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WHAT IS PEOPLE'S MARKET?

2.

People's Market is a student run business that dares to question the ethical, political, and environmental aspect of its products and vendors. There is no "boss hierarchy", as all co-managers are seen as, and treated as, equals within the Market. People's Market is a place of individual change and growth, and its warm atmosphere promotes a sense of security for co-managers. The Market is founded on the principles of a cooperative; however, it is only a co-op in spirit because it is not owned by all of its members, but rather, it is part of the University of Massachusetts Amherst.

People's Market was originally founded as an all-woman collective in 1973 by two undergraduate students. Change is a powerful force within People's market, as co-managers come and go with every semester, but our core values hold strong.

1.

WHAT IS A COOPERATIVE?

A cooperative is an organization; it could be a food store, a bank, housing, etc., which is owned by all of its members. The definition of a cooperative is primarily concerned with who owns and controls capital. It does not dictate a particular managerial structure. Most cooperatives strive for egalitarianism, but others have very hierarchical structures. For example, the Ocean Spray Corporation is a co-op. A small group of members own the company and control the capital. The owners hire managers to make sure that laborers squeeze the cranberries properly. Often members of a co-op perform managerial duties, but just as often the management responsibilities and work are hired out. The People's Market tries to be as egalitarian as possible, although for practical purposes some jobs that carry additional powers and responsibilities (like buying committee and orgi-spec) are delegated to elected co-managers.

Consumer cooperation grew out of the sufferings of the industrial revolution in the 1800's, borrowing ideas from both capitalism and socialism to address growing socioeconomic inequality. The first successful co-op was a food store established in Rochdale England in 1844 by twenty eight weavers who called themselves The Rochdale Society of Equitable Pioneers. They established a list of seven cooperative principles, known as the Rochdale Principles, which have come to form the ideological basis of the cooperative movement. Although the group's first project was a food store, they dreamed of a self-sustaining community to follow. The food store was successful for many years, but it went out of business before the community ever came to fruition. The Utopian Socialist ideals, which the Rochdale Pioneer's food store was founded upon, of a society where the members initiate, own, and control the store, are still the model used by consumer cooperatives around the world.

2.

ROCHDALE PRINCIPLES

The Rochdale Principles are as follows:

1. **OPEN MEMBERSHIP:** Membership to the co-op is voluntary and there is no discrimination on the basis of race, gender, religion, political affiliation, or sexual orientation.
2. **DEMOCRATIC CONTROL:** One member, one vote. This principle contrasts sharply with the practice for profit corporations where voting is by shares, not by people. A “one share, one vote” policy means that the person who is richer and owns more shares has more power in the organization. The “one member, one vote” principle guards against control by the few for the benefit of the few.
3. **LIMITED RETURN ON EQUITY CAPITAL:** Rather than returning exorbitant amounts of surplus capital to owners, money is re-invested in the business. In other words, the membership is making no personal profit regardless of the success of the business.
4. **NET-SURPLUS BELONGS TO USER-OWNERS:** The net savings of a co-op may be distributed equitably among the membership, or used in some other manner agreed upon, either for the benefit of the group or for the local community as a whole.
5. **CONTINUOUS EDUCATION:** Co-ops act to continuously educate their members and the local community about the principles, methods, problems, and goals of the organization. This can also include consumer education about products the co-op sells, and industry it is involved in.
6. **COOPERATION AMONG COOPERATIVES:** To strengthen themselves and serve members and the community better, co-ops need to work together at the local, regional, national, and international levels.
7. **POLITICAL NON-PARTISANSHIP:** Endless hours have been spent in some co-ops arguing over adopting a “political position” on an endless list of important social and economic problems. Adhering to the goals of a particular political party or agenda would limit membership, thus violating the principle of open membership. This doesn’t mean that cooperatives must be politically inactive, but it does mean that cooperatives have usually chosen to limit their political activity to those issues directly effecting the cooperative movement and the industries of which they are a part. Though we do not adhere to a particular political platform, we have and can take a stand on issues pertaining to the food industry, local community, or University community.

3.

WHAT IS A COLLECTIVE?

A collective is a co-op in which all the work is done by the people who own the capital.

Ultimately, the market is owned by the university, but philosophically we operate under the principles of a worker-owned collective. The Rochdale Principles apply to People’s Market despite the fact that we only own our business in spirit. For example, we have open membership and every member can exercise decision-making power equal to any other member. We are a not-for-profit organization with a price structure that allows us working capital, reasonable wages, and moderate funds for re-investment. At the People’s Market we strive to educate ourselves and our community about co-ops and socially responsible consumption, all while remaining politically nonpartisan.

CONSTITUTION OF PEOPLE'S MARKET

I. Name: The name of the organization is People's Market.

II. Mission Statement:

- A.* To provide a place for the University community to buy natural and fresh foods.
- B.* To provide the University community with an alternative eating place.
- C.* To promote the co-operative and collective movements.
- D.* To educate and inform the community about nutritional, political, and social issues in the realm of the food industry.

III. Membership:

- A.* Membership is available to all undergraduate full-time students in degree programs.
- B.* Members are hired by the Hiring Committee during the first three weeks of each semester. The Hiring Committee consists of four elected members that are in use only until all Hiring business is completed.

IV. Officers:

- A.* People's Market consists of the following committees: Advertising, Bookkeeping, Board of Student Business, Buying, Cashout, Catering, Dot/Star, Extensions, Handbook, Hiring, Maintenance, Orgi-Spec, Payroll, Quality Control Group, Solidarity and Action Coalition, Training, and Web/Tech Support. These seventeen members are appointed to COR by their committees. The COR is a body of People's Market members that deals with policies, controversies, firing, purchasing of equipment, and general management that pertains to People's Market. All decisions that affect the Market as a whole will be brought to All-Staff as a proposal, by any individual or by any committee, including the COR. All COR members must have been at the Market for at least one semester.

V. Meetings:

- A.* There is a mandatory Monday evening All-Staff meeting from 5-7:30 pm for all members. This is a permanent time for All-Staff meetings and must be put on applications for hiring.
- B.* The Committee of Representatives (COR) meets once a week at a time decided upon by the current COR members.
- C.* All group decisions are made by modified group consensus.

VI. Amendments:

- A.* This Constitution may be amended by a consensus vote at any All-Staff meeting.

4.

PARTICIPATORY MANAGEMENT AND CONSENSUS DECISION MAKING

The definitions of ‘cooperative’ and ‘collective’ hinge upon ownership and control of capital rather than on the level of input workers have. Some cooperatives have a hierarchical management structure, while some do not. Collectives don’t commonly have a hierarchical structure, but they can. The managerial style used by People’s Market, however, is “participatory management.”

Participatory management gives worker/managers the utmost input--everyone in the group participates equally in decision-making. Participatory management also prioritizes team development. Decisions are passed in the form of proposals that are brought to COR and then voted upon in the following All Staff. At the Market, all important decisions are made by consensus at the mandatory, weekly all-staff, with the exception of those decisions delegated to committees, where rules may vary from one committee to the next. **Consensus means that all the collective members must consent to a decision before it is implemented.** This is different from a “majority rules” method of decision-making; it is not enough to have 51% of the vote to implement any important change. The group must be 100% agreed. Additionally, quorum must be met in order for give All Staff the authority to pass decisions in any given meeting. **A quorum is the minimum number of members of a deliberative assembly necessary to conduct the business of that group. Requirement for a quorum is protection against totally unrepresentative action in the name of the body by an unduly small number of persons.** Our quorum requirement is 80%. The philosophy behind consensus decision-making is group unity. Of course, consensus does not guarantee that everyone will be completely satisfied with the outcome of all decisions; it requires a great deal of compromise.

Our management structure and method of decision-making can be very rewarding, and at times it can be enormously stressful and cumbersome. Often members of People’s Market have questioned whether our structure is serving its worker/managers and the business to their best potential. Continual evaluation and transformation (if need be) of structures is an important part of maintaining a healthy, successful business.

NOTE:

Election of managers to committees is separate from “Decision-making” and is determined by “majority vote.” This is mostly due to the political nature of elections and our attempt at reducing hierarchy and power structures within the Market.

5.

6

PRODUCT GUIDELINES

1. People's Market strives to be a *socially responsible* organization. We choose not to sell products that directly or indirectly cause suffering to anyone or anything.

EXAMPLES: We supported the California grape boycott called for by the United Farm Workers. We dropped Orangina because it was bottled by Coca-Cola, a multi-national corporation that was investing in South Africa. We do not sell meat because it entails the killing of animals. We don't sell products that are tested on animals because most testing done on animals is cruel and unnecessary. We strive to be environmentally conscious- i.e. dioxin free coffee filters, less packaging, etc.

2. We offer *natural alternatives* to our customers. We cater to a specific market by supplying the demand for natural snacks and other products. We offer an alternative to the products that the convenience stores and University store sell.

EXAMPLE: Natural sodas, candy, and chips that do not contain artificial colors, preservatives, or flavors. We sell organic produce whenever possible. We cater to vegan diets and gluten allergies whenever possible.

3. We support other *Co-ops* and the *local community*.

EXAMPLE: Stonyfield Farm and Cabot Cheese are cooperatives. Hot Mama's, Mimi's, and Bensons Bagels are all local businesses. We will buy from student vendors as well if they prove to be a mature and reliable source. We will buy local produce when it is season. Our coffee vendor is Dean's Beans, an organic and Fair Trade coffee roaster company. We also promote Food For Thought Books in Amherst through Open Mic Nights.

6.

ALL-STAFF ROLES AND FUNCTIONS

The All-Staff meeting is the backbone of decision-making at People's Market. All major decisions not delegated to committees are decided at the All-Staff meeting. The only way decisions may be made at People's Market is by using the consensus method - which is detailed later. The meetings are mandatory for all Market co-managers and attending members are paid for the first two and a half, or three hours (see "The Three Hour All-Staff" section below). Because this is a mandatory meeting, **All-staff is Dottable**, according to the Dot Policy. It is the responsibility of Dot/Star to keep track of these dots. (However, special holiday All-Staffs as when Monday is a Tuesday in the University schedule, are not dottable). Each manager is allowed one "free" All Staff and must submit a note to the COR meeting that plans the specified All Staff.

Beyond decision-making, however, the All-Staff meeting serves some very important functions. For example: workers learn of the prior week's happenings and the upcoming week's expected happenings;

ideas are bounced off of other members; problems are explained and solved; projects are initiated, their progress reported on and questions answered.

All-staff also serves as a place to learn about subjects that involve the group, and gives the group a chance to participate in activities that help to further group development. All-staff is a place to train Market members and a place to educate as well.

What follows is an introduction to the different roles in All-Staff meetings, followed by a description of the structure of the meetings.

AGENDA: The agenda must be visible by all, it can be written on one of the large chalkboards in the meeting room, or on a packet of papers put in front of all co-managers. This is decided by the current Orgi-Spec. It contains clear topics and reasonable time limits. The entire meeting should follow the agenda, knowing its different parts and anticipating them - so that questions or comments are stated at correct times, in context.

FACILITATOR: The Facilitator directs the group, organizes discussion, tests for consensus, and leads decision making procedures. The Organizational Specialist must serve as facilitator for the first All Staff of each semester, which means they must be the note-taker for the last All Staff of the previous semester. Whoever serves as note-taker must also facilitate the next All Staff. Any Market person wanting to be a Facilitator is encouraged to go through a Facilitation Workshop. These are given each semester in the CSB.

NOTETAKER: The Note-taker keeps track of all information and all decisions made, and can aid in clarifying information. This person will use the agenda and note packet that has been designed so that the information is transferred in a readable and organized fashion. She/he/ze is responsible for keeping record of that meeting's follow-throughs and ensuring continuity from one meeting to the next. The Note-taker of the meeting becomes the Facilitator of the next **(recommended to have gone through Facilitation Workshop)**. The Note-taker must also email the notes to the listserv before the next All-staff.

In order to ensure that everyone gets to facilitate an all-staff during his/her/ze time at the Market, no co-manager can take notes at an All Staff meeting for a second time until every co-manager has taken notes once throughout that year. The Orgi-Spec is exempt from this rule since he/she/ze must facilitate the first All-staff of the year, so he/she/ze can step up to take notes one additional time before everyone else has gone. In addition, new co-managers do not need to take notes until after their first evals. The Orgi-Spec is responsible for keeping track of who has taken notes.

STACKER: The Stacker recognizes members in order, keeping a list of those who wish to speak during discussions. To be put on stack, members must raise their hands so that the stacker can see them. S/he should concentrate on giving equal time to all members, working with the Facilitator to ensure that all sides are heard. The stacker must remain on top of the meeting so that the flow of the discussions is not broken.

TIMEKEEPER: The Timekeeper informs the group when agenda items have exhausted their time

limits. S/he works with the Facilitator and the Stacker to keep the group on task, and watches the pace of the meeting.

VIBE-RATERS: ALL GROUP MEMBERS are Vibe-Raters and active listeners. They must pay attention to the group dynamics - How is the tone? Is the group being productive? Is the group following the Handbook in procedures? It is important for each of us to pay full attention and help one another make the All-staff a productive tool of management. The Vibe-Rater is encouraged to give constructive feedback to the Facilitator.

GROUND RULES: These serve as a policy for co-managers to follow in order to contribute to the equal, supportive, and loving environment that is All-Staff. These are general guidelines that we have all agreed upon and should use them as standards to regulate the way we interact as a whole, but also as individuals. They are:

1. Step up, step back
2. Avoid redundancy
3. Make eye contact
4. Use statements like "I feel this when..."
5. Honesty
6. Remember the importance of **respond** vs **react**
7. Assume good will
8. Active listening
9. Non-confrontational language and tone
10. Be conscious of distractions
11. Market confidentiality, all staff space confidentiality
12. Give space for others to speak for themselves
13. Be present in this space
14. Communicate ***
15. *Embrace conflict with curiosity*
16. Understand your personal limits
17. Seek mediation

Remember:

No single member is responsible for the meeting being either good or bad...

THE ALL-STAFF MEETING AGENDA

I. GO-AROUNDS

The Go-Around is a chance for all to express how they feel, what they did in the past week, recent accomplishments, or anything else they feel like sharing. It is a chance for everybody to catch their breath and settle into the meeting - as well as a chance for the Market to be made aware of everybody's emotional states (as this very often affects our involvement). If you do not feel like sharing, it is all right for you to pass on to the next co-manager. Market members should attempt to keep Go-Around remarks brief because of time constraints

(At this point in the meeting, the facilitator should assign a notetaker, a stacker, and a time-keeper.)

II. READ NOTES

At this time, the Market members read the notes that are given to them at the beginning of the meeting. There should be notes from every committee, telling what progress they made during the week. Committees are responsible for assigning a note-taker who will send notes to the organizational-specialist every week. Co-managers have the opportunity to ask questions during committee reports. At this time, co-managers should as well read any proposals that are also included in the All-Staff packets.

III. COMMITTEE REPORTS

Each committee gives a short report of what transpired at its meeting and anything else it accomplished in the past week. Committees can also report on upcoming projects, future events, and any other relevant information. Reports should be brief and committees should try to avoid as much as possible to avoid repeating information already presented in the notes section. If the committee needs a longer time to talk to the collective about an issue, they must create a separate discussion by bringing the discussion to COR the previous week. After a committee has finished their report-out, co-managers are able to ask questions. This section is very important for the communication within the Market.

If a committee does not have their handbook, than they are not allowed to give their report; however, they are allowed to answer questions from the group.

IV. FOLLOW-THROUGHS

Follow-throughs are tasks to be volunteered for and accomplishment checked. For example, if the walk-in is broken, and the Maintenance Committee is made aware of it at All-Staff, they may want to go on follow-through to have it fixed. The next week, the Notetaker will read the follow-through and the Maintenance Committee can report on its status. If the job is done, Maintenance can be taken off follow-through. If it is not done, the committee goes back on the next week's follow-throughs. Follow-throughs can also be given to individuals with tasks that must be done. You do not have to volunteer to be put on follow-through; the group can place you on it. The first phase of follow-throughs consists of the note-taker announcing last week's follow-throughs aloud, so that the person/group assigned to do it may update the group on their progress.

V. COMMENTS AND SUGGESTIONS

In this part of the meeting, co-managers give reminders of policy or procedure for the Market. When a Market person sees something being done wrong in floor hours, they should make a note of it and bring it up at this time in All-Staff. For example, if there has been a rash of dirty things left in the sink that violate our health code the Market Person who notices should, at All-Staff, say "Please remember to clean all of your stuff when you're done with it - don't just leave it in the sink." Keep in mind that this is not the only forum to voice concerns; talking directly is an effective managerial skill. Co-managers should also be paying attention to any recurring suggestions or issues brought up in this forum in order to help find means of facilitating a solution.

Began in Fall 2011, co-managers may write Comments and Suggestions on a list on one of the fridges. The orgi-spec then includes the list in the All-Staff packet after the Committee Notes.

VI. ANNOUNCEMENTS

Market people can inform the rest of the Market of upcoming events, performances, parties, classes, etc. This is a good time also to pass around shift covering sheets, or anything you want the entire group to be aware of that does not warrant a long speech

VII. PROPOSALS / DISCUSSIONS

All proposals and discussions take place at this point. In addition; workshops, presentations, training, financial reports, scheduling, elections, and anything else important is discussed here. All proposals and discussions must be allotted time in this section by the Organizational Specialist - a procedure for which is described later.

VIII. FOLLOW-THROUGHS

In this phase of follow-throughs, the notetaker reiterates all of the follow-throughs that were assigned during the meeting. Any follow-throughs that should be added are added at this point.

IX. END GO-AROUNDS

The End Go-Around is a chance for everyone to say a few words about the meeting. Because of its format, new ideas and concerns should not be aired in the End Go-Around,, as nobody can respond. Hopefully, people will bring these things up during the regular part of the meeting, requesting time from the Agenda Planner or Facilitator if they need to. In addition, if someone has nothing to say, they simply say "pass".

7.

GETTING ON THE ALL-STAFF AGENDA

To make meetings run more efficiently, the following procedure exists by which proposals, presentations, and discussions become a part of the All-Staff agenda.

1. Bring a copy of your proposal/workshop idea to COR at least one week preceding the appropriate All-Staff. Bring any information relevant to your proposal/workshop. For example, if it involves a particular organization bring their brochure or mission statement so that any questions coming up may be answered.
2. COR will review the proposal, making suggestions about how to improve it. COR will then decide whether the proposal is ready to come to All-Staff and will add it to the agenda. Note: This does not mean COR votes on the content of the proposal, just if it is clear, complete, and appropriate to bring to All Staff. Provide a copy of the proposal to the Orgi. Spec so that it can be added to the packet.
3. The Org. Spec distributes the Agenda Packet at the meeting.

8.

The Three Hour All-Staff

In the course of a semester, situations may be such that the Market misses an All-Staff. In this case, the next All-Staff is overscheduled, and the meeting runs over the normal two and a half hour pay period. Therefore, it has been decided that once per semester, we may have an All-Staff that is paid for three hours, in order to make up for meeting time lost because of a snow day or a holiday.

9.

DECISION-MAKING AT ALL-STAFF

I. Proposals

All decisions made at All-Staff are based on proposals. All proposals must be submitted in written form, and copies must be made for each member. Any Market member or Committee can make a proposal. See the previous section ("How to Get On the All-Staff Agenda") for an explanation of this procedure.

II. Initial Discussion

When a proposal is introduced, it is read by one of its sponsors. After that, the facilitator opens the floor for discussion and the stacker takes stack. Members raise their hands until they are acknowledged by the stacker and then wait until it is their turn to speak. Sponsors are allowed to directly respond to questions or points of clarity. Discussion should be focused on specific aspects of the proposal, and people should be careful not to be redundant. Anybody who has a problem with the proposal should air their opinions early, so the group can have time to address and discuss those opinions.

III. Straw Poll

After a period of discussion, the Facilitator should take a Straw Poll to get a feel for the opinion of the group. There are three options a person has in the Straw Poll:

- A **YES** vote means you support the adoption of the proposal. Yes votes are usually silent.
- An **OPPOSED** vote means you feel the proposal should not be adopted. Opposed votes are signaled by raising your hand when the Facilitator asks "Is anyone opposed?".
- **STAND ASIDE** vote means you are opposed to the adoption of the proposal, but are willing to step down and allow it to pass in respect for the wishes of those who wish to pass it. Or it could mean you have no opinion, are unsure, or other factors for refraining from a decisive vote.

At this point, if nobody opposes the proposal, the Facilitator moves to a Test For Consensus (see Section V. below). However, it is common practice for one member to vote "stand aside" to open stack, or for the facilitator to open stack again in order to allow room for any lingering comments.

If somebody opposes the proposal, the Facilitator should make a decision of whether to continue the discussion or not. Usually this decision is made based on how much opposition there is to the proposal. If there is great opposition, the Facilitator can suggest that the proposal be tabled - to be worked on by the Committee or person and re-proposed later. If the opposition is not great, or not very solid, the Facilitator can suggest that discussion resume.

IV. FURTHER DISCUSSION

Further discussion on the proposal should be directed at the concerns of those opposed to the proposal. Compromises should be sought - but often are hard to figure out in an All-Staff meeting. Amendments can be suggested to accomplish these compromises - but the sponsor of the proposal can refuse any amendments. It is important to remember that what the group seeks at this point is consensus - not success. Very often this means that a proposal must change in order to be passed.

After another period of discussion, the Facilitator should make another decision. If the group appears to have worked toward consensus, the Facilitator should call for a Test of Consensus. If the group has not made any headway, and people appear to still oppose the proposal, the Facilitator can suggest that the proposal be tabled.

V. TEST FOR CONSENSUS

At the end of discussion, when the Facilitator feels that the group has reached consensus (or come close) or nobody is left on stack, a Test For Consensus is made. There are three voting options, which are the same as the straw poll.

- **YES** vote: You support the adoption of the proposal as it currently reads.
- **OPPOSED** vote: Under no circumstances can you feel comfortable with the passage of the proposal as it now reads. Again, an opposed vote is signaled by raising your hand when the Facilitator asks "Is anyone Opposed?"
- **STAND ASIDE** vote: This means that either:
 - a. Your feelings are neutral, OR
 - b. While you do not agree with or like the proposal, you are willing to live with it and allow it to pass.

Anyone who stands aside so the group can reach consensus is always given the opportunity to state their reasons for being uncomfortable with the proposal.

If no one member opposes the proposal, consensus has been reached and the proposal passes. If any one member does oppose the proposal, the proposal fails. However, this should not be the end of the proposal - the sponsors of the proposal should meet with those opposed to it and try to work out a compromise (See "Further Discussion" above. If a compromise is reached, the proposal can be re-proposed at a later All-Staff.

It is important to remember that while the process of consensus is lengthy and energy consuming, there are definite benefits of this system over conventional majority voting. It prevents a majority from imposing something on a minority, it encourages more participation in decisions, and it encourages innovative solutions. Compromise is the key to consensus decision-making. But, to make the process work efficiently, there must be focus and participation from the group.

QUORUM

In order to pass a proposal, there needs to be at least 80 percent of the collective present at the meeting. If there is fewer than 80 percent then the issue must be tabled and set aside for the next All Staff. This is to ensure that there is a fair amount of attention paid to individual's rights to block proposals. For example a proposal that might not have passed if all co-managers were present could pass if ten were missing.

10.

MUTUALLY EXCLUSIVE PROPOSALS

VOTING PROCEDURES

This is a voting method that initiates a fair method for dealing with **Mutually Exclusive Proposals**. Mutually exclusive proposals are

Voting procedure was as follows:

1. Close stack.
2. All proposals on the table are voted on (the order doesn't matter, everything gets voted on). This takes place in the normal way, where consensus must be reached and stand asides are heard,
3. Any proposals that pass consensus become policy. In a situation where multiple mutually exclusive proposals all pass consensus, we do a majority vote to determine which proposal will pass.

This system eliminates the need to figure out the order of a vote, since everything gets voted on anyways and ensure that each proposal will be given fair consideration. Also, since we only conduct majority votes on mutually exclusive proposals that have all already passed consensus voting, we're following the rules for consensus as previously stated: "Consensus means that all the collective members must consent to a decision before it is implemented." This two-level style of voting is what is used at Oberlin Student Cooperative Association. It allows a greater diversity of proposals to be considered, encourages more proposals to be voiced during discussions, and helps the co-op pass more balanced policies with greater efficiency.

A TYPICAL DAY AT THE MARKET

Floor Overview

7:45 – 9:00 □ **Opening**

3 Members

Whoever gets there first ...

- Go upstairs and get keys from the padlock.
- Turn on display fridges, freezer lights, lights in the cheese room fridge and put on some good wake-up music.

One Co-Manager

- Make coffee. (Make sure to wait until about 8:20 to start brewing so it's hot)
- Make sure the milk dispenser is full.
- Put Henion Pastries in display case.
- Stock cups, lids, stirrers, honey, knives, and spoons.

Additional Co-Managers

- Put the People's Market sign outside.
- Bring the smaller People's Market sign into the lobby.
- Count the money in the registers, record the amounts in office computer (Cashout folder), and activate the registers.
- Make a stocking list, and stock.
- Go to the walk in and record what we have. Pick up anything that is needed. (usually milk, chai, cheese, chocolate bulk, etc). Also bring up an empty compost bin if needed.
- Put bagels into bins.

AT 8:45 A.M. THE DOORS MUST BE OPENED FOR BUSINESS
AND ONE CO-MANAGER MUST BE ON REGISTER.

9:00 – 10:00

4 Members

- Get on your respective station (refer to guidelines for more detail)
- One co-manager, typically the Shift Facilitator, *must* be sent down to the cashier's office to collect Change Bank. (Look under *Change Bank* to find description).

10:00-2:00 □ **Rush**

4-5 Members

- Get on your respective station (refer to guidelines for more detail)
- This is the busiest time. The rushes will come in half hour spurts. Each co-manager must be mindful of the fact that they must take some responsibility in making sure the Market runs smoothly. If you are not too busy at your station, assist someone else who needs assistance. Also make sure to always be communicating with your Shift Facilitator.

2:00-5:00 or 2:00-4:00 on Mondays and Fridays □ Slow Down

3 Members

- Get on your respective station (refer to guidelines for more detail)
- Slow down, Breathe
- It is time to stop the hectic pace, but this does not mean that you should be working any less. This is the time to start catching up. Start cleaning now; so that it is easier for the cleaning shift, also stock whatever has been depleted by the days rush. But feel free to turn up the music and dance while you are doing it. This time of day is a lot more relaxed.
- The person on coffee should brew iced coffee concentrate in preparation for the next day.

5:00-6:00 or 4:00-5:00 on Mondays and Fridays □ Cleaning Shift

3 Members

Doors are shut at this point, decide amongst yourselves who will do what!

Cleaner 1: Trash

- Empty all trash. Don't forget the office. Load onto cart.
- Put new bags into trashcans.
- Load recycling onto cart.
- Bring down extra milk crates to loading dock and containers to the Craft Center if needed.
- Go downstairs and empty trash and recycling. Retrieve items from walk-in and Storage.
- Make or update a list of items to be brought up from the walk-in and storage area for that night and the following early morning.
- Bring down the compost as well, and grab a new compost bin. Make sure to empty the coffee compost bucket and the bucket near the electric cow. If the compost bin isn't too full, it's okay to leave it until the next day.

Cleaner 2: Bagels

- Do the bagel inventory on the checklist
- Bag and price left over bagels. 6 bagels (max) per bag at half price (\$3.75 max).
- Wash out bagel bins.
- Wash out the baked goods container.

Cleaner 3: Floor

- Bring the People's Market sign in from outside or from the hallway outside the Student Union Ballroom
- Sweep market floor, including cheese room, stock rooms, and office.
- Fill mop bucket with floor soap and water from sink in closet right outside the door closest to the Student Union Ballroom. (Remember to rinse out the soap packets and place in the respective container)
- Mop everywhere that was swept.
- Empty dirty water in the closet sink.
- Rinse out bucket and mop head.
- Put dirty mop heads in the corresponding trash can

Cleaner 4: Coffee

- Shrink left over coffee (shrink prices on shrink sheet)
- Clean all coffee and vacuum pots with the magic blue liquid (Urnex)
- Wash and sanitize milk dispenser on Friday.
- Wash coffee counter and coffee machines.
- Fill honey, sugar and hot cocoa jars.
- Wrap and price baked goods leftovers.
- Turn off coffee machines.

Important:

- All cleaning shift people are equally responsible for the store being clean. If you finish your job early, help out one of the other cleaners. Do not leave early. You are paid for the entire hour. Work the entire hour.

What to do if you finish your tasks early...

- Make sure you know who is doing what and that they know what they are doing
- Clean bagel board and area around it
- Sanitize the knives, bagel cutter and cutting boards.
- Clean anything misc. things in store that look gross
- Stock if you have time
- Do not leave until all responsibilities of all co-managers have been completed (Check the list on the chocolate fridge).

Note: Be respectful of the cashout person in the office. Be aware of the volume of the music. Try to make as few trips into the office as humanly possible.

6:00-8:00 □ Stocking

3 Members

All Stockers:

- Make or update a stocking list.
- Put away whatever has been brought up from walk-in during 5-6 shift.
- Jobs should be determined to see who does what.
- Check to make sure iced coffee was made (if not, make it)

Stocker 1

- Stocker 1 is responsible for stocking items in the display fridges. Stock sodas, juice, and water from soda room. Stock soymilk, which is usually under the chip section. Stock yogurts and spreads from the storage fridge. Be sure to rotate all stock. Be conscious of dates on all items. Items with the earliest expiration date should be stocked in front so that they will be sold first and not expire. All items waiting to be stocked in display fridges should be have already been dated. Be sure to bring out the oldest items first.

Stockers 2 and 3

- These two stockers are responsible for cutting all the cheese that is needed, making sure that there is also back stock in the cheese room fridge, and making sure that the bulk items that need

to be stocked are stocked and priced.

8:00 P.M. □ Closing

- Turn off all lights in fridges.
- Check to see if coffee brewer is turned off
- Write any notes that might be necessary to the morning shift. (i.e. what didn't get stocked or anything unusual)
- Make sure all carts are in the store
- Turn all lights out.
- Lock both locks on both doors.
- Check locks. Double check locks.
- Close every window.
- Take keys up to locker. Be sure not to take them home!
- Have a cozy night.

THE SHIFT FACILITATOR

Because co-managers at People's Market rarely have more than two shifts back-to-back, and transition between shifts is usually very hectic, one person is designated for each shift to ensure good communication and continuity between incoming and outgoing shifts. That person is the Shift Facilitator. In addition to ensuring good communication between shifts, the SF ensures good communication within each particular shift - making sure all necessary tasks are done, all orders are received, etc.

The scheduling task force will choose the SF's at the beginning of the semester. Anyone who shows interest can be an SF, there are no special training requirements. This position has several managerial responsibilities - **but it is not a manager position**. And while the SF ensures that all tasks are being done, it is up to each co-manager to evaluate how the SF is doing as well. However, to allow the SF the trust it takes to really run a shift, they must have some aspects of control to make the shift run smoothly.

The responsibilities of the Shift Facilitator are to:

- Check the Schedule, and see who is where on your shift.
- Get any important information from the previous shift's SF, and make sure the SF board gets passed on.
- Do a quick check to see if everyone at their station, and if everything is alright.

- Dot anyone who is late. Call co-managers who have not shown up to checks if they've forgotten about the shift, haven't woken up, etc.
- Call downstairs to the loading dock, 5-0020, and see if there is anything there for us.
- If there is, make a decision as to who will go down to receive the order. Take into consideration which people are most available as well as who would be most comfortable with the task. Make sure the person has a walk-in list and any trash or boxes that can be taken down.
- Maintain a priority list for stockers - what is needed, how soon, etc. This should be passed on from SF to SF.
- The SF should **not** work on Coffee or Reg. 1 or 2 except during very busy hours as those positions are work-intensive and are hard to pull away from to attend to other duties. Generally, the SF shouldn't have their attention fixed on one task, because they are required to respond to any problems that occur on shift.
- It is the SF's duty to spend time babying the produce.
- The SF must clean the bagel board and anything else that gets disgusting. Carry a rag around with you.
- Check continuously during the shift to make sure that everyone has something to do and that they have their tasks under control.
- Call the loading dock again.
- Face all products.
- Take care of any special orders.
- Make sure all stockers wear gloves, and non-register peeps are wearing aprons.
- Transfer any relevant, important information to the next SF so that problems and tasks are passed on, not ignored.
- Be supportive!

For their part, Workers should let the SF know that they are working that shift (especially important for people covering shifts for other people) and should consult the SF for job priorities.

Delegate, Delegate, Delegate!
Communicate, Communicate, Communicate!
Customer Service is Priority One!

COFFEE DESCRIPTION

7:45 Shift

Make coffee. Have a backup of regular at all times. Fill everything. No joke. Brew like the wind. Set out the cups and lids, the honey and cocoa, the Henion baked goods that will be coming in, the napkins the stirrers and anything else that looks depleted. Check the tea area. Are all the teas accounted for? Are all of the signs for the coffee hung up and correct?

9:00-1:00 ☐ Rush Hours

It is vital that the person making coffee brews efficiently and adequately. There should always be a backup of regular and flavor ready to swap.

Necessary steps to accomplish are...

- **Find some beans to grind.** The opened beans are always located under the table in the cheese room, look to see what coffee is brewing now, and make sure to grind the same kind. If that bag of beans gets used up, open a new bag! Look around for another open bag first, and if there isn't one, look for the boxes of coffee under the cheese-cutting table. **Look at dates!** Find the oldest stuff and open that first.
- **When there are not enough beans to brew:** Use your judgment! If there's another bag of the same roast, open that one and combine. If there's a small amount of extra beans, add it to the other "batches" as a treat! If you are coffee savvy, combine complementary roasts. Always ask questions if you are unsure.
- During this time, we brew regular coffee in the metal shuttles, and the flavored and decaf coffee in the plastic airpots.
- Take the beans and weigh out enough for one or two shuttles at .48, or airpots at .28 (measurements are marked on the small scale in the coffee area). Put them into the grinder and grind away (they should be ground for fine). When they are ground, put them into filters. **ONLY GRIND AS MUCH AS YOU WILL USE.** Don't prep by grinding the next batch early: tis bad for flavor and sanitation (and what if you don't use it?). It is difficult to keep up the busy pace. If this time slot is overwhelming, you can ground more than is immediately needed. Never have grounds anywhere but in your filters in the metal bowl at your coffee station.
- If you switch flavors or roasts, make sure to indicate that for the next coffee person, and for the customers. Do not switch flavors or roasts unless you run out of the one you are already brewing. Remember to change the flavor on the coffee-board if the flavors are changed.
- Put the full filters into the coffee machine and press start. Make sure to have your shuttle or airpot in the proper place with all spigots closed. Shuttles are the top button, airpots are the bottom. Avoid fiddling with any of the switches on the coffee machine, if something is going wrong hit the red **stop** button.
- Make sure there is always plenty of tea water available. Add more water between tasks when necessary.

1:00-4:00 ☐ Afternoon Slow Down

- Avoid brewing too much coffee during this time.
 - Try to brew the right amount of coffee so that not too much will be leftover at the end of the day, but enough will be left for customers to buy.
 - Brew tomorrow's batch of iced coffee (2:20 shift) and place it in the silver table with a paper stating who made it, the date and the time. Instructions are hanging up in the cheese room.
 - This isn't always an easy judgment to make! Brewing the right amount of coffee is like an art form though. The more one works on coffee, the better they will get at it.
- Helpful questions that should be asked:
- Has it been slow or busy earlier in the day?
How is the weather outside? Sometimes coffee will go faster depending on how hot/cold it is outside
 - Are there any special events/holidays that are going to affect the flow of customers into People's Market?
- Keep looking at rush description for more details.

4:00-5:00 or 2:20-4:00 on Mondays and Fridays ☐ Before Close

- **Stop brewing!** Only brew if coffee runs out (you can do an airport volume for the regular to save on shrink)
- **Start cleaning!**

Things to Remember All of the Time

- Make sure the signs are up, visible, and **correct**.
- **Clean!** A clean counter is important! Customers are turned off by a filthy countertop. Have a pink rag available for spills.
- Fill the cups and the lids, it looks so much better when it is full, and it has always been easier to drink coffee when you have a cup.
- Check all of the things on your counter, do you have all of the things you need?
- Fill the sugar containers and all of the cream things as well, don't forget the soymilk.
- Always rinse out your shuttles, airpots, and filter holders between brewing. The filter holders especially can become really full of grounds when you brew, and if you don't clean them, the grounds will ooze into the next shuttle of coffee.
- Check the open teas/chai. Many times there will be two or more of one particular type of tea/chai opened. This is a waste of space, so make sure to condense these and open any teas that are not represented. It's ok for the customers to open the teas themselves if the kind they want is not on the little shelf.
- Make sure to pass on everything funny that happened during your shift to the SF and also make sure to check in with the new coffee person so they can see what is happening.
- Check honey & tea often, especially during winter months!

THE ESSENTIALS OF STOCKING

Successful retailing depends on quality merchandising. Quality merchandising depends on excellent execution by employees working the floor. To assist you in achieving such excellence, here are a few, simple, Rules of Stocking:

1. **RULE 1: YOU CAN'T SELL WHAT ISN'T ON THE SHELF**

If the Market owns it, it should be on display and available for sale - not hidden in the storeroom or in the walk-in. Do not spend time bagging 500 pounds of granola if peanuts and pistachios are not bagged at all.

2. **RULE 2: ROTATE ALL STOCK, NO MATTER WHAT**

FIFO: First-In-First-Out. Put the old stuff in front, new stuff in back. This is extremely important - not only for produce and dairy, but for every other piece of food in the store. This prevents our food from expiring, which cuts down our shrink (which saves us money!). Learn to do it every time and it will become second nature.

3. **RULE 3: KEEP THE SHELVES FULL**

Stock all the time, and keep the store looking as full as possible. Don't wait until a product is gone or almost gone to restock it. This is especially true for produce.

4. **RULE 4: EVERY PRODUCT HAS A DESIGNATED PLACE/POSITION**

Each product is assigned a unique selling position, based on a merchandising plan for the store (usually developed by the Buying Committee). Put each product where it belongs. Do not improvise without communication - it will confuse every other worker and may disrupt the merchandising plan.

5. **RULE 5: EVERY PRODUCT HAS A SPECIFIC NUMBER OF FACINGS**

Do not allow a product to overflow from the space allocated to it. Not only is it a pain to have to move around a ton of one thing to make room for another, but very often products get ignored for stocking if there is no empty space where they should have been. Exceptions to this rule are the produce and display fridges- but only if other items are out-of-stock, because sodas and produce sell very well and are hard to keep cold. Check with a member of the Buying Committee before overstocking an item.

6. **RULE 6: EVERY TIME IS STOCKING TIME**

Do it any time of the day. No need to wait and depend on stocking shifts - they can't stock the whole store in two hours. Stock in the morning to prepare for the lunch rush, and stock any other time you can. Afternoons **should not** be too relaxed. There's always something to stock.

7. **RULE 7: PRICE PRODUCTS CORRECTLY**

Precision pricing is extremely important. Do not rely on the prices on the merchandise already on the floor - check the RED BOOK. Oftentimes certain items sell better in half-sizes and the price reflects that. If the prices have changed, re-price the existing stock to match the new stock. Having multiple

prices costs the store money and hurts customers' confidence that they're getting the best deal.

8. **RULE 8: MAKE YOUR DISPLAYS CLEAN AND ATTRACTIVE**

Dust the shelves and the products after stocking them. Re-bag any old, tattered bags and check for spoilage - removing anything that spoiled even a little bit. Health codes dictate that if a bag has a hole in it, the **entire** bag must be thrown out. Check expiration dates -anything expired **cannot** be sold. Record it on the shrink sheet. Face all labels forward, so the customer knows what they're looking at.

9. **RULE 9: FACINGS**

At the end of each shift the store products should be faced. This means that one person should go around the store within the last 15 minutes of his or her shift and bring products forward on their shelf. A full-looking shelf is more attractive and visible, and this, in turn, increases sales

STOCKING DURING THE DAY

- Always be aware of what needs stocking before jumping into a task. Check with the SF if you are unsure.
- Stock cheeses and spreads. Bagel/cheese/spreads are one of our primary seller!
- Check to make sure all the bagels have been stocked.
- You should be stocking the priority items constantly during this time. What is considered to be a priority item will sometimes vary week to week or season to season. During the winter, it is very important to have cheeses stocked, certain kinds of cheeses are more important than others, muenster is a very popular cheese. But during the warmer weather, the priority switches to drinks. People get very thirsty in the warmth. You will eventually have a feel for this, but until then, check with the SF.
- When and if all of the priority items are stocked, stock the bulk baskets or the other misc. things that are around the store, like health and beauty aids and candy.
- Don't ignore that something isn't on the shelf, it might not seem vital to you, but that may be exactly what our customers wanted to buy.

Remember, we can't make money on products that aren't on the shelf!!

HOW TO RECEIVE AN ORDER

- Receiving an order can actually be very complicated. It is essential that all orders be received properly, for Bookkeeping's sake as well as Buying's. When an order comes in the people on the loading dock will usually call up to the Market. If not, and there is an order expected, the SF is required to call the loading dock to see if there is anything down there.
Telephone # 5-0020
- When the order comes in, go down and pick it up immediately. Bring down the cart and a pen! If it's an order that relates to products stored in the walk-in fridge, bring the walk-in list and use FIFO to order the products from oldest in front to newest in back. And don't forget to tell somebody you went to go pick up the order.
- Compare the invoice that comes with the order with the order itself. Check-off on the invoice all items received, noting with a circle any that were not received. Note any damaged items, as well, or extra. Sign your name and date on the invoice so the bookkeeper can contact you if any problems should arise. **COMMUNICATE WITH A BUYER IF THERE ARE DISCREPANCIES BETWEEN THE ORDER AND INVOICE.**
- Rotate all stock - in the walk-in as well. This is extremely important and should not be forgotten.
- Bring up any items that are needed in the store and things that just don't belong in the walk-in at all (bananas, the keys to the walk-in...)
- Put the invoice in the invoice box in the office and put away all of the things that you brought up.

**Buying must be informed of any oddities, so communicate with the appropriate member.
Buying is responsible for returning products. Bookkeeping will make any monetary
adjustments to the invoice.**

BULK SPECIAL ORDERS

Every so often a customer or organization wants to special order something in bulk. The following is the procedure for such orders. Normally the SF takes care of special orders, but anyone can do it if they know how. If you don't know how or are unsure, find someone else to do it (either the SF or a Buying Committee member is a good choice).

1. Write the customer's order on a bulk-order form. Include as much detail as you can, but do not fill in prices. Don't forget the customer's name and phone number.
2. Give an estimate of the price after a 30% mark-up to the customer. If you are unsure, look in the red book. Often times an organization will pay us through an IAR, Inter Activity Recharge (see Finance section, Budget terms made simple). If this is the case, you must specify this and give that information to Bookkeeping. If they decide to pay in cash, wait to collect the money until the order arrives.
3. *Put the order form in the Invoice Box IMMEDIATELY! Make sure to communicate this to a committee member.*
4. When Bulk-Orders are received, they should be labeled and set aside so they don't get lost in the shuffle. Buying members should make workers aware (with a sign or notice, for instance) that a bulk order is expected.
5. When the customer comes to pick up the order, the SF on duty collects the "amount due" and marks the invoice "paid in full".

11.

REGISTER GUIDELINES

Acceptable Methods of Payment:

- We **do** accept: ones, fives, tens, twenties, fifties, hundreds, and all U.S. change. We do not accept Canadian coin.
- We **do not** accept personal checks, or travelers' checks.
- We accept UCARD debit only. We don't accept YCMP, or any form of meal plan. We do not accept any other form of debit or credit.

Treatment of Clientele:

- Customers are to be greeted warmly and treated with respect.
- When asked for help, exhaust all your resources and follow through if you direct them to another co-manager.
- Practice the art of suggestive selling.
- Do NOT show favoritism by chatting with friends and ignoring duties
- Offer stickers to cute children!

CHANGE BANK

The change bank is where the Market's extra rolls of coins and bills are kept. The change bank is also used to deposit the money at the end of each weekday. It is located under the registers in the middle. It can be opened using the key kept in the register nearest the door.

It is important that the change bank balances nightly (the amount of money that is counted during cash-out is the same as the amount it held when it was picked up at 9 o'clock.) If it does not balance, money must either be taken from or added to the deposit.

This affects the daily totals consequently effecting bookkeeping...

The following guidelines were set up to help clear up any confusion and end the daily discrepancies.

- The change bank should be picked up at 9 A.M. every day that the Market is open. The SF will delegate this job.
- The key is kept in the cash register.
- The SF or the cashout person on shift should do all change requests made during shifts.
- The same amount of money that is taken out of the change bank should be deposited in the change bank.
- Use the log book to record and double check your transactions.

1. HOW TO PICK UP THE CHANGE BANK

- The person on the 8:55 shift who is going downstairs takes the change bank key out of the cash register.
- Head downstairs to the bottom floor of the campus center near the ATM's. Around the corner from there is the Bank. Go to the double doors marked RSO's only (all the way to the left).
- Give the bank teller the number for the key. Open the bag and give the teller the deposit money and deposit slips. They will count the money and ask for your signature. After they finish counting, they will give you the change and receipt.
- Check to make sure the money and the slips match up.
- Take the bag back to the Market and put under the registers.
- Put the key in the cash register.

12.

POLICY ON SNOW CLOSURES

3.

4. ALLSTAFF

1. When a University closing is announced for a day on which an All-Staff is scheduled (typically Monday), the Orgi Spec will review the slated proposals to determine which proposals may be

tabled for the next week (If this applies to all proposals, the procedure may end here).

2. The Orgi Spec may decide that some of the proposals warrant review before the next week due to a pressing matter. There are a few definitions of *pressing matter*, i.e. the proposal may hinge on a date that would make it difficult, or impossible to enact if it was not reviewed before the next All-Staff (for instance, some catering proposals). Another pressing matter would be that there is too large a number of slated proposals, forcing the unreasonable extension of the next All-Staff. The Orgi Spec has discretion in further defining *pressing matter* and *unreasonable extension*.
3. In the case that pressing proposals do exist, the Orgi Spec will call for an emergency meeting of COR. If it is not possible for COR to *actually* meet (due to road conditions, etc.) they may *virtually* meet, i.e., through phone calls, email, or Internet chat rooms.
4. COR will discuss the pressing proposals and bring them to a vote. No vote may take place without a quorum of representatives, for this purpose, six members.
5. The decision of COR will be emailed to every member of the market on the same night that the proposal comes to vote.
6. The decision of COR will stand as the decision of the Market *unless* any peep emails an objection to the OrgiSpec within a 24-hour period.

Store Hours

Early Closing:

In the event that campus closes early due to weather conditions or other reasons, the market will close an hour before campus does. Co-managers on shifts during the time the market closes will be responsible for getting cleaning done. If they are concerned about safety, they are responsible for contacting other peeps to cover them. Our safety is first priority. Stocking doesn't necessarily need to be done, but if we anticipate business the next day, iced coffee should be brewed during cleaning. Whoever is on cashout should also be aware of the necessity of getting their responsibilities met.

Late openings:

In the event that campus delays opening, the Market will open to customers an hour after campus opens. Opening shift will begin when campus opens. Opening the market becomes the responsibility of the people who are normally on shift an hour before campus is announced to open. Example: if campus were closed until 11, the 10:50 – 12:40 shift would become the opening shift. They should put a sign on the door telling customers when the market will open and there is nothing wrong with opening earlier than the stated time. The second shift of the day is then responsible for getting change bank. Buyers are responsible for informing workers if/when deliveries will be made and arrange for someone to be present to receive them. Again, if peeps are concerned about their safety, they are responsible for finding coverage.

1.

IN-STORE SIGNS AND SIGNAGE

The signs in People's Market are one of the primary ways we communicate with our customers. Not only do our signs communicate information, they communicate an image. A great deal of People's caring, down-to-earth, accessible image is earned from our signs. But if we are not careful, our signs can communicate an image of carelessness, bad quality, and dirtiness. Obviously, we want our signs to be a positive force to our customers - not a negative one. Thus, here is a list of simple signage rules:

1. **Signs Should be Neat**

Whenever possible, have one of the Market's many fine artists make the sign. Use good-quality pens and good-quality paper - don't use old torn scraps, paper towels, old wrappers, or whatever. Make the printing clear to read - don't embellish it so much that it becomes unreadable.

2. **Signs Should be Consistent**

The Market's signs should be as similar and consistent as possible. Don't deviate too much from that style unless you change every sign in the store. Use your aesthetic judgment and the judgment of other co-managers to help you.

3. **Sign Attachment Should be Solid and Professional**

This means no masking tape around the edges and no single thumbtack in the center. Affix the sign so that it won't bend, curl, or fall off. If possible, attach from the back of the sign, or laminate it down with clear plastic. Use masking tape whenever possible!

4. **Be Creative**

While remaining consistent, make each sign unique in some way. Put little jokes (friendly, accessible ones only) or drawings and pictures on the sign. Remember, though, that your purpose is to sell the product and sell the store.

2.

LEAVING EARLY FROM A SHIFT

On certain rare occasions, business significantly slows down at People's Market, or the store is fully stocked, or simply runs out of items to stock.

There are times in the Market, usually about 45 minutes after a rush, when it becomes dead. If this is the case, the Shift Facilitator has the authority to allow someone to leave shift early. This can only happen if.

- The shelves have been adequately stocked
- Cleaning has been done
- There will be no orders coming in that will need to be picked up

It is important to remember that this option does not give people the right to decide to not attend shift, just because they think the opportunity to leave early will occur. It is also important to identify the shifts during which deliveries are scheduled, because those shifts require that all co-managers stay on. Decide amongst the co-managers on the shift who should stay and who should go.

COMMITTEE HANDBOOKS

Each committee has a working handbook that is a permanent fixture of People's Market. The format of these handbooks is standardized in order to improve the compatibility and continuity of the committees. These handbooks should each contain five parts: The committee's DOT policy, goals for the semester, budget, notes from weekly meetings (including follow-throughs), and weekly committee report outs to COR and All-Staff. Handbooks must be maintained on a weekly basis, serving as the means with which committees should organize themselves and record their actions. The handbook is also organized in such a fashion to make it easier to understand so that its information may be smoothly passed on to future co-managers.

1. Committee Handbook Structure:

Committee Goals/Long Range Mission

With goals, committees have a direction to move in. It provides a basis for planning what kind of workload the committee will need, what materials, etc... At the beginning of each semester, committees must devise a goal, then put it into their handbook as well as giving a copy to COR for theirs. The goal should then be referred to the group throughout the semester as the committee works towards its completion.

Committee Budgets (Not Current But Important)

The goals of the committee must be funded monetarily, and for this reason the Committee Budget accompanies them. The budget should include a relatively accurate numerical value for the cost of that committee, along with an explanation of what the committee intends to do with the money they are allocating. An advantage of a well thought-out budget is that committees that have specified a certain purchase within their budgets will be able to purchase them without having to write a proposal. Instead, the committee must make a written announcement that will be placed in the All-Staff packet of the Monday following the purchase. The budget must be presented to COR at the beginning of the semester, where it must be approved. The approved budget should then be maintained throughout the semester, even if it is not used to its potential.

Committee DOT Policy

The committee handbook must also contain a DOT policy, which will be designed at the beginning of each semester. The committee will be responsible for presenting a copy of the policy to the DOT representative. During the semester the committee DOT tally will be given to the COR DOT representative. It is important to note that if no DOT's were given during the week, the DOT representative should still be made aware of this by means of a written note. When writing the DOT policy, keep in mind DOT's should be created to mark unreliability, not forgetfulness.

COMMITTEE STRUCTURE

6.

Committee Positions:

- COR Representative
- Note-taker (Has been Committee Organizational Specialist/Handbook Organizer in the past)
- DOT Officer

These positions ensure both committee organization, and accountability by giving each member a clear definition of what tasks are expected of them. This structure will be found in each of the Market's committees, including COR. At the beginning of each semester, the committee will meet to delegate these positions. One person may take on two positions, but no more than two. Following is a detailed description of each positions.

1. COR Representative

- Part of the COR committee (must attend weekly COR meeting)
- Must present and get approval for the committee's handbook at the beginning of each semester
- Responsible for committee report outs, either writing or presenting them once per week.
- Taking notes at All-Staff and COR

This position serves as the committee's link to the rest of the market. It passes necessary information from the committee to COR and the rest of the Market, as well as taking information from these bodies and bringing it back to the committee.

2. Committee Organizational Specialist/ Handbook Organizer

- Creating a goal or mission for the committee.
- Completing the committee handbook in the first three weeks.
- Updating and maintaining the handbook throughout the semester.
- Organizing meeting times.
- Creating a committee schedule.
- Preparing committee report out. Taking meeting notes.

This position's main task is to maintain the Handbook and keep the committee functioning efficiently. At the beginning of the semester the Orgi Spec must facilitate the creation of the goals for the semester and ensure the handbook is completed within the first three weeks of the semester. The position must also make sure the handbook is updated each week, which includes putting in all notes, proposals, and committee report outs. Note that this position mainly has organizational tasks, and should not be viewed as a leadership role in any other manner.

Treasurer (NOT CURRENT BUT IMPORTANT)

- Creating a numeric budget for the committee based on past semesters.

- Creating a general budget that describes purchases in relation to committee goals or mission.
- Update the handbook in the area of purchases and how they relate to the committee.
- Make purchase announcements.

This position creates the budget at the beginning of the semester and the general outline of what the committee will be doing with that budget. It also keeps track of the budget all semester, and is partially responsible for proposals and announcements concerning committee purchases. The treasurer will also keep track of the payroll of the committee through information received from the bookkeeping committee.

DOT Officer

- Creating Committee DOT policy in the beginning of the semester.
- Recording DOT/Stars on DOT/Star tally sheet.

The DOT officer should facilitate the creation of the committee DOT policy at the goal-setting meeting. The DOT officer must also take responsibility for holding the committee to its policy, meaning they must have a DOT tally that is maintained in the handbook.

ELECTION OF COMMITTEE MEMBERS

Committees serve a very important function at People's. Not only are they the primary source for proposals and presentations at All-Staff, but they execute almost all non-floor work that is done for the Market. It is understandable, then, that for many people the committees provide the majority of their hours - they do more committee work than floor work. Because of their importance, members are elected by the Market and paid positions in each committee are restricted in number. This ensures that committee responsibility is taken seriously. However, no committees are closed - all members of the Market can attend any committee meeting and participate, but they may not pay themselves for meeting time. It is important for any visiting members to respect the process and the decision-making of the committee's meeting they are attending. Each market member is required to serve on at least one committee per semester to fulfill their 1/23rd (refer to "what is 1/n?"). What follows, then, is a summary of the election procedure at People's for committee members.

The Organizational Specialist is responsible for organizing the election procedures. This includes making a large chart to fill in nominations, designating the dates of nominations and elections, and scheduling time at the All-Staff meetings for the procedures. Committee elections take place at the end of each semester with the exception of Buying, Hiring, and Training which take place two weeks prior for reasons specific to those three committees. Members are voted onto committees for one semester only. At the beginning of every semester elections will be held to fill spaces remaining after the elections from the previous semester. If spaces on committees open up for any reason, the Org. Spec. initiates the election procedure to fill the empty space(s), following the normal procedure.

Some committees are one-semester and others are two-semester commitments. At the end of any member's committee's semester requirement, that member will have to run for re-election to the committee if he or she wishes to remain on the committee. No committee can ever be comprised of all new members.

3. NOMINATIONS

The Nomination period is the week prior to the All-Staff meeting that elections are held. The period is opened up at the prior All-Staff, where any member can nominate themselves for open spots on committees. For the next week, members can continue to nominate themselves for committees, by simply writing their name on the chart that should be hanging in the office. In addition, members can cross their names off the chart at any time that week. The purpose of this extended nominations period is to increase communication among members concerning the elections. Very often compromises are made over committee positions - this is encouraged, as it is an example of consensus.

4. ELECTIONS

Elections take place the week after Nominations. At this point, the nomination period is not closed - so

members can continue to nominate themselves.

- The Facilitator should run down the list of **contested** committees (where there are more people nominated for the committees than there are open spaces). The Facilitator should also read down the list of committees that are **filled** - that is, the committees that have no open spaces on them. All of these committees (the contested ones and the filled ones) should be considered closed to nominations after the list is read.
- The Facilitator should then initiate the speech and vote process, one committee at a time. Each nominee makes a short speech and the group votes with secret ballots. The top vote-getters win - although the vote totals should remain secret to the group (ideally have the consultant do the vote counting).
- After all of the **contested** committees are determined, the Facilitator should ask if there are any more nominations for the remaining committees (those that have no spaces on them). This gives anyone who lost in the previous round a chance to still get on a committee -- an important point, as committees provide crucial work hours to some members. The process should then be repeated from step 1 above, until all the committees are filled or there are no more nominations.

2.

ADVERTISING COMMITTEE

1.

4 Members (2 semester)

The People's Market Advertising Committee is responsible for making the concept of our business accessible to the UMass community. In extending the philosophy of the People's Market to the UMass community via the creation of dynamic promotional strategies we not only endeavor to maximize our earnings as a business but to continuously adapt to an ever changing and growing student body.

Duties:

- Public-service Announcements (PSA's) on WMUA
- Ads (paid and free) in the Collegian
- Paid ads in other publications, like the Valley Women's Voice or the WMUA Programming Guide
- Creating flyers
- Arranging T-shirt and mug design and purchase
- Maintaining the chalk-board easel
- Mandatory ½ hour flyering shifts every week.

3.

BOARD OF STUDENT BUSINESSES (BOSB)

1.

2 Members (2 semester)

The Board of Student Businesses is composed of two co-managers from each of the eight student businesses and our Center for Student Businesses. We meet once a week to discuss issues that affect the student businesses as a whole. In the past, these issues have been privatization of the University, the student businesses as a recognized learning community on campus, as well as ways we can unify the businesses and reach out to the campus, the local co-ops and the co-operative movement at large. Annually, we plan a dinner in the spring to honor all of the people that help us make the student businesses possible.

Duties:

- Barter with other businesses
- Exchange flyers/information with other student businesses
- Communicating information between the SGA and the rest of the campus with People's Market

4.

BOOKKEEPING

1.

3 Members (2 semesters)

The members of the People's Market Bookkeeping Committee take care of all the money matters. These include Purchase Orders, and Daily Deposits. We open PO's for new and old vendors, pay them, and maintain sufficient balances in their accounts. We process all vendor invoices, deposits and receipts into Quick Books, a computer accounting program. Working with our Center for Student Businesses accountant, we reconcile our books and present budgets each month at All-Staff. Overall, we track the finances of the Market.

Procedural Tasks:

- Open, collect and process Purchase Orders (PO's).
- Record daily deposits made by Cash Out.
- Resource all extraneous money matters, such as creating invoices etc.
- Meet with CSB accountant to reconcile books and discuss Market financial issues, such as income statements, budgets, potential income sources, etc.

Organizational Tasks:

- Meet with consultant on regular basis.
- Present and explain budget, and monthly income statements at All-Staff meetings.
- Help group to develop an understanding of financial procedures and analysis of data at All-Staff meetings.
- Maintain a healthy relationship with the CSB.
- Assist COR Committee in the development of long-term financial planning.
- Initiate a more money-minded Market!

5.

BUYING COMMITTEE

1.

6 Members (2 semesters)

The Buying Committee brings together four members of the Market to consciously buy products that we find to fit our mission of providing a natural and socially responsible product line. We pride ourselves in buying from natural food and small local business. We also strive to keep our customers aware of our buying philosophy by providing useful information on boycotted companies and products and on stellar companies we have relations with.

Responsibilities Include:

- Ensuring that the product mix of the Market meets the needs of the Market and our customers
- Ensuring that the correct amount of each product is on hand at all times
- Ensuring that product display is attractive and efficient Developing an active and effective

promotional strategy

- Developing an effective and profitable pricing strategy Keeping the Market informed of Buying decisions

2. **Tasks:**

- Place orders to vendors
- Set selling prices
- Plan and implement all promos, sales, and specials
- Select product line additions and deletions
- Present a report at each All-Staff meeting
- Design store layout and product display
- Meet weekly

6.

CASH-OUT COMMITTEE

1.

5 Members (2 semesters)

The Cashout Committee is charged with counting and depositing all the money at the end of the day. We keep track of how many customers come in and how much money they spend every day.

Tasks:

- Developing cash-out procedures
- Training other Market members in cash-out procedures
- Presenting weekly reports to All-Staff detailing daily deposits and register discrepancies
- Holding weekly meetings

Responsibilities:

- Insuring that daily cash-out is completed properly
- Depositing daily earnings in the night deposit box
- Keeping track of the change bank
- Keeping track of discrepancies and acting to correct them
- Drop of deposits.

7.

CATERING

1.

6 Members (2 semesters)

The Catering Committee provides a healthy and socially conscious alternative to the conventional services available on campus. We strive to serve the students and faculty of our campus community. In doing so, we aim to uphold the good reputation of People's Market while reaching out and finding creative ways to bring revenue into the Market.

Duties

- Create and update the catering menu
- Setup and deliver food & drinks for events
- Contact clients, process paperwork for payment

8.

COMMITTEE OF REPRESENTATIVES

The Committee of Representatives (COR) is made up of one member from each of the other committees (advertising, bookkeeping, buying, etc.). Each market and committee member is responsible for coming to see COR about anything they feel is important, and electing members within your respective committees onto COR.

1. **All Administrative Business**
Working with the SGA, the CSB, and the University Administration.
2. **The collection and filing of committees'**
 - Goals
 - Budgets
 - Meeting times and places
3. **Overseeing the budget and working with the consultant**
4. **Deciding to bring a capital purchase proposal to All-Staff**
5. **Making decisions within the group** that will save time and energy for other places in the Market, this does not mean we will in any way make decisions that will effect the Market as a whole in a serious manner
 - Authorizing maintenance to buy a hammer
 - Proposals like the recycling board
 - Other small nuances of the business
6. **Coordinating all elections and scheduling**
7. **Making sure the handbook is properly updated and distributed each semester**

8. **Dealing with all personal issues and situations** that conflict with work
 - Leave of absences
 - Medical situations
 - Withdrawing from school
 - Etc.
9. **Holding Committees responsible for function and follow through** and will intervene when necessary for the benefit of the Market
10. **Dealing with a reasonable request** from any committee to hold re-elections or find another solution to inter-committee breakdown
11. **Reporting back to our respective committees** and reporting the ideas of our respective committee's to COR, to really keep up good communication between the committees that are represented.
12. **Giving a well thought out report to the group** that allows for understanding of what we do, and why. We must read through our goals and functions each semester.
13. **Setting up our meeting time** before the permanent schedule, keeping in mind Katja, and our accountant
14. **Meeting once a week.**
15. **Establishing and sticking to a COR dot policy**
16. **Making our notes available** for all to see, and keeping an organized notebook
17. **Making our meeting times and places common knowledge**

Note: Hiring representatives are required to attend only until hiring is done. Training representatives are required to attend as often as needed, and at least once a semester.

Committees Required to Attend COR: Buying, cashout, bookkeeping, handbook, Orgi Spec, advertising, BOSB Dot/Star, Extensions

DOT/STAR COMMITTEE

1.

4 Members (2 semesters)

The Dot/STAR Committee is charged with keeping track of co-manager accountability to the market. Dottable offenses include: coming into work late, not doing a job to 100% satisfaction, or streaking around the Student Union. Star-worthy tasks include: anything that goes above and beyond the call of duty. We also have the responsibility of bringing up naughty members for firing, but we attempt to prevent these through communication, guidance, and well thought out dialogue.

Duties

- To administer and enforce the dot/STAR policy
- To perform reviews when necessary
- Keep track of dots and stars for each co-manager, give weekly updates at all All-Staff
- Meet weekly
- Revise the Dot Policy when needed
- Present weekly Dot/STAR tally at All-Staff

10.

EXTENSIONS COMMITTEE

1.

2 Members (2 semesters)

Extensions is dedicated to promoting the People's Market mission statement to the community, student body and the market as a collective. We deal with the nutritional, political, and social issues regarding the food industry. Our responsibilities include checking the voicemail, peoples mailing list, and mailbox in CSB. These messages are communicated back to the collective. We also make an effort to donate to several causes and organizations throughout the semester. You can mold this committee any direction you would like (reproductive rights focus, food justice, environmental justice, fair trade) you name it!

11.

FUN!

1.

1 Member (1 semester)

The purpose of the Fun committee is to serve as an active means for tightening relationships within the Market. The FUN co-manager is responsible for, and I quote, “organizing the constant desires of co-managers to chill in large numbers outside the Market, getting together something sweet to do after EVALS, and generally helping us love each other more.” THIS IS NOT A PAID POSITION! “It is just one person quickly helping to facilitate chilling and smiling.”

- As quoted from the FUN founder

12.

HANDBOOK

1.

1 Member (1 semester)

The role of the handbookie is to keep the handbook up-to-date with the practices of the Market. They will update on the basis of de-facto practice as well as de-juris changes made via proposals at All-Staff.

13.

HIRING COMMITTEE

1.

4 Members, One Must Be a Returning Member (2 semesters)

The Hiring Committee is responsible for hiring all employees at People's Market. It assembles the job applications (with input/approval of All-Staff), reviews all of the applications, and chooses whom to hire. It works in conjunction with a representative from the Center for Student Businesses or the Student Activities Office.

In addition to hiring the new members, the Hiring Committee meets with them during their first semester to discuss their feelings and thoughts, and to seek input for the next Hiring period.

Duties

- creating job applications
- interviewing applicants at the beginning of the semester
- follow-up interviews for recently hired co-managers.

14.

MAINTENANCE COMMITTEE

1.

4 Members (1 semester)

The Maintenance Committee exists to ensure the overall cleanliness, functionality, and efficiency of People's Market.

Duties

1. Assure that store is in compliance with Health and Safety Codes (Serv-Safe)
2. Act as a contact person with the UMass Health Inspector and organize a visit at All-Staff at the beginning of each semester to inform new hires and refresh old peeps about food-safety requirements and policies [*Note: one member of People's Market, typically a Maintenance*

Committee member, must be a certified Serv-Safe food handler (trained by the UMass Health Inspector); this person will bear the responsibility of keeping the store up to code, informing the market on policies and procedures and serve as a contact for the UMass Health Inspector]

3. Facilitate/organize the end/start of semester cleaning and inspection and mid-semester cleaning.
4. Upkeep overall appearance and working order of store/equipment
5. Repair broken equipment, anticipate potential problems with equipment, work with buying to purchase new equipment
6. Organize and facilitate optional mid-semester cleaning shifts
7. Keep records of equipment specifications and other important info
8. Have mop heads and aprons washed weekly at Laundry Services

Other Tasks

9. Work with Facility Services to fix/improve/maximize the use of our space
10. Maintain good relations with members of Facility Services (this can be invaluable to the market)
11. Maintain good relations with Laundry Services to ensure continued **cost-free** use of their services

15.

NEWSLETTER COMMITTEE

1.

2 Members (1 semester)

The newsletter committee is a 1 semester committee with the responsibility of putting together a monthly newsletter to be sent out to our mailing list as well as posted to the website and Facebook page. The goals of this committee, as they were written upon the committee's formation, are as follows:

- To education and inform our customers and the community about Market-related topics and issues.
- To produce a publication monthly, if possible.
- To be a means for establishing a relationship with the community in which they are free to provide us with feedback which we will respond to.
- To inform the community about Market-happenings and goings-on, for example sales, layout changes, projects, tips donations, etc.
- To explain our stances on certain products and issues, for example fair-trade and Coca-Cola.
- To educate our customers about nutritional factoids and information which may come in the form of tips and advice, for example how to maintain a healthy diet as a vegan.

Committee Roles

Layout Organizer: Responsible for designing and tweaking the layout of the newsletter

Feedback Coordinator: Responsible for checking the committee's email

(PMNewsletter73@gmail.com) for responses

Collector of Articles: Responsible for encouraging article submission from co-managers

Publisher: Responsible for putting all of the articles into the newsletter and making sure it gets linked to the website and Facebook as well as sent out to the mailing list. If fiscally logical, the publisher is also responsible for printing and distributing paper copies of the newsletter

Photo Editor: Responsible for collecting and editing relevant photos

16.

ORGANIZATIONAL SPECIALIST

1.

1 Member (2 semester)

The Organizational Specialist is a key component in keeping the market in order and making market documents accessible and coherent. The position entails taking care of many odds and ends that are behind the scenes but are very necessary for the success of the market.

Duties

- Prepare weekly meeting packets for All-staff and COR which include the agenda, proposals, committee notes, etc.
- Update PM handbook and other committee notebooks each semester.
- Reserve meeting rooms for All-staff.
- Conduct nominations and elections for all committees
- Any other organizational tasks that do not apply to the other committees

17.

PAYROLL MANAGER

1.

1 Member (2 semesters)

The payroll manager is responsible for keeping track of payroll and comanagers' tabs. He/she/ze approves student payroll at the end of every week and presents an excel sheet tracking where co-managers are spending their work hours and managing budgets in their All Staff notes. Payroll records, posts, and collects tab on a regular basis (usually the Tuesday after payday).

Duties

- Approve work hours every Friday at noon
- Make sure everyone has submitted their hours on time to avoid late fees.
- Submitting payroll costs into Quickbooks.
- Presenting payroll breakdown chart in AS notes
- Working through payroll issues
- Maintaining tab recording sheets
- Reporting co-managers' tabs
- Collect tabs and making sure managers pay
- Freezing tab accounts when necessary
- Working through tab issues
- Depositing tab in the bank and recording in Quickbooks

18.

QUALITY CONTROL GROUP

1.

4 Members (1 semester)

2.

QCG Coffee: This co-manager is responsible for regulating coffee procedures and maintaining the quality of coffee. Duties include regulating flavor options, grind types, brewing and cleaning procedures, and experimenting with new ideas/offerings.

QCG Cheese: This co-manager is responsible for maintaining the quality of the market's cheese. Duties include updating the cheese calendar with weekly colors in order to track cheese by age and keep our inventory fresh, checking cheese bins to make sure cheese is fresh, wrapped properly, etc., and educating others about proper cheese handling procedures.

QCG Produce: This co-manager is responsible for maintaining the quality of the market's produce. Duties include making fruit cups, communicating with cheese buyer, monitoring shrink, and communicating with the shrink committee. This co-manager will also be responsible for improvements to the handling, displaying, and storing of produce.

QCG Lines and Signs: this co-manager is responsible for maintaining the signs within the market. Duties include making new signs for new products, replacing old, run-down signs, and making announcement signs for customers. L&S is responsible for providing a "to-do" list for other managers to post requests upon.

19.

SHRINK COMMITTEE

1.

1 Member (2 semesters)

The co-manager on the shrink committee is responsible for organizing, tallying, and accounting for the shrinkage in the Market. She/he/ze keeps track of shrinkage by maintaining the Shrink List, and a Shrinkage Calendar. They also develop plans to reduce Shrinkage, working closely with Buying members, and holding sales and other selling tactics.

Tasks:

- Maintaining shrink lists: Coffee tally sheet, cheese room shrink sheet.
- Updating shrink sheet prices.
- Processing shrink and generating reports.
- Present shrink totals to All-Staff.
- Develop plans to reduce shrink with buying members and co-managers.

20.

SOLIDARITY IN ACTION COALITION (SAC)

1.

4 Members (2 semesters)

The Solidarity and Action Coalition (SAC) was established to address issues of social justice, diversity, privilege, identity, and communication within the Market and within the campus community. SAC's goal is to educate co-managers and customers on social issues within and outside of the campus community and to develop and spread the philosophy and spirit of the cooperative/collective movement. SAC works to provide a safe-space for the expression and development of diverse identities and beliefs both of co-managers and customers. SAC's other role is to work with the Extensions Committee to develop communication lines among Market co-managers and between co-managers and the community.

Duties:

- Facilitating public and All-Staff workshops
- Holding a monthly public "Talk to People's Market" workshop (discussing: co-op movement, social issues, fair-trade and organic foods, our role in the campus community etc)
- Holding workshops with other committees during All-Staff which relate to building inter-Market diversity and communication
- Working with the Organizational Specialist to organize and facilitate the Evaluations process
- Maintaining the SAC Board

21.

TRAINING COMMITTEE

1.

2 Members (1 semester)

All new members of the Market are trained by the Training Committee. Training explains all aspects of the Market to new members, including using the cash registers, stocking, product locations, simple tasks, Market structure, and procedures. Training should be able to answer any questions and should be a supportive role for new members as they become accustomed to the Market and the cooperative experience.

22.

START-UP TASK FORCE

1.

Unlimited (But Committed) Members

Start-Up exists to prep the Market for opening each semester. One Bookkeeper should be on Start-Up to get the financial situation in order, as should at least one Buying Committee member. Start-Up is responsible for ensuring that the store is physically ready to be opened (cleaned, inspected, stocked) and that all initial orders have been made.

People should volunteer for Start-Up at the end of the previous semester, with the understanding that it is a commitment that cannot be broken. All Start-Up hours are paid, and are thus a good chance to get money before the semester starts.

23.

WEB/TECH

1.

2 Members (1 semester)

The role of the web/tech committee is to keep the Market's online presence up-to-date and continuous. This is a 1-semester committee.

Duties:

- Update the website by making changes in the layout and facilitating new content (updating SAC board, etc.)
- Maintaining office computer, including but not limited to running virus scans, troubleshooting and fixing problems, acquiring new computer parts, etc.
- Update our Facebook page and our pages on other social networking sites.
- Send out the newsletter to our e-mail list and facilitate its content.
- Document technical changes in the web/tech support handbook for future web/tech supporters.

24.

COMMITTEE PAYROLL BUDGETS

Each committee is allocated a certain amount of payroll hours per week. This number is determined at the beginning of the semester by each committee and the payroll manager (and/or consultant). The payroll manager is responsible for ensuring that committee hours are within the budgeted amount. The number of hours allotted should be a sufficient amount for the committee members to complete their weekly duties.

If a committee or a single member within that committee would like to take on a project that will require the committee to go over budget by 3 hours or more, the committee or single member must fill out a request for additional hours and bring it to COR. COR will then as a committee discuss the cost/benefits of the project and vote on whether the request for additional hours should be granted. The COR discussion is an open discussion, however the following questions should always be brought up:

If a committee goes over budget by three or more hours without informing the collective (through COR), the committee will be responsible to give a report out of what was accomplished within the extra hours at the next All-Staff. The committee will also receive 1 dot for not following proper procedure.

Payroll Committee Budget Procedure proposal passed 3/8/2010

WHAT IS 1/n ?

In response to our group questioning what is expected of each market member as well as the necessity of developing a job description, the group came up with the idea of 1/n, where n is equal to the number of comanagers in the collective. Therefore, we defined 1/n as a way to monitor equal participation in the duties of the cooperative.

1/n means at least 6 floor hours, attendance at weekly all-staff meetings, attendance at evals, and serving on one committee. If you are not elected to any committees you are not required to uphold the obligation of participating in one. You must, however, try to nominate yourself onto one committee the following semester. Also, as always, if unforeseen circumstances arise, you may bring a proposal to all-staff to waive this. If a market member drops their one committee then the COR will review that members employment and a proposal to fire may be brought to all-staff.

TAKING A LEAVE OF ABSENCE

A “leave of Absence” is a temporary release of obligation from a member’s floor hours and committee responsibility. The leave of absence lasts for the remainder of the semester in which it is requested, the assumption is that the Peep will return to work the following semester.

A leave of absence is requested from COR by a market member as a result of extreme circumstances. An initial consultation with COR is intended to give the Market member a safe and private place in which to discuss whether leave of absence is the best solution or if a better arrangement can be made. Losing a member mid-semester puts an enormous strain on co-workers, and for that reason every possibility should be considered.

If a leave of absence is decided upon, the COR will bring a proposal to the next all-staff for approval by the group. The specific circumstances of the Market member will only be revealed or discussed in the meeting if the Peep requesting the leave feels comfortable. If the proposal is passed, the leave of absence will go into effect the Tuesday following all-staff. If the proposal does not pass, the Market member can choose to return to COR and develop a new plan or discuss bringing another leave of absence proposal on a later date.

Pay rate changes will be applied as follows: If the Market member begins their leave of absence period before the mid-term date, they will return to the Market with the same pay rate as earned during that semester. If the Market member begins their leave of absence during or after the mid-term date, they will receive their usual pay rate increase upon return to the Market the following semester. This is not meant to penalize those who must leave earlier, but it is intended to honor our unspoken policy of celebrating longevity among our members.

THE DOT POLICY

The Dot/Star committee has the function of recording, tallying, and making co-managers (and Market consultants) aware of the good and bad things they do. There are ideally four members on Dot that share the tasks of:

1. tracking the accumulation and deletion of Dots and stars
2. making co-managers aware of their Dots and stars
3. singing the “Dot/star Time” song
4. facilitating the voting for “Peep of the Week”
5. buying/presenting the prize for Peep of the Week (POW)
6. deciding if Dots/stars are valid or void based on their best judgment
7. to act as a mediator between co-managers, if necessary.

Dot is not the police. They are the secretaries and messengers of accountability. There needs to be full market support in order to have a successful Dot/Star committee.

The Market’s financial consultant can also give and receive dots and stars. Dots and stars given by the consultant carry normal weight, however, the consultant cannot be fired due to an accumulation of dots. Instead, it is mandatory for the consultant to meet with Dot/Star if her/his tally reaches “contract-level.” In the case of continued dot collection, Dot/Star may meet with the CSB and address the issue accordingly.

(10/25/10)

Dot for lateness:

15 minutes ----- 0.5 Dots
30 minutes ----- 1 Dot
Missed Shift----- 3 Dots

All-Staff:

10 Minutes ----- 0.5 Dots
Missed All-Staff---3 Dots

(These Dots are in place to ensure a prompt start at All-Staff without disruption from late arrivals.)

Leaving Early:

Any amount of time without permission from the SF ----- 0.5 Dots

A penalty of 0.5 Dots will also apply to co-managers who leave early from All-Staff without a valid reason. If a co-manager has a class every Monday, and must leave All-Staff early, then a proposal must be brought to COR, and then All-Staff.

DOTS FOR PERFORMANCE

These include, but are not limited to...

Not following register procedure	See Cash out Dots
Leaving a stocking job without passing it on to next co-manager	0.5 Dots
Not completing clean-up (including night stocking)	0.5 Dot for whole shift (unless a member takes responsibility, in which case they alone receive the Dot)
Not cleaning “off hours” stuff (outside events, catering, etc.)	0.5 Dots
Not paying tab on time	1 Dot
Not completing Evaluations on time, and for each day late thereafter	1 Dot
Missing a committee meeting	See committee notes

Any questionable behavior, (i.e. smoking in the cheese room) can be dotted as conduct unbecoming of a co-manager, and is left up to the Dot/Star committee to decide on the certain allocation of Dots.

12 Dot Policy

If a co-manager receives 12 or more dots the co-manager will have a meeting with dot/* and dot/* will determine their immediate termination. Dot/* will then bring the decision to Cor. By then the co-manager will have been terminated or not. The decision will be based on extenuating circumstances (i.e. family crisis, co-manager conflict, etc.) which will be reviewed and discussed among the dot/* committee.

When is the 12 dot policy in effect?

This 12 DOT cap and subsequent automatic termination will be in place when the dot/* committee observes repetitive detrimental habits such as extreme lateness trends from multi co-managers, missed shift trends from multi co-managers, etc. and the presence of high dot-tallies despite our system which allows time for reconciliation and the lowering of high tallies (via market service hours, stepping up and going an extra mile, contestations, etc. etc.).

All co-managers will be notified when the policy is in effect at all-staff. The policy will stay in effect as long as needed and dot/* will determine the end.

What does this mean for co-managers and the market as a whole?

This means that co-managers need to realize how important dots and stars are. Co-managers need to

realize that contestations are important and need to be done within 1 week of getting dotted. It is also important to understand and follow contracts. This also means that co-managers on the dot/* committee MUST ALWAYS have updated tallies at all-staff and also communicate with peeps that may be at risk.

STARS

Stars are awarded to co-managers who have been recognized for their exemplary market work.

- 1 Star cancels out 0.5 Dots
- All Stars must be written on the Star sheet
- Co-managers cannot Star themselves

Co-managers should be starred for great work that goes above and beyond regular market work. For example, a co-manager may get starred for impromptu shift covering. A Star should not be given if a co-manager mops up spilled coffee on shift, because that should be done anyway.

What is Market Service?

Market Service is defined as work that is done in connection to the market in addition to regular market hours. You do not get paid for Market Service Hours. By doing this service, members can erase Dots. Market Service can only be achieved if:

1. After completing the Market Service Hour, fill out the designated MSH form, which can be found in the office.
2. Have the SF, or another co-manager sign the MSH form, which will vouch to Dot that the MSH was completed.
3. MSH's cannot be completed while on an assigned shift. They must be completed on your own time.

There are many ways that you can perform service to the market, such as flyer time with the advertising committee.

- 1.5 Dots = 1 hour of Market Service
- 1 hour of Market service will eliminate 1.5 Dots from a co-managers Dot tally.

How do Dots Work?

Dots can be recorded by yourself, or a fellow co-manager. This means that if a peep is late to work or leaves a shift early, a Dot will be given to them regardless of their reason or situation. It is also customary that you communicate to the person that you have Dotted, which will improve communication in the Market.

It is then up to the Dot/Star committee to notify that particular co-manager during “Dot time” at All-Staff. Each week at All-Staff a completed Dot and Star Tally will be completed and handed to each respective co-manager. This tally will inform the co-manager of any Dots and Stars received, if the co-manager is on contract, or up for firing. DOT tallies must be done on Monday and Wednesday, but the committee only distributes them on Mondays. Tallies are not distributed on Wednesdays, because they are done solely to update the committee on firing/contract situations, and to deal efficiently with the volume of Dot’s per week.

The Dotted co-manager may choose to meet with a member of the Dot/Star committee and explain the Dot. If the co-manager cannot meet with a member of Dot, or make their designated meeting time, then the co-manager may write a letter explaining the cause of his/her/ze Dot. The Dot/Star committee then decides whether the Dot is valid or void. If the Dot is valid then the madness ensues.

It is important to remember that the Dot/Star committee is open to questions and comments from other co-managers. If you feel that you have been wrongly Dotted, or your tally is askew, then it is your responsibility to approach Dot with the issue at hand. Dot is always willing to help out in times of need.

Contesting a DOT

If you feel you have been dotted unjustly, please leave a note in the mailbox of a committee member. They will take the note to the next DOT meeting, at which the committee will arbitrate. It is worth stressing that we need written notes, and will not discuss issues brought to us only in oral form.

Another important point is that you have two weeks from the date of your DOT’ing to contest the DOT, after which time the DOT is uncontestable. However, contesting the DOT as soon as possible is always advised, to avoid confusing situations relating to contracts and firing proposals.

DOT reserves the right to take a person off contract if they successfully contest the DOT which put them on contract.

DOT reserves the right to rescind the firing proposal of a person who successfully contests the DOT which put them up for firing. The person must attempt to meet with the Dot/Star committee in the time before, or at, the COR preceding the All-Staff of their firing, to contest the DOT.

Explanation of the Madness

If the co-manager has no valid reason for a particular Dot, the Dot stays. These Dots can only be

removed by the prescribed hours of Market Service, otherwise they remain on the co-managers record throughout the semester. Dots do not carry over from semester to semester, however contracts and firing decisions do. If a co-manager really feels the Dot received is unjust they may give a note to Dot or come to a Dot meeting, and the committee will arbitrate.

4 Dots = on contract
12 Dots = immediate firing proposal

It is the responsibility of the Dot/Star committee as well as the co-manager in question to be aware of the contract and for that co-manager to sign that contract within one week of receiving notice. The existence of the contract is announced during “Dot time” and in the Dot/Star committee notes. If the contract is broken, the co-manager goes up for firing.

Co-Managers have two weeks to get their tallies under 4 dots while on contract. This is to eliminate the common oscillation of being on or off contract within the contract time period.

27.

The Possibility of Forced Contract

If the co-manager in question does not sign the Dot contract within the week of notification, that co-manager may be placed on forced contract. Forced contract means just that upon the next All-Staff, or after a week of notification of contract, the respective co-manager will be placed on contract on that day and notified of his/her status.

28.

What is a Contract?

A contract is an agreement between the co-manager and the Dot/Star committee that the co-manager in question will commit to a Dot-free period of time. The co-manager should meet with the mediator on Dot or the Dot/Star committee and go over their expectations, regulations, and answer any questions that they have concerning their contract. It is to the advantage of the co-manager to meet with Dot, so that any uncertainties can be ironed out and clarified.

29.

Customized Contracts

It is up to the Dot/Star committee to write out a customized contract according to the template overleaf, and provide it alongside the firing proposal at All-Staff. Note: If Dot does not feel that any trends are evident within the Dots received, then a customized contract can remain in a similar form to the regular contract.

The process would be as follows:

1. A co-manager receives 4 Dots and goes on contract.
2. If the contract is broken, the co-manager is up for firing at All-Staff.

3. Dot decides if a customized contract is applicable to present alongside the firing proposal.
4. If the co-manager is not fired at All-Staff, they are placed on this new, and more specific customized contract.
5. If the specific terms of the contract are broken, the co-manager is automatically fired.
6. Any Dots that violate the specific terms and would consequently lead to the co-manager being fired, will not be recorded by writing the Dot on the tally sheet, rather communicated by talking to a member of the Dot/Star committee, either verbally or through a note.
7. These Dots, like other Dots, can be contested. If the Dot is to be contested, the co-manager must approach the Dot/Star committee either verbally or through a note, within one week of the Dot being recorded. It is up to the Dot/Star committee to make a decision regarding the validity of any Dots received.
8. Dot should report to COR which terms of the contract were broken and their reason for accepting or denying the Dot. This must be in COR notes at the next All-Staff.
9. If the violating Dot is accepted it is announced at All-Staff that the co-manager's employment at the market is terminated.

30.

What are my Options?

In this situation a co-manager has two choices:

1. Contracts last one month. If the co-manager wishes, they may wait out the month without gaining a Dot. If they do this, their Dots will drop to 2 and their contract will be fulfilled.
Or
2. The co-manager may choose to work off all their Dots by performing Market Service Hours within the two-week period of going on contract. If the co-manager does this, Dots will drop completely and their contract will require three instead of four weeks.

Contracts carry over through previous semesters. Dots other than those accumulated due to missing end of semester cleaning shifts do not carry over.

What if I Break Contract?

If the co-manager breaks contract the co-manager goes up for firing. A proposal will be brought to COR, and then All-Staff, where it will be voted on by co-managers. It is strongly recommended that the co-manager up for firing be present when the proposal is brought up at COR. This will ensure for a timely filing of the firing process.

31.

How does Firing Work?

It is the responsibility of the Dot/Star committee and every co-manager to keep track of their respective Dots and Stars. If a co-manager accumulates four Dots they are put on contract. If a co-manager breaks contract COR is made aware by Dot. It is then the responsibility of COR to bring a proposal up at All-Staff to fire the co-manager in question. The co-manager up for firing has the opportunity to meet

with COR before All-Staff to discuss this proposal.

If a co-manager accumulates 12 dots (including star adjustments) they will automatically be fired. No contract, no proposal, no exceptions.

32.

Secret Ballot Voting (but not anonymous)

Voting on firing proposals is a responsibility that can be quite trying for a co-manager. Not only are they required to view their friends objectively but they also have to make a judgment in front of 27 of their peers. Under such stressful circumstances, the eyes of the group often restricts the decision of a co-manager (numerous stand-a-side votes during proposals evidence this fact). To promote the highest level of secrecy during firing proposals, secret ballot voting processes will be in place. With secret ballots it is the discussion that influences the way an individual votes, not the votes of the other co-managers. This encourages people to state their opinions during discussion and argue persuasively for the desired outcome rather than using sheer power of their vote to sway other co-managers.

In addition, public straw poles are still necessary in order to gauge the feelings of the group in relation to the discussion. If everyone is in agreement, there is no reason to discuss the situation further and, if there is a great disagreement within the group, it is helpful to know so that areas of contention can be fleshed out.

On the ballot co-managers will write their names, yes in favor of firing the co-manager up for firing, or no, in disagreement of the firing proposal. The facilitator will then count the votes aloud. The result of secret voting is honest voting. The firing procedure as a whole will be most effective if the basis of the decision is not fear, but thoughtful discussion.

33.

“Extraordinary Majority” Voting for Firing Proposals

Consensus decision-making is one of the most remarkable aspects of the Market. However, due to the personal nature of a firing proposal and the fact that it is incredibly difficult to take an objective stand on a peer’s value to the Market, an extraordinary majority decision is the most logical stance to ensure that personal ties will not affect the final decision and hence the overall good of the Market. Extraordinary majority voting is hereby defined as 80% of the votes in favor of passing the proposal. Unlike majority voting, with extraordinary majority the minority group is very small and as such is not likely to turn into a discontented faction. It is important to realize that the extraordinary majority counts “yes” votes only.

The breakdown:

<u>Co-managers present</u>	<u>Votes necessary for proposal to pass</u>
22.	18
21.	17
20.	16

15 is a quorum for All-Staff. A quorum is defined as 2/3 (two thirds) of all co-managers that work at the Market. No proposals of any nature can be passed if fewer than 15 co-managers are present.

34.

Extenuating Circumstances

At People's Market, unpredictable offenses may occur that are not covered by the Dot policy. It is believed that co-managers should still be held responsible to the Market and to themselves in the event of an extenuating circumstance that is not accounted for by the current Dot policy. To insure accountability in these uncertain instances, the following procedure will follow:

1. Unpredictable offense has occurred and can be verified.
2. The observer of the said unpredictable offense checks the Dot policy to see if the offense is covered under the current Dot policy.
3. Low and Behold, the unpredictable offense is not covered under the Dot policy. The observing co-manager then approaches a member of the Dot/Star committee and explains the circumstances surrounding the extenuating circumstance (this can be done verbally or written).
4. A member of Dot, or if possible, the whole Dot/Star committee as a whole, will discuss the circumstances of the offense with the Doted co-manager.
5. The Dot/Star committee AS A WHOLE then has the ability to:
 - a. allot a number of Dots for the unpredictable offense to that respective co-manager. If need be, the certain amounts of Dots designated to the co-manager could put that co-manager on contract, or up for firing
 - or
 - b. write a firing proposal including just the event in question. This firing proposal will concern only the event in question. It will not include or take into consideration any other Dots or Stars the co-manager might have received separate from the extenuating incident in question. The proposal will then be submitted for approval of Core and go to All-Staff as per the usual procedure.

It is the right of the co-manager in question to be present to defend their actions at any and all points throughout this process.

35.

Purpose of Extenuating Circumstances

This procedure allows extenuating circumstances to be accounted for and responsibility to be taken in a fair and specified manner- first through the review by the Dot/Star committee, second through the approval of Core, and third through the approval of the Market as a whole at All-Staff. The idea of the Dot/Star committee being able to write firing proposals is not as arbitrary as it may sound because the proposal can always be opposed at any time during the process- either by any member of the Dot/Star committee, Core, or by the Market at All-Staff.

It is important to realize that this should only be used for serious offenses to the Market, and not for problems that can be solved by straight-up, old fashioned *communication!*

36.

Firing Procedure

The following procedure determines firing.

1. A co-manager breaks contract
2. Dot submits a firing proposal to COR with the details of the contract and the grounds for firing. It is strongly recommended that the co-manager up for firing attend COR or make other arrangements once they are notified they are going up for firing at the next All-Staff. If the co-manager fails to make an appearance, however, the firing procedure continues as scheduled.
3. COR approves the proposal
4. At All-Staff, 2/3 of co-managers must be present in order to facilitate the firing procedure.
5. The co-manager is asked to state their case.
6. A question and answer session is held to help co-managers decide whether or not to pass the proposal
7. The co-manager up for firing is asked to leave the room
8. Discussion continues
9. Secret ballot voting takes place
10. Once a final decision is made, the co-manager is brought back and notified of the decision

Not Fired – If the co-manager is not fired, a new contract starts that day. That co-manager must commit to a Dot free period of time for four weeks, and does not have the option of completing Market Service Hours or a three week contract.

Fired – If the co-manager is fired, the ex-co-manager may say any last comments and then he/she will be asked to leave All-Staff. It is then the responsibility of the other co-managers to fill his/her shifts.

EVALUATIONS PROCESS

An evaluation process takes place in the middle of every semester. The function of Evals is to provide a time and space for co-managers to constructively critique themselves and the Market, to raise self-awareness of their market related habits and behaviors, to communicate their understanding of the Market's purpose, function and future and to share with each other the dreams, stories and passions which make up their identities. Evals are necessary because the hubbub of student life scarcely allows time for co-managers to sit back and simply communicate.

The process begins with each co-manager filling out an evaluation of each and every other co-manager and turning them in to the Orgi-Spec and SAC who will then redistribute the evals to the appropriate co-managers (i.e. you will write for and receive an evaluation from every other co-manager).

- Evals are organized by the Orgi-Spec and SAC committee who are to meet and delegate organizing tasks of printing/distributing/collecting sheets and organizing workshops for the event.
- Evals date must be decided at the beginning of the semester by the Orgi-Spec and communicated to the Market during the first All Staff.
- Evals must take place at an off-campus location (usually a co-manager will offer up their house) on a weekend in the middle of the semester. The precise time and location should be determined by the OS and SAC.
- Evals are mandatory for all co-managers.
- Evaluation sheets are due at a certain date, determined by the Orgi-Spec and SAC. Co-managers receive one dot for each day their evaluations are late.
- Any co-manager or committee interesting in holding a workshop should meet with the Orgi-Spec and SAC.

37.

RE-HIRING FORMER EMPLOYEES

NOTE: The following policy exists for employees returning after an absence of a semester or more, in order to re-acquaint both the employees with the Market and the Market with the employees:

- Any former employee who left in good standing and has been away no more than one semester will automatically be interviewed. A formal application is not required.
- Former employees, who left in **good standing** and have been away more than one semester, must submit a formal application. However, they will automatically be interviewed.

38.

Semester Away Proposal

In the instance where a co-manager wishes to leave campus during a future semester, he/she/ze must

first submit a written proposal to CoR asking to be rehired into the market assuming there is space for an additional co-manager upon his/her return. The market will not be forced to operate with excess co-managers, since this would be detrimental to the operations and payroll expense of the Market. This Proposal must address the intention to leave, the dates of anticipated absence, and the desire to return the following semester. Like all other proposals, it must then be brought to AllStaff and voted upon. (Remember CoR votes on whether the proposal is ready for AllStaff and AllStaff votes on whether or not to put the proposal into effect). If passed, a copy of the proposal should be given to hiring for them to document and/or file.

Upon return, a supplemental checkup with hiring will be required, but it is important to note that the co-manager's rehiring is not dependent on the interview unless special circumstances arise. These circumstances are subject to the discretion of the hiring committee. The purpose the check-up will serve is for the co-manager to talk about themselves, what they have done, how they have changed and grown, what they have learned, what they plan/expect to do upon return to the market, etc. Hiring should also update them with new Market policies/happenings that have occurred in the co-manager's absence.

The co-manager will be able to work immediately after receiving the final "ok" from hiring. This means that if the co-manager desires to participate in "Start-up", they must meet with hiring before the Market opens. Previous pay raises will be upheld and new peep training will not be necessary. The co-manager will not have any committee roles upon return, but will be able to vote during AllStaff immediately.

In the instance where more than one co-manager plans on returning to the market during the same semester and there are not enough open positions available, preference will be granted in the style of "first-come-first-serve" where the first to get their proposal approved will be the first to be given an open spot (if any). Also, if all open positions within the market are filled by returning co-managers using this procedure, there will be no need for any further hiring for the semester.

NOTE: This following procedure exists for employees who **PRE-EMPTIVELY** decide to return to the market after a determined semester away. The difference between the policies is **INTENT** to return as opposed to "returning on a whim."

Exit Forms

Any Employee who is leaving People's Market must fill out an exit form. This is a questionnaire that will help the Market to understand why they left and how the employee's experience with the Market was. The Exit forms will be given to the COR to file and keep tabs on. The COR will write on it as well, giving their feedback of the employee's work performance. A copy of the employee's dot record will be filed with the Exit form. This form will be used in all references and as a tool to rehire employees. It will also allow the parting member to be granted an Alumni Card.

1. Alumni Cards

Alumni Cards are fun. They are prepared by the COR, and are given to former employees. This enables our Alumni to come into the Market at any time and get free coffee, which they are entitled to. CD&C has the Master Copy. The copies must be signed by the bookkeepers and the former employee's name must be printed on it.

39.

All-Staff Voting Procedure for New Hires

Each vote a member of the Market makes is an important one, and it is for this reason that a new hire must wait three All-Staffs before they can participate in voting. In other words, new co-managers can vote at their 4th All-Staff. This procedure is in place to make sure new hires feel comfortable with the voting system, and have a basic knowledge of the Market's happenings. This rule does not apply to committee elections.

40.

Shadow Training

New peeps are required to sign up for 5 shifts comprising 5 hours in total during their first week during which they will observe and participate with experienced co-managers. Each new peep must sign up for an opening shift, a cleaning shift, an SF shift, a coffee shift, and a stocking shift. Training will be in charge of helping them sign up during the first weekend training session.

These 5 hours are mandatory, and failure to attend any unexcused results in automatic termination of the new peep. This should be stressed by training and included in the application and other new hire training materials distributed to new peeps.

41.

Mandatory COR Attendance

The Committee of Representatives (COR) handles some of the most pressing matters concerning the People's Market, yet it stands isolated from the general Market's consensus process. This isolation causes a gap in between the Market as a whole, and COR. In order to bridge this gap, each co-manager, who is not already a COR representative, is required to attend one COR per semester. The visiting co-manager cannot vote at COR, as this is reserved for the standard COR representatives, who have the requisite knowledge due to attending the meeting weekly. However, the visiting co-manager is strongly encouraged to take part in all discussions arising at the meeting.

COR meets weekly, at a fixed time, so scheduling conflicts may occur. If a co-manager absolutely cannot make the meeting, they may appeal to COR to excuse them from the requirement. COR's DOT representative will record attendance, and **failing to attend the meeting, without being excused, will result in 3 DOT's.**

Please note that COR, along with most other Market committees, holds open meetings, at which any co-manager is welcome to attend at any time.

(Mandatory COR proposal passed, Spring 2003)

42.

OUR POLICY ON “TIPS”

People’s Market does place “tip” jars at the registers. In order to abide by our non-profit status, our tips never go into our own pockets. Tips have two possible destinations:

- They go back into the business in the form of a store improvement, necessary equipment purchase, etc.;
- In times of financial stability, tips are donated to organizations sought out by the Extensions committee.

Tips are managed and counted collaboratively by the Cashout and Extensions committees. The groups and organizations supported by our tips are sought out by Extensions or other co-managers and brought by proposal to All-Staff for final approval by the group.

43.

EMPLOYEE FINANCES AT PEOPLE’S MARKET

Because People's is a co-operative, each employee has a unique and singular relationship with the financial aspects of the market. There are relatively few controls placed on us, as each of us are equally

responsible for paying for things we buy, tending the cash registers, opening and closing the store, etc. However, this relative freedom is accompanied by a great responsibility - the honor system

1. EMPLOYEE DISCOUNT:

As employee's we can buy any product in the store at a 10% discount. Originally, employee's received "retail price". This means that we get the product at the exact price it cost the Market to buy it from the retailer. So the Market does not lose money or make money off of its employees. (This has been suspended in the past due to financial reasons but could be brought back through a proposal)

2. EMPLOYEE CREDIT:

There is no credit system outside of the Tab System. Under no circumstance is it all right for a Market Member to borrow money.

3. TAB SYSTEM:

Tab is to be calculated and collected by the payroll manager. Tab amounts will be posted in the office along with the deadline to pay them. If tab is not paid for a co-manager, they will be dotted according to the current system.

4. EMPLOYEE PAY RATES:

Starting pay at People's Market is \$8.00. Co-Managers can receive a .15 cent raise each semester they work at the Market. To receive a raise, a proposal must be brought to COR along with financial information to support the decision. The consultant should have a space to explain their opinions, but the final decision is always in the hands of the co-managers.

5. EMPLOYEE PAYSLEIPS:

The University pays employees at People's Market every-other week with money that is drawn from the People's Market account. In order to get paid each Market person must fill out a pay-slip via SAITS online. This totals your hours for the week, Monday through Friday, and it may not exceed 20 hours per week. Additionally, the Payroll Manager asks for a breakdown of the hours you put in on the floor, for committees, and All-Staff. This is so that there are records of how much work time is being put into each aspect of the market. Exact details are dependent on the current Payroll Manager's policy.

6. UNIVERSITY PAYROLL CLEARANCE FORMS:

The payroll clearance forms are passed out and explained during training. These forms are essential in order for you to be paid and must be completed and submitted to the CSB ASAP. This is your responsibility, not the Bookkeepers, and if you don't follow through with it you won't be paid and the weekly books will be off.

44.

BUDGET TERMS MADE SIMPLE

(see sample budget for reference)

BUDGET: The budget is a projection of activity expected to occur over a particular semester. It is a

breakdown of monthly sales and expenses, and is necessary as a guideline for us to recognize our expectations and limitations.

TOTAL CASH DEPOSITED: The total cash deposited is the amount of money deposited from customer and employee sales into our account.

IAR RECEIPTS: IAR stands for Inter Activity Recharge. It is the way the way the COAP (the old SAO) transfers money from one RSO to another. For example, if Earthfoods buys a case of milk from People's, instead of paying cash they fill out a bulk order form. The bookkeeper from Earthfoods then has the money transferred from their account into ours through the COAP.

TOTAL SALES: The total sales are the total cash deposited and IAR receipts. This is all of the money deposited into our account.

COST OF GOODS SOLD: The cost of goods sold is the amount we pay for the goods we have sold in that period. It is figured by taking the dollar value of inventory on hand at the beginning of the period, adding the purchases of goods for resale during that period to the total, and then subtracting the dollar value of the ending inventory. Inventory is calculated by the Buying Committee. Cost of goods sold should be around 66% of sales.

GROSS MARGIN: The gross margin is the amount of money we have left over to pay our expenses after we deduct the cost of goods sold.

- Gross margin should be around 34% of sales.

TOTAL EXPENSES: Total expenses are the total amount of money spent on services and items needed to run the store, as well as other miscellaneous expenditures deemed appropriate by the group.

OPERATING SUPPLIES: Operating supplies is an expense. It is the dollar amount of non-food products necessary to sell food products. Coffee cups, plastic knives and spoons, and coffee stirrers are all operating supplies.

NET INCOME (LOSS): Net income is calculated by subtracting total expenses from gross margin. This may be a positive (gain) or a negative (loss) number and represents the amount of money left after all expenses have been deducted. Negative figures are placed in parentheses, positive figures are left normal.

SATF TAX: The SATF tax, or full costing, is 3.25% of expenses and purchases. This amount goes to the COAP in return for their accounting services and general support.

NET PROFIT (LOSS): Net profit is figured by subtracting full costing from net income. It is the total amount made or lost during that period.

1. IF WE ARE NOT-FOR-PROFIT, WHY DO WE BUDGET TO MAKE A PROFIT?

- **To cover the costs of opening.** At the beginning of each semester we open all of our purchase orders. In order to do so we must have that money saved to cover the total amount of money put in P.O.'s.

- **To cover unexpected losses.** Pricing errors or major equipment failure can cause a tremendous loss in a single semester, so beyond covering the cost of opening we need to have a few thousand dollars saved to cover unexpected losses.
- **To reinvest into the business.** Money made beyond what is needed to cover costs and unexpected losses should be reinvested back into People's in the form of upgrading old, or buying new equipment to increase efficiency and improve our appearance. Any excess funds beyond what is necessary for reinvestment can be considered for donations or for public service programs.

Note: *The budget for People's is generally made conservative because we need to know the economic feasibility of staying open, even in circumstances that are worse than expected.*

The CSB

The Center for student businesses is located in room 406 of the Student Union. The CSB provides guidance, training and supervision for the University's nine student businesses of which people's market is one. The CSB helps our bookkeepers prepare budgets, income statements, and manage other financial aspects of the business, as well as providing training in group dynamics, organizational development and communication skills. The CSB is also our primary connection to the Student Government as well as to the University administration, and is responsible for making sure that businesses abide by all legal and administrative guidelines. They also provide each student business with a financial consultant, who is an undergrad student within Isenberg.

People's Market has a desk and filing cabinets in the CSB where old applications, files and computer disks are stored. Computers, printers, and friendly assistance are available for Co-Managers to do market related work such as proposals, signs, and notes. The CSB is also the place where the COR, buying, and bookkeeping and other committee's meet.

45.

Student Activities Consultant Statement of Duties

TITLE: Financial Consultant
DEPARTMENT: Student Activities/People's Market
SUPERVISOR: Rosemary Schmidt

1. A. General Description

The consultant, Kelsey Hamill, will actively participate in the training of undergraduate students for purchasing positions at People's Market.

2. B. Required Duties

1. To provide training in the form of one on one and group consultations, to undergraduate students who are members of the People's Market Buying Committee.
2. Attendance at the weekly two-hour buying meeting, giving feedback and input when necessary.

3. C. Justification

Throughout the years, the buying committee has been a group of five market members who pass on their knowledge to others when the time comes to move on. It is through this process that essential training is lost and information forgotten. The buying committee determined that they needed a way for this essential training to take place and form some sort of continuity

46.

BEGINNING OF THE SEMESTER OPENING PROCEDURES

Start-Up exists to prep the Market for opening each semester. One Bookkeeper should be on Start-Up to get the financial situation in order, as should at least one Buying Committee member. Start-Up is responsible for ensuring that the store is physically ready to be opened (cleaned, inspected, stocked) and that all initial orders have been made.

People should volunteer for Start-Up at the end of the previous semester, with the understanding that it is a commitment that cannot be broken. All Start-Up hours are paid, and are thus a good chance to get money before the semester starts.

- The first mandatory All-Staff happens on the Monday Before classes start
- Market members who fail to attend the first All-Staff are put on contact immediately
- A minimum of eight hours must be worked each week, over the course of the first two weeks, by all returning market members.
- COR sets the dates each semester for the first All-Staff and the opening day. Unless unusual circumstances arise those dates will be the Monday before classes begin and the first day of class respectively.
- Hours of operation for the first two weeks are decided at the first All-Staff of the semester.
- Start up is open to anyone who is interested in working prior to the start of classes.
- Even though the schedule during the first couple of weeks is only a temporary schedule, shifts are dotted during the beginning of the semester.

47.

END OF THE SEMESTER SHUT-DOWN PROCEDURES

7. The end of semester cleaning shifts are mandatory. Dotted works the same as any other shift. If a peep receives a Dot during this time that Dot carries over to the next semester.

1.

- 2. Shut down hours will be set by the COR & Maintenance Committees.**

3.

A representative of the Maintenance committee will be present for all shut down hours. Each Market member is responsible for completing a minimum of 2 hours during shutdown. Members can and are encouraged to sign up for more hours.

Before the Market can be cleaned, inventory must be taken. Before you can do inventory there must be a serious shrinkage session. Everything that will be expiring over the winter/summer vacation must be removed from the store. Check dates on anything edible, no exceptions. Everything that gets shrunk must be written down! This is very important to our ending inventory and income statement. After everything has been shrunk, they should be thrown away, distributed amongst co-managers and their friends/family, or donated to other non-profit organizations.

Larry Davis must be contacted to give a closing inspection. It's the responsibility of the Maintenance

Committee to respond in the event that People's Market doesn't pass inspection.