December 17, 2020
Policy B6 – Staff Treatment & Compensation, last revised: October 9, 2018.
I report compliance with all parts of this policy unless otherwise noted below.
Unless indicated otherwise, this data is accurate as of December 17, 2020
I certify that the information contained in this report and any attachments is true.

General Manager

Attachments:

1. Memo from the Human Resources Manager

Policy Language

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

Interpretation & Operational Definition:

The General Manager must ensure that the Co-op is a workplace where employees are treated fairly, working conditions are considered safe, and rules & expectations are clear.

Throughout this report, I rely on data collected during the 2019 Employee Opinion Survey conducted by Carolee Colter (3rd party HR consultant). Management began engaging Ms. Colter in 2008 as an outside party to provide a professional review of this policy with management. As surveys measure perceptions, not necessarily facts, it is necessary to back-up certain of these survey scores with other data in order to demonstrate compliance.

For survey scores, a score of 3.25 is the minimum to demonstrate compliance. This score indicates that more employees agree with the question than disagree with it.

For questions involving discrimination and harassment on the basis of status in a protected group, the minimum score to demonstrate compliance is 3.75. These are the questions that support B6.3.

Data:

- Global Policy – unfair

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
The hiring process is fair and based on work-related qualifications, resulting in good hiring decisions.	Score of 3.25 or above	3.92	Y	3.8
Department expectations are upheld in a fair and consistent way for all department staff.	Score of 3.25 or above	3.51	Y	3.81
Corrective action in my department is handled fairly and consistently to the best of my knowledge.	Score of 3.25 or above	3.71	Y	3.87
My supervisor's decisions are fair and consistent even if I don't always agree with them.	Score of 3.25 or above	4.12	Y	4.16
Internal candidates are given fair consideration for job openings.	Score of 3.25 or above	3.92	Y	3.83

- Global Policy – unsafe

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
The physical working environment of the store is safe.	Score of 3.25 or above	4	Y	3.65
Safety concerns are addressed promptly and effectively.	Score of 3.25 or above	3.88	Y	3.77
In the event of an emergency, I know whom to contact.	Score of 3.25 or above	4.01	Y	4.08
To the best of my knowledge store operations support safe food handling and hygiene.	Score of 3.25 or above	3.97	Y	3.93

- Global Policy – unclear

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
I have a job description that clearly outlines my responsibilities.	Score of 3.25 or above	**4.04**	Y	4.06
I received well-planned and useful on-the-job training.	Score of 3.25 or above	**3.71**	Y	3.65
On-the-job training provided for new employees is adequate for staff to successfully perform their job duties within an appropriate time frame.	Score of 3.25 or above	**3.75**	Y	3.79
I am clear on the criteria used to evaluate my performance.	Score of 3.25 or above	**3.94**	Y	4.08
As a result of my evaluation, I am clear on the goals I have to work toward.	Score of 3.25 or above	**3.92**	Y	3.96
My supervisor lets me know what is expected of me.	Score of 3.25 or above	**4.23**	Y	4.33

Data supports compliance.

Policy Language
The GM must not:

B6.1 Operate without written personnel policies that:
a. *Clarify rules for staff.*
b. *Provide for fair and thorough handling of grievances.*
c. *Are accessible to all staff.*
d. *Inform staff that employment is neither permanent nor guaranteed*

Interpretation & Operational Definitions:
The Co-op should have in place an employee policy manual/personnel handbook that clearly states policies and procedures in a clear manner. The manual should meet objective, professional standards, and each employee should receive this manual when they are hired.

Grievance procedures have a special place in personnel policies because they ensure that employees have a systematic way to address major issues without bias or fear of retaliation. The Cooperative Model Grievance Procedure, developed by CDS Consulting Co-op provides for "fair and thorough handling of grievances," and has been incorporated into our personnel policies.

- Staff survey responses will indicate that employees have received the handbook.
- Staff survey responses will indicate that employees understand the grievance procedure.
- A copy of the current employee handbook will be on file with the HR Manager.
- The handbook will be reviewed every 5 years by a 3rd party HR professional or by legal counsel.
- The handbook will include a specific grievance process based on the Cooperative model Grievance Procedure.
- A completed Employee Acknowledgement Form (on which employees indicate that they have received and read the handbook) will be in each employee's electronic personnel file.
- The handbook will include specific language concerning the "at will" status of employment at the Co-op.

Data:

- Relevant survey data:

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
I received a copy of the Personnel Handbook and I receive timely updates.	90% Yes	70%	N	4.16
I know what to do if I have a grievance about a management decision.	Score: 3.25 or above	3.68	Y	3.71
I feel I could use the grievance procedure without fear of retaliation.	Score: 3.25 or above	3.72	Y	3.44
I feel safe bringing my criticisms and concerns to management.	Score: 3.25 or above	3.53	Y	3.64

- The HR Manager maintains multiple physical copies of the handbook in her office.
- The Handbook was last reviewed in 2019 & 2020 by SHRM (Society for Human Resource Managers) legal support.
- Pages 13-14 of the handbook detail the grievance procedure.
- Employees acknowledge receiving the handbook either physically or electronically. The handbook is accessible online through Paycom (the Co-op's payroll services provider – employees all use this site for requesting time off, managing their payroll deductions, etc.).
- Excerpt from the handbook, page 2:

  Note: This handbook is intended solely as a guide for the Co-op's management and employees during employment. It is not a contract of employment, and no such contract may be implied from its provisions. The handbook policies and procedures are not promises or inferences of continuing employment. Changes in the handbook may occur.

Moscow Food Co-op reserves the right to interpret, revise, add to, or delete any policies in this manual. Updated copies are available from the Human Resources office.

Employment at the Co-op is "at will." This means that both the Co-op and its employees have the right to terminate the employment relationship at any time, with or without cause and with or without notice for any reason not prohibited by law.

Data supports compliance.

Policy Language

B6.2Cause or allow personnel policies to be inconsistently applied.

Interpretation & Operational Definition:

The General Manager must ensure that policies are applied consistently so that all employees are treated fairly. In order to ensure consistent application of policies, Managers must receive ongoing training and support.

Data:

- Relevant survey data:

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
The policies in the Personnel Handbook are applied fairly and consistently.	Score: 3.25 or above	3.72	Y	3.83

- Managers have weekly check-ins with their direct supervisor to ensure policies are applied consistently.
- Managers also periodically review policies and expectations at Management meetings.
- Managers have all-hours access to HR if extra or additional support is needed.
- The Co-op has been utilizing the Co-op U platform through NCG for additional training on supervision. All department managers completed 4.5 hours of supervision training in fall 2020.

Data supports compliance.

Policy Language

B6.3 Allow arbitrary discrimination on the basis of race, nationality, religion, age, gender, sexual orientation, disability, political affiliation, or otherwise.

Interpretation & Operational Definition:

The General Manager must create and maintain a discrimination-free workplace. The Co-op will abide by all state and federal regulations regarding harassment and discrimination. Managers will be trained at least annually on workplace harassment and discrimination.

Data:

- Relevant survey data:

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
To the best of my knowledge, co-op employees are treated fairly regardless of race, religion, sex, age, sexual orientation, gender identity, national origin, marital/parental status, veteran's status, or mental or physical disability.	Score of 3.75 or above	**4.36**	Y	4.18
The Co-op values diversity of race, religion, sex, sexual orientation, gender identity, age, national origin and mental and physical ability.	Score of 3.75 or above	**4.47**	Y	4.28
The Co-op's work environment is free from discrimination and harassment, based on race, sex, age, etc.	Score of 3.75 or above	**4.12**	Y	3.85

- The handbook policies that discuss discrimination and harassment are reviewed by HR with every new employee.
- Managers receive additional discrimination and harassment education at least annually.
- Beginning in February 2019 as part of our updated new employee orientation, each employee participates in a 45-minute discrimination and harassment training. This has been on hold since March 2020 due to COVID-19, although HR provides individual instruction.

Data supports compliance.

Policy Language

B6.4 Provide for inadequate documentation, security and retention or personnel records and all personnel related decisions.

Interpretation & Operational Definition:

The General Manager must ensure that all employee information and employment files, including job applications & interview materials, are securely stored.

Paper records will be stored in locked filing cabinets inside an office that locks. Access to electronic records will be password protected. Only authorized personnel will have access to any employment records.

The Co-op will follow all state and federal requirements for record retention.

Data:

- The HR Manager keeps all paper records in multiple locked filing cabinets in the GM/HR office. This office is locked when not in use by the GM or HR Manager.
- Electronic records are accessible only by authorized personnel. The HR Manager maintains all passwords and establishes authorization appropriately.
- There has been no unauthorized use of personnel or employment records.
- There are no known instances of noncompliance with state and federal record retention requirements.

Data supports compliance.

Policy Language

B6.5 Establish compensation and benefits that are internally or externally inequitable.

Interpretation & Operational Definition:

This policy establishes several criteria

- Co-op employees should be able to anticipate that they will receive a wage based on their job description and that job's placement on the wage scale. Thus, every position will have a job description and an associated wage level on the scale.
- Compensation at the Co-op should compare favorable to compensation offered by similar businesses in our area. We will evaluate this by comparing (when we can) data for similar positions from the Idaho Department of Labor. Comparable Idaho Median Wages will fall within the range for similar positions at the Co-op.
- Benefits will appear reasonably comparable to those offered by other employers.
- No Co-op employee should receive benefits that are not offered to other employees of the same employment status (full-time or part-time). Therefore, we can expect that no Co-op employee will file a valid grievance claiming that they did not receive benefits accorded to other employees of the same employment status.

Data:

- Statewide comparative data (external equity) can be found at https://lmi.idaho.gov/oes and is summarized below.

	Job titles	Comparable Idaho Median Wage	Co-op Minimum	Co-op Maximum
Group 1	Cashiers, cooks, servers, baristas, stockers, merchandisers, counter service, dishwashers	$10.83	$11.00	$14.00
Group 2	Buyers, Coordinators, Leads	$14.02	$13.00	$18.00
Group 3	Department Managers	$20.23	$14.00	$20.00
Group 4	Store Manager	$32.01	$18.00	$30.00
	HR Manager	$40.29		
	Finance Manager	$39.41		
	Marketing Manager	$50.19		
	General Manager	No data	Determined by the Board	

- Insurance benefits add a value of $2.08 per hour for FT employees

Benefits	% of staff who find the benefit valuable
Paid Time Off	91%
Staff Discount	94%
Retirement Plan	54%
Medical & Dental	71%
Vision	62%
Walk/Bike to work rewards	48%
Employee Assistance Program (EAP)	43%

- Relevant survey data in support of this sub-policy:

Staff Survey Questions	Compliance benchmark	2019 Scores	Does data indicate compliance? Y/N	2017 Scores
I am fairly paid for the work I do relative to similar opportunities in the area.	Score of 3.25 or above	3.46	Y	3.27
The pay rate for my position is fair in relation to the pay rates for other positions at the Co-op.	Score of 3.25 or above	3.7	Y	3.37
I understand the system for determining pay raises.	Score of 3.25 or above	3.95	Y	3.7
I am satisfied with the system for determining pay raises.	Score of 3.25 or above	3.42	Y	3.47

- There were no instances of grievances filed.

Data indicates noncompliance.

Policy Language
B6.6 Change the GM's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Interpretation & Operational Definition:
The GM's compensation is decided upon by the Board of Directors. The GM does not have the authority to make any changes to their own compensation. If the Co-op changes benefits that affect all full-time employees, the GM's benefits would change, as well.

The Finance or HR Manager will provide the Board with a memo detailing the GM's compensation and benefits and will specify any changes

Data:
- Please see the attached memo from the Co-op's Human Resources Manager.

Data supports compliance.

Policy Language
B6.7 Utilize bonuses as part of staff compensation packages.

Interpretation & Operational Definition:
I interpret this to mean that the GM must ensure that compensation packages do not include discretionary, year-end bonuses and that these are not awarded to employees. A *bonus* is interpreted as being an additional cash payment added to regular payroll at the end of the year. A bonus is different from profit-sharing and/or gainsharing as a part of the Co-op's Open Book Management practices, from gifts (like t-shirts, water bottles, etc.) given to all employees, and from the use of co-op bucks to reward going above and beyond.

Data:

- No year-end or discretionary bonuses have been paid out to any Co-op employee in 2020.

Data supports compliance.