes tasks and events related to our multi-year workplan, membership meetings, Board training schedule, monitoring schedule, and the GM evaluation and compensation decisions as outlined in our Board-Management Relationship policies (Policy D, et seq.).

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating	
–	–	–	–	–	–	–	
0.00%	0.00%	16.67%	66.67%	16.67%	6	4.00	
0	0	1	4	1			

Comments(1)

We do this well.

Q2 Throughout the year, we will attend to consent agenda items as expeditiously as possible.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating	
–	–	–	–	–	–	–	
0.00%	33.33%	16.67%	50.00%	0.00%	6	3.17	
0	2	1	3	0			

Comments(1)

We do it, but not as efficiently as we could. We discussed this at the retreat.

Q3 We will limit the amount of meeting time taken up by Executive Limitations monitoring reports, discouraging discussion unless the reports indicate policy violations, or the policy criteria themselves need review.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating	
–	–	–	–	–	–	–	
16.67%	33.33%	16.67%	33.33%	0.00%	6	2.67	
1	2	1	2	0			

Comments(1)

We are not yet good at this, as we discussed at the retreat.

C4: Board Meetings

Q1 We will use Board meeting time only for work that is the whole Board's responsibility. We will avoid committee issues, operational matters and personal concerns

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating
–	–	–	–	–	–	–
0.00%	20.00%	20.00%	60.00%	0.00%	5	3.40
0	1	1	3	0		

Q2 Meetings will be open to the membership except when executive session is officially called.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating
–	–	–	–	–	–	–
0.00%	20.00%	20.00%	20.00%	40.00%	5	3.80
0	1	1	1	2		

Q3 We may occasionally use executive session to deal with confidential matters, as long as the purpose of the session is stated. When possible, announcement of the executive session should be on the published agenda.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating
–	–	–	–	–	–	–
0.00%	0.00%	0.00%	60.00%	40.00%	5	4.40
0	0	0	3	2		

Q4 We will seek consensus through discussion. We will then finalize and document decisions through the use of motions, seconds and majority vote.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating
–	–	–	–	–	–	–
0.00%	0.00%	0.00%	100.00%	0.00%	5	4.00
0	0	0	5	0		

Q5

The meeting agenda will be determined by the Board president, and may be modified at the meeting by a majority vote of the Board.

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	Total	Average Rating
–	–	–	–	–	–	–
0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	4.20

Comment: We are pretty good at this.

FIDDLEHEADS
BOARD OF DIRECTORS MEETING
November 21, 2014
6:00-8:30 PM
105 Huntington Street, New London

Time	Topic	Resource	Board Action/ Outcome	Leader
6:30	Meeting Preamble <i>Each of us is a member of the coop community and has been elected to be leaders in serving our members. May we conduct this meeting by empowering each other, treating each other with kindness, and maintaining an atmosphere of mutual respect.</i> Check-in			President
6:30-6:35	Agenda Review		Make any needed adjustments	President
6:35-6:40	Minutes November 5 (Board Packet)			
6:40-7:45	Board Discussion <ul style="list-style-type: none"> • GM Qualifications Checklist (Board Packet) • GM Search Committee 		Complete qualifications checklist Appoint Search Committee chair to write charter and recruit members	President
7:45-8:00	Action Items <ul style="list-style-type: none"> • CBLD Contract for 2015 (Board Packet) • Board Budget (Board Packet) • Board Calendar (Board Packet) • Electronic Communication Guidelines (Board Packet) • GM Search Support Contract 		Accept Accept Accept Accept Accept	
8:00-8:15	President's Report		Ask any questions	President
8:15-8:30	Closings <ul style="list-style-type: none"> • December 2 draft agenda (Board Packet) • Meeting Checklist <ul style="list-style-type: none"> ○ Everyone was present physically and attentively ○ No sidebar conversations ○ Maintain topic focus ○ Everyone had a voice and was heard ○ Be honest but not brutal ○ Don't monopolize ○ Clarify the purpose of each agenda item to begin ○ Signal if you feel personally attacked, disrespected, or put down • Review Decisions, Tasks, Assignments • Adjourn Meeting 		Review Evaluate meeting process: what worked and what needs improvement	President President

BOARD PACKET:

- 1) Draft November 5 minutes
- 2) Draft qualifications checklist
- 3) CBLD Contract

- 4) Board Budget
- 5) Board Calendar
- 6) Electronic Communication Guidelines
- 7) GM Search Support Contract
- 8) President's Report
- 9) December 2 Draft Agenda

DRAFT